

# 4

## DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

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## 2020 highlights

### Creating sustainable cities

Mounting evidence of climate change, rising inequalities, changing lifestyles, integration of digital technology into daily and working life, etc. Cities are at the heart of a world of multiple transitions: territorial, ecological, social and technological. Concentrating activities and populations—urban areas are now home to 80% of the French population—cities are places of social progress and development.

However, cities are also faced with many challenges: combating climate change, adapting to the vagaries of the climate (heat islands in particular), access for all to quality housing and services (shops, transport, etc.). Citizens and stakeholders are also increasingly well informed, vigilant and demanding. They have high expectations in terms of quality, but also in terms of ethics and commitment to tackling social and environmental issues.

In this context, the Group believes cities will be able to deliver solutions: the layering of different uses and functional diversity are strong drivers for dynamism in the economic and social fabric. There is an urgent need to rethink cities to build attractive spaces that are pleasant to live in, inclusive, resilient, connected and environmentally virtuous.

**The Group's ESG approach, "We are all involved!" ("Tous engagés !"), embodies this ambition and is built around three convictions:**

- working as a public interest partner for **cities**, to preserve and develop local regions;
- placing **customers** at the heart of actions, working for customer satisfaction across all business lines;
- capitalising on the excellence of **talents**, the Company's biggest asset, to support growth.

In 2020, the COVID-19 pandemic plunged the world into a crisis of unprecedented magnitude—a full-scale experience of what the climate crises of the future could be. Altarea has demonstrated its ability to ensure the continuity of its business and that of its partners, and its ESG strategy has emerged stronger from this crisis. The Group has strengths to help it cope with these shocks: diversified businesses, a unique skills platform, and a pronounced entrepreneurial and resilient spirit. The contribution of the Group's employees has also been exemplary.

The results of this approach were once again praised in 2020: Altarea confirmed its GRESB "Green Star 5\*" status and has maintained a score equal to or higher than 90/100 since 2016.

### Cities

Altarea wants to be a public interest partner for cities. The Group develops high-quality real estate solutions to develop desirable urban projects with a positive impact and a reduced environmental footprint.

#### 2020 Highlights

- **low-carbon city:** Altarea continued its work on reducing greenhouse gas emissions from its activities. 2020 was devoted to in-depth analysis of ways to reduce the carbon footprint and quantifying the financial impacts of possible actions. This made it possible to establish a methodology and a trajectory that is intended to be compatible with the Paris Agreement (Science-Based Targets (SBT) approach);

- **nature in the city:** the presence of nature in the city is also a factor of well-being for residents. The COVID-19 pandemic highlighted the vital role of the natural environment to citizens' physical and mental well-being. In 2020, Altarea continued the internal approach based on "useful nature" by raising employee awareness of the added value brought to projects and territories by introducing nature into the city;
- **positive impact on the regions:** in the exceptional context of the COVID-19 pandemic, employment and continuing economic activity were priorities for the Group. Altarea continued its activities as much as possible and maintained its strong support for employment in the region, by contributing to the continuity of its partners' activities.

### Customers

Lifestyles, uses, aspirations, customer expectations are changing. Thus, in all its activities, the Group is committed to a process of dialogue and listening. Customer satisfaction is a priority objective, achieved through the quality of life and well-being of occupants, as well as exemplary conduct of its operations.

#### 2020 Highlights

- **customer satisfaction:** the Group has risen to second in the HCG/ Les Échos rankings of customer relationships. This rewards the speed and quality of responses to customers, as well as support for the latter in the context of the COVID-19 pandemic. In addition, for the fourth consecutive year, Cogedim won "Customer Service of the Year" in the Property Development category;
- **quality of life and well-being of occupants:** the lockdown imposed by the COVID-19 pandemic reiterated the importance of the quality of buildings for the well-being of their occupants: Altarea has made this a major commitment and continues to have NF Habitat certification for 100% of its housing;
- **exemplary conduct of operations:** in 2020, the Group ran a major review of responsible purchasing, leading to an ambitious action plan to improve the Group's practices. This committed structural approach helps strengthen the Group's image as a responsible partner with its partners and customers.

### Talents

Altarea has diverse and unique know-how on the market, major assets that give it significant agility in its various business lines. As a responsible company, the Group encourages access to employment for young people. In addition, in order to remain a leader in its field, Altarea embraces the vision of a learning company, focusing on the diversity of learning methods.

#### 2020 Highlights

- **workforce:** the Group had 1,983 employees at 31 December 2020, down 3% over the year. In the context of the health crisis, Altarea has adopted a cautious attitude to workforce growth;
- the Group's policy on **use of work-study programs** has continued to expand. In 2020, Altarea welcomed 317 work-study students, compared with 287 in 2019;
- **87 Richelieu:** in June 2020, the Group moved into its new head office, at 87 Richelieu, a showcase for its know-how, with numerous collaborative spaces, others dedicated to training,

health, social space and the best connectivity and digitisation tools. 93% of employees say they are very satisfied or satisfied with the new head office;

- **skills development:** 98% of employees took at least one training session and more than 3,800 days of training were provided in 2020. In March, the Academy accelerated the deployment of its digital platform, to provide online training during this atypical year dominated by the COVID-19 pandemic. Also in 2020, Altarea

carried out structuring work to formalise an ambitious training plan to support the deployment of the Group's CSR strategy. One of the first actions was to hold an online conference session for all employees, with the aim of reminding everyone of the Group's "Tous engagés !" programme;

- **Top Employer:** the Group launched a benchmarking process in 2020 and was certified Top Employer in the first year.

## TOUS ENGAGÉS!

### Altarea's CSR approach

#### ALTAREA'S CONVICTIONS

##### CITIES

Developing and preserving regions

##### CUSTOMERS

Customer satisfaction at heart of Altarea's actions

##### TALENTS

Excellence as a driver for growth

#### ALTAREA'S COMMITMENTS

**Develop desirable urban projects with a positive impact**

**Develop a resilient, low-carbon city**

**Preserve natural spaces and promote nature in the city**

**Promote the circular economy**

**Listen customers and deliver customer satisfaction**

**Develop a desirable and comfortable city**

**Enhance green value by rolling out ambitious certifications**

**Be a beacon of best practice in business lines**

**Support skills development**

**Foster well-being in the working environment**

#### KEY RESULTS 2020

99% of surface areas under development are less than 500m from transport links

-85.7% in CO<sub>2</sub> emissions across the portfolio, since 2010

Energy outperformed Business property RT by over 30%

91% of portfolio waste recovered

Cap 3000, 1<sup>st</sup> centre in the world to be BiodiverCity certified®

"Customer Service of the Year" Award for Cogedim for the 4<sup>th</sup> year running

100% of Residential projects certified NF Habitat

100% of portfolio sites certified at least BREEAM® In-Use

100% of new Business property projects in the Paris region certified at least HQE

Excellent and BREEAM® "Very Good"

1,983 employees at 31 December 2020

Top Employer certification obtained in the first year

317 work-study students

98% of employees took at least one training session in the year

Strengthening of Altawellnes the offer in terms of well-being at work, in a context of crisis













## 4.1 A ESG approach integrated with Group strategy












### 4.1.1 DPEF summary

In order to produce the DPEF, the Group conducted an analysis of extra-financial risks that may arise from its activities (see methodological details under Section 4.6.1). A summary of these risks, the main actions and policies implemented by the Group and a reference to a more detailed description together with the results are set out in the table below.

2020 was an unusual year and the table below also sheds light on the management of these risks in the context of a health crisis.

### Risks and policies

Risks	Actions and policies	Details	United Nations SDGs	Focus 2020
<p><b>Risk of operations losing attractiveness and value for customers and investors</b></p> <p>In a context of major transitions (digital, ecological, etc.), the property expectations of customers and investors can quickly evolve.</p> <p><b>DPEF1</b></p>	<p>In order to anticipate the expectations of customers and stakeholders, in all its business lines the Group has introduced:</p> <ul style="list-style-type: none"> <li>improved dialogue with customers;</li> <li>well-being and comfort initiatives in each business line;</li> <li>continuous efforts on green value and environmental standards (quality, label and certifications);</li> <li>a culture of innovation instilled in the Group.</li> </ul>	<p><b>Customers</b></p> <p>4.3.1 4.3.2 4.3.3 4.3.5</p>	  	<p><i>This reinforced dialogue with customers and the entire Group ecosystem, particularly tenants, buyers, visitors, etc., has been intensified to manage the health crisis, with particular attention to the health, safety and financial health of all.</i></p>
<p><b>Risks associated with the acceptability of projects to local councillors, neighbours, customers (licence to operate)</b></p> <p>The development of Altarea's activities depends on their acceptability for the regions in which they are to be located, citizens, buyers and the environment.</p> <p><b>DPEF2</b></p>	<p>The Group is developing its local presence and rolling out environmental, economic and societal regional development measures:</p> <ul style="list-style-type: none"> <li>the Group is developing harmonious, sustainable, mixed urban projects connected to transport networks;</li> <li>it is contributing to regional development and establishes strong links with the social economy;</li> <li>preserving local biodiversity is a priority.</li> </ul>	<p><b>Cities</b></p> <p>4.2.1 4.2.3</p>	   	<p><i>Thanks to its locations throughout the country, the Group has been able to stay close to the population and conduct solidarity actions. In addition, the actions taken to continue economic activity, resume it quickly after the lockdown, support retailers and continue activity in the head offices have continued to support many jobs.</i></p>
<p><b>Risks associated with climate change: transition to a low-carbon world</b></p> <p>As the property and construction sector is responsible for around 25% of emissions in France, it is directly concerned by the requirement to reduce greenhouse gas emissions and by future regulations (including taxation and more stringent standards, such as environmental regulation RE2020).</p> <p><b>DPEF3</b></p>	<p>The Group has taken climate change into account in all of its activities and is committed to:</p> <ul style="list-style-type: none"> <li>reduce its direct footprint (target 70% emissions and neutrality over time);</li> <li>contributing to a low-carbon city by promoting sobriety and proximity, with initiatives on the main categories of indirect emissions:                             <ul style="list-style-type: none"> <li>materials: resource efficiency, use of low-carbon materials, development of refurbishment,</li> <li>energy: high standard of energy efficiency in its projects, and awareness raising.</li> </ul> </li> </ul>	<p><b>Cities</b></p> <p>4.2.2</p>	  	<p><i>Although the partially reduced activity has allowed a temporary reduction in emissions, the Group is continuing its fundamental transformation on the subject of climate change. It has launched a cross-functional process to reduce scope 3 emissions, in line with customer expectations and the transformation of sectors and business models.</i></p>
<p><b>Risks associated with the impact of climate change</b></p> <p>Climate change is exacerbating climate phenomena (heat waves, flooding, etc.) that affect cities and their inhabitants. Property is affected by these risks but is also a source of solutions for customers.</p> <p><b>DPEF4</b></p>	<p>In its property projects the Group implements adaptation measures aimed at ensuring the comfort and value of properties for their buyers. The Group pays particular attention to summer comfort, notably by adapting designs and by using nature in the city as a cooling element.</p>	<p><b>Cities</b></p> <p>4.2.2</p>	 	<p><i>In an unusual health context, comfort in buildings, already a long-term challenge, has become an increasingly important issue. The Group has therefore continued its commitment in this area and is implementing a number of actions, particularly in terms of summer comfort.</i></p>

Risks	Actions and policies	Details	United Nations SDGs	Focus 2020
<p><b>Risk associated with increasing scarcity of resources</b></p> <p>Limited access to natural resources requires long-term thinking on how we can better manage resources and waste (the circular economy), the use of alternative methods, extending the life of buildings, intensifying their use, etc.</p> <p><b>DPEF5</b></p>	<p>The Group addresses this issue from the project design stage (reversibility, renovation, etc.) right through to the operational phase (waste management, etc.).</p>	<p><b>Cities</b> 4.2.4</p>	 	<p>No real impact of the crisis on this long-term issue; the Group is continuing its actions aimed at reducing the impact of its activities on natural resources.</p>
<p><b>Societal risks in the subcontracting chain</b></p> <p>Altarea is a major buyer, making more than €3,000 million of purchases each year, and has an impact on the social and environmental practices of its suppliers and subcontractors.</p> <p><b>DPEF6</b></p>	<p>Altarea has launched an ambitious Group project including:</p> <ul style="list-style-type: none"> <li>generalised actions (creation of a Group responsible purchasing charter);</li> <li>actions targeted by type of purchase (ESG clauses in calls for tenders and contracts, training actions, supplier assessments, audits, etc.);</li> <li>working to build a responsible and sustainable relationship with suppliers.</li> </ul>	<p><b>Customers</b> 4.3.4</p>	   	<p>The relationship with suppliers and partners, their health, and maintaining their financial health were a concern of the Group in 2020, whilst implementing a cross-functional and structured responsible purchasing process.</p>
<p><b>Risk associated with skills management</b></p> <p>The excellence of human capital is the foundation on which the Group's development is based. The world of work demands agility and new skills (digital in particular), Altarea needs to develop and improve the skills of its employees.</p> <p><b>DPEF7</b></p>	<p>Each year, the Group enhances its recruitment, integration and training policies to maintain and develop the skills of its workforce.</p>	<p><b>Talents</b> 4.4.4</p>		<p>The Group has demonstrated its agility by rapidly providing tools for remote working and training. The Digital Academy (internal e-learning platform) was a great success this year.</p>
<p><b>Risks associated with the Company's loss of appeal</b></p> <p>Altarea needs talent to successfully fulfil its mission to be an "Entrepreneur for the city". If Altarea is unable to recruit and retain employees, this could have a negative impact on its performance.</p> <p><b>DPEF8</b></p>	<p>The Group is developing staff retention mechanisms (pay, well-being at work, etc.) and is pursuing a strong policy to improve its employer brand.</p>	<p><b>Talents</b> 4.4.2 4.4.3 4.4.5</p>	 	<p>From the first lockdown to the end of its year, Altarea looked after the health of its employees and the management of psychosocial risks related to teleworking.</p>
<p><b>Risks associated with business ethics</b></p> <p>The Group may be exposed to attempted fraud or corruption risks, the impact of which could have a negative impact on its activities, performance and image.</p> <p><b>DPEF9</b></p>	<p>The Ethical Charter is a framework for the practices of the Group which is also seeking to reinforce its compliance programme.</p>	<p><b>Customers</b> 4.3.6</p>	<p>N/A</p>	<p>Greater use of IT tools and remote working created risks (in particular of fraud) which were quickly managed by the departments concerned.</p>
<p><b>Safety and security risk</b></p> <p>Risks to security and safety can affect shopping centres, head office and information systems in particular.</p> <p><b>DPEF10</b></p>	<p>The Security Department was set up in 2017 to manage these issues across all business lines.</p>	<p><b>Customers</b> 4.3.7</p>	<p>N/A</p>	<p>The health of all has been the priority and the Group has always taken the lead in anticipating issues directly or indirectly related to the health crisis, whether in its premises, its assets and on construction sites.</p>
<p><b>Risks of pollution and damage to the environment</b></p> <p>The Group's property activities may expose it to the risk of polluting its environment.</p> <p><b>DPEF11</b></p>	<p>The Group is committed to leading the way on environmental practices, particularly through certifications and processes to prevent pollution, both by its assets and on construction sites.</p>	<p><b>Cities</b> 4.2.5</p>	 	<p>No real impact of the crisis on this long-term issue, the Group is continuing its actions.</p>

## Main commitments and indicators

### Group

Commitments	Indicator	2020 Results	2019 Results	Trend	Comments
<b>Environment</b>					
Measure and manage the footprint	CO <sub>2</sub> emissions (scopes 1, 2 and 3)	524,979 tCO <sub>2</sub> e	704,585 tCO <sub>2</sub> e	↘	The sharp decrease is linked in particular to the reduction in activity due to the COVID-19 pandemic and the shut-down of shopping centres for parts of the year
Reduce greenhouse gas emissions by 70% from 2010 to 2020 <sup>(a)</sup> , then aim for zero emissions by 2030	Reduction of greenhouse gas emissions from the portfolio since 2010	-85.7%	-59.5%	↘	The sharp drop in emissions is linked to reductions in energy consumption, the purchase of green electricity and the reduction in activity due to the COVID-19 pandemic
Raise climate awareness to 100% of employees in two years	Percentage of employees reached by climate training	N/A, new commitment		N/A	The training and awareness plan will be launched at the start of 2021
Implement a strategy to adapt to physical risks	Deployment of concrete action plans	Deployment of tools to 100% of Residential teams	Creation of business tools	↗	Residential teams are trained and equipped. The process will be followed up and measured in 2021
<b>Societal</b>					
Develop mixed operations	Number of large mixed-use neighbourhoods under development	13	11	↗	The Group offers mixed use on all its major operations
Support employment	Number of jobs supported in France	More than 48,500 in 2019		N/A	The Group supports a large ecosystem of suppliers and service providers and contributes significantly to employment throughout the territory. The calculation could not be updated in 2020 due to the COVID-19 pandemic, but the Group continued to support employment through local actions, maintenance of construction sites, the opening of its sites, etc.
Select land near public transport	Percentage of surface areas under development less than 500 metres from public transport	99%	99%	=	Proximity to transport links has remained stable since 2016. This shows the Group's determination to deliver well-connected projects
Act for customer satisfaction	Place in HCG/Les Échos customer relations ranking	2 <sup>nd</sup>	3 <sup>rd</sup>	↗	In 2020, the Group was once again recognised as a benchmark in customer relations, with continued support during the COVID-19 pandemic
<b>Social</b>					
Support Group growth	Total Group headcount	1,983	2,045	↘	In the context of the COVID-19 pandemic, the Group has adopted a cautious approach to workforce growth, while prioritising job retention and the recruitment of work-study students
Promote youth employment	Number of work-study students accepted	317	287	↗	In a context of stable headcount, the Group has strengthened its commitment to young people
Promote gender equality	Percentage of women on the Management Committee	34%	28%	↗	Each entity has renewed and intensified their action plans on gender equality, confirming the Group's desire and commitment to develop actions to promote diversity
Extend the sharing of added value	Percentage of employees subscribing to the "Tous en actions !" programme.	69%	63%	↗	The "Tous en actions !" programme allows everyone to become a shareholder and be associated with the Group's success over time
Continue skills development according to the needs of the business line and developing the employability of employees	Percentage of employees having completed at least one training course	98%	78%	↗	In the context of the COVID-19 pandemic, formats have been adjusted to ensure safety, skills maintenance and social bonding between employees, with courses alternating between face-to-face and e-learning
Promote/Contribute to employee mobility	Percentage of positions filled internally	49%	N/A	N/A	In 2020, the Group continued its policy of mobility and internal promotion. A new indicator has been monitored this year

(a) On a like-for-like basis and under constant conditions.



## Retail

Commitments	Indicator	2020 Results	2019 Results	Trend	Comments
<b>Environment</b>					
Reduce energy consumption by 40% between 2010 and 2020 <sup>(a)</sup> , and then by 50% between 2010 and 2030	<b>Reduction in portfolio energy consumption since 2010</b>	-65.7%	-46.9%	↘	The sharp drop in emissions is linked to the implementation of the energy master plan, the environmental management system (EMS) and the reduction in activity due to the COVID-19 pandemic
Develop renewable energies	<b>Percentage of renewable electricity purchased</b>	75% (100% at Paris sites)	75%	↗	Since 1 January 2020, the share of renewable electricity consumed by the Paris sites (Bercy Village and Le Parks) is 100%
Implement actions for biodiversity on 100% of sites	<b>Percentage of sites with a biodiversity action plan</b>	100%	100%	=	The target is met and maintained each year
Recover more than 80% of portfolio waste	<b>Share of recovered waste</b>	91%	90%	↗	Waste recovery is promoted, notably with the implementation of composting for restaurants
100% of portfolio sites certified at least BREEAM® In-Use, "Very Good"	<b>Portion of sites certified</b>	100%	100%	=	Stable since 2015. Altarea is 100% BREEAM® In-Use certified for the French managed assets
<b>Societal</b>					
Continually improve the customer's visit experience	<b>Visitor satisfaction index</b>	7.7/10	7.7/10	=	The satisfaction index is stable and shows the efforts made to maintain attractive sites and increase leisure activities

## Property Development

Scope	Commitments	Indicator	2020 Results	2019 Results	Trend	Comments
<b>Environment</b>						
<i>Business property</i>	100% of projects have a high level of energy performance	<b>Percentage of surface areas with performance at least 30% better than thermal regulation</b>	100%	100%	=	Since 2016, 100% of Business property surface area has been outperforming thermal regulation requirements by at least 30%
<i>Business property</i>	100% of new projects in the Paris region certified at least HQE "Excellent" and BREEAM® "Very Good"	<b>Portion of new projects certified</b>	100%	100%	=	The ambitious strategy of certification is complemented by the most recent or innovative certifications in order to guarantee the building's green value
<i>Business property</i>	Promote refurbishment, to promote resource efficiency	<b>Share of refurbishment in the Paris region by surface area</b>	42%	55%	↘	The Group always considers the possibility of refurbishment, with equal performance and comfort. The figure is over 40% since 2015
<i>Neighbourhoods</i>	Hold BiodiverCity® certification for all projects	<b>Percentage of projects seeking certification</b>	100%	7 projects <sup>(b)</sup>	N/A	The Group made this commitment when it signed the charter to preserve cities' biodiversity and incorporate the living environment into all urban projects
<b>Societal</b>						
<i>Residential</i>	Measure share of local purchases	<b>Percentage of locally sourced purchases</b>	83%	73%	↗	Altarea monitors this indicator to strengthen its contribution to the local economy. It now includes subsidiary Pitch Promotion
<i>Residential</i>	Commitment to customer satisfaction	<b>Customer Service of the Year Award</b>	Awarded Customer Service of the Year <sup>(c)</sup>	Awarded Customer Service of the Year <sup>(c)</sup>	=	The Group won this award for the fourth consecutive year
<i>Residential</i>	Guarantee quality through NF Habitat certification	<b>Percentage of projects certified NF Habitat</b>	100% <sup>(d)</sup>	100% <sup>(d)</sup>	=	The Group has been 100% NF Habitat certified for four years, reflecting its continuous efforts to strive for quality
<i>Business property</i>	Favour mixed-use operations	<b>Share of multi-use areas</b>	78%	83%	↘	The Group's policy is to offer mixed uses for all its major operations
<i>Neighbourhoods</i>	Develop pleasant living spaces	<b>Number of WELL Community Standard neighbourhoods</b>	Development of two WELL Community Standard neighbourhoods, including Issy Cœur de Ville, the first pilot project in France		=	The Group reinforces its expertise in terms of quality of life in neighbourhoods

(a) On a like-for-like basis and under constant conditions.

(b) The definition of the indicator was updated between 2019 and 2020.

(c) Property Development category – BVA Group survey – Viseo CI – More information on [esgca.fr](https://www.esgca.fr).

(d) Excluding co-development, refurbishments and managed residences.

## 4.1.2 The Group's ESG approach

The Group's ESG approach is based on several analyses carried out over the past five years:

- a materiality matrix dating from 2016 (see 4.6.1);
- the risk analysis conducted as part of the preparation of the DPEF dating from 2018; and
- in 2020, an update of the priority issues, based on work done with the Group's senior executives. As such, twelve people were interviewed internally about their perception of macro-trends, stakeholder expectations and the Group's positioning.

For the period 2020-2025, the priority ESG challenges identified are as follows:

**TACKLING THE CLIMATE CHALLENGE**, with a focus on the following themes:

- reducing emissions across all business lines, and in particular in scope 3;
- use the circular economy as a lever for reducing emissions and creating value;
- enable cities to adapt and be more resilient.

**STRENGTHEN THE GROUP'S POSITIVE IMPACT** in the region:

- be a responsible partner and create economic value for all;
- work with the social economy and short supply chains;
- show solidarity and citizenship.

**DEPLOY THE RESPONSIBLE PURCHASING PROCESS** to ensure a better relationship with suppliers and subcontractors, *via* focus on safety, social and environmental issues in line with the Group's decarbonisation approach.

**TO ACHIEVE REAL TRANSFORMATION: TRAIN, RAISE AWARENESS, REACH ALL EMPLOYEES**, in order to obtain tangible and widely disseminated results.

Also, the Group continues its process to progress all the themes in the matrix and the DPEF.

### We are all involved! / *Tous engagés !*

Altarea is convinced there is no growth without Corporate Social Responsibility and launched its ESG approach in 2009. It was subsequently updated in 2017 with the materiality matrix and formalisation of the "*Tous engagés !*" ("We are all involved!") programme. The latter is based on three main areas:

- working as a public interest partner for cities, to preserve and develop local regions;
- placing customers at the heart of actions, working for customer satisfaction across all business lines;
- capitalising on the excellence of talents, the Company's biggest asset, to support growth.

#### ALTAREA'S ESG APPROACH



Altarea's CSR approach



## Relations with stakeholders

Due to the diversity of its activities and business lines, Altarea has connections with a wide range of stakeholders. The diagram below presents the main ones. Follow paragraph references to find out more about the type of dialogue we have with each.

### MAPPING OF ALTAREA'S PRIMARY STAKEHOLDERS

Clients	Buyers of residential units	Office users key accounts	Retail brands	Shoppers
<b>CHALLENGES</b>	Satisfy their expectations and advise them throughout the journey	Support performance and corporate culture	Attract visitors and offer pleasant, innovative spaces	Offer an experience and services
For further information, see chapter	4.3.1	4.3.1	4.3.1	4.3.1

Partners	Government and communities	Investors and analysts	Employees and applicants	Suppliers, service providers, subcontractors
<b>CHALLENGES</b>	Create long-term partnerships for regional revitalisation and development	Sustain financial and extra-financial performance of the Group and its products	Offer excellent career opportunities in an attractive compagny	Make the Group's CSR challenges a major part of its business relationships
For further information, see chapter	4.2.1	4.5.1	4.4	4.3.4 and 4.3.6

## 4.1.3 Analysis of the impact of the COVID-19 pandemic on ESG issues

### Group actions

Altarea showed great agility in 2020 to guarantee the continuity of its business in the face of the lockdowns and other imposed restrictions. Actions focused on two priorities:

- the maintenance and resumption of economic activities as soon as possible; and
- a major focus on the health and safety of the Group's employees and partners.

With regard to maintaining economic activity, actions have been taken in all of the Group's business lines. In Property Development, the construction sites remained closed for a very short time. They were able to reopen quickly thanks to the commitment of the Group's teams and a strong safety culture that has been in place for several years. The instructions of the health protocol were implemented quickly and in conjunction with an internal process to verify its proper application. All the specific health and safety plans (PPSPS) — which usually govern the management of risks on each site — have been updated. At the same time, dialogue with the construction companies enabled effective coordination to be put in place to safeguard the health of the workers, whilst maintaining work during the successive waves of lockdowns.

The teams showed exemplary innovation and agility to keep activities with customers going: sales, customer relations, prospecting, etc. All dialogues were conducted remotely in all businesses to the same demanding standards as face-to-face meetings. Innovative systems have been systematised or created: electronic signature, online service choice configurator, etc. This agility was rewarded by the HCG/Les Échos multi-sector ranking of customer relations, where the Group rose to second place.

On the operation of the shopping centres, exceptional work was done by the management, operations, marketing and management teams to keep them open (when essential businesses were present in the centres) and facilitate reopening. As such, operational opening plans (PODO) have been drawn up for each centre, setting out the health security arrangements against COVID-19 and the associated communication actions to be implemented within the centre, both before and after reopening. Taken together, these measures ensured the health and safety of the shopping centre's customers and staff. The plans included controlling the number of visitors, obligatory masks, queue management, management of technical equipment (ventilation), staff training, etc. The quality of these PODOs was noted by the local authorities and allowed the centres to be reopened quickly and safely.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

A ESG approach integrated with Group strategy

In particular, the Group obtained early access to masks, which it distributed to employees, customers, service providers, employees of retailers, etc.

With regard to the relations with tenants, the Retail teams have made the daily life of retailers as easy as possible, by implementing measures to reduce costs, whilst maintaining a high-quality welcome for visitors and employees working in the centres. In addition, efforts have been made to support retailers from a financial standpoint, notably with rent waivers for VSEs and support mechanisms for the largest groups. Several hundred agreements have been signed between Altarea teams and retailers to manage this complex period.

In addition, the Group took action to protect its employees, with measures that evolved during the year:

- strict health protocols in the offices;
- remote working support through the provision of effective IT tools, online training, teleworking tools, etc.
- facilitated return to on-site working (under optimal protection conditions, made easier by the new head office) to limit the psychosocial risks associated with working remotely.

To safeguard everyone's health, the infirmary gave employees the opportunity to be tested in the office.

Lastly, the Group showed solidarity, particularly during the first lockdown, by releasing funds for the #Protect your caregiver collective and by encouraging the personal initiatives taken by its employees.

### Impact on the ESG approach

Altarea's commitment and ESG strategy have emerged stronger from the COVID-19 pandemic. Faced with this unprecedented crisis, the Group reaffirms its commitment to major strategic issues:

- designing comfortable and resilient cities;
- combating climate change;
- take care of the health and safety of its employees and stakeholders.

This crisis is a full-scale trial of what the climate crises of the future could look like, and Altarea has learnt the lessons. The Group has assets to cope with these shocks: diversified businesses, a unique skills platform and a pronounced entrepreneurial and resilient spirit. The contribution of the Group's employees has also been exemplary.

## 4.1.4 Governance and implementation of ESG

### Organisation

The ESG Department is part of the Strategic marketing, ESG and innovation Department. It is made up of five employees and reports to an Executive Committee member. The management process in place to progress and disseminate the approach is as follows:

- the ESG Department advises Management and the Executive Committee on defining the ESG approach and actions to take;
  - the ESG Department relies on the ESG Committee, which meets regularly to implement these actions. This network of twenty coordinators represents each of the Group's business lines: Residential, Business property, Retail, and cross-functional departments (Human Resources, Innovation, Finance, Internal Control, etc.);
  - *ad hoc* working groups are formed to focus on targeted and operational topics with special coordinators and other participants. In 2020, working groups were set up to address topics such as reducing the carbon impact of activities, adapting to climate change and responsible purchasing;
  - lastly, to be as close as possible to the field, the Group is in the process of setting up a network of operational ESG ambassadors.
- ESG team contact: [developpementdurable@altareacogedim.com](mailto:developpementdurable@altareacogedim.com)

### Participation in sector organisations

Altarea plays an active role in external bodies, notably to anticipate changes in regulations on sustainability and to discuss best practice. The Group belongs to the following organisations:

- CNCC (Conseil National des Centres Commerciaux, the French Council of Shopping Centres). With members of the CNCC, Altarea recently helped to draft the "Sector ESG reporting guidelines", a guide for implementing the DPEF aimed at retail REITS;
- FSIF (Fédération des Sociétés Immobilières et Foncières, the French property company association);
- FPI (Fédération des Promoteurs Immobiliers, the French federation of real estate developers);
- C3D (Collège des Directeurs du Développement Durable, the French Sustainable Development Officers' group);
- HQE®-GBC Alliance France, the professional alliance for a sustainable built environment;
- Charte tertiaire du Plan Bâtiment Durable (sustainable building charter for office buildings);
- Association BBKA (Bâtiment Bas Carbone, or Association for Low-Carbon Construction);
- CIBI, the International Biodiversity & Property Council; and
- OID (Observatoire de l'Immobilier Durable), the sustainable property observatory, an independent general interest association which seeks to promote sustainability in construction. The Group is a founding member.

## Altarea is committed

### United Nations Global Compact

Altarea is committed to the United Nations Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anticorruption.

WE SUPPORT



### Sustainable development goals

Altarea decides its actions in light of the United Nations' Sustainable Development Goals (SDGs).

## SUSTAINABLE DEVELOPMENT GOALS



Details of contributions are set out in paragraph 4.1.1.

### Paris Climate Action



The Group works with the City of Paris on its Energy Climate Plan. It has been signed up to the Paris Climate Action Charter since 2015. In 2019, the Group renewed its commitment in the Charter to Gold level. Through this renewal, Altarea undertakes to support Paris's vision of a carbon-neutral city and 100% renewable energy by 2050.

Examples of the Group's commitments in this respect:

- propose solutions to reduce greenhouse gas (GHG) emissions: Altarea is committed to using biosourced materials, particularly wood, for 100% of its housing projects in Paris in the medium-term. Its recent partnership with Woodeum reflects this commitment. The Group is also committed to limiting the supply of new materials by promoting building restructuring and the circular economy;

- be a player in the local energy transition, for example by reducing consumption in its shopping centres by 50% by 2030 and by using 100% renewable electricity. Altarea is also committed to using at least one renewable energy source in all office and retail projects;
- support the region's ecological transition by promoting non-carbon mobility. For example, in Paris, Altarea aims to have no parking for anything on all new housing projects and bicycle parking on all office projects.

### Biodiversity Charter®

By signing this charter in 2018, Altarea has committed to preserving the biodiversity of cities and integrating living things into all urban projects.

### Environmental labels and certifications

Altarea is committed to guaranteeing the green value of its property projects to its customers and obtaining quality and/or environmental certification for 100% of its projects.

### Customer Service of the Year

The Group is committed to customer satisfaction and, for the fourth consecutive year, Cogedim won the "Customer Service of the Year Award" in the Property Development category.



### Diversity Charter

The Group is committed to the fight against discrimination and has been a signatory of the Diversity Charter since December 2013.



### Paris employment agreement

Since 2018, as part of the modernisation of the Paris-Montparnasse station, Altarea has signed a Paris Employment and Business Agreement (Pacte Paris pour l'Emploi et les Entreprises - PPEE) with l'Ensemble Paris Emploi Compétences (EPEC) and Pôle emploi Paris employment services, intended to create 500 to 700 jobs in Paris.

## 4.2 Working as a public interest partner for cities

### 4.2.1 Developing desirable urban projects and contributing to the local economy **DPEF2**

Scope	Objectives/Commitments	2020 Results	2019-2020 Change	Comments
Group	Focus on mixed-use projects incorporating Business property, Residential and Retail space	<b>13 mixed-use projects in large mixed districts</b>	↗	The Group offers mixed-use options across all of its major projects to promote proximity and bring cities to life
Business property		<b>78% of Business property projects are multi-use</b>	↘	
Group	Support jobs	<b>48,500 jobs supported in France in 2019</b>	Not applicable	The Group supports a large ecosystem of suppliers and service providers and contributes significantly to employment throughout the territory. The calculation could not be updated in 2020 due to the COVID-19 pandemic, but the Group continued to support employment through local actions, maintenance of construction sites, the opening of its sites, etc.
Residential	Measure share of local purchases	<b>83% of construction site purchases are locally sourced</b>	↗	Altarea monitors this indicator to strengthen its contribution to the local economy. It now includes subsidiary Pitch Promotion
Residential	Select new land near public transport	<b>99% of surface areas under development are located less than 500 metres from public transport</b>	=	Proximity to transport links has remained fairly stable since 2016 in Residential and Retail and has improved in Business property. This demonstrates the Group's commitment to projects with good transport links, which offer convenience and low-carbon mobility
Business property		<b>100% of surface areas under development are located less than 500 metres from public transport</b>	=	
Retail	Increase access to public transport and soft mobility	<b>79% of portfolio sites are less than 500 metres from a transport network with services running at least every 20 minutes</b>	↗	
Retail	Contribute to local employment by systematising employment charters on new projects and organising events to promote employment	<b>Paris employment agreement for Paris-Montparnasse station</b>	=	Altarea contributes to local employment by forming partnerships with stakeholders from the region, retailers and job seekers

As an urban developer, Altarea shapes the living environment of millions of users. This mission gives it a great responsibility for the future of the regions where it operates and creates the following challenges and opportunities:

- on the one hand, environmental issues (climate change, biodiversity, natural resources, etc.) are now taken for granted and a major concern for society;
- on the other, the phenomena of metropolisation and the transformation of family units are contributing to land pressure on certain territories: cities must become denser and more accessible to all to meet the needs of each; and
- lastly, after years of growing inequalities, diversity (social, intergenerational, etc.) and solidarity are essential to the cohesion of the regions.

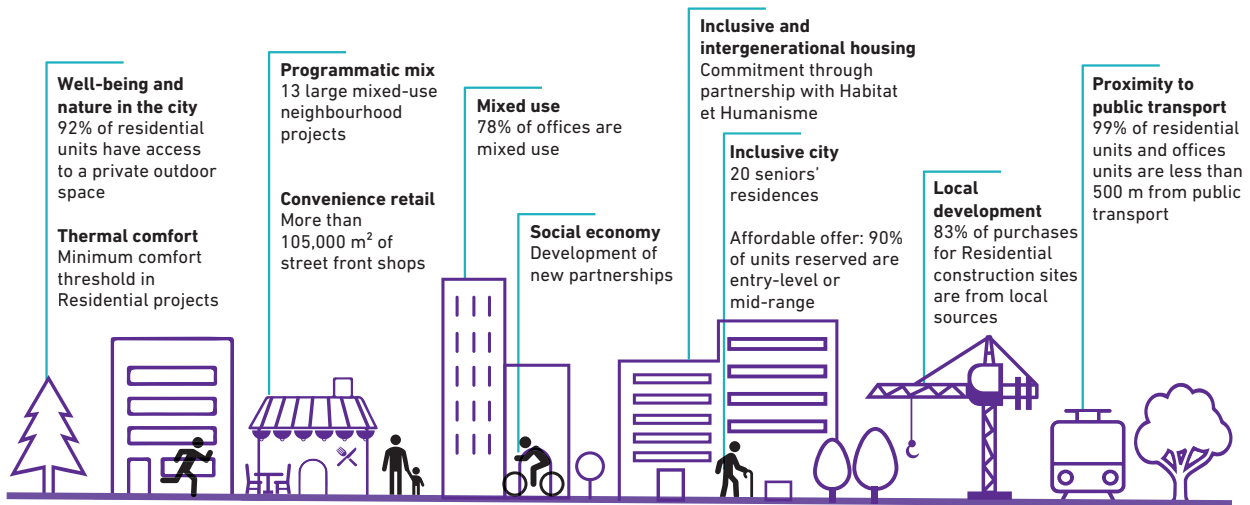
These underlying trends have been exacerbated by the COVID-19 crisis. Responding to this is a key issue for Altarea; today, local authorities are looking for proposals that take account of these transformations and make a positive contribution to the regions. How the Group responds to these new challenges will determine its success.

Altarea is determined to be a public interest partner for cities. The Group's operations provide answers to two key challenges:

- the development of desirable urban projects: Altarea believes in a dense and diversified city, offering a mix of housing, tertiary activities (shops, offices, services, etc.), public services and leisure spaces. The resulting proximity creates conviviality and sustainability. It helps cut travel — the concept of the "quarter-hour city" — gives a more human dimension to cities; and
- support for and positive impact on the regions: Altarea's activities have a significant impact on employment and the Group supports both the local economy and social economy organisations.

The current profound social, societal and environmental changes are bringing in their wake changes to cities and buildings. Altarea is convinced that the response to these changes requires a positive transformation of cities and regions.

## DEVELOP DESIRABLE URBAN PROJECTS WITH A POSITIVE IMPACT



## 4.2.1.1 Desirable urban projects

## The density and diversity of the city

The Group puts mixed-use at the heart of its offers. Altarea combines all of its skills to devise and implement large, innovative mixed-use projects, residential property, offices, retail, leisure facilities, hotels, etc. These projects are carried out in collaboration with local authorities, developers, private sector operators, investors and local people. They enable the Group to engage on issues around complex urban redevelopment and regional development.

The Group is involved with thirteen mixed projects across France. All are large-scale, bold projects, the forerunners of the urban living environments of tomorrow.

## THE GUILLAUMET DISTRICT

The plan is to revamp the former Toulouse test-flight centre (Centre d'Essais Aéronautiques de Toulouse, CEAT). Its key figures are as follows:

- 13 hectares in surface area, half to be used for mixed-use green space (children's playground, urban farming, orchards, etc.);
- 78,000 m<sup>2</sup> of housing, including an inclusive intergenerational residence with Habitat et Humanisme, a social landlord and an association for people with disabilities, as well as a collaborative housing programme;
- 14,300 m<sup>2</sup> of shops, services, offices, 9,000 m<sup>2</sup> of facilities (one nursery, two third-party premises, sports facilities (gymnasium, dojo, gym, fitness area), 17,200 m<sup>2</sup> of outdoor sports spaces (sports area, tennis courts) and a one-hectare public garden located in the heart of the project;
- Two third-party locations: the Halle aux Cheminées, dedicated to eco-responsibility, consisting of an urban farm, a charity bistro, a repair workshop, rooms available for local associations, shared gardens and the Soufflerie venue, with a metropolitan dimension, which will host cultural leisure activities;
- 20,000 m<sup>2</sup> of road built using materials derived from recycled concrete;
- Working towards five certifications: HQE Aménagement, BiodiverCity®, Ecojardin for the whole project, HQE Bâtiment Durable and the BEPOS label for offices.

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The other large, mixed-use projects currently under development by Altarea are presented in the business review (see Chapter 1 of the Universal Registration Document – Business Review 2020).

Aside from these large-scale district projects, Altarea introduces mixed-use as early as possible in its projects. For example:

- to respond to the environmental, demographic and societal changes in local authorities and society in general, Altarea has created Altaproximité, a specialist in the development of ground-floor retail units, which today has over 105,000 m<sup>2</sup>. These retail outlets help liven up the region and boost housing projects. Altarea's integrated marketing guarantees a mix of complementary retailers to suit neighbourhood life and which are sustainable as a result of an economic model developed upstream;
- 78% of Business property projects are multi-use;
- Altarea is introducing mixed-use solutions by creating shopping centres in stations (Paris-Est station, Paris-Montparnasse station, Paris-Austerlitz station). The Group is devising and creating a new offering of retail, experiences and leisure in transport hubs that suits new consumer habits and mobile lifestyles.

In addition to this diversity of uses, the Group strives to promote social and intergenerational diversity through a wide range of solutions: by offering housing for all budgets, student residences and senior residences *via* its Cogedim Club® brand or by participating in the development of intergenerational housing, in partnership with Habitat et Humanisme.

Altarea designs places for all times of life, in private, collective and professional spaces. Faced with the challenges of regional development, particularly urban revival through housing, Altarea created an urban development department in 2018. Its mission is to bolster property synergies within the Group and offer local authorities redevelopment projects which create urban value and well-being for local regions.

### Proximity to transport links

In Property Development, location and good connections to the transport network are crucial issues with the mass growth of sustainable mobility and questions around the town planning of the future and the place of personal vehicles.

For Altarea, the main areas of mobility research focus on the movements of occupants of the buildings it sells and of visitors to the shopping centres.

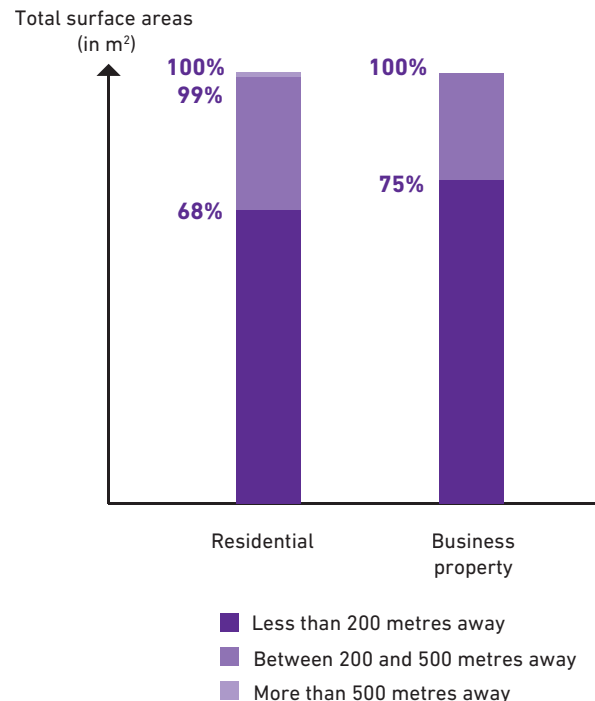
Therefore, for its new projects, in all its business lines, Altarea has been committed for several years to ensuring proximity to public transport networks, and to providing sustainable, practical and cost-effective mobility solutions (car-sharing, shared parking, etc.). The Group is also committed to fostering soft mobility throughout its portfolio, by developing car-sharing, cycling, or through the provision of electric vehicle charging stations.

### Residential and Business property

Since 2014, the Group has set itself the goal of always developing its new projects less than 500 metres from a public transport network. Altarea was one of leading players in transparency in this respect, by publishing indicators on each of its activities. In 2020, 99% of surface areas under development are located less than 500 metres on foot from public transport.

These figures have been stable since 2017.

#### PROXIMITY OF PROJECTS TO PUBLIC TRANSPORT



### Retail

In managing its portfolio, Altarea strives to prioritise the acquisition or development of shopping centres close to town centres with good public transport links. The aim is two-fold: to close the gap with consumers by offering them a local shopping experience and to propose alternatives to the car.

Since 2012, Altarea's reporting on the connectivity of the shopping centres in its portfolio to public transport and customers' modes of transportation have made it possible to calculate three indicators:

- proximity to public transport: percentage of sites with at least one line less than 200 metres away;
- availability of public transport: several lines of public transportation available less than 500 metres away on average per site;
- frequency of public transport: percentage of sites with at least one line less than 500 metres away with services running at least every 20 minutes.



The proximity, number of routes and frequency are calculated for 100% of shopping centres in the current reporting scope.

The Group also conducts on-site surveys to analyse how visitors are getting to the main shopping centres in the portfolio, which represent 50% in value terms of the current scope of reporting. Note that Cap 3000, whose extension opened at the end of 2019, has yet to conduct a survey on how its visitors get there and will run one in 2021.

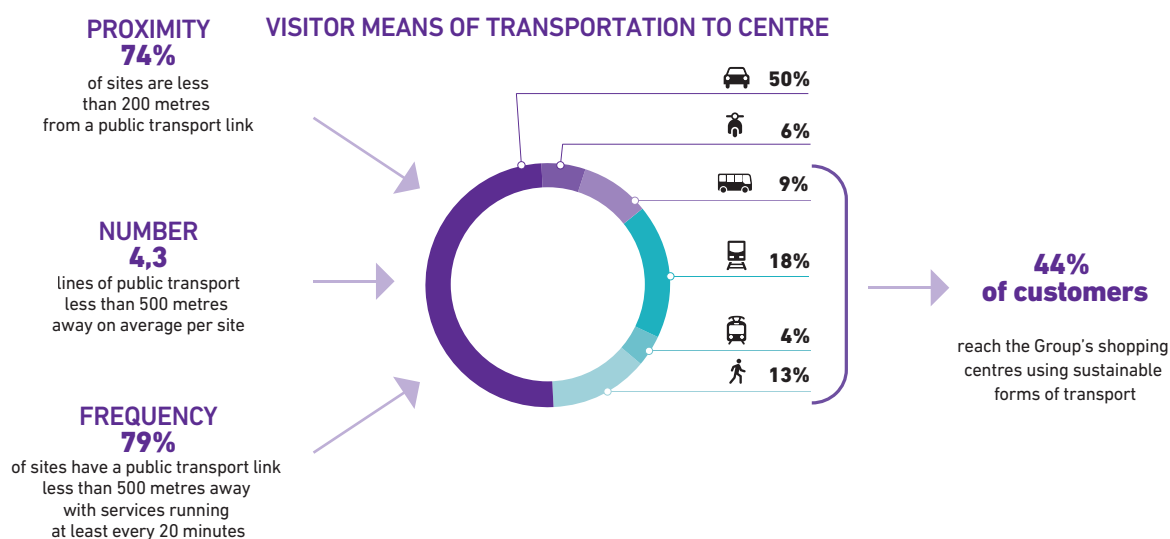
Data on the transport links of shopping centres remain stable since the number and frequency of public transport services have themselves remained stable. However, there is a gradual shift in the visitor means of transportation to shopping centres away from the car and towards low-carbon transport such as the underground and train: 44% of customers travelled to shopping centres in the portfolio

via soft transport in 2019, compared with 40% in 2017. This change is evidence of the efforts made by the Group to promote low-carbon transport. The unique context due to the COVID-19 pandemic made it difficult to conduct a survey on how visitors got there this year.

To go one step further, in 2019 Altarea committed to achieving 75% of visitors using a soft mode of transport to travel to the shopping centres by 2030.

In line with this objective, the Group is developing considerably its travel retail business in stations (Paris-Est, Paris-Austerlitz and Paris-Montparnasse stations and a number of railway stations in Italy), which are by nature high-throughput locations connected to soft mobility.

## CONNECTIVITY AND MEANS OF TRANSPORT OF VISITORS TO PORTFOLIO SHOPPING CENTRES



### 4.2.1.2 Urban projects with a positive impact

#### Altarea, supporting employment in France

As of 31 December 2020, the Group employed 1,983 people. It is a major customer for other firms with more than 3 billion euros in annual purchases (see 4.3.4) and as such has a strong impact on the employment in France. This is why Altarea has for several years been quantifying its indirect economic contribution in terms of employment and local development.

The Group's activities generate a significant volume of purchases, particularly in property development (construction, design and maintenance). Each direct job with Altarea in France supports 22 additional jobs in the French economy.

For **1** job at Altarea,  
**22** additional jobs are supported  
in the French economy

In total, in 2019, more than 48,500 jobs were directly supported by the Group's activity (purchasing, salaries, taxation, etc.)<sup>(1)</sup>.

These data were obtained using Utopies' Local Footprint® methodology. This robust methodology is based on the macro-economic concept of input-output tables which can be used to perform economic modelling based on national accounts. Based on actual purchasing (by location and sector) and payroll data gathered by the teams at Altarea, the methodology can be used to simulate the socioeconomic impact of the business' activities in France and in gateway cities where the Group is established.

The indicators monitored as part of the study are as follows:

- indirect jobs: jobs directly related to purchases of goods and services by the different Group entities; and
- induced jobs: jobs created by the consumption of direct and indirect employees in France.

In addition to these jobs, over 12,000 jobs are hosted by the Group's shopping centres.

As the year 2020 was marked by the COVID-19 pandemic, the usual methodology used to calculate the employment footprint is not relevant for updating the figures. Also, the latest data available is for 2019 and will be updated in 2021.

(1) Given the 2020 headcount, an estimated 47,000 jobs are therefore supported.

However, in this exceptional context, employment and maintaining economic activity were priorities for the Group. More generally, Altarea has continued its activities as much as possible and maintained its strong support for employment in the regions, by contributing to the continuity of its partners' activities (see 4.1.1):

- in Property development, construction sites only closed for a few days during the first lockdown, and activity resumed as soon as possible with the required health measures in place;
- in Retail, the Group supported the retailers' business, in particular by promoting click & collect (see 4.3.1);
- lastly, as the Group's sites remain open, this has made it possible to maintain the activities of service providers working on-site (catering, cleaning, security, etc.).

### Support for employment in shopping centres

Shopping centres are important providers for local employment in the regions where they are located. Actions are taken to further encourage the hiring of local residents *via* partnerships and events in its shopping centres.

#### PROMOTION OF EMPLOYMENT IN THE GROUP'S SHOPPING CENTRES

Since 2018, as part of the modernisation of the Paris-Montparnasse station, Altarea has signed a Paris Employment and Business Agreement (Pacte Paris pour l'Emploi et les Entreprises – PPEE) with l'Ensemble Paris Emploi Compétences (EPEC) and Pôle emploi Paris employment services, intended to create 500 to 700 jobs in Paris. With the support of regional stakeholders in the employment sector, this agreement contains provision for, in particular, attendance at recruitment forums, presenting jobs to jobseekers, young people and seniors accessing careers advice services and the introduction of pre-recruitment training. As part of the second phase of the modernisation of the Paris-Montparnasse station, a job dating event took place in January with 100 jobs waiting to be filled.

The COVID-19 pandemic disrupted the organisation of certain employment promotion events in the Group's shopping centres. For example, the Quartz shopping centre had to cancel the Employment Forum, usually held in May, in partnership with the city of Villeneuve-la-Garenne and Pôle emploi.

However, despite this exceptional context, a number of noteworthy pro-jobs initiatives took place in 2020. These included welcoming and providing a free parking space every six weeks for the Job Truck of the South Employment Basin Committee 94 in Thiais Village. The Job Truck is a local mobile initiative aimed at promoting job vacancies and support services in the region, by reaching out to local residents. Accessible to all, the Job Truck targets jobseekers with the least access to information.

Altarea is committed to continuing to contribute to local employment by drawing up employment charters for new shopping centre projects, and organising job fairs at portfolio sites.

### Contribution to local economic development

Altarea intends to play a role in the economic development of the areas where it is established. A survey of local economic development activities in 2017 showed that most subsidiaries were developing partnerships with local institutions, for instance by mobilising local know-how, working with local innovators and developing convenience stores. Altarea structured its approach to promote local roots and continued this work in 2020.

In 2020, **83%** of purchases for construction sites in the department were from local sources<sup>(1)</sup>.

The Group also promotes professional integration on construction sites. In 2020, 36% of Business property projects launched in the past two years, had a professional integration clause. This figure is 100% in the Paris region. For the Issy Cœur de Ville project in Issy-les-Moulineaux, 100,000 hours of professional integration were planned.

### Partnerships with positive impact players and contribution to the social economy

In 2020, Altarea continued to analyse its assets and identify bodies having a positive impact, in order to create synergies with them.

Among these positive impact players, the Group pays particular attention to organisations in the social economy. Social economy organisations contribute to the resilience and the management of local life since they create jobs, close the gap between producers and consumers, stimulate the environmental transition and re-establish social tie.

The players of the social economy are natural retail project partners: bringing life to street fronts, new shopping centres and the creation of new neighbourhoods. As a regional developer, Altarea is giving increasing importance to the social economy as they make an active contribution to the creation of pleasant, resilient, independent regions. Two examples of projects involving social economy players:

- in collaboration with Crédit Coopératif and Baluchon, Altarea launched the first solidarity-based commercial property company whose first project, called Bouillon Club in Paris, will open in 2021, as part of the New G project;
- the Façade Denfert project in Paris will host a hybrid site focused on culture and the social economy. The building will be supported by an ESUS -approved solidarity real estate company.

In addition, the Group has:

- conducted a major awareness-raising campaign for all employees on short supply chains and intergenerational housing. These two major themes were highlighted during social economy month, with a presentation of solutions that the social economy structures can provide and examples of collaborations within the Group;
- rolled out tools to work better with the social economy, in particular a comprehensive guide to facilitate action by employees. It brings together strategic contacts on the themes of urban agriculture, nature in the city, services for residents, transitional urban planning, soft mobility and the circular economy and educational tools about the social economy.

(1) For Residential projects. For projects in the Paris Region, companies located in the same region are also counted.

## 4.2.2 Energy and climate: developing a resilient low-carbon city **DPEF3** **DPEF4**

Scope	Objectives/Commitments	Indicator	2020 Results	2019-2020 Change <sup>(a)</sup>	Comments
Group	Reduce portfolio greenhouse gas emissions by 70% between 2010 and 2020 <sup>(b)</sup> , and aim for zero emissions by 2030	GHG emissions (scopes 1+2)	2.1 kgCO <sub>2</sub> e/m <sup>2</sup> -85.7% since 2010 <sup>(b)</sup> <b>Estimated result corrected for the effect of the COVID-19 pandemic: -80.1% since 2010<sup>(b)</sup></b>	-35%	Continuous reduction in emissions since 2010 thanks to reductions in consumption and the purchase of green electricity. The 2020 decline is also linked to the reduction in activity due to the COVID-19 pandemic
Group	Measure the footprint and have a tool to manage the reduction of the footprint	CO <sub>2</sub> emissions (scopes 1, 2 and 3)	524,979 tCO <sub>2</sub> e	-25%	The sharp decrease is linked in particular to the reduction in activity due to the COVID-19 pandemic
Group	Raise climate awareness to 100% of employees in two years	Percentage of employees reached by climate training/ awareness actions	NA	<b>New objective</b>	The training and awareness plan will be launched at the start of 2021
Group	Implement a strategy to adapt to physical climate risks	Deployment of operational action plans by business lines	<b>Deployment of summer comfort tools to 100% of Residential teams</b>	<b>Completed for Residential</b>	Residential teams are trained and equipped. The process will be followed up and measured in 2021
Business property	Achieve high energy performance for 100% of projects	Share of surface areas with better performance than the applicable thermal regulation requirements	100%	=	Since 2016, 100% of Business property surface area has been outperforming thermal regulation requirements by at least 30%
Retail	Reduce portfolio energy consumption by 40% between 2010 and 2020 <sup>(b)</sup> , and then by 50% between 2010 and 2030	Primary energy consumption of commercial assets	113 kWhpe/m <sup>2</sup> -65.7% since 2010 <sup>(b)</sup> <b>Estimated result adjusted for the impact of the COVID-19 pandemic: -57.3% since 2010<sup>(b)</sup></b>	-18%	Continued decrease in consumption since 2010(b) thanks to the implementation of the energy master plan and the EMS. The 2020 decline is also linked to the reduction in activity due to the COVID-19 pandemic
Retail	Increase self-supply on new developments, and purchase 100% of electricity from renewable sources	Percentage of renewable electricity purchased	<b>100% at Paris sites and 75% at all other sites</b>	<b>+33% at Paris sites</b>	Switching to 100% "green" electricity for Paris sites in 2020

(a) Like-for-like scope.

(b) On a like-for-like basis and under constant conditions.

Climate evidence requires profound transformations in the way cities operate, to move towards more resource-efficient and resilient urban models. A specific responsibility weighs on buildings and construction, which are among the most energy-intensive and greenhouse gas-emitting sectors in France.

In addition, the consequences of climate change are already noticeable, with an intensification of climate phenomena: storms, heat peaks, heat waves made worse in cities by the phenomenon of heat islands. These weather events affect buildings and user comfort. They can impact the built environment, networks, construction sites and the quality of city life.

Today, Altarea has taken stock of these transformations and is enhancing its low-carbon approach every year.

The Group has launched a major project to reduce its emissions and adapt its operations. This long-term progressive project involves all business lines and aims to set targets for its carbon trajectory that are precise and realistic: ambitious but economically and operationally sustainable.

2020 was devoted to in-depth analysis of ways to reduce the carbon footprint and quantifying the financial impacts of possible actions. This made it possible to establish a methodology and a trajectory that is intended to be compatible with the Paris Agreement (Science-Based Targets (SBT) approach).

The year 2021 will be devoted to their deployment in the business lines, taking into account economic constraints and market challenges (availability of technologies and materials in particular).

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Working as a public interest partner for cities

Since 2017, the Group has been working to set emission reduction targets including Scopes 1, 2 and 3, with responses proportionate to the contribution of each item and adapted to each business line. In 2019, Altarea also renewed and expanded its commitment to the Paris Climate Action Charter, at the Gold level. The Group therefore undertakes to support the vision of a carbon-neutral city and 100% renewable energy in Paris by 2050.

In addition, adaptation to the effects of climate change is at the heart of policy-making, with the implementation of concrete climate resilience action plans, particularly in Residential.

### THE GROUP HAS SET THE BASIS OF A CARBON ROADMAP COMPATIBLE WITH THE PARIS AGREEMENT

Altarea is committed to the Science-Based Target (SBT) initiative to establish a climate roadmap compatible with the Paris Agreement, and help keep global warming below 1.5° C.

This is a long-term project, in particular because it concerns the property development sector for which the methodology is still being defined.

To date, trajectories have been studied for the energy consumption of the shopping centres, purchases of materials, and energy consumption in the Property Development business.

### 4.2.2.1 Altarea's approach to combating climate change

#### The Group's carbon footprint

tCO <sub>2</sub> e	2020	2019	Comments
Scope 1	1,364	1,703	The decrease in emissions is mainly due to the impact of the COVID-19 pandemic, which slowed the number of deliveries over the year, and to the partial shut-down of shopping centres during the year
Scope 2	378	455	
Scope 3	523,238	702,427	

Altarea measures its carbon footprint according to the Greenhouse Gas Protocol (GHG Protocol) methodology, which is compatible with the Bilan Carbone® assessment and ISO 14064.

Scopes 1 and 2 (scope 1: 1.4 ktCO<sub>2</sub>e, scope 2: 0.4 ktCO<sub>2</sub>e) include the energy consumed by the Group in its shopping centres, as well as business travel by company car. This relatively low footprint can be explained by the Group's activities (mostly office work) and the low-

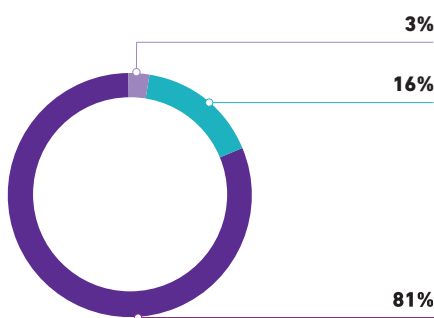
carbon electricity mix in France, with Altarea mainly using electricity in its portfolio of shopping centres.

Scope 3 (523 ktCO<sub>2</sub>e) mainly includes the purchase of construction materials and the energy consumption of the occupants of the homes and offices sold by the Group, estimated over 50 years.

The Group's total emissions consist of the following, depending on the activity and the different sources of emissions.

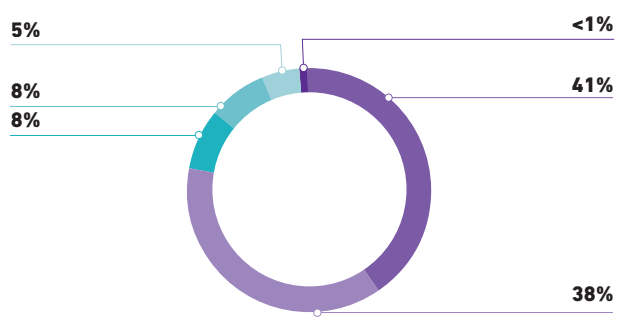
#### SUMMARY OF THE GROUP'S CO<sub>2</sub> EMISSIONS, BY ACTIVITY AND BY SCOPE AND EMISSION CATEGORY

CO<sub>2</sub> EMISSIONS BY ACTIVITY. SCOPES 1, 2 AND 3



- Corporate
- REIT
- Property Development

CO<sub>2</sub> EMISSIONS BY SCOPE. ALL ACTIVITIES



In decreasing order of control:

- Scopes 1 and 2 (~1%)
- Scope 3: Materials (purchases and construction choices)
- Scope 3: Energy used by Residential & Business property occupants
- Scope 3: Energy used by Retail tenants
- Scope 3: Center visitor travel
- Scope 3: Other (incl. work sites and corporate)

Concerning the design, the Group regularly carries out the Bilan Carbone® assessments and life cycle analyses (LCA) in refurbishment or large-scale projects to better understand the carbon footprint of projects.

This strategy for the global reduction of greenhouse gas emissions is consistent with a vision of the low-carbon city: through a design designed from the start to be low in materials and energy efficient, the Group reduces its responsibility for climate change. Altea's actions also involve close collaboration with customers, users and suppliers to disseminate best practices.

Finally, the development of a city that promotes proximity also contributes to the reduction of CO<sub>2</sub> emissions. The Group's operations, mainly located near public transport and services, contribute to the reduction of transport and therefore also to the reduction of the

carbon footprint of its customers and users. This item was previously included in the calculation of the Group footprint. It was removed this year, to bring the Group closer into line with sector methodologies, in connection with RE2020.

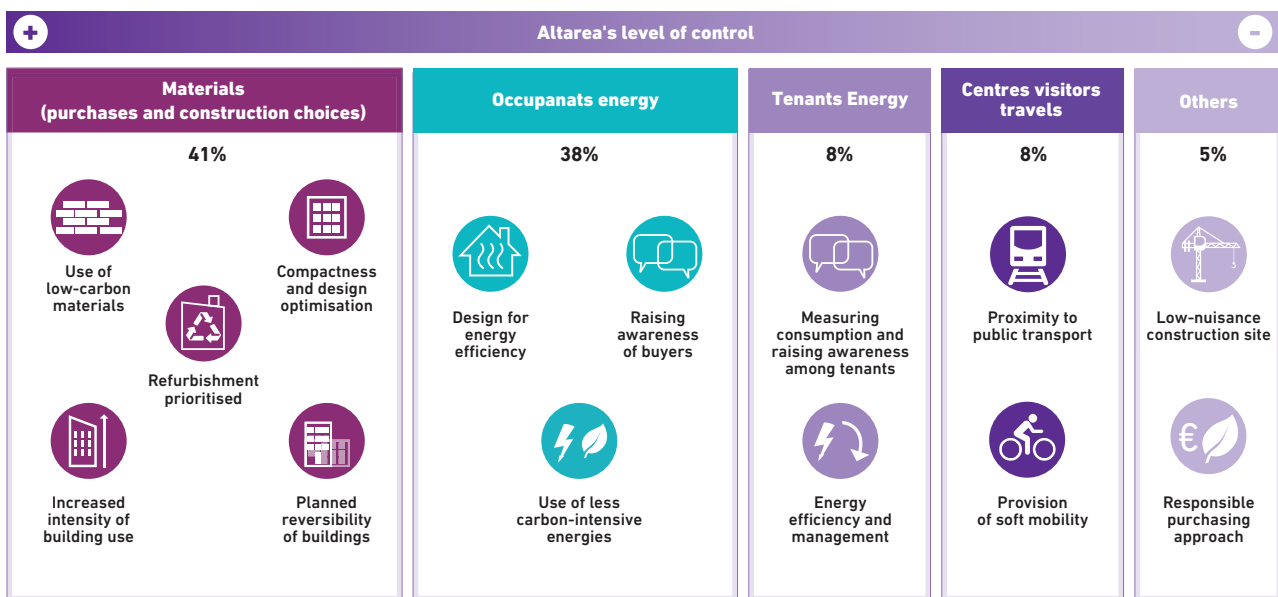
### Reducing emissions

Altea combines major actions in its scopes 1 and 2, and commitments in scope 3:

- favour resource-efficient construction;
- designing operations that promote "avoided emissions", that is to say, the reduction of emissions for its customers.

The solutions proposed by the Group are detailed below.

### MAJOR SOURCES OF GREENHOUSE GAS EMISSIONS IN THE GROUP



Note: in accordance with calculation practices, occupant energy emissions are estimated over a period of 50 years.

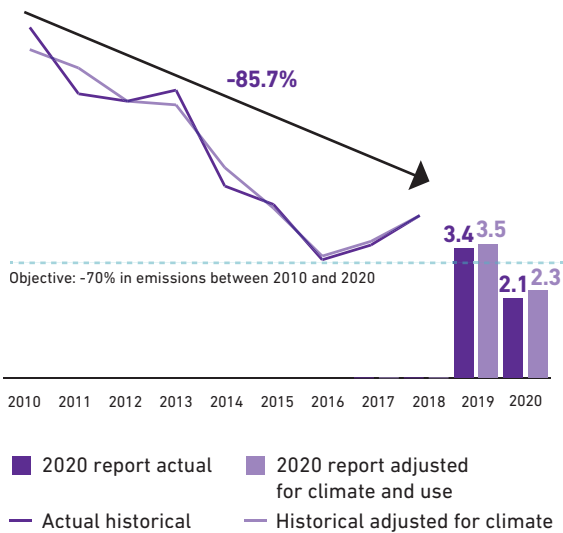
**Scopes 1 and 2: Focus on the portfolio's carbon footprint**

**THE GROUP'S COMMITMENT TO ITS ASSETS**

Within its scope of direct responsibility (shopping centres in operation): the Group is committed to reducing Scopes 1 and 2 emissions by 70% between 2010 and 2020, and then to aim for zero emissions by 2030.

Since 2010, the approach implemented for energy efficiency has led to a 95.8% reduction in greenhouse gas emissions per m<sup>2</sup> on a like-for-like basis compared to 2010. On a constant climate and use basis, this reduction is 85.7%. The change from 2010 to 2019 shows a reduction of greenhouse gas emissions by 59.5% and reflects the efforts made by the Group over this period.

**PORTFOLIO GREENHOUSE GAS EMISSIONS**  
(ON A LIKE-FOR-LIKE BASIS IN kgCO<sub>2</sub>e/m<sup>2</sup>)



Emissions have been reduced thanks to the Group's considerable efforts to promote energy efficiency and the fact that between 2016 and 2018, 50% of the energy purchased was green electricity, with this figure rising to 75% since 1 January 2019. The target is to switch to 100% renewable electricity in the medium-term. The Parisian sites are already purchasing electricity that is 100% renewable in 2020.

In particular, the decrease in emissions was very significant this year, with a decrease of 35% in carbon intensity per unit area compared to 2018, on a like-for-like basis. This decrease is due in particular to the decline in activity related to the COVID-19 pandemic, but also to the significant efforts made by the sites to reduce their consumption of gas, which is more carbon-intensive than electricity. This is due in particular to a milder winter than in previous years as well as to the integration of new parameters in the BMS/GTC, which enabled significant savings to be made.

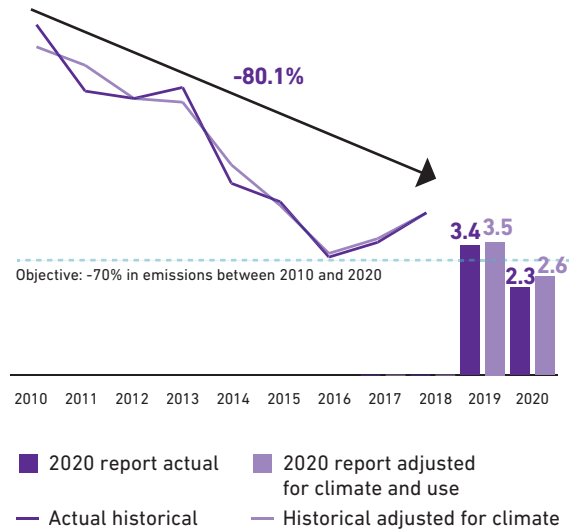
**The reduction of greenhouse gas emissions in a context of health crisis linked to the COVID-19 pandemic**

In addition to calculating the carbon footprint of the portfolio in a like-for-like basis and under constant conditions and use since 2010,

the Group has also assessed the carbon impact of its portfolio by incorporating a "COVID-19 correction". This estimates the greenhouse gas emissions of the portfolio in a context where there is no health crisis in order to quantify the reduction in emissions since 2010.

On this basis, greenhouse gas emissions "corrected for the effects of the pandemic" have fallen by 80% since 2010, reflecting the centres' long-term commitment to the energy efficiency approach put in place.

**PORTFOLIO GREENHOUSE GAS EMISSIONS ADJUSTED FOR THE IMPACT OF COVID-19**  
(ON A LIKE-FOR-LIKE BASIS IN kgCO<sub>2</sub>e/m<sup>2</sup>)



**Scope 3: Designing a low-carbon city**

**Reducing the largest item: emissions from construction materials**

41% of the Group's emissions are due to the purchase of materials during the construction stage.

This item is strategic and directly affects the Group's core design business. Reducing the footprint requires multiple solutions and involves a real transformation of design. Among them:

- **refurbishment:** the Histoire & Patrimoine subsidiary is dedicated to renovations, and the Business property activity has developed major expertise in creative restructuring, as evidenced by the 87 Richelieu building, the Group's new head office. Reusing the superstructure and foundations halves emissions;
- **the substitution of CO<sub>2</sub>-emitting materials using less carbon-intensive materials** (wood, biosourced, low-carbon concrete, etc.): Altarea has a strategic and financial partnership with Woodeum, with the aim of developing low-carbon residential development on a large scale. It also develops projects using wood or biosourced materials. For example, the URB'IN project in Bordeaux has the E2C2 label, with timber frame walls, wooden exterior joinery, and a collective wood-fired boiler. Similarly, Cogedim's Façade Denfert project in Paris 14th arrondissement has chosen wood for the structure and façade, and wood-fibre and hemp-lime insulation;
- **innovative building design:**
  - **improve compactness** to consume less materials, reduce infrastructure parking, etc.



- **increase usage intensity** to build less and make better use of buildings. Business property teams incorporate flexibilities to allow for changes in use, the privatisation or the opening of certain areas to open air at certain times of year, for example (catering, auditorium, etc.). Residences for seniors are also open to business travellers, maximising the use of surface area,
- **increase service life** by anticipating future uses and reversibility. For example, Altarea offers five-room apartments designed to be split into two apartments. From the design stage, the apartment incorporates the future possibility of having two independent doors, with two electrical panels and a load-bearing wall in the middle for sound insulation.

#### PARTNERSHIP WITH WOODEUM: ACCELERATING THE PRODUCTION OF LOW-CARBON HOUSING

In July 2019, Altarea acquired a 50% stake in Woodeum Résidentiel, a subsidiary of the Woodeum Group, whose shared ambition is large-scale low-carbon residential development. The aim is to build 2,500 to 3,000 housing units in Cross Laminated Timber (CLT) per year by 2023. This bio-sourced material has excellent properties (technical and environmental), making it possible to store carbon over the life of the building.

#### Reducing the second largest source of emissions: managing energy to reduce greenhouse gas emissions

Emissions related to the consumption of future occupants of offices and housing units sold by Altarea represent 38% of emissions. This item represents a significant source of avoided emissions:

- **building design is** the first area of action, enabling good energy efficiency throughout the lifetime of the building and so lowering energy bills for occupants. The Group uses all available levers (bioclimatic design, envelope and insulation, high-performance equipment, consumption monitoring tools, etc.). A high energy efficiency level is a prerequisite for the projects developed by Altarea. All of the energy optimisation measures implemented are detailed under 4.2.1.3;
- **the use of renewable energies** when possible: during the design phase, Altarea examines the possibilities of connecting to existing heating networks and carries out feasibility studies on energy supply for major projects. These studies make it possible to compare different possible energy solutions to meet the needs of a building and thus identify the possibility of renewable energy supply. In 2020, 79% of Business property projects used renewable energies and 27% generated them on-site. The energy produced is self-consumed or fed back into the grid.

Thus, the Issy Cœur de Ville project in Issy-les-Moulineaux will use geothermal energy. Similarly, the Vallon Regny project in Marseille is connected to the wastewater network as a source of renewable energy for the production of domestic hot water, which is heated and cooled with self-supply photovoltaic panels. The La Ferme de Chessy project is supplied with renewable energy by 30% thanks to a wood-fired boiler;

- **raising the awareness of occupants and users:** in the final stage in the process, the Residential teams systematically distribute the "Green Gestures" booklet to buyers, as part of the NF Habitat certification. The latter was updated in 2019 with new tips and

practical ideas for making better use of housing (energy saving, summer comfort, etc.). Innovative initiatives are also carried out, such as the High Garden project in Rueil-Malmaison, where energy consumption figures will be displayed in the halls;

- in the Retail business line, work is being undertaken with tenants to encourage them to reduce their energy consumption (see 4.1.2.3).

#### ISSY CŒUR DE VILLE PILOTS E+C- AT NEIGHBOURHOOD SCALE

Environmental performance is a key focus of the project, with:

- the creation of a district energy system: the entire district is supplied with heating, cooling and domestic hot water for housing by a private geothermal energy network;
- more than 70% of energy supplied by renewable energies: this high level is achieved thanks to the diversity of programmes. Centralised production makes it possible to pool needs between homes and offices and to recover waste energy;
- complementary innovative systems: cold storage as ice and use of domestic hot water production systems *via* digital boilers, recovering waste heat from remote servers.

The Issy Cœur de Ville experiment is one of eight pilots in a research project selected in ADEME's "Towards responsible buildings by 2020" call for projects. Its task is to develop and test a method for extending the E+C- approach to district level. The results of this experiment are expected in 2021.

#### Beyond: being a player in the low-carbon city

A simulation carried out in 2018 indicates that the movements of occupants of the homes and offices sold by the Group could emit 4.5 MtCO<sub>2</sub>e over 50 years (not included in the Group's carbon footprint).

To contribute to reducing these emissions within its scope of responsibility, Altarea designs operations to reduce the use of high-carbon mobility:

- the choice of land is the primary action lever: in accordance with its development strategy the Group selects sites with good public transport links (see indicators under 4.2.1);
- in addition, Altarea offers alternative sustainable mobility solutions. In Business property, for instance, Altarea has developed around a hundred parking spaces fitted with charging stations for electric vehicles in the Paris region and always takes forward-looking measures so they can be installed later, during the building's operational phase. Similarly, throughout France, the Group's projects offer the best mobility solutions for local regions. In Retail, Altarea is aware that many of its customers still travel by car and is creating spaces specifically for hybrid and electric vehicles. At its shopping centres under development, the Group is planning to display public transport times and traffic conditions in real time as well as alternative modes of transportation (carpooling, pedestrian and cyclist infrastructure, charging stations for electric vehicles, etc.).

Internally, the main focus is on action to reduce emissions from the Company car fleet and roll out the mobility plan at the Group's new head office: a limited number of parking spaces and a mobility pack.

### 4.2.2.2 Adapting projects to the impacts of climate change

Over the past three years, Altarea has ran in-depth analyses of the risks of the effects of climate change on its activities, with a special focus on the intensification of weather events (heatwaves, floods, drought, violent winds, etc.) and their repercussions for lifestyles and the built environment. These analyses considered two climate change scenarios from the IPCC: one which is optimistic (RCP4.5) and the other pessimistic (RCP8.5).

The Group is currently rolling out its adaptation strategy, starting with Residential.

#### Residential and Business property

For each of the regions where it operates, Altarea conducted a forward-looking study of local climate changes and the physical impacts of weather events on buildings, construction sites, lifestyles and the comfort of occupants.

Based on this, the Group has designed and deployed an action plan for adaptation, involving the technical, product, ESG and customer teams. In 2020, in Residential, a detailed guide to summer comfort solutions was introduced. The summer comfort approach is mandatory for all new operations.

Programmes are already incorporating these challenges, such as the Crescendo project in Villeurbanne, whose bioclimatic design offers

better comfort to its occupants, particularly in summer. In Grenoble, the "Up" project has sliding walls to optimise heat gain in the winter and moderate it in the summer. The Group is also working to combat the urban heat island phenomenon, for example by incorporating permeable coverings or vegetation, a source of cooling.

#### Retail

Altarea conducted an analysis of the centres' potential exposure to physical risks related to climate change. A range of technical and governance solutions were identified and are gradually being rolled out across the existing portfolio and new developments. The project includes specifications for the design of climate resilience.

### 4.2.2.3 Awareness and training

The transformation of the Company on climate issues will only be achieved with the contribution of all employees.

Thus, in 2020 Altarea worked on an in-depth training programme on the subject of climate, which will be rolled out from January 2021. This programme includes general awareness-raising modules, more technical focus on specific topics, sharing of experience, meetings with industry players and learning expeditions (if the health situation allows). The Group has a target of reaching 100% of employees on the subject of climate change by one of these formats in 2021-2022.

### 4.2.2.4 TCFD compliance

Climate risk is a subject of particular attention within the Group. The table below shows the report according to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

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## 1. Governance

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### Supervision of climate issues by Management

Climate-related topics are supervised and managed by a member of the Executive Committee. Management discusses climate issues with this member of the Executive Committee and the ESG team several times during the year. Five *ad hoc meetings* were held in 2020.

At these meetings, management is:

- informed of key issues, new issues and new risks;
- called upon to make decisions about the transformation of the Company on climate issues;
- informed at least once a year on performance trends and the achievement of objectives.

### Organisation of the assessment and management of climate-related risks

Mitigation and adaptation issues are integrated to the Group's risk mapping and the resulting strategic decision-making. For example, adaptation issues are being added to the brief of the Commitment Committees in Residential Property Development.

The ESG team, which reports to a member of the Executive Committee, is in charge of climate issues, including risk analysis:

- in 2019, an in-depth assessment of physical risks was carried out on the portfolio and the areas where development projects are located;
- also in 2019, the ESG risk analysis carried out for the DPEF included an analysis of climate risks. It is updated every year;
- the Group's risk mapping includes climate risk. This mapping is managed by the Risk Department, presented to Management and the Executive Committee, and used to decide corrective and preventative action plans;
- lastly, in 2020, a special project was carried out on the risks related to mitigation issues: the identification of tools for reducing emissions was refined, with initial financial calculations. The analysis will be deepened in 2021, with detailed costings and an analysis of the channels.

## 2. Strategy

### Short-, medium- and long-term risks and opportunities, and impact of these risks on strategy and operations

Altarea's business, city building, is a long-term business. Every day, the Group's teams reconcile short-term issues, such as obtaining building permits, managing real estate projects or operating shopping centres, with longer-term perspectives, such as questions of the city of tomorrow, the construction methods of the future or the uses of future residents.

The Group therefore systematically considers the long-term consequences of its choices, since the "products" that it puts on the market—buildings and neighbourhoods—are intended to last at least 50 years (and possibly be modified at the end of 10 years, as it is usually within this period that the first renovation takes place). This long-term approach also applies to the consideration of climate issues.

With this in mind, Altarea has identified the climate-related risks that could have a material impact on its activities, at different times. The potential impacts can be financial, but also physical or strategic (with financial consequences as well).

### Risk analysis

Climate-related risks (from the DPEF)	Potential impacts for the Group	Actions taken
<p><b>Transition risks</b> <b>DPEF3</b></p> <p>As the property and construction sector is responsible for around 25% of emissions in France, it is directly concerned by the requirement to reduce greenhouse gas emissions and by future regulations (including taxation and more stringent standards, such as environmental regulation RE2020)</p> <p>In particular, identification of risks:</p> <ul style="list-style-type: none"> <li>regulatory: RE2020, carbon taxation, increasing reporting obligations;</li> <li>market: increasing demands from customers or elected officials;</li> <li>reputation, linked to the significant impact of the sector.</li> </ul>	<p><b>Short- and medium-term</b></p> <ul style="list-style-type: none"> <li>increased design and construction costs (new materials and new techniques);</li> <li>increased investment in operations;</li> <li>access to markets and land more difficult due to increased environmental requirements.</li> </ul> <p><b>Medium- and long-term</b></p> <ul style="list-style-type: none"> <li>decreased attractiveness of operations.</li> </ul>	<ul style="list-style-type: none"> <li>systematic testing of new low-carbon solutions and feedback with costings (strengthened in 2021);</li> <li>systematic certification and testing of new labels arriving on the market;</li> <li>regulatory watch;</li> <li>monitoring the expectations of stakeholders: local authorities, elected officials, individual customers, investors;</li> <li>culture of agility;</li> <li>partnership policy with key low-carbon players (Woodeum);</li> <li>diversification of the offer and skills ("skills platform"), with subsidiaries specialising in low-carbon constructions (such as refurbishment).</li> </ul>
<p><b>Risks associated with the impact of climate change</b> <b>DPEF4</b></p> <p>Climate change is causing an increase in climate phenomena (extreme weather, heat waves and peaks, etc.) that affect cities and their inhabitants.</p> <p>Property is affected by these risks but is also a source of solutions.</p>	<p><b>Short- and medium-term</b></p> <ul style="list-style-type: none"> <li>damage to Group assets;</li> <li>loss of comfort for occupants, with a particular risk for senior residences;</li> <li>construction delays;</li> <li>additional costs related to different construction methods.</li> </ul> <p><b>Medium- and long-term</b></p> <ul style="list-style-type: none"> <li>impairment of Property Development activities and portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>risk mapping the portfolio and the areas where it operates, and targeted action plans: in-depth analyses of the risks of the effects of climate change on its activities, with a special focus on the intensification of weather events (heatwaves, floods, drought, violent winds, etc.) and their repercussions for lifestyles and the built environment (according to two IPCC scenarios: one optimistic (RCP4.5), and one pessimistic (RCP8.5);</li> <li>summer comfort approach in housing design;</li> <li>anticipation of costs in <i>business plans</i>;</li> <li>permanent monitoring of the product teams to adapt the offer.</li> </ul>

### Focus on products and services

In the short-term, the RE2020 will require a change in the design of buildings, with a low-carbon approach, and even greater energy efficiency. Elements of comfort should also be integrated. Another short-term risk is the uncertainty surrounding RE2020 and the methods for calculating future requirements. Like the rest of the industry, Altarea will have to adapt quickly when the regulatory thresholds are set.

In the long-term, the entire property sector will have to undergo an in-depth transformation by designing:

- low-carbon or even carbon-neutral neighbourhoods and buildings that produce energy, etc.;
- neighbourhoods and buildings resilient to the physical impacts of climate change.

As for the existing portfolio, in the short-term the Tertiary Decree will also impose better energy performance.

#### Altarea's responses:

Altarea is anticipating future developments by multiplying low-carbon experiments and building up expertise in ways to reduce its footprint: low-carbon materials (wood, biosourced), renewable energies, district heating systems, design optimisation, innovative heating methods, etc. Thanks to these experiments, the Group will be able to adapt quickly to new constraints.

Concerning the Tertiary Decree, since 2010 the Group has implemented a policy to reduce consumption and emissions across its portfolio, which has significantly reduced its impact.

Longer term, the Group has many strengths that allow it to carry out an in-depth transformation:

- a strong culture of experimentation and entrepreneurship that enables local teams to develop their skills;
- strong agility and adaptability, as demonstrated by its response to the pandemic in 2020;
- developing internal R&D, in conjunction with the technical, innovation and ESG teams.

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### Focus on the supply chain

In the short-term, in order to adapt to RE2020 in particular, Altarea will have to use new materials and new service providers capable of delivering the low-carbon buildings expected.

In the longer term, Altarea depends on the evolution and decarbonisation of the building materials sector and on technological progress in energy to be able to design and develop zero-emission buildings.

#### Altarea's responses:

Altarea works with its suppliers on low-carbon design. The Group has also systematically monitored the low-carbon solutions available in its supply chain, in order to monitor the rapid changes made by manufacturers.

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### Integration into financial planning

In the short-term, the changes related to emission reduction requirements will have a financial impact on the balance sheet of the Group's property projects. The requirements to reduce the portfolio's consumption also require investment.

In the longer term, the aim is to review the economic model, by inventing new value creation formats.

#### Altarea's responses:

For the short-term, the potential impacts of RE2020 are already included in the business plans of the Property Development business. Significant costing work based on a range of assumptions was carried out in 2019 to integrate low-carbon construction requirements into financial planning. Regarding the existing portfolio, climate issues are part of the environmental management system and have been included in financial planning for the past ten years. The energy master plan proposes capex and opex, and the details are decided by the Operating Committee each year.

In the longer term, the innovation team is working on establishing new *business models*, compatible with climate issues, particularly with regard to the intensity of use and flexibility of buildings.

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### Link between climate and value creation

Altarea has taken stock of climate issues and the expectations of stakeholders (investors, citizens, elected officials). The Group's *license to operate* will depend heavily in years to come on its ability to produce resilient low-carbon projects. Likewise, access to capital could be easier for low-carbon operations. In fact, the value creation of the Company is already closely linked to the climate.

The Group's numerous experiments in the regions aims to prepare it to meet the new climate requirements of the market, whether in terms of reducing its footprint or designing buildings adapted to new climate conditions.

Finally, the Group is constantly on the lookout for green financing. It is already taking climate issues into account in its acquisition and divestment policies: for example, in 2019 the Group created a strategic partnership with Woodeum, a major player in timber construction, to anticipate demand for low-carbon construction.

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### A strategy resilient to climate scenarios

Altarea is well aware of the challenges related to the climate transition and the transformations this will entail. However, the Group has the necessary strengths to face future developments: continuous acquisition of skills on the subject of low carbon, awareness-raising among teams, excellent agility, anticipation of financial requirements. The Group's strategy therefore seems compatible with the various climate scenarios, even if this will involve business transformations in the medium-term. In any case, the Group's market is huge, whatever the climate challenges (need for housing, work, consumption, etc.). This market is not threatened by climate issues. However, the Group is doing everything it can to guarantee its access to this market by its agility and its ability to anticipate the climate shocks of tomorrow. This underpins the resilience of its corporate strategy.

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## 3. Risk management

### Process for identifying and managing climate-related risks and integration into the Group's risk processes

Climate risks are included in the Group's risk mapping, which is revised every three years. This mapping covers all of the Group's business lines as well as corporate functions. As such, climate risks are subject to a detailed classification, and are assessed by incidence and impact (financial, legal, image, etc.). The Group's managers are asked to assess these risks, and results are fed back to the Executive Committee and Management. Decisions to manage these risks are thus taken by the Executive Committee, which determines the policies and actions to be implemented. Details of this mapping are not public.

This mapping focuses on current risks (regulatory, physical, market, etc.). In addition, the ESG team monitors emerging risks (emission limits, related risks related to access to materials or to biodiversity, etc.). These topics are included in the DPEF, but not in the Group risk mapping as long as they are emerging.

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## 4. Indicators and targets

The indicators monitored are detailed in this chapter and in Chapter 4.5 Performance. They include a carbon assessment for scopes 1, 2 and 3 for all business lines, and specific indicators related to the energy or climate performance of projects, consumption and emissions of the portfolio, etc. The presentation includes a track record (back to 2010 for the portfolio and Property Development). The methodologies used are presented in Chapter 4.6.

The objectives associated with these indicators are presented next to each indicator and in the summary table at the beginning of this chapter.

The Group is committed to setting science-based targets *in order* to comply with the objective of maintaining global warming below 1.5° C.

Lastly, Altarea wants to include these indicators in the Group profit-sharing agreement, and has informed the social partners that the process is under way. Since 2019, Altarea's GRESB rating, which includes a significant component related to climate indicators (in particular energy consumption and CO<sub>2</sub> emissions by the portfolio) has had a significant impact on management's variable compensation.

#### 4.2.2.5 Managing energy in the Group's activities

In order to reduce greenhouse gas emissions, it is essential to design and operate buildings in an energy-efficient way. The Group is developing energy-saving solutions also for economic reasons, both for its buyers and users but also for an optimised management of its portfolio.

A high energy efficiency level is a prerequisite for the projects developed by Altarea. Since 1 January 2013, the Group's production is subject to the 2012 Thermal Regulations (RT 2012). The regulations are among the most ambitious in Europe and are intended to make Low Energy Building (Bâtiment Basse Consommation – BBC) more common. The Environmental Regulation 2020 (RE2020) will eventually replace thermal regulation RT 2012, moving from a thermal approach to a more comprehensive environmental approach.

The Group prepares for and anticipates future regulatory changes, notably by holding training and awareness-raising sessions for technical and construction teams. Several projects were enlisted in the "E+C-" Government-run trials aiming to define future regulatory thresholds for energy and carbon. Feedback from these trials will help further enhance the skills of technical teams.

#### Residential

The Group aims to have all its projects under development certified for energy efficiency alone or as an addition to general NF Habitat and HQE™ certifications, such as E+C-, Effinergie or "RT 2012 -10%" and "RT 2012 -20%" levels as part of the NF Habitat certification.

In 2020, Residential projects under development with an energy label represented 46% of projects under development. Some projects even exceed the Group's overall ambitions. For example, the Positiv project in Valleiry is committed to a positive energy building approach with the BEPOS Effinergie label 2017, equivalent to the E3C1 level of the future environmental regulations.

**46% of Residential projects have an energy label**

The energy efficiency has been systematically improved for refurbishment projects. Since energy labels do not apply in large to refurbishment with several heritage constraints, the Group is aiming for greater energy efficiency wherever possible. In 2020, the energy performance requirements of 18% of Residential projects undergoing refurbishment exceeded those of regulations.

#### Business property

For all projects under development, the Group seeks to achieve a level of energy consumption that outperforms the applicable thermal regulations. In 2020, 100% of Business property projects achieved this objective.

For projects under its Altarea Enterprise brand, the Group set the target of beating regulatory requirements on energy use by at least 30%. In 2020, this target was exceeded by an average of 50% (by surface area).

**100% of Business property projects exceed thermal regulation requirements by more than 30%**

In 2020, all of the Group's hotel projects exceeded the requirements of the applicable thermal regulations by an average of 15% (by surface area).

These figures are stable compared to 2019, reflecting the Group's ongoing commitment.

The Group launches test operations for new labels to anticipate future regulations. In the Issy Cœur de Ville project at Issy-les-Moulineaux the Group is taking part in the "E+C-" trial. This is an experimental Government label that aims to prefigure the thresholds of RE2020. The three Business property buildings are also applying for the BEPOS Effinergie 2013 label, designed to promote buildings that produce as much energy as they consume for heating, cooling, ventilation and lighting.

In addition, a commissioning process was made standard for 100% of Business property projects under development as of 2014, to ensure the proper functioning of technical equipment, notably systems responsible for heating/cooling production and output, and the achievement of planned performance.

#### Retail

##### The portfolio's energy performance

In 2020 the portfolio's total consumption for the current scope was 58.2 GWh of primary energy. This increase is partly due to the inclusion of two additional sites in the current reporting scope in 2020, in particular the Cap 3000 centre, whose construction work was completed in 2019, and which represents nearly 16% of the portfolio of the Group's current surface area.

This year Altarea pursued two initiatives to reduce its energy consumption:

- the portfolio energy master plan: the first energy audits were conducted across the whole portfolio in 2013. The master plan was drawn up in 2017 and allowed the Group to take stock of the progress of reduction efforts. In practical terms, for each centre an action plan was drawn up with a planned milestone in 2020, incorporating structure, technical facilities and operational management in particular;
- the environmental management system (EMS) across the full portfolio: 100% of technical and operational teams have received training since 2014. The EMS allows for gradual improvement of the environmental performance (and thus the energy efficiency) of shopping centres by thorough implementation of best practices for operations and reporting.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

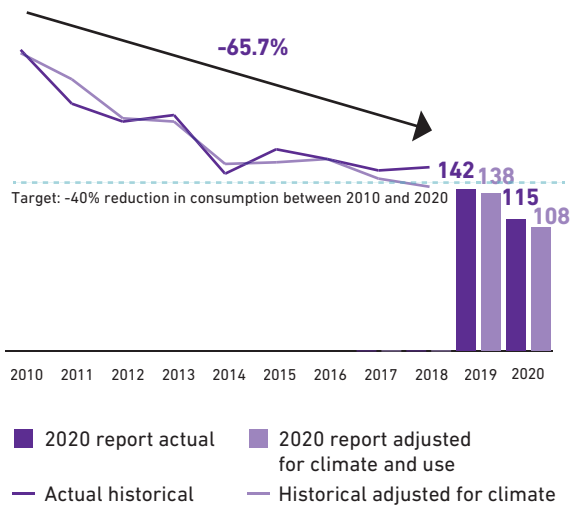
Working as a public interest partner for cities

The aim of combining these two actions is to continually improve the environmental performance of the assets and meet the objectives revised upwards by the Group in 2019, on a like-for-like basis and under constant conditions and use:

- 40% reduction in primary energy consumption per m<sup>2</sup> from 2010 to 2020, and 50% reduction in final energy per m<sup>2</sup> between 2010 and 2030;
- 70% reduction in greenhouse gas emissions per m<sup>2</sup> from 2010 to 2020, and zero emissions by 2030.

### PORTFOLIO ENERGY CONSUMPTION

(ON A LIKE-FOR-LIKE BASIS IN kWhpe/m<sup>2</sup>)



By the end of 2020, this approach to energy management had led to a 65.7% per m<sup>2</sup> drop in energy consumption on a like-for-like basis, constant use and climate compared to 2010. The change from 2010 to 2019 shows a reduction of 46.9% in energy consumption, reflecting the efforts made by the Group over time.

In particular, consumption fell by 18% between 2019 and 2020. This decrease is partly linked with the decline in activity due to the COVID-19 pandemic. But it also confirms the remarkable focus on energy issues by portfolio sites, and the stepping up of efforts to achieve the Group's ambitious targets. For example, many sites have replaced their old lights with LED lights, or have even adjusted the operating hours of their technical equipment.

Electricity made up 85% of the portfolio's energy supply in 2020. In comparison with 2019, gas consumption has decreased by four points in the energy mix. This energy mix includes the energy consumption of common and private-use areas managed directly by Altarea. In addition, the Group has chosen, since 1 January 2016, to purchase green electricity with its national contract: 50% between 2016 and 2018, and 75% from 2019. Through the European mechanism for certificates of guarantee of origin, for each kWh purchased by the Group, EDF has agreed to inject one kWh of renewable electricity into the grid. The Group's ambition is to supply its entire portfolio with green electricity.

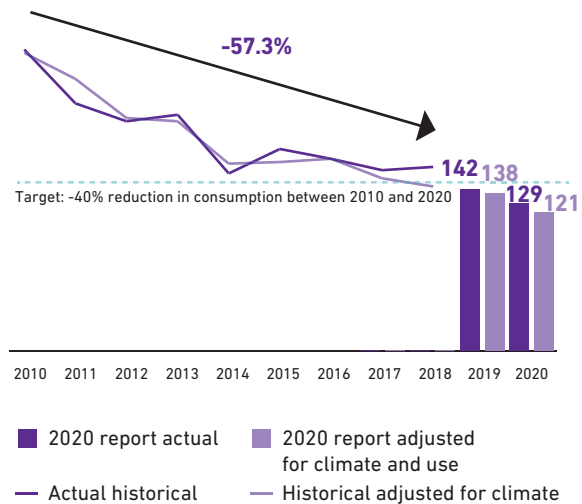
### Reducing energy consumption in the context of the health crisis linked to the COVID-19 pandemic

The Group has estimated changes in the portfolio's energy consumption at constant scope, conditions and use since 2010, incorporating the "COVID-19 correction". The method consisted in estimating consumption data for the months of closure on the basis of data for 2019.

Thus, according to this analysis, the efforts made by the sites would make it possible to reduce the energy consumption of the portfolio by 57.3% since 2010 in a context free of measures to close shops. This shows the achievement of Group objectives.

### PORTFOLIO ENERGY CONSUMPTION ADJUSTED FOR THE IMPACT OF COVID-19

(ON A LIKE-FOR-LIKE BASIS IN kWhpe/m<sup>2</sup>)



### Energy metering systems for tenants and occupants awareness

The energy consumption of buildings depends on their design but also on their use and management. As such, for Retail projects under development that undergo environmental certification, in order to enable its occupants to access detailed energy monitoring, Altarea goes beyond regulatory requirements for metering and makes dedicated equipment available to occupants. These systems empower occupants, giving them the tools necessary to understand their consumption in detail by use or zone and to rapidly identify sources of overconsumption.

At the level of its portfolio, Altarea is working with its stakeholders in order to gain a better overall picture of the energy used in its shopping centres, including by equipment that does not belong to it. The Group has been collecting annual energy data from its tenants since 2014 in the shopping centres in the portfolio with the highest consumption.



## 4.2.3 Preserving natural spaces and promoting nature in the city **DPEF2**

Scope	Objective/Commitment	2020 Results	2019-2020 Change	Comments
Neighbourhoods	Systematise ecological diagnostics on new projects	<b>100% of projects have an ecological diagnosis</b>	<b>New objective</b>	The Group systematically calls on an ecologist to promote useful, high-quality urban biodiversity
Neighbourhoods	Have BiodiverCity® certification for all projects	<b>100% of projects are seeking BiodiverCity®</b>	<b>NA</b>	The Group made this commitment when it signed the charter to preserve cities' biodiversity and incorporate the living environment into all urban projects
Retail	Ensure 100% of sites have a biodiversity action plan and implement initiatives across the portfolio	<b>100% of sites have a biodiversity action plan</b>	<b>=</b>	The target is met and maintained each year
Retail	Have BiodiverCity® certification for all new shopping centre projects	<b>Cap 3000 is the first BiodiverCity® shopping centre in the world</b>	<b>=</b>	This certification reflects the Group's strong commitment to preserving ecosystems

Combating urban sprawl and the artificialisation of the soil and protecting biodiversity, including in the urban environment, are big issues for local communities. Against a background of extinctions of species and deteriorating natural environments, local and national regulatory pressure is rising, as are public expectations.

The presence of nature in the city is also a factor of well-being for residents. The COVID-19 pandemic highlighted the vital role of the natural environment to citizens' physical and mental well-being.

Altarea structures its approach around the notion of "useful nature", which means the nature dimension of a real estate project cannot be solely aesthetic but must offer additional positive externalities: lasting biodiversity, sense of well-being, refreshing power, etc.

The Group's action is organised around the following principles:

- preserving natural spaces and avoiding artificialisation and waterproofing thanks to land use and open land;
- protect existing biodiversity and develop high-quality, interconnected green spaces through widespread use of ecologists;
- use vegetation to prevent the effects of climate change, in particular local flooding and the effects of urban heat islands;
- promoting nature in the city for the well-being and comfort of customers and users.

In addition, the Group's activities do not release directly toxic discharge or pollution into the environment or water. On construction sites, the Group has its service providers sign a low-nuisance construction site charter to ensure that they manage their waste.

Finally, in March 2018 Altarea signed the International Biodiversity & Property Council (IBPC)'s BiodiverCity® charter under which it is required to protect biodiversity in cities and incorporate the natural world in any urban project.

### THE GROUP'S USEFUL NATURE APPROACH

In 2020, the Group gave new impetus to its "useful nature" approach. Altarea's teams, in partnership with students from the Urban Planning Master's Course at Sciences Po's Urban School, developed the method and organised educational sessions for all employees.

It was a question of discussing the introduction of nature in the city and the value brought to the project and the territory. On this occasion, 100% of employees were able to learn about the challenges of nature in the city and the methodology developed internally.

## Large mixed-use projects, Residential and Business property

### Fight against artificialisation

Altarea's activity is mainly located in areas that are already urbanised. The Group favours urban densification and urban redevelopment rather than urban sprawl and the artificialisation of soils, as evidenced by the number of projects to refurbish or redevelop neighbourhoods and development areas.

Its subsidiary Histoire & Patrimoine has specialised for more than 15 years in restoring old buildings throughout France. In addition, in 2020, 42% of the Group's Business property projects were refurbishments.

Urban redevelopment allows efficient land use and represents an opportunity to reintroduce nature in the city. The Group ensures this by paying particular attention to the quality of the green spaces created, in particular open ground, and to limiting waterproofing.

## Protection of biodiversity

The Group pays particular attention to maintaining or enhancing the fauna and flora present. Biodiversity is systematically taken into account in all projects thanks to the Group's ambitious certification strategy.

For large projects, already closely regulated, the Group always exceeds requirements with in-depth studies and action plans. The use of an independent ecologist is systematic in neighbourhood projects and has also been generalised for projects subject to BREEAM® certification. For each of these projects, the ecologist carries out an ecological diagnosis to identify ecologically important areas of the site or those to be reconstructed. This work makes it possible to organise the project around these areas, whilst preserving or creating links to surrounding ecological spaces. The creation of ecological corridors supports qualitative and sustainable urban biodiversity. Ecologist recommendations are subsequently included in the project management specifications for preserving the ecology of the site.

All projects with more than 500 housing units have an ecological diagnostic. As a next step, the Group signed a framework agreement with an independent service provider at the end of 2019 to speed up the implementation of ecological diagnostics in smaller projects. In 2020, 72 ecological diagnostics were carried out.

Finally, the BiodiverCity® requirements can be used in addition to environmental certifications such as HQE and BREEAM®. They impose more demanding requirements for biodiversity in a property development. In 2020, this label is sought for several Business property projects in the Paris region and 100% of neighbourhood projects. The Group is also trialling the pilot version of BiodiverCity® district in its Issy Cœur de Ville project.

## Combating the effects of climate change

As part of its actions to protect natural spaces and biodiversity, the Group is focusing its choices on solutions that also contribute to the fight against the effects of climate change.

With an effective rainwater management plan, planted areas, in particular open ground, make it possible to limit discharges into networks. In addition, vegetation limits urban heat islands thanks to its cooling power.

For example, the Issy Cœur de Ville project in Issy-les-Moulineaux has more than 11,000 m<sup>2</sup> of planted surfaces, including 3,300 m<sup>2</sup> of land. With an improved waterproofing coefficient of more than 75%, the risk of rising water levels in the event of heavy rain is controlled. Also, the significant vegetation of the project helps cool the air when it is hot.

## Nature in the city and well-being

Altarea is convinced that the presence of nature in the city is an important factor in the well-being of its inhabitants and users. The Group is working on the concept of biophilic design in its projects (see 4.3.2).

The balance between buildings and green spaces allows natural light to come through and offers nice views, enhancing the comfort felt by users. The COVID-19 pandemic, with its successive lockdowns, has reinforced the importance of this balance in the city. For several years, the Group has paid particular attention to its projects' links to the outside world as part of its quality approach. In 2020, 92% of housing units have access to a private outdoor space (see 4.3.2).

Finally, setting up relaxation areas and encouraging the presence of small animals makes it possible to reinforce the convivial and educational dimensions of a neighbourhood.

### PROTECTING BIODIVERSITY IN TOULOUSE

Special importance is given to nature in the project at the former Centre d'Essais Aéronautiques de Toulouse (CEAT).

The collaborative work carried out with the ecologist will reduce the waterproofing of the site by 17% and means that half of the area is open ground. Small animal habitats and corridors will be installed to protect local fauna. They will also be preserved during the works thanks to an adapted construction schedule and the installation of alternative habitats.

Lastly, the neighbourhood greening plan will make it possible to combat heat islands in order to provide a pleasant living environment for residents and users

## Retail

### Combating artificialisation

Compliance with regulatory standards is essential when opening a shopping centre in a region. Land-use plans (Plans d'Occupation des Sols – POS) and local development plans (les Plans Locaux d'Urbanisme – PLU) establish the conditions of land-use by setting a land-use ratio to be applied.

Beyond these standards, the Group also limits the artificialisation of greenfield land by favouring already urbanised land for its new developments, such as zones undergoing urban renewal or stations. For example, Cap 3000 and Paris-Montparnasse station have not led to any artificialisation of land as they are located in urban or developed areas. The Cap 3000 project has even made it possible to reduce artificialised and waterproofed surfaces, and includes 2.5 times more planted areas after the works.

## Protecting biodiversity and combating the effects of climate change

Altea holds the belief that shopping centres must integrate into their environment in order to protect and reintroduce biodiversity and contribute to visitor well-being.

During the development phase, an ecologist is hired as standard, as was the case for the recent projects L'Avenue 83 and Cap 3000. The Group uses certifications as tools for continuous progress. Aside from BREEAM®, which is applied to all new developments, Altea is testing new certifications: Cap 3000 was the first shopping centre in the world to receive BiodiverCity® certification, which assesses the performance of property projects in terms of the consideration and promotion of biodiversity. In 2019, the Group undertook to roll out this certification for all of its new Retail projects.

### CAP 3000: THE FIRST SHOPPING CENTRE TO RECEIVE BIODIVERCITY® CERTIFICATION

Inaugurated in 1969 in Saint-Laurent-du-Var, one of the first shopping centres in France, Cap 3000 completed a major refurbishment and extension at end-2019, which is subject to very high environmental standards in terms of biodiversity.

The project incorporated biodiversity in its governance from the design stage through its partnership with the French League for the Protection of Birds (Ligue de Protection des Oiseaux – LPO).

Biodiversity measures are included at all stages of the project:

- architecture that respects and imitates nature: plant screen the length of the Var wetland, buildings that incorporate nesting sites, printed glass to prevent bird strikes, acoustic treatment of delivery bay, reversible architecture, etc.;
- a flagship construction site planned to take into account bird nesting seasons;
- responsible management and raising public awareness, with an observatory on-site.

Thanks to all these efforts, Cap 3000 was also rewarded with a score of 80% for its Land Use & Ecology under part II Building Management of BREEAM® In-Use in 2020.

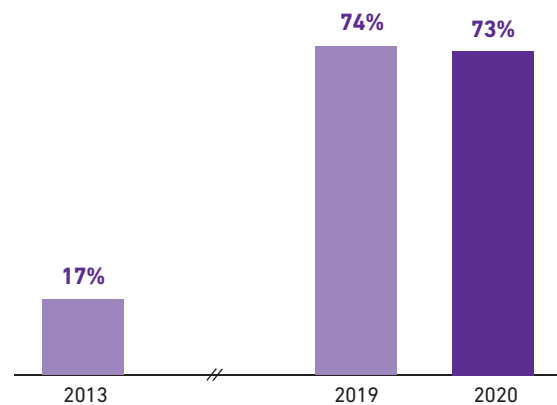
In the operational phase, the Group took steps to involve all shopping centres in better taking into account biodiversity. Through BREEAM® In-Use certification – now applying to 100% of the Group's managed sites – respect for and conservation of biodiversity are assessed and improved on a continuous basis. In this context, for example, Altea has a contractual obligation to ensure that its service providers who manage green spaces do not use phytosanitary products on any portfolio sites.

The Group has prepared specific biodiversity action plans for all of its shopping centres within the reporting scope. The current objective is

to maintain this coverage rate, and to continue implementing these improvement plans by developing biodiversity activities across the sites.

The score for Land Use & Ecology in the BREEAM® In-Use standards—on average for the portfolio—is maintained. This year it stands at 73% compared to 17% in 2013. This testifies to the efforts of the shopping centre teams to implement actions adapted to their local environment and to contribute to reducing the effects of climate change. For example, the vegetation and fountains of L'Avenue 83 shopping centre help combat heat islands.

### AVERAGE BREEAM® IN-USE "LAND USE & ECOLOGY" SCORE



## Nature in the city and well-being

Because contact with nature promotes the well-being of visitors, Altea is also taking care to involve them in the biodiversity initiatives of its shopping centres, particularly through awareness-raising.

This is, for example, the goal of the OCEANS project, which is the result of the partnership between Altea, through its Cap 3000 shopping centre (at Saint-Laurent-du-Var), MK2+ and the Oceanographic Institute Albert I Foundation. This 360-degree virtual aquarium enables visitors to explore the seabed and provides a realistic and immersive virtual odyssey through these rich and fragile ecosystems. The Group's shopping centres have also worked proactively to protect nature, by implementing various initiatives. For example, the Flins shopping centre and Ambrésis business park (at Villeparisis) have set up wildlife sanctuaries with an explanatory poster. Aubergenville Family Village and Les Hunaudières Family Village in Ruaudin mowed and carefully cut the grass in order to preserve the biodiversity of the sites. Various centres, such as Espace Gramont in Toulouse, L'Avenue 83 in La Valette-du-Var and Quartz in Villeneuve-la-Garenne are also equipped with beehives and produce their own honey every year.

### 4.2.4 Promoting the circular economy **DPEF5**

Scope	Objectives/Commitments	Indicator	2020 Results	2019-2020 Change	Comments
<i>Business property</i>	Favour refurbishments to reduce resource consumption and greenhouse gas emissions	Share of refurbishment in the Paris region by office surface area	<b>42%</b>	↘	The Group always considers the possibility of refurbishing a building, with requirements of equal performance and comfort, rather than completely demolishing and re-building. The figure has been over 40% since 2015
<i>Retail</i>	Recover over 80% of waste at Standing Assets	Share of recovered waste	<b>91%</b>	↗	Waste recovery is promoted, notably with the implementation of composting for restaurants

The construction industry (buildings and civil engineering projects) generates 70% of all waste in France<sup>(1)</sup>. In light of this, the Group launched a long-term reflection on how best to manage and use natural resources, reuse or reduce waste, and how to put eco-design principles into practice (use of alternative sources, extending building life, intensifying usage, etc.).

The circular economy, which is the opposite of the linear economy (produce, consume, destroy), is a virtuous way to make the most of resources and reduce the environmental impacts of property throughout the life cycle of a building:

- design: the most important phase as the aim is to find a solution that balances the environmental impact of resources used (refurbishment, recycling, reuse, etc.) and a building's capacity to avoid early obsolescence (energy performance, evolving and reversible architecture, ease of deconstruction, etc.);
- construction: reducing waste generated at construction sites, sorting, reusing and promoting recycled or local materials;
- operation: reducing consumption and waste generation in the operational phase, sorting and reusing residual waste, extending the building's useful life whilst intensifying and diversifying its uses to sustain its economic value;
- end-of-life: increase the life of the building by allowing for changes of use. Where conversion to new use is impossible, a diagnostic is conducted to decide whether the best solution is refurbishment or demolition.

Altea is committed to building high-performance buildings and adopting the principles and best practice of the circular economy at every stage of its projects.

Due to its presence in urban areas, Altea confronts the issues of density and age of the urban fabric. The Group systematically favours refurbishment, which consumes less materials and

produces less waste than complete demolition-reconstruction. If the Group carries out a demolition, it ensures that the materials are reused *in situ*, wherever possible, or that they are made available to other stakeholders on material exchange platforms. The Group also designs into its projects a certification approach, which makes it possible to generalise best practices such as clean construction site charters, which limit the nuisances related to the construction site (noise, vibration, etc.) and set the conditions for sorting and recycling waste.

Moreover, the Group's multi-business model means it is able to offer mixed projects at neighbourhood level but also at the level of each building, making them flexible and scalable over time and thus reducing the risk of obsolescence.

Hazardous waste is not produced directly by the Group's activities. On construction sites, the Group's service providers may have to deal with hazardous waste, particularly in the case of demolitions/refurbishments. For example, by signing a clean site charter, this waste must be treated correctly.

Initiatives specific to each business line (Residential, Retail, Business property) to each project stage and throughout the building's life are also implemented.

#### RE-EMPLOYMENT BOOSTER

Launched in 2019, it is a grouping of customers (project managers, project managers, contractors, etc.) brought together to organise, structure and consolidate the supply and demand of reuse materials in the property industry.

Altea joined this initiative in 2020 with the Business property project #Community in Mérignac, where part of the raised floor installed will be second-hand.

Other Group projects are being identified to join this initiative.

(1) "Waste, key figures" published April 2018 – Agence de l'Environnement et de la Maîtrise de l'Énergie (ADEME). France generated 324.5 million tonnes of waste in 2015.

## Residential

### Refurbishment

One of the Group's brands, Histoire & Patrimoine has specialised for more than 15 years in the refurbishment and restoration of old buildings throughout France. The façades and supporting framework of buildings are always preserved, unless there is a proven structural problem. In 2020, this activity represented nearly 160,000 m<sup>2</sup> of refurbishments in progress or completed during the year.

### Recycled or local materials

Whenever a building cannot be refurbished, the Group carries out a demolition and reconstruction looking to reuse the waste from demolition. Waste is reused on the same site wherever possible or made available on materials exchange platforms.

Use of recycled and/or local materials also helps reduce a project's environmental impact. In 2020, 83% of construction site purchases were from local sources (see 4.2.1).

#### THE DEMOLITION OF THE BOBIGNY2 CENTRE

Bobigny Cœur de Ville is a neighbourhood project located in Bobigny that will be built on the site of the former Bobigny2 shopping centre, dating from the 70s.

The preliminary studies ruled out renovation because the shape of the commercial buildings was not very flexible and not adapted to a reconversion.

Altarea carried out both a waste assessment and a resource assessment in order to define an efficient policy for recycling demolition materials.

These assessments have identified a potential for reuse or recycling of demolition waste of 92%. The Group has adopted this approach and will also reuse 10,000 tonnes of concrete on-site for the construction of the future district.

### Low-waste construction sites

The Group is steadily extending clean site charters to cover all its Residential projects. These charters notably impose measures to limit the production of waste at source, identify waste on-site, ensure tracking until final destination and conduct effective and efficient recovery of waste. In 2020, 95% of Residential projects (by number of housing units) were covered by a clean site charter. Some sites also ask suppliers to limit product packaging to reduce site waste.

### Intensification of use and reversibility

During the design and operational phase, the Group seeks to intensify its use to avoid underuse of spaces. As a result, parking spaces at some residences, such as those planned for the "Les 5 jardins" project in Villemonble, may be available to the public when they are not used by residents.

## Business property

### Refurbishment and recycled materials

The Group has developed unique expertise which means its refurbished buildings achieve energy and comfort performance levels equal to those of its new buildings. Renovations account for 42% of Business property projects in the Paris region (by surface area) and have accounted for over 40% since 2015.

**42% of Business property projects in the Paris region are refurbishments**

The environmental impact is also reduced by using reused, recycled and/or local building materials. As an example, the insulation of 87 Richelieu, Altarea's head office, delivered in 2020, was made from recycled cotton fibres.

### Low-waste construction sites

In the construction phase, the Group is aiming to hit the target set by the energy transition law of recycling 70% of construction waste by 2020. In 2020, Business property projects set a site waste recovery objective of at least 70%. They surpassed this objective as the real recovery rate for secured projects, delivered in 2020, was 97%, 94% of which materials (in tonnes).

**97% of waste from Business property construction sites is recovered, of which 94% is material**

### Intensification of use and reversibility

Owing to the Group's expertise across a range of businesses, 78% of Business property projects is multi-use: offices, retail, facilities, services, etc. For example, some of the spaces on the ground floor of 87 Richelieu, Altarea's head office, delivered in 2020, can be used as workspaces, shops, showrooms, etc. By developing adaptable and convertible spaces, the Group reduces building obsolescence.

**78% of Business property projects are multi-use**

## Retail

### Construction waste management on newdevelopments

By rolling out the Group's construction charter, which requires contractors to sort and manage construction site waste, excellent performances were posted once again this year in terms of recovery. The Cap 3000 refurbishment/extension project therefore recovered 87% of its construction site waste.

### Waste produced by the portfolio

At the Group's shopping centres, the overwhelming majority of waste is generated by tenants and there is very little that Altarea can do to control the production level. The Group focuses its actions instead on increasing sorting rates and the rate of energy recovery and managed waste.

Details of the quantities produced, and the monitoring of the share of sorted and recovered waste, are available in the tables of indicators, in Chapter 4.5.2.

### Improving sorting in shopping centres

The Group has implemented actions to increase this share of sorting: closer monitoring of sorting by merchants and more sorting *via* the inclusion of new types of sorted waste (glass, fermentables, lighting, etc.) in particular.

The breakdown of waste in the portfolio is 61% for mixed non-hazardous industrial waste, and 39% for cardboard and other sorted waste. Thanks to the initiatives implemented, the proportion of sorted waste in the current scope has increased since 2010.

Over the last four years, the Group has been close to its target of 50% of waste sorted and will continue in its efforts to meet it.

### Increasing recovery

The Group also looks for the best service providers to recycle, recover and ensure the traceability of waste. In 2020, 27% of the waste produced in shopping centres managed by the Group was recycled, 43% was incinerated with energy recovery and 21% was

recovered in another way (reuse or composting, for example). In all, 90% of waste is recovered, the remaining 10% is dumped or incinerated without energy recovery. The Group's goal of over 80% recovery has been overtaken since 2013.

### Raising awareness among stakeholders

Since waste volumes are directly linked to the commercial activity of tenants, the Group focuses its efforts on steadily increasing the proportion of waste sorted and raising tenant awareness of improved waste management.

Tenant surveys conducted in recent years showed that sorting waste and recycling were the most-cited issues among tenants. As a result, Altarea organises meetings with retailers in its shopping centres, and in particular suggests ways to improve waste management, for example, a welcome guide for new recruits, or regular briefing notes.

#### RAISE STAKEHOLDER AWARENESS OF WASTE MANAGEMENT

As the production of waste is mainly linked to the activity of tenants, communication and awareness-raising among retailers is essential to maintain a high rate of sorting and recovery throughout the portfolio.

As part of this approach, some sites are developing their own awareness tools for tenants. In 2020, the Limoges site distributed a sorting guide explaining, using diagrams, the best sorting practices to be applied on the site. When a malfunction in the sorting practices of tenants is noted, the site automatically informs the tenant, in person, by telephone or by email.

## 4.2.5 Other environmental and health issues **DPEF11**

Details can be found in the chapter on Risk Management (Chapter 5 of the Universal Registration Document), under "Health and public safety risks". In addition to these, the following control mechanisms should be highlighted.

### Asbestos

In accordance with the French Health Code, Altarea performs asbestos tests on all its assets whose building permits were issued prior to 1 July 1997. In addition, in accordance with the regulations, an asbestos technical report is completed for each of these assets and kept up to date.

### Legionella bacteria (cooling towers)

The primary source of Legionella bacteria is at the level of the cooling towers used in certain shopping centres. These cooling towers undergo methodological risk analyses every two years and a compliance check every five years.

Consequently, Altarea commissions rigorous monthly inspections during the periods when cooling towers are in use, with the support of carefully selected service providers. Furthermore, recently built

properties are equipped with adiabatic dry coolers or dry coolers that do not fall under the ICPE 2921 category (Balticare or Jacir equipment lines, whose technology avoids the spreading of Legionella bacteria).

### Termites

Prefectoral orders on termites have been issued in municipalities at risk of wood-boring insects. In those municipalities, a termite diagnosis must be conducted in the event of any transaction. Upon selling or purchasing an asset subject to termite diagnosis, the Group carries out such studies.

### ICPE (Installations for the Protection of the Environment) classification

Altarea ensures it has all the certifications or authorisations required for the relevant activities at all sites covered by the ICPE classification. Furthermore, the Group commissions maintenance work and periodic general inspections of these ICPEs. Management of ICPE compliance limits the environmental impacts and nuisances on users and local residents of assets.



## Air quality

The Group makes sure that there is effective ventilation and air flows that are suitable for the activities conducted on the premises. In the case of new projects, Altarea complies with the regulations and ensures a minimum supply of 20% new air.

In shopping centres, air renewal is ensured through rooftops or air-handling units. The units can be adjusted manually or managed by CO<sub>2</sub> sensors.

Altarea is also aware of the importance of parking lot ventilation systems. To ensure regulatory indoor air renewal, its covered parking lots are equipped with carbon monoxide (CO) sensors that control ventilation fans.

The Group also ensures the safety of ventilation systems through regulatory checks and maintenance. The systems are replaced when needed to guarantee constant safety and efficiency.

## Sanitary water quality

To ensure the sanitary quality of the water provided to its tenants, the Group only distributes water from municipal supply systems, which are subject to rigorous, regular checks and analysis.

## Refrigerants

The main refrigerants used by the Group in its portfolio are HFC 407C and R410A. The Group does not use virgin HCFC fluids or recycled HCFC recharges, whose use is banned.

## Risk of pollution

The French Environmental Code has instituted an obligation of information for tenants and buyers about major environmental risks. At first, this obligation concerned natural disasters and technological and seismic risks, before being extended to mining, radon and soil pollution. This legislation was last amended on 3 August 2018. The Group took the opportunity of this change to inform its tenants and buyers about the totality of the environmental risks.

Half of the shopping centres are affected by plans for the prevention of natural disasters, including the risk of flooding, subsidence and drought. No Group shopping centre is affected by mining or technological risks or soil pollution.

The vast majority of the shopping centres are located in areas of low or very low seismic activity and none are located in areas of high seismic activity.

## 4.2.6 Philanthropy and partnership

### Group sponsorship policy continues

In 2020, Altarea continued to publicise and apply its philanthropy and sponsorship policy, in line with its desire to make a positive impact in its regions, around three main themes which, in particular, strengthen the Group's local ties:

- contributing to economic development of the regions by strengthening links to the local social fabric (associations, social enterprises, social economy, etc.) to enhance the positive impacts of its activities on the local economy, particularly jobs (see 4.2.1);
- social initiatives: use the Group's skills to help the most disadvantaged, by, for example, promoting access to housing and supporting charities that create social cohesion locally;
- support for culture and artistic creativity, bringing art to a wider public, anchoring the Group's property projects in their cultural context.

The Group's philanthropy and sponsorship strategy is governed by an internal procedure, involving the Internal Control Department and distributed to employees.

### Contribution to local economic development

The Group continued its sponsorship of the Fondation Palladio, of which it is a founding member. The Fondation Palladio is a forum for thinking about building the city of tomorrow and its living spaces. An interview with its founder was conducted during the Sustainable Development Week on the subject of the resilient city.

Altarea also sponsors Les Rencontres Économiques, a forum to reflect on the world economy.

### Social actions – Long-standing partnership with Habitat et Humanisme

Altarea has continued its historic partnership with Habitat et Humanisme since 2007. It is now focused on inclusive and intergenerational housing. Through this initiative, the Group has affirmed its commitment to a more inclusive city and its contribution to the most disadvantaged sector.

This partnership also strengthens local ties between the Habitat et Humanisme associations and the Group's various subsidiaries.

Altarea is the leading partner of Habitat et Humanisme, working together over the long-term to find housing solutions for people on low incomes. The Group contributes in a number of ways:

- participation in the funding of seventeen social residences (family boarding houses and intergenerational houses), representing over 376 housing units;
- for the last nine years, funding three management posts in Habitat et Humanisme in the Paris region, combined with sponsorship of skills to help extend their field of action;
- involvement of Altarea employees in the partnership by, in 2020, helping to select a project to support on the association's crowdfunding platform. The project to fit out the common room of an intergenerational residence in Strasbourg won the most internal votes. This project has been posted on the Habitat et Humanisme crowdfunding platform. Donations will be matched by the Group.

### Supporting culture and culture for all

Altarea is committed to constantly promoting talents in all forms of artistic expression (sculpture, painting, music, etc.). In 2019, the Group made a donation to the Fondation du Patrimoine for the reconstruction of the Notre-Dame de Paris Cathedral, following the fire that destroyed the roof, the thirteenth century frame, the spire of Viollet-le-Duc and several vaults. The Group has also matched donations from its employees.

### Local solidarity initiatives

Committed locally, Altarea's teams carry out numerous community initiatives in the regions. This year, several centres organised blood donation drives, food collections and meetings between local producers and tradespeople, for example in the L'Avenue 83 shopping centre. Days were dedicated to solidarity with associations such as la Lutte contre le Cancer, la Croix Rouge and le Téléthon.

In 2020, some of these actions were related to the health crisis. Altarea wanted to contribute to the national solidarity effort, by taking action to serve the most vulnerable people, caregivers and its customers. These initiatives have taken place thanks to the mobilisation and commitment of local employees. The Group encouraged and commended these solidarity initiatives.

In some shopping centres, slots have been set aside for the elderly, caregivers, firefighters and law enforcement officials to ensure safe access. At Cap 3000, a drive was organised to allow the population to carry out COVID-19 screening tests, a partnership with the centre pharmacy was also set up to manufacture hand sanitiser gels for the police. The Thiais Village shopping centre and the Thiais Ikea store have provided the town hall with masks and sanitiser gel for the Thiais hospital. The teams in the Quartz shopping centre, in partnership with the city of Villeneuve-la-Garenne, offered the residents of two retirement homes in the city sweets from the shopping centre. In Italy, employees of the Due Torri shopping centre organised a fundraising campaign for the hospital in Bergamo, which enabled them to deliver hot meals to healthcare staff.

The commitment of the Group and its employees also extends to support for seniors. In its nineteen Cogedim Club residences, the staff, along with the Group's volunteer employees, mobilised to provide moral and logistical support during the pandemic. The "un sourire pour nos aînés" campaign, which consists of sending a drawing or a text to the elderly in lockdown, was taken up by employees and provided human warmth and moral support to the confined residents.

These solidarity and local initiatives led to a campaign of posting employees portraits on social networks to pay tribute to the teams that mobilised during the pandemic and lockdown.

In addition, at the Group's head office in Paris, a collection was organised at the end of the year for the Restos du Cœur.

### Sponsorship actions in response to the pandemic

The Group has adapted its historical support to Habitat et Humanisme by helping the most vulnerable people affected by this health crisis. The Group has thus financed the emergency housing, during lockdown, of 54 people in vulnerable situations, in a hotel in the 20th arrondissement of Paris.

In addition, Altarea supported the solidarity fund initiated by the Fédération des Promoteurs Immobiliers (FPI), by making a donation to the #Protège ton soignant. This donation went to provide medical equipment to hospitals in France, deliver food to healthcare staff and help people working in difficult conditions due to the health crisis.

## 4.3 Placing the customer at the heart of actions

### 4.3.1 Dialogue in the service of customer and user relationships **DPEF1**

Scope	Objectives/Commitments	2020 Results	2019-2020 Change	Comments
Group	Working to satisfy customers across all our business lines	<b>Second place in the HCG/Les Échos customer relations rankings</b>	↗	In 2020, the Group is once again recognised as a benchmark in customer relations: speed and quality of responses to customers and continuity of support during the COVID-19 pandemic
Residential	Commitment to customer satisfaction	<b>Awarded Customer Service of the Year for the fourth consecutive year<sup>(a)</sup></b>	=	This award recognises the efforts made for several years to support customers
Residential	A quality guarantee: 100% of projects certified NF Habitat <sup>(b)</sup>	<b>100% of projects certified NF Habitat</b>	=	The Group has been 100% NF Habitat certified for four years, reflecting its continuous efforts to strive for quality
Serviced residences	Establish a formal dialogue with residents to improve services	<b>At least one monthly meeting with residents in each of the residences<sup>(c)</sup></b>	=	In 2020, the ongoing dialogue mechanisms were adapted and strengthened in view of the COVID-19 pandemic
Retail	Continually improving and enriching the customer's visit experience	<b>Satisfaction index: 7.7/10</b>	=	The satisfaction index of visitors to shopping centres is stable and testifies to the efforts made to keep the sites attractive and pleasant, and to increase leisure offerings
Retail	Strengthen dialogue with tenants	<b>Deployment of the Brands Pact</b>	=	In 2020, actions focused on supporting retailers on aspects of their business during the various periods of lockdown and relaxation during the year

(a) Property Development category – BVA Group survey – Viseo CI – More information on [esdda.fr](https://www.esdda.fr).

(b) Excluding co-development, refurbishments and managed residences.

(c) As the year 2020 was marked by the COVID-19 crisis, the arrangements for communication with residents and their families have all moved to remote methods. A major system for monitoring residents on a daily basis has been set up.

The changing structure of households, new forms of work and mobility, the growth of the collaborative economy—social and technological changes are transforming customers' ways of life and habits. They are looking for custom solutions and desire a special relationship with their contact throughout the buying experience.

Altarea is committed to changing its offers so that they continue to meet customer needs and expectations. To do so, the Group is strengthening its relationships with its customers. In each of the activities, measures to promote dialogue and assess satisfaction have been rolled out: surveys and studies, face-to-face or digital interactions, etc. Customer satisfaction is Altarea's top priority and the Group values excellence and creativity in serving its customers.

#### WE ARE ALL INVOLVED IN PROVIDING CUSTOMER SATISFACTION

Customer satisfaction guides the Group's action. In 2018, the Group created and deployed a wide-ranging training programme for its employees. Initially created for the Residential business, the system has been rolled out to other Group activities. The aim is to raise awareness and regularly emphasise the role of each individual in customer satisfaction.

From development to after-sales service, including cross-functional roles, more than 1,000 people were trained and provided with action sheets for each stage of the customer journey.

The year 2020 was marked by the COVID-19 pandemic. Despite successive lockdowns, customer dialogue arrangements were conducted online in each of the activities to the same demanding standards as face-to-face. For example, an online configurator of choice has been set up for home buyers to monitor their choice of services (flooring, bathroom equipment, etc.).

### Residential

Customer Service takes care of customer satisfaction at each step of the buying experience. In-house procedures are dedicated to dialogue and monitoring satisfaction at each step.

#### Dialogue with customers

The customer journey is based on a human and personalised relationship at each stage of the project with several systems:

- a dedicated contact for more than ten years: the customer relationship manager accompanies the customer from the signature at the notary to delivery. When the keys are handed over, an after-sales service manager, also specifically designated, takes over for nearly ten years and ensures continuity of support for the customer in managing guarantees. Each customer is supported for approximately 13 years;

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- a personalised online space: as soon as the home is reserved, buyers can log onto their online space to monitor the progress of their project, consult information on the various stages of the purchase process and find answers to their questions *via* guidance sheets or FAQs (for example customisation, progress of the project, visits, etc.);
- the national network of Cogedim stores: the Cogedim store is a place dedicated to supporting customers in the personalisation of their homes. Customers can view show apartments, browse the choice of materials and equipment as well as customisation packs and enjoy an immersive digital experience. It helps customers to imagine themselves in their future home. Since 2016, several Cogedim stores have opened in Paris, Bordeaux, Toulouse, Marseille, Lyon and Nantes;
- customer committees: thanks to this complementary system, the Group closely monitors the expectations of its customers by inviting them to suggest change to the customer experience (see box below).

### CUSTOMER COMMITTEES

In early 2020, Altarea implemented a new system: customer committees. Several customers who are signatories to the same project are invited to attend monitoring committees for their project. Several times during their journey, these customers are met by the project managers of their operation (customer relations manager, programme manager, etc.) who explain the classic customer journey: stages, deadlines, products, services, etc. They are invited to express their expectations in terms of processes, but also products and services. This system, which is complementary to the customer experience, enables the Group to adapt its offer to the new expectations of its customers.

Moreover, the Group has partnered up with Sourdline, the leading call centre for the deaf and hard-of-hearing. The customer may thus interact with each contact along the customer path thanks to the presence of an interpreter, *via* webcam, chat or in-person.

Finally, future residents are given a guide on green habits just before they move in to give them tips on improving their comfort (air quality, noise, comfort in summer, planting, etc.) and reducing their environmental impact (energy and water consumption, sorting waste, etc.).

### Measuring and monitoring customer satisfaction

Each year, the Group conducts a study to measure customer satisfaction at two key moments in the buying experience: six months after the deed of purchase is signed and six months after delivery of housing. The goal is to better understand the expectations of customers and any possible shortcomings encountered during the buying experience. Questions range across a large spectrum of subjects from customer trust at the time of purchase to the endorsement rate at the end of the experience.

The endorsement rate is considered as the indicator that best sums up the customer experience since it measures his or her attachment to the brand by rating the likelihood of recommending Cogedim or making another purchase. The Group has set as a goal to reach a 70% recommendation rate for each of its regional offices. In 2020, the approach bore fruit as the endorsement rate rose thirteen points compared to 2015.

In addition, the Customer Services Department monitors spontaneous comments by customers on its Immodvisor platform. This independent platform records and checks the comments submitted by customers. In 2020, over 1,500 comments were checked. They have a satisfaction rate of 89%. This result is stable.

Lastly, mystery shopping is also carried out across the territory, with tests at both physical sites and in sales offices, but also in exchanges by email or *via* social media.

### EFFORTS REWARDED

For the fourth consecutive year, the Group was awarded "Customer Service of the Year 2021"<sup>(1)</sup> for the Cogedim brand, in the category of Property Development. This award assesses the quality of customer relations with mystery shoppers (telephone, email or questionnaire, internet sites and social media).

In January 2021, the Group rose one place to second in the Les Échos 2021 customer relations rankings, measured by consultants HCG. This multi-sector ranking sets the customer services of the 200 biggest companies in France against each other by testing all of their channels: telephone, letter, email, website and social media.

### Cogedim Club® Residences

Altarea develops and manages Cogedim Club® senior residences, designed to meet the specific needs of seniors. To best adapt to their expectations, the Group used several means that combine market research, satisfaction surveys and field analysis.

In addition to the sector's marketing studies, the Group conducts independent studies on the needs of customers in senior residences: the "The senior residences of tomorrow" surveys. Launched in 2020, these studies are aimed at Cogedim Club® residents, their families and anyone interested in this service. Around six themes are observed during the year. For example, the last study in 2020 focused on the theme of ergonomics for well-being and health. Other surveys will follow on: connection with the city, Sustainable development, nutrition, services and events, etc.

Furthermore, each of the residences has a team dedicated to listening to the needs of residents in their daily routine. Once a month, a plenary meeting<sup>(2)</sup> is organised between resident tenants in each of the residences in order to listen to their needs and expectations. The following subjects are addressed: life in the apartments and common areas, services and overall satisfaction.

Short-term residents are also questioned through satisfaction surveys.

These *in situ* measures make it possible to understand the level of residents' satisfaction and their level of facility use and identify desired changes. A half-yearly meeting is organised with the management of Cogedim Club® and allows for a discussion about areas for improvement or necessary changes with the agreement of occupants of the residences. The information gathered also serves to modify specifications for future Cogedim Club® projects.

(1) Category Property development – BVA Group survey – Viseo CI – More information on [escca.fr](https://www.escca.fr).

(2) Remotely adapted system given the COVID-19 pandemic.

**CRISIS MANAGEMENT IN SENIOR RESIDENCES**

All dialogue mechanisms have been adapted and strengthened since the start of the COVID-19 pandemic. The residence teams have set up a major health facility and have been fully mobilised, sometimes supported by employees from head office who have come to donate their time. The overall functioning of the residences has been reviewed in order to preserve the health of residents, whilst ensuring regular contact with their loved ones and maintaining a good quality of day-to-day service: meals delivered to the homes, shopping, video-conference activities, daily leisure letters, correspondence kits or setting up psychological alert channels.

Networking, coordinated from the head office, enabled the rapid feedback and sharing of local best practice.

Each resident is supported on a daily basis in order to monitor their physical and mental health and their satisfaction with the many necessary adjustments to services, catering, activities, etc. (see 4.3.2).

**Business property**

In a context of rapidly changing work patterns and employee expectations in terms of their working environment, the Group listens to its partners and users.

Altarea has a customised offering, designing offices that promote team productivity and the comfort and well-being of staff. In 2017 Altarea has interviewed eighteen real estate divisions of major companies to assess their needs and expectations. The subjects addressed included the expectations of corporate accounts and their perception of landlord-tenant relations. It made it possible to categorise a building by best integrating their needs.

In 2019, the Group structured its offering by creating the entity Altarea Entreprise Studio with the aim of providing a coherent and efficient response to changing uses and new ways of working so as to offer users innovative products and meet their requirements. Its remit is to design buildings that are able to evolve through time due to their architecture, technical design but also their services.

Altarea Entreprise Studio operates upstream of operations, determining requirements and uses and anticipating new ways of working and designing the office of the future with multiple uses. In particular, in its thinking it incorporates phenomena such as the fragmentation of working methods and coworking and the office building as a means of boosting the appeal of the employer's brand.

**Retail**

In its shopping centres, Altarea interacts with two customer groups with very distinct requirements and modes of dialogue: visitors and brands.

**Measuring visitor satisfaction**

The flow of visitors to the shopping centres is testimony to their success and attractiveness and the quality of their image and that of the brands present in them. The Group pays particular attention to measuring visitor satisfaction and reinforcing the attractiveness of the shopping centres. This is done notably by organising leisure activities and holding events and sales demonstrations.

In order to measure the overall satisfaction rate of visitors and better understand what they are looking for in the shopping centres, the Group conducts quantitative and qualitative customer surveys. Based on the results, the teams draw up an operational action plan designed to improve the customer satisfaction index.

In 2020, the satisfaction index reached **7.7/10**

This index was calculated using on-site customer surveys conducted at eight shopping centres, representing 82% of the scope of current reporting by value. The satisfaction index for the shopping centres has held steady since 2015 – a sign of the teams' commitment to keeping the sites attractive and pleasant.

**Agility in the face of the COVID-19 pandemic**

In 2020, the centres faced an unprecedented health situation and implemented significant measures to protect their tenants and visitors. Following the first lockdown, the Group conducted a survey to understand the changes in the habits of its visitors, as well as their perception of the health measures put in place. The overall score obtained is 3.9/5. It was calculated on the basis of responses to newsletters and surveys on social networks, carried out in seven shopping centres, *i.e.* 77% by value of the current reporting scope.

**Attracting visitors and winning their loyalty**

To maintain and reinforce the attractiveness of the shopping centres, Altarea takes care to mix retail outlets, food and drink, leisure activities, culture and services. Whether they involve sales drives, encounters with celebrities, solidarity actions, shows or activities for children, events are essential elements in the life of the shopping centres. They enable us both to attract visitors and reinforce the role of the centres in the region, as well as creating a different, enriching visitor experience.

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### ACTIVITIES AT THE CENTRES, A FEW EXAMPLES

Despite the particular context of the year, the centres were careful to maintain activities. Bercy Village is committed to creating regular activities. It has also organised two exhibitions installed in the four passages linking Cour Saint Emilion to neighbouring streets, and has set up a summer floral display to compensate for the inability to organise the usual events due to the health context.

An event entitled "Security Meetings" was also organised in October by the Brest Guipavas centre. It promoted jobs in the Gendarmerie and explained the recruitment process.

L'Avenue 83 showcased regional products through its first local partnership with Esti'var. Customers could meet local producers and taste products from short supply chains.

Lastly, a number of solidarity initiatives have been implemented, details of which can be found in Section 4.2.6 Philanthropy and partnerships.

For shopping centres under development, Altarea integrates leisure and cultural activities into its programming far upstream. For example, the planned shopping and leisure centre located at the heart of the Ferney-Genève mixed development zone (ZAC) in Pays de Gex-Ain features a cultural and leisure offering with Universcience and the creation of a new branch of the Georges-Pompidou Museum, the third establishment of this cultural institution outside its original premises.

### Strengthening relations with the brands

#### The Brands Pact

In 2018, Altarea has been working on a new scheme called the Brands Pact, a programme of initiatives to support the move towards a collaborative relationship with brands. Its objective is to better support them throughout their career at Altarea thanks to better services and more attention, more meetings and exchanges, and more local marketing exercises.

In 2020, actions refocused on supporting retailers with aspects of their business, during the various periods of lockdown and relaxation during the year: support for digitisation, physical modifications of the centres to make click and collect easier, and even assistance on topics such as increasing online visibility.

#### The green lease: a tool for environmental dialogue with tenants

Since 2010, Altarea has rolled out the green lease to promote the regular sharing of environmental information with its tenants: the Group applies it to all its new commercial leases as well as to its existing leases when these are renewed.

Specifically, the green lease gives Altarea a margin of environmental manoeuvre in two respects:

- the contractual exchange of environmental information allows Altarea to become familiar with tenants' fittings and installations,

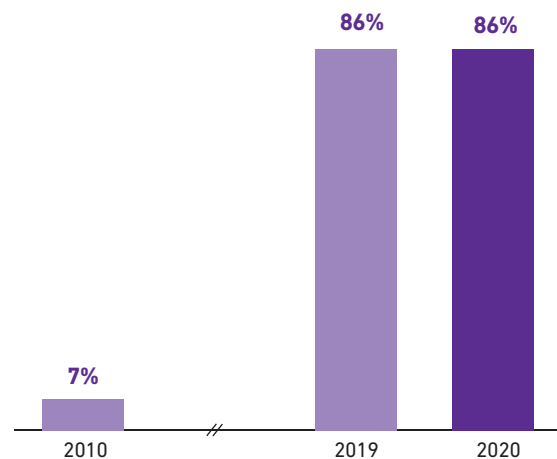
and also to have regular access to their energy and water consumption and waste production;

- the green lease requires the setting up of an environmental committee bringing together owners, tenants and all other stakeholders at each site. This committee is an opportunity to discuss the most effective ways of reducing the centre's environmental footprint.

Under a green lease on assets subject to such environmental certification, tenants undertake to comply with a set of technical, architectural and environmental guidelines that provide maximum power ceilings for any equipment they may install and recommendations regarding interior materials.

As of the end of 2020, the Group had signed 1,101 green leases out of 1,273 active leases in its French portfolio, *i.e.* 86%. This has been steadily increasing since 2010.

#### GREEN LEASE COVERAGE RATE (EXCLUDING CENTERS UNDER DEVELOPMENT)



#### ESG surveys for tenants: a tool for better understanding their expectations

In 2017 and 2018, Altarea conducted surveys of tenants at its shopping centres on issues around sustainability. In all, nearly two thirds of tenants were asked about their actions and expectations regarding ESG.

Since 2019, this initiative has been incorporated in the Brands Pact described above, which includes questions on ESG in annual surveys. The objective is to continue the dialogue on these subjects in the interests of improved cooperation. In 2020, discussions with retailers focused on managing their activity during this period of crisis, but surveys will resume in 2021.



## 4.3.2 Quality of life and well-being in operations **DPEF1**

Scope	Objectives/ Commitments	2020 Results	2019-2020 Change	Comments
Neighbourhoods	Develop pleasant living spaces	<b>Development of two WELL Community Standard neighbourhoods, including Issy Cœur de Ville, the first pilot project in France</b>	=	As a result of these projects, the Group plans to build up its expertise when it comes to quality of life in neighbourhoods
Residential	Certify 100% of projects NF Habitat <sup>(a)</sup>	<b>100% of projects certified or in the process of certification</b>	=	The Group has been committed since 2016 to NF Habitat certification, a guarantee of quality and environmental performance and comfort
Business property	Integrate well-being approaches into projects	<b>89% of large Business property projects aim for a well-being label</b>	↗	The Group systematically addresses the subject of well-being in its projects with a tailor-made approach.
Retail	Draw up and roll out a comfort, health and well-being strategy for shopping centres	<b>Creation of internal guidelines on comfort, health and well-being in 2019 Evaluation of 100% of the consolidation scope</b>	=	Since 2017 the Group has produced its own internal guidelines on well-being and evaluates its portfolio each year so as to identify priorities for action

(a) Excluding co-development, refurbishments and managed residences.

A project's quality of life and well-being are factors that create both social bonds for users and appeal for communities that have roots in sustainable urban development. The latter issue hinges on the search for balance in the diversity of projects (at the level of the neighbourhood and the building) in terms of housing, places of work, retail, services, culture and leisure with respect for the environment in which it is located.

The interior design of buildings is also key, with increasing demands from customers in terms of comfort, health and safety, which include temperature, acoustics, air quality, lighting, uses, aesthetics etc.

Finally, each activity has its own challenges:

- in Residential, the ease of use and quality of equipment helps ensure the heritage value of the property over the long-term for investors;
- in Business property, comfort and well-being are key factors in attracting employees, investors and users;
- in Retail, proposing a pleasant, practical customer experience and keeping it fresh, combining shops and leisure activities is now indispensable.

In all its real estate transactions, Altarea pays special attention to the quality of city life, going well beyond the applicable regulations to offer the user added value. It therefore deploys means to improve the customer experience with regard to well-being by drawing on external certifications (for example, WELL) and internal requirements.

The Group focuses on three components of comfort and well-being in each activity and for each project:

- quality of the location: the Group opts for proximity and density. Its projects are located at less than 500 metres from public transportation to promote user access and mobility;
- intrinsic quality of the building: air quality, acoustics, lighting, aesthetics, but also quality of use of the building and flexibility, so that it is adaptable to current as well as future uses;

- additional services provided by the project to complement those already offered locally. Altarea uses its skills and multi-product know-how to develop, for example, child care, quality food stores, leisure activities, etc. The Group also pays particular attention to the place of nature in the city, recognised as a source of well-being by users by developing buildings open to the outside world and green relaxation areas.

### Large Mixed-use projects

Thanks to its unique multi-activity positioning, Altarea brings together all the skills and services to design large mixed urban projects combining homes, shops, offices, etc. By working with communities, planners and other private stakeholders, the Group develops balanced neighbourhoods adapted to the needs of residents and users. The Group makes sure it offers a range of services, both diversified in the scale of the project and complementary to the offerings already present nearby.

Working on the scale of a neighbourhood also allows the Group to offer quality public spaces, mixing green spaces and recreation areas. The Group pays particular attention to the place of nature in the city (see 4.2.3).

#### ISSY CŒUR DE VILLE: WELL PILOT NEIGHBOURHOOD

The Issy Cœur de Ville project consists of the redevelopment of a site of about 3 hectares in the heart of downtown Issy-les-Moulineaux as a new mixed-use neighbourhood.

Fully pedestrian and developed around an urban forest, this neighbourhood has big ambitions in terms of quality of life for the city and its users. The neighbourhood will be endowed with a total of 1.3 hectare of landscaped spaces in patios and suspended gardens, in flower boxes and nature areas, shared and private.

It is the first pilot project in France with the WELL Community label, the benchmark standard in health and comfort on the scale of a neighbourhood.

## Residential

The Group is developing healthy and comfortable residential buildings that favour social bonding and conviviality. It relies on the NF Habitat and HQE™ certification process and its team of interior designers. The Group also pays particular attention to the connection with the outdoor space, the quality of the indoor air as well as natural ventilation, lighting and cooling solutions.

### NF Habitat and user comfort

The NF Habitat standard exceeds the regulatory requirements in matters of health and safety, and focuses particularly on making pleasant, practical and comfortable places to live, with requirements regarding acoustic quality, visual comfort, proximity to services and public transportation, etc. (see 4.3.3). In 2020, 100% of Residential projects were NF Habitat certified or in the process of being certified.

Moreover, plans for apartments are checked by the Group's team of interior designers to guarantee their practicality: easy circulation, "practical" amenities thanks to the appropriate position of electrical outlets and sufficient space for furniture.

Lastly, special attention is paid to links to the outside world. In 2020, 92% of housing units have access to a private outdoor space (balconies, terraces and gardens) with an average size of 18 m<sup>2</sup>. More specifically, the balconies are of an average size of 5 m<sup>2</sup>.

**92% of the units have access to a private outdoor space**

### Natural comfort solutions

The natural or passive solutions for ventilation, lighting and cooling depend primarily on the quality of the ground plan, the orientations and the depth of the buildings. A list of architectural guidelines frames the work of architects during the design phase. For example, the Akoya project in Le Grau du King favours natural ventilation with 100% of the residential units bi-facing and 90% having natural through-flows of air.

In a context of climate change, the Group has initiated additional work to maintain summer comfort in the homes. This work resulted in 2020 with the implementation of a minimum comfort threshold to be met by combining 15 passive solutions listed in an internal guide (see 4.2.2.2).

### Indoor air quality

The issue of air quality is key in residential property. Altarea approaches the problem in a global manner: by imposing health criteria in the choice of materials and the installation of equipment and by supporting buyers in a healthy and responsible occupying process. 100% of products and materials are at least labelled A at the least.

As an example, Altarea is using the "IntAIRieur" label on multiple projects including the Cours des Arts project in Mougins. This new measure commits all businesses working on the site to respect the guidelines in order to preserve the indoor air quality of residential units under construction. Once the project is finalised, two manuals are provided to users: one to the occupants and one to the manager. These documents will guide them in the building's daily use and during maintenance operations.

## Cogedim Club® Residences

In the context of its Cogedim Club® residences for seniors, the Group adapted its offer to their specific needs by especially favouring the quality of social bonding, one of the principal selection criteria for future residents.

The range of residences combines adapted residential units, a programme of varied entertainment and a location in the city centre close to transportation, shops, health services and cultural programmes. Activities are organised with local bodies such as schools to promote intergenerational ties.

In view of the COVID-19 pandemic, the activity programme has been completely revised in order to maintain a diversified programme adapted to the senior audience, for whom social ties are essential, whilst respecting strict health instructions. For example, despite the cancellation of the festival of lights in Lyon, the local Cogedim Club® lit up the residence with paper lanterns brought by schoolchildren from the nearby school.

As for quality, the fixtures and furniture in residential units are carefully selected with suppliers to adapt to the constraints of ageing (floorings, level of foundations and bedding, sanitary facilities). They comply with ergonomic recommendations.

### THE "GRANDPARENTS & RESIDENTS" PROGRAMME

This programme allows residents and their families to come together during workshops on literature and transmission. A monthly newsletter also gives news of residents to family and friends.

This programme was adapted in 2020 in view of the COVID-19 pandemic. Every day, during the lockdown period, residents received letters with ideas for activities adapted to lockdowns, such as Chinese calligraphy, general culture riddles and quizzes, as well as sports micro-lessons. The letters can be viewed on the Cogedim Club® website so that these activities can be shared with residents' loved ones.

Finally, the Group gradually rolled out the VISEHA label in its residences. This label attests to the quality of the services offered in the senior residences (see 4.3.3).

## Business property

In a world of work increasingly marked by teleworking and nomadism, the workplace must be welcoming, comfortable and conducive to conviviality. Altarea develops very high-quality workspaces by placing well-being at the heart of its projects. The Group supports each of its customers in this area with a particular focus on flexibility and biophilic design.

### Systematic approach to well-being

The theme of well-being has been integrated for many years through BREEAM® or HQE certifications.

For larger buildings<sup>(1)</sup>, the Group systematically proposes to go further with a well-being label such as WELL or Osmoz. These standards, respectively American and French, place the user and health at the heart of real estate projects. The topics covered range from the quality of the physical environment (air, light, etc.) to conviviality and social interactions. In 2020, 89% of major Business property projects aim for a well-being label.

(1) From 15,000 m<sup>2</sup> of floor area.

**89%** of major Business property projects aim for a well-being label

## New ways of working

To respond to the new uses of Business property, the Group is developing interior spaces that are less isolated, more flexible, leaving more room for natural light and vegetation. For example, each floor of the Bridge project, the future headquarters of Orange in Issy-les-Moulineaux, features plant-covered balconies and roof terrace gardens accessible for meetings or rest breaks.

In support of the digitisation of activities and communications, the Group offers first-class digital connectivity based on the most demanding standards such as those of WiredScore and Ready2Services (see 4.3.5).

## Biophilic design

The biophilic concept consists of integrating elements from nature into the building. Recent studies prove that a design imitating nature has a positive impact on health, creativity and in reducing stress.

The Group is exploring this approach in the context of its projects by reviewing the integration of biophilic design into the building (especially the visual and auditory connection with nature, lighting that respects the circadian rhythm, the presence of water, designs and motifs inspired by nature, the presence of "cocoon" spaces for quiet time alone, etc.).

This initiative was carried out at 87 Richelieu, the Group's new head office, which opened in mid-2020. Altarea employees benefit from an outdoor planted area of 2,000 m<sup>2</sup> in the midst of Paris's 2nd arrondissement, the largest private green space in the district. Inside, each floor has its own range of greenery, including several hundred plants, some of which have depolluting properties.

## Retail

The theme of well-being is already an integral part of BREEAM® and BREEAM® In-Use certification, on which the Group bases its ESG approach for its Retail business. Altarea is going further in taking into account well-being in the design of its projects and the operation of its buildings, drawing on the most recent standards such as WELL and the concept of biophilia. In order to have a tool aggregating the various issues associated with comfort, health and well-being, the Group has defined its own dedicated in-house guidelines since 2017.

## Property Development

In the context of its systematic sustainable certification approach, Altarea surpasses the regulatory requirements as regards:

- indoor air quality and olfactory comfort: for 100% of projects under development with environmental certification, the Group identifies sources of pollution, both internal (VOCs and formaldehyde) and external (major roads, construction products, business conducted

on premises, soil, etc.). It sees to it that there is effective ventilation and control of sources of unpleasant odours and appropriate air flows for the businesses on the premises to ensure healthy circulation of fresh air;

- hygrothermal (heat and moisture) comfort: during the design phase, dynamic thermal simulations are carried out to decide on the technical and architectural options that strike the best balance between comfort of use and energy consumption. Altarea chooses systems that provide the most comfortable temperature and humidity levels in all seasons: in winter, a suitable overriding control makes it possible to maintain a stable temperature in the building; in summer, protection from the sun and dissipation of excess heat are essential for comfortable temperature and humidity levels;
- acoustic comfort: to offer good acoustic performance, Altarea optimises the position of spaces in relation to each other based on internal noise pollution and conducts acoustic studies to assess the level of ambient noise and sound insulation between spaces. In Retail, where the level of ambient noise in different spaces (retailers, food outlets, central area, and offices) can be even more difficult to assess, the objectives are specific to each project. Acoustic measurements are taken during the construction phase to check that these objectives are met.

## Portfolio

In its REIT business, Altarea has been implementing comfort, health and well-being actions for its visitors for several years now, notably via its management system based on BREEAM® In-Use.

As such, for the health and well-being part of the certification, the shopping centres achieved an average score of 63% in 2020.

In 2020, special attention was paid to the health and safety of visitors and employees working in the centres. The operational plans for the opening of the centres have included the necessary measures of distancing, signage, distribution of hand sanitiser, distribution of masks, support for brands, etc.

During normal operation, shopping centres work to promote ever greater comfort. For example, the L'Avenue 83 centre in La Valette-du-Var provides a wheelchair service, package collection kiosks and a motorcycle helmet check room. Bercy Village, in Paris, holds events themed on well-being, notably artistic workshops and weekly yoga courses from March to October. It makes deckchairs, table football and table tennis tables freely available.

This year was marked by strict social distancing measures, so few actions and events were held. The centres are keen to restart actions that promote health and well-being when circumstances allow.

### EVENTS TO PROMOTE HEALTH AND WELL-BEING

In a context of a health crisis linked to the COVID-19 pandemic, Altarea centres were able to organise fewer events for visitors this year. Among the events held, some of them raised awareness of health and well-being issues. A first aid awareness stand was installed at the Family Village of Nîmes Costières Sud, as part of the French Red Cross Days.

Bercy Village hosted an exhibition to pay tribute to caregivers.

In a solidarity effort, the centres of Thiais Village and L'Avenue 83 respectively donated masks to the Thiais town hall, and disinfecting wipes for the police.

**Internal guidelines on comfort, health and well-being**

In 2017 Altarea tested the WELL standards on the Quartz shopping centre, and discovered some new best practices to implement throughout its portfolio.

This study, combined with the Group’s experience of the BREEAM® In-Use well-being criteria, enabled it to set its own guidelines in 2017, drawing on these recognised external criteria. This made it possible to evaluate Standing Assets in more detail and roll out a large-scale process of continuous improvement on the issues of comfort, health and well-being.

An inventory was carried out of the entire portfolio in 2017, and since 2018 progress has been measured by the portfolio environmental management system. The 33 criteria evaluated by the standards

concern various themes such as air quality (for example verification that CO and NOx checks are correctly carried out and that an alarm is triggered if limits are exceeded) and visitor comfort (for example verification that a rest area is made available to visitors).

The priority themes on which Altarea concentrates its efforts are: indoor air quality, comfort and food. Improvement measures were put in place as long ago as 2017, such as strengthened monitoring of air quality in standard maintenance contracts and partnerships with start-ups to recover unsold food in an innovative way that promotes the circular economy.

In 80% of the centres for which their BREEAM® In-Use scores about areas for children and adults were reassessed are available. In addition, special attention is paid to the employees of the centres, with an emphasis on thermal comfort and lighting of workstations.

**4.3.3 Labels and certifications, creators of green value DPEF1**

Scope	Objectives/Commitments	Indicator	2020 Results	2019-2020 Change	Comments
<i>Residential</i>	100% of new projects certified NF Habitat <sup>(a)</sup>	Portion of new projects certified	<b>100%</b>	=	The objectives are met. The ambitious strategy of certification is complemented by the most recent or innovative certifications in order to guarantee the building’s green value
<i>Business property</i>	100% of new projects in the Paris region certified at least HQE “Excellent” and BREEAM® “Very Good”	Portion of new projects certified	<b>100%</b>	=	
<i>Retail</i>	100% of BREEAM® In-Use sites	Portion of sites certified	<b>100%</b>	=	The figure has been steady since 2015. Altarea is 100% BREEAM® In-Use certified for French assets under management, and targets at least the “Very Good” level.

(a) Excluding co-development, refurbishments and managed residences.

The increasing importance of customer demands with regard to comfort and use as well as the tightening of environmental regulations have pushed the notion of green values to the forefront in the real estate sector. It represents the ability of a building to avoid regulatory obsolescence, or of use, and is thus a guarantee of its sustainability over time. To maintain or advance a building’s green value, certifications and labels have gradually become the market norms.

Altarea is committed to a strategy of ambitious, innovative and sustainable certification, specific to each of its activities. Labels and certifications are thus chosen depending on:

- the relevance of the applicable standards and assessment method. In Retail, for example, BREEAM® is the tool most used by the market;
- stakeholder expectations for each project type, whilst seeking to outperform market standards;
- the strong willingness to offer the most recent, ambitious and innovative labels and certifications on broader matters than environmental performance (WELL, BiodiverCity®, WiredScore, etc.) in order to stay ahead in all of its activities.

**Residential**

**NF Habitat Certification and its HQE approach**

Since 2016, the Group has been committed to NF Habitat certification and its HQE approach.

All of the Group’s housing is NF Habitat certified. This certification is a benchmark for the essential qualities of the housing units and common areas of the building. It is reflected in concrete daily benefits: a healthy interior, safe and pleasant for living, controlled expenses, but also a respect for the environment.

Regarding environmental or energy performance, the Group is going even further by seeking for over half of its production, the NF Habitat HQE™ certification (which goes beyond NF Habitat in environmental terms) for quality, habitat & environment, and even an additional energy label, such as E+C- or biosourced. In 2020, 49% of the Group’s Residential projects had NF Habitat HQE™ certification, or an environmental label.

**100%** of Residential projects are certified NF Habitat, a guarantee of quality, environmental performance and comfort

**49%** go even further with an additional environmental certification or label

Some projects may benefit from supplemental certification efforts. The Cœur de Ville project in Bobigny, already committed to Écoquartier labelling, at the community's initiative, is a pilot project of the new HQE Performance standard. The Group is thus participating in defining new standards of reference in terms of sustainable urban development.

### WISEHA label and Cogedim Club® residences

To improve transparency as regards the quality of services offered in serviced residences for seniors, the professionals of the sector, among them Altarea, have created a label called WISEHA (Vie Seniors & Habitat). It is based on thirteen criteria concerning property features and services offered by the residences, as well as prerequisites relating to the financial health and feasibility of the operator in order to ensure the sustainability of the residences.

In 2020, two residences were certified. These are Terre de Seine in Suresnes and Villa d'Helios in Montpellier. This label will continue to be rolled out gradually to other senior residences within the Group that meet the criteria.

### Business property

All Business property projects benefit from a systematic certification process, HQE and/or BREEAM®, respectively the French standard and the European standard with regard to the environmental performance of buildings. In 2020, 100% of Business property projects were certified HQE and/or BREEAM®.

In the Paris region, which represents almost 60% of national production, the ambition is higher, with systematic dual certification at a high level of performance. In 2020:

- 100% of Business property projects in the Paris region have dual certification, HQE and BREEAM®;
- 100% of Business property projects in the Paris region are HQE certified "Excellent" or higher, 85% of them "Exceptional";
- 100% of Cogedim Business property projects in the Paris region are BREEAM® certified "Very Good" or higher, 65% of them "Excellent".

**100%** of Business property projects in the Paris region have dual certification at least HQE "Excellent" and BREEAM® "Very Good"

In addition, in 2020, 100% of hotel and Logistics operations have HQE and/or BREEAM® certification. The Hilton hotel, on Place du Grand Ouest in Massy, delivered in October 2019, was awarded HQE certification with an "Excellent" rating.

These numbers were stable compared to 2019.

Some projects also have thematic certifications and labels, such as BiodiverCity® (biodiversity) for the Issy Cœur de Ville project and the WELL label (well-being) for the Bridge project (see 4.2.3 and 4.3.2).

### Retail

In 2020, the process of certification continued for the assets managed in France.

**100%** of the assets managed in France are BREEAM® In-Use certified

### Construction certification

55% of shopping centres also have construction, HQE and/or BREEAM® certification.

Altarea chooses the certifications best suited to its customers' needs and the context of projects. Accordingly the BREEAM® certification, massively adopted by European retail operators, has been used for 100% of Retail projects under development managed by the Group since 2016.

The Group systematically seeks the highest levels of certification for its projects (taking account of technical and economic constraints). Accordingly, 100% of shopping centre projects in development that have a BREEAM® certification obtain an "Excellent" level or higher. Cap 3000 obtained a total score of 76% on its BREEAM® certification for the design of its building.

As a complement to BREEAM®, certain Retail projects seek other certifications or labels. For example, Cap 3000 has obtained the BiodiverCity® label. The Quartz site in Villeneuve-la-Garenne and the L'Avenue 83 site in La Valette-du-Var have two certifications: HQE and BREEAM®.

### Operational certification

Since 2012, Altarea has embarked upon a process of gradual environmental certification of its operating assets, opting for BREEAM® In-Use certification.

At the end of 2015 an initial objective was reached with the certification of 100% of the assets in its reporting scope thanks to the roll out from 2014 of the operational environmental management system, which makes nonfinancial reporting more organised and reliable and applies best practices and requirements of environmental certification across the Board. Each centre management team received a series of trainings in using this tool.

The Group's new objectives are:

- to maintain the certification rate of the managed assets at 100%;
- to improve its BREEAM® In-Use scores every year. A score of "Very Good" or higher is targeted for score reassessments. All centres except one (at the "Good" level) achieved it.

In 2020, all sites present in the reporting scope had BREEAM® In-Use certification.

These certifications apply to the Asset (intrinsic performance of the building) and Management (operation of the building) categories of the benchmark. Detailed scores are available in Chapter 4.5.3.



## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Placing the customer at the heart of actions

In 2020, the average performance of the portfolio was 67% for the "Asset" part (+19 points on 2013) and 68% on the "Management" part (+25 points on 2013).

The improvement in the average performance of Altarea's standing assets in operation bears testimony to the commitment and efforts made by each shopping centre in respect of health and well-being (see 4.3.2), the soil conservation and biodiversity (see 4.2.3), waste management (see 4.2.4), etc. Certain themes such as energy and biodiversity improved notably thanks to actions carried out at Group level.

In addition, the Group has extended its environmental certification approach to sites that are not directly managed. Thus, Jas-de-Bouffan in Aix-en-Provence has been BREEAM® In-Use certified "Excellent" level since 2019.

### 4.3.4 Responsible supply chain and supplier relationships **DPEF6**

The Group is a major customer for other firms, placing more than €3 billion worth of orders a year. Nearly 90% of the Group's purchases are linked to construction, of which more than one third is for shell structures, the remainder being spread over all the other items such as electricity, heating/ventilation/air conditioning, plumbing, etc. The other 10% consists mainly of Group's general expenses and the operating costs of the shopping centres.

The societal impact of these purchases is strong, due to their volume and the variety of economic sectors concerned. As a result, Altarea conducts responsible purchasing actions across all of its business lines. In addition, in order to enrich its thinking on this subject and share best practice in the industry, the Group participates in the sustainable property observatory's (OID) responsible purchasing working group.

#### A Group approach

In 2018, Altarea launched a process for structuring and optimising purchases, led by the Performance Department and the ESG Department. This approach encompasses all of the Group's companies and purchases. It aims to ensure the integration of a ESG approach adapted to each type of product or service.

The approach, developed in conjunction with the various business divisions and subsidiaries of the Group, provides for:

- generalised actions (deployment of a Group responsible purchasing charter);
- actions targeted by type of purchase (ESG clauses in calls for tenders and contracts, training actions, supplier assessments, audits, etc.); and
- working to build a responsible and sustainable relationship with suppliers.

#### The responsible purchasing charter

A responsible purchasing charter covering social requirements, health and safety, the fight against corruption, respect for personal data and consideration of environmental issues was drafted in 2019 and updated this year. Since 2020, it has been gradually applied to all Group purchases, in particular to Property Development activities. A clause to this effect was added when the general clauses, systematically included in works contracts, were updated.

The ESG team held awareness-raising sessions on responsible purchasing and training on the objectives and use of the charter

for all the Group's subsidiaries, in order to support its deployment. The charter comes with a note, explaining it to suppliers and subcontractors. It helps clarify the content and objectives of the charter, and to talk about it to the various stakeholders.

Finally, the charter is accessible to all on the Altarea website.

#### Targeted actions, by type of purchase

The implementation of targeted actions by type of purchase began with a detailed mapping of the Group's purchases in order to better understand them. This work continued by identifying the major risks (social, environmental, etc.) associated with purchasing.

In 2020, in close collaboration with the departments concerned, the ESG Department refined its work on analysing risk points. For each risk and each business line, the ESG team analysed purchasing practices, identified existing risk management systems and best practices, and set a three-year action plan.

#### Property Development

##### Safety on construction sites

The safety of all workers on construction sites is a major priority for Altarea. In the context of the COVID-19 pandemic, the Group has been able to show agility to continue its activities whilst ensuring the safety of employees and workers on construction sites (strict process to resume work, checks of health compliance on construction sites, adaptation of the protocol for lifting reservations at the purchaser's premises during a pandemic, etc.).

Aside from the health situation in 2020, safety issues are addressed at different levels: contractually, through actions on the ground, awareness-raising and internal and external audits.

From a contractual point of view, the issue of safety is the subject of numerous clauses in contracts. They relate in particular to the obligations and responsibilities of the various stakeholders to guarantee the safety of all on the construction sites.

At an operational level, in order to manage safety on construction sites, the Group relies on the project manager and health and safety protection (H&S) coordinator who is responsible for managing joint working on safety on-site. Particular attention is paid by the Group to ensure that the resources allocated to the H&S coordinator are systematically in line with the high level of urgency required. Prevention specialists also work on large-scale projects.



In terms of shared responsibility, the Group carries out actions to support companies in adopting best practice (awareness-raising campaigns, reminder of good safety practices through posters, etc.).

In addition, since 2019, an in-depth audit has been carried out to sustainably improve safety management on construction sites. This process makes identifies actions to be implemented. For example, the project management and safety and health protection contracts have been updated to incorporate the recommendations of the Caisse Régionale d'Assurance Maladie d'Île-de-France (CRAMIF) and CARSAT (Caisse d'Assurance Retraite et de la Santé au Travail). The Group helped set up a club at CRAMIF on the subject of safety for project managers.

Finally, in terms of reporting, data is collected across the Group's scope of direct responsibility which makes it possible to monitor site practices in a process of continuous improvement. Substantial reporting of Residential activities is used to report data on construction site accidents to the national level. In Business property, data is tracked locally. In 2020, for this activity, the frequency rate of construction site accidents was 10.8 (compared with an industry average of 28.1) and the severity rate was 0.3 (compared to 2.4 for the sector).

### The fight against illegal work

The fight against illegal work is another major issue in the construction sector, identified as a priority for the Group. Altarea has implemented numerous processes and actions at different levels to combat these practices.

First of all, like safety requirements, the issue of combating illegal work is the subject of many strict clauses in contracts. These clauses relate in particular to contractual, social and tax requirements relating to the employment of personnel. They also relate to the use of subcontractors and requirements to post information informing all on-site workers of the applicable regulations and their rights. These documents are translated if necessary to make them accessible to as many people as possible.

In addition, the Group uses the recognised external service provider "Attestation Légale" to collect, archive and manage all the regulatory certificates required by companies to sign contracts and approve the various subcontractors. These checks make it possible to identify at-risk service providers and so only use partners with practices that meet Altarea's requirements.

In the field, personal access control systems on construction sites help to combat illegal work. Lastly, random audits, carried out by an independent organisation, aim to ensure that the personnel working on the site are indeed those previously declared and authorised.

### Site nuisance

A low-nuisance construction site charter attached to the works contracts requires, within a contractual framework, compliance with commitments relating to all nuisances that may occur on a construction site, whether for Residential, Business property or Retail projects:

- reduction of nuisances caused to local residents (dust, sludge, noise, delivery and parking of vehicles, change to the local traffic plan, site surroundings, etc.);
- reducing the risk of soil and air pollution during construction;
- sorting and reduction of site waste going to landfill;
- protection of nature and biodiversity; and
- management of water and energy resources.

In addition, the site charter also imposes requirements relating to the social and organisational aspects of the site (secure access to the site, etc.).

In Retail, the "clean construction site" contact ensures commitments are met throughout the project.

### The requirements monitoring system

National framework contracts have been signed with technical inspection service providers, CSPS and AMO Environnement, in order to ensure, in particular, compliance with safety and the proper application of the low-nuisance construction site charter, notably through audits conducted during the construction phase.

### Certifications

The ambitious, systematic strategy to certify all projects is a means of incorporating ESG criteria throughout the building life cycle: sustainable design, environmental and health standards for materials, responsible practices during the construction phase, commissioning, etc. In the tender phase, standard contracts (architect, multidisciplinary design office and project management) set out these sustainability objectives for a project.

### Evaluation and continuous improvement of suppliers of Cogedim housing teams

In 2017, Altarea launched an evaluation process of its suppliers via the Ecovadis platform, to measure the level of progress with regard to ESG. Through this approach, the Group seeks to support its suppliers in their progress on environmental and social issues, in order to reduce the areas of risk in its supply chain.

To date, the assessments relate to the suppliers of Cogedim housing equipment (sanitary products, electrical equipment, heating, etc.). They have been mandatory for new suppliers since 2019 and a global reassessment campaign was launched in 2020.

### Retail portfolio

In order to engage the providers involved in the operation of shopping centres in a ESG approach, Altarea has introduced the following documents applicable to all concerned in the past few years:

- an environmental charter for providers carrying out one-off assignments, covering the following points:
  - construction site impact: limiting noise, accidental pollution,
  - waste treatment: reporting on waste produced, by type and disposal channel,
  - choice of materials: EC branding, preference for labelled and low VOC emission materials;
- an environmental note appended to maintenance and cleaning contracts addressing the following points:
  - management: service provider training plan, provider Sustainable development plan,
  - energy: consumption monitoring, continuous maintenance plan for equipment,
  - environment: incorporation of a biodiversity action plan,
  - pollution: management of hazardous waste, monitoring of emissions,
  - materials: limiting nuisances and risks for workers,
  - waste: maximisation of sorting and recovery,
  - water: monitoring of consumption, installation of hydro-efficient equipment,
  - comfort and health: management of bacteriological risks, low VOC or labelled paints;
- an environmental appendix for green-space contracts making for operations that are more respectful of biodiversity. Accordingly, the Group prohibits the use of phytosanitary products on its sites, with the exception of those used for organic farming.

Standardising the use of these contractual documents on sites included in the scope of reporting and sites managed on behalf of third parties (unless otherwise specified by the third-party principals) satisfies the requirements of BREEAM® In-Use certification, integrated in the Group's Environmental Management System.

Moreover, standard contract frameworks for service providers working on portfolio assets were updated in 2017 and have been circulated across all sites since 2018. These new versions incorporate enhanced requirements on ESG aspects such as monitoring indoor air quality, impacting directly on visitor health and comfort.

### Corporate

#### 87 Richelieu

For the construction and fitting-out of its new head office, 87 Richelieu, Altarea has selected materials according to demanding requirements in terms of environmental and health performance. For example:

- the insulation of the walls is made of recycled jeans and is of local origin;
- the Group has been vigilant in minimizing the air pollution caused by the new furniture;
- the origin of the plants has been studied and the soil used is organic.

In addition, for the operation of the building, the Group has incorporated ambitious ESG criteria and requirements when selecting the majority of its partners, facility management and catering in particular. Some concrete applications:

- the use of chemical products for maintenance of the premises is reduced to a minimum;
- disability-friendly contractors (with at least 80% disabled people) maintain the outdoor spaces and take care of waste recovery;
- the clothing of the cleaning staff is made of Oeko-Tex® cotton and the material is recycled at the end of its life.

### The goodies

As the previous contract ended, in 2020 Altarea negotiated a new framework contract for the purchase of goodies at Group level. Distributed to various stakeholders (institutional investors, end customers, employees, etc.), the goodies must reflect the Group's commitment to Sustainable development. This is why special attention was paid to the ESG performance of the various candidates throughout the selection process: ESG requirements in the specifications, expanding on the answers given to these requirements in the application file during the oral examination, integration of ESG criteria in the final score, etc. The service provider selected at the end of this process shows a strong commitment in terms of ESG (origin, manufacturing conditions and product design, carbon impact, use of disability-friendly contractors, etc.). As the contract is now effective, monitoring committees are now planned to monitor the ESG performance of these purchases.

### A responsible and sustainable relationship with suppliers

In a context of increased competition in the construction market, a major challenge for Altarea is to establish a lasting relationship with its suppliers. To do this, in addition to the ongoing dialogue within the framework of operations, various actions have been put in place to nurture this trusting partnership relationship.

### Supplier regulations

In 2020, the Group launched a reverse factoring solution, in partnership with a bank. The purpose of this programme is to support suppliers in their financing and cash flow issues, particularly in the context of the COVID-19 pandemic. Rolled out in 2020 to Cogedim suppliers, this solution will be extended in 2021 to new Group entities.

In addition, the lockdown in the spring has accelerated the process of digitising invoices, helping to streamline the payment process.

### Economic dependency

Altarea makes more than half of its construction purchases with several major players in the sector, which limits the potential for economic dependence. In addition, the Group has put in place a process to control economic dependence in other types of purchases.

### 4.3.5 New uses and innovation **DPEF1**

Scope	Objectives/Commitments	2020 Results	2019-2020 change	Comments
<i>Business property</i>	Strengthening the digital connectivity of projects	<b>99% of projects in the Paris region are working towards a digital connectivity label</b>	↗	The Group continues to offer long-term performance to its customers with regard to technology

The real estate industry develops assets that have lasting effects on cities. Yet, practices and expectations of city inhabitants and users have greatly changed and continue to evolve rapidly. Altea must, therefore, adapt its offerings to the new residential pathway of French people, new ways of working, digital players, new forms of consumption, etc. The challenge is to guarantee investors and users that the buildings or neighbourhoods built are practical, connected, and planted to adapt to new uses and maintain their attractiveness over the long-term.

#### A development team dedicated to innovative projects

Altea has an innovation department that facilitates the emergence of new products and services to improve the daily lives of citizens and the Group's performance. This department has the following objectives:

- develop new property services and offers to better satisfy customers;
- implement new internal tools to increase the Group's productivity;
- stimulate the innovation culture of the teams to support the transformation of Altea's business lines.

The Innovation team, comprising five persons, has both a watching brief to identify promising innovations and a support role in their deployment throughout the Group. It organises events that introduce specific innovations for property, makes digital tools available and connects employees with innovative external structures.

It is supported by a network of officers across all regions where the Group has a presence.

#### Developing new offers of property products and services

##### PLAN A CO-LIVING OFFER

###### Creation of a new affordable rental housing offer

After an initial experiment with co-living in Montreuil, the Group decided to draw on this experience to develop a co-living offer called Plan A. This offer makes it possible to build furnished housing at affordable rents in major French cities. To manage these shared living spaces, the Group works with the start-up FlatnYou, which specialises in this type of management and is trusted by Caisse des Dépôts Habitat. Altea also won a project in Tours that will include fifteen Plan A housing units to be rented by international students. Other tenders also include the Plan A offering.

To guarantee long-term technological performance in its buildings, Altea was one of the first groups to take an interest in the WiredScore and Ready2Services (R2S) labels. WiredScore assesses the quality of internet connectivity, infrastructure and the building's

potential connectivity. R2S has a complementary approach which aims to make buildings compatible with future technologies and uses.

##### READY2SERVICES (R2S) LABEL

The R2S label has as its goal to support the digital revolution in buildings, to make them more adaptive, pleasant for living, serviceable and interoperable. It offers innovative thinking based on upgradability and the openness of systems to combat obsolescence, optimise operation and make services accessible to the occupants. Its standard requires that the building must be able to connect to any exterior network and accommodate future innovations by using communication protocols that communicate with each other.

The Group's "87 Richelieu" head office in Paris is certified WiredScore and R2S. In 2020, 99% of Business property projects in the Paris region (by surface area) sought a digital connectivity label such as WiredScore or R2S.

**99% of Business property projects in the Paris region sought a digital connectivity label**

##### 87 RICHELIEU SERVICES APP

The Group is developing a property app which enables employees at its new head office access to a range of services available within the building. The aim of this app is to support employees as much as possible in their new working environment, to improve their efficiency and promote their well-being day-to-day. It has more than 50% active users every day since its launch.

Lastly, in order to guarantee the value of its properties over time, the Group is working to increase the intensity of use of its buildings and the design of adaptable spaces (see 4.2.2).

#### Suggesting innovative projects thanks to an open innovation approach

Altea is integrating its approach to innovation into the business and enriching it with external partnerships. The innovation team identifies and selects potential partners to integrate into the Group's activities.

##### Issy Open Design

At the Issy Cœur de Ville eco-district, Altea wants to create a 1,500 m<sup>2</sup> site offering experiences and innovation which aims to create a new destination for businesses and individuals. The Group has launched a new Open Design process which aims to invent a new way of designing innovative, multifunctional, co-constructed spaces that bring people together.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Placing the customer at the heart of actions

This Open Design process offers a consultation of stakeholders from all backgrounds to whom it can provide resources for developing their proposal and getting established in the future space.

Ultimately, the aim of this process is to:

- identify and compare ideas to create a place for discovery, interaction and learning;
- co-design the future space with participants: students, innovative businesses and public interest stakeholders;
- reinforce the attractiveness of the site and raise the profile of private and public partners.

In the initial conceptual phase, "Issy Open Design" brought together some 1,035 participants who proposed some 452 projects. Following the second phase of in-depth study with around fifty projects, the cross-functional jury representing all the Group's activities selected ten winners who will join the site's programming and feed into its concept: social economy, associations and local bodies. A team of students from Centrale-Supélec was also rewarded for the quality of their project.

Both a place of life for young and old alike, and an XXL workshop dedicated to the innovation ecosystem, this anchoring point in the heart of the city will offer a showroom exhibition space, an immersive experience, event spaces and creative spaces open to all.

### Kelfoncier

The Group has strengthened the use by property developers of the Kelfoncier tool, which allows them to aggregate on a single map all the information from the region that could be relevant to their projects (local development plans (PLUs), building permits, new sale price, INSEE statistics, points of interest, etc.). Thus, in the fourth quarter more than 2,800 connections per month were recorded, compared to 1,850 per month in the first quarter of 2020 quarter of 2020.

### Digitisation of rental management

Altarea Gestion Immobilière (AGI) signed a partnership with the start-up Flatbay, which is developing a rental management tool. Thanks to this tool, AGI has digitised the letting of apartments for which it has a management mandate. This makes it possible to distribute advertisements, collect tenant information and have leases signed, all digitally. This tool was first tested in March at the Nantes branch, which enabled it to continue service during the first lockdown, then rolled out to all AGI agencies between July and November 2020.

### Implementing innovations and tools to accelerate business growth

The Innovation unit is creating opportunity files that evaluate the technical, financial and legal consequences of identified innovative projects and products. The goal is to both select the most adaptable innovations and the simplest to implement, to clear potential roadblocks and facilitate their deployment.

In order to help connect operational development teams with innovative projects outside the Company, the innovation team has launched Altawiki, a collaborative tool that now lists some 120 projects (including both successful and unsuccessful bids) and over 1,400 of the Group's innovative partners and suppliers. The platform lists several hundred start-ups and SSE organisations that help shape the city of tomorrow. This platform makes it possible to easily motivate them to respond to tenders or involve them in projects under development.

Finally, 100% of Altarea's Business property projects in the Paris region have been developed using the building information modelling or BIM method. This method involves virtual modelling of the physical and functional characteristics of a building. The digital model makes it possible to better control construction costs and to facilitate operation of the building.

### 4.3.6 Professional ethics **DPEF9**

Scope	Objectives/Commitments	2020 Results	2019-2020 Change	Comments
Group	Continue to strengthen the programme for combating corruption	<b>Communication from General Management</b>	<b>Continuing the process</b>	Strengthening work will continue in 2021
Group	Train and raise awareness among the most exposed employees on the fight against corruption, money laundering (AML/CFT) and fraud	<b>Anticorruption e-learning programme: 748 employees trained</b> <b>LCB-FT e-learning programme: 98 employees trained</b> <b>Fraud: three awareness sessions for accounting departments</b>	<b>Continuing the process</b>	In addition, communication campaigns were run throughout 2020 on cybersecurity, fraud and compliance (postings, articles in the intranet, emails).

### Values and ethics

All Altarea Group employees and corporate officers must comply with the principles established in the Ethical Charter, appended to the internal rules of procedure. Any breach of these provisions may thus constitute a disciplinary offence subject to sanction. This Ethics Charter, which is available on the Group's intranet site and systematically appended to the employment contracts of new hires, covers all aspects of the relations between Altarea and its

stakeholders, employees, customers/tenants, service providers/suppliers, as well as best practices for internal ways of working:

- protection of privacy;
- rules a publicly listed company must respect concerning the use of inside information;
- duty of loyalty and conflicts of interest;
- respect for the law and applicable regulations;
- respect for the environment and the principal of integrity;
- ban on forbidden practices and corruption.

In order to ensure that new employees adhere to the rules, values and principles laid down by the Group and ensure that they are fully aware of how they should be applied, systematic training was carried out during induction days. It addresses topics related to Rules of Procedure, the IT Charter, the Ethics Charter and aspects of health and safety.

Any employee who has trouble discerning how to behave in a particular situation can refer their situation to their manager or, if need be, to the Ethics Director appointed by Management. The consultation with the Ethics Director and their advice are confidential under the Ethics Charter.

### Fight against fraud, money laundering, the financing of terrorism and corruption

Altarea's General Management reaffirmed its commitment to the Group's compliance approach and to the implementation of a policy of zero tolerance towards bad practices and total rejection of corruption and trafficking of influence in all its forms.

This approach is reflected in the implementation of:

- the mapping of corruption risks;
- dedicated training in the form of e-learning;
- a Third-Party Integrity Assessment ("KYC") process;
- antimoney laundering and anticorruption clauses included in all contracts;
- the appointment of an Ethics Director and a TRACFIN reporter and officer (Ministry of the Economy and Finance body responsible for combating fraud, money laundering and the financing of terrorism) for the whole Group.

The Group's anticorruption policy is restated in its Ethics Charter. The policy aims primarily to set out the values and rules of conduct to be observed, and to guide employees in their daily activities regarding any ethical questions or conflicts of interest they may be confronted with. For example, hiring contractors or service providers with a relationship with the Group for personal use is prohibited without the approval of the Ethics Director. The following principles must also be mutually enforced in relations with authorities and customers: any act that is likely to be construed as an attempt to corrupt is prohibited and is to be reported. Any payment or acceptance of illicit funds is strictly forbidden in the conduct of Group operations. Where there is doubt as to the legality of a payment, the Ethics Director must be consulted immediately for their opinion.

In order to support the proper and full deployment of the Group's approach to business ethics, an awareness campaign on violations that concern neglecting the duty of probity was conducted for those employees identified as being the most exposed and should be repeated in 2021. Also, with the help of a specialist law firm, courses were held on different sorts of corruption, conflicts of interest, the peddling of influence, favouritism and the criminal repercussions associated therewith, particularly in relations with the public sector. This awareness campaign continues on a regular basis by means of messages issued to employees by senior executives at events such as seminars, committee meetings as well as at induction days for new arrivals.

Moreover, the Legal Department ensures that clauses specific to anticorruption legislation are included in contracts with third parties.

In accordance with the law and in order to display greater transparency in the relations and interests between companies and public officials, the Group has registered on the digital directory of the High Authority for the Transparency of Public Life (HATVP) since 2018. A declaration of activities of representatives of interests is filed each year.

As part of its activities, Altarea uses the services of many external companies. Their selection is governed by formal provisions and generally established in tenders (no monopoly of a service provider, limited use of multi-year contracts, etc.). At the Group's most recent update to its risk mapping in 2019 the risk of fraud, though limited, was assessed as being slightly greater in terms of impact. This was due to increased media coverage of fraud cases and the increase in "fake president" and "changed bank details" scams which the Group was a target of. To ensure that these fraudulent attempts are unsuccessful, awareness-raising messages are regularly distributed to the most exposed populations, and training is provided to the accounting and financial departments.

On the date on which this document was filed, no cases of noncompliance with internal policies had been identified and no fine linked to corruption had been paid.

Finally, through its management activities on behalf of third parties and transactions, Altarea is subject to the Fifth Directive (combating money laundering and the financing of terrorism). As such, the Legal Department ensures that clauses specific to anticorruption legislation are included in the relevant contracts. The procedures relating to customer knowledge were strengthened in 2020. Any payment or transfer for which the origin of the funds is undocumented is subject to an in-depth analysis and information to the TRACFIN reporter who is responsible for reporting the suspicion to TRACFIN.

## 4.3.7 Safety of assets, people and personal data **DPEF10**

Information on safety of assets, people and personal data is described in the chapter on Risk Management (Chapter 5 of the Universal Registration Document) in the paragraphs headed risk factors and Control.

### Access (disabilities)

In accordance with the French Construction and Housing Code, the Group has conducted accessibility diagnoses on the common areas of all establishments whose building permits were issued prior to 1 January 2007. The work required to achieve compliance has since been done or is underway as part of a Programmed Accessibility Agenda (Ad'AP) pursuant to the law of 11 February 2005.

Shopping centres built since 2007 are compliant from the outset.

100% of the sites are equipped with an accessibility log.

### Fire safety

To protect people and property against the risk of fire, Altarea has put in place regulatory fire safety systems, which are maintained by appropriately qualified companies and checked by recognised and officially certified bodies.



## 4.4 Talent at the service of the Group's growth

Altarea has a source of diverse and unique know-how in the market. Its "skills platform" is one of its major assets and gives it significant agility in its various business lines.

For years, the Group has looked after the development and well-being of its employees, and offers them a quality working environment. In 2020, this led to the move into the Group's new head office, the 87 Richelieu building, a showcase for its know-how in Business property and a real place for employees to meet, share and exchange ideas across functions. This head office responds to the challenges of working life today, and tomorrow, with numerous collaborative spaces, spaces dedicated to training, health, convivial spaces, and the best tools in terms of connectivity and digitisation. 93% of employees say they are very satisfied or satisfied with the new head office at 87 Richelieu.

In a Group that places people at the centre of its past, current and future success, the HR Department is positioned as a structuring multi-brand element of the Company's general policy. Through an organisation combining proximity and pooled expertise in the service of the different brands, the HR Department applies a modern and innovative policy for an ever more engaging employee experience. It is guided by organisational, managerial, social and societal issues, but also by the need to attract and retain employees, to be a leader in its practices and remain a benchmark employer in its market.

To remain a leader in its field, for several years Altarea has run a training academy that allows the exchange of best practice and the enriching and sharing of knowledge through innovative learning processes. The academy keeps employees up to date with their business expertise and the skills they need in their profession.

2020 was marked by the COVID-19 pandemic, which required very strong adaptability on the part of all employees, who showed great commitment through all the waves of lockdown and relaxation. The Group organised itself very quickly to maintain safe and efficient working conditions for all:

- On the one hand, teleworking tools were rolled out (via the Digital Academy, teleworking and learner kits, dedicated newsletter, regular video presentations by managers, HR proximity and managers, etc.).
- On the other hand, in order to maintain the social bond and limit the psychosocial risks associated with isolation, face-to-face return to the office was authorised, in accordance with the Government's recommendations: distribution of sanitiser gel and masks, mandatory training in preventative measures, information for social and economic committees (CSE), etc.

It is the unwavering commitment of the teams, as well as the empowerment of managers, that have enabled Altarea to confront this unprecedented crisis. For instance, the construction sites stopped for only a short time during the first lockdown, and the shopping centres efficiently managed the successive opening/closing periods. HR activities continued, working closely with the teams and maintaining skills with the deployment of an online training platform, the Digital Academy, for all Group employees.

Finally, in the face of a major economic crisis affecting young people in particular, Altarea has continued to hire more work-study students and interns than ever. The Group is also developing internal mobility with significant initiatives (newsletters, business presentation conferences, etc.), in order to place the best skills in the best position, offer motivating career opportunities and be ready to manage the transformations of its market and the city.

### 4.4.1 An organisation at the service of business

#### Change in Group structures

At the end of 2020, Altarea had a total of 1,983 employees, spread across all the Group's areas of expertise, from the development of housing and offices to the management of shopping centres and serviced residences.

In 2020, the Group's ambition was to pursue managerial modernisation through an ambitious programme in which managers have a decisive role to play in supporting the Company's transformation by taking full control of financial, budgetary, environmental, organisational and managerial matters within their scope of responsibility.

#### Modernising central support functions

The Group is working to structure and pool its support systems in order to support all operational business lines with optimal efficiency, making employee satisfaction a priority.

In this context, in 2020, numerous initiatives were taken. The Group's accounting and consolidation teams have been grouped together,

and the Human Resources Information System (HRIS) continues to extend its functionalities to the subsidiaries (leave portal, advance payment request, etc.).

2021 will see improvements in the employee experience with the introduction of paperless administration. A HR portal will be offered to all Group employees covering a range of subjects: electronic safe, request for documents, etc.

To this end, the Group plans to rethink the setting and monitoring of objectives over time with the implementation of "continuous conversation" between employees and their managers. The year 2020 was rich in lessons on the need for dialogue, one of them being the need to remain agile in setting and reviewing projects/objectives, and for continuous feedback between employees and managers.

All these efforts to modernise provide more effective support on a daily basis to operational staff. To achieve this, the Group relies on digitisation and a global performance management programme which is being implemented to improve organisational efficiency, methods and processes.



### Change in the Group's headcount

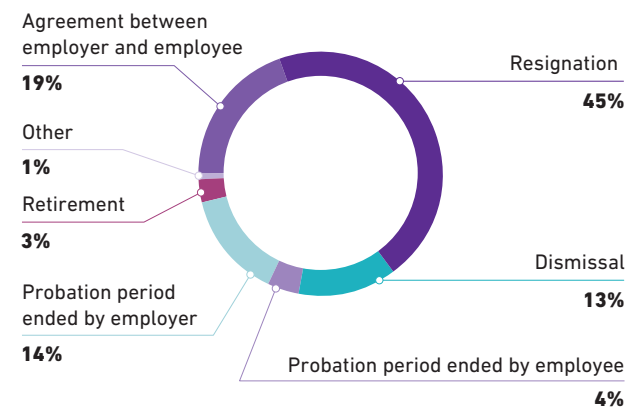
Scope	Objectives/ Commitments	2020 Results	2019-2020 Change	Trend comments
Group	Ensuring the retention of our talents	Departure rate of 11.5%	↘	This decrease reflects both the various retention measures and the impact of the health crisis on the dynamism of the job market.
Group	Systematise exit interviews	An "Exit Form" was produced and handed out at exit interviews	↗	The generalisation of these interviews means management now has access to a qualitative summary of the different areas of expertise.

In the context of a health crisis with strong economic impacts, the focus was on managing our skills internally. The Group has adopted a degree of caution with regard to external recruitment, resulting in a halving of our new hires.

However, the Group recruited 200 external employees on open-ended contracts, confirming its attractiveness and its strengths in a very competitive market. As of the end of 2020, 97% of employees were on open-ended contracts. The Group is maintaining its commitment to long-term jobs. Thus, the challenges of attracting and retaining talents mostly concerns employees on open-ended contracts.

Marked by the impact of Covid, the year 2020 was affected in terms of recruitment but also in terms of departures. In 2020, the departure rate within the Group reached 11.5%, thus reinforcing the stability of skills.

#### REASONS FOR EMPLOYEE DEPARTURES



The main cause for departure of employees on open-ended contracts is resignation. As a response, the Group has renewed and strengthened its induction programme and rolled out exit interviews. The idea is to adapt the induction programme to changes and the Group's new requirements. The various initiatives are part of a set of staff retention measures such as skills development, cross-functional jobs and sharing value creation.

## 4.4.2 Recruiting Talent, diversity and equal opportunities **DPEF8**

Scope	Objectives/ Commitments	2020 Results	2019-2020 Change	Trend comments
Group	Promote youth employment	<b>Work-study students make up 10.1% of the workforce</b>	↗	In a context of stable headcount, the Group has strengthened its commitment to young people
Group	Promoting gender equality	<b>Women represent 33.5% of the members of the Managers' Committee</b>	↗	Increase in the proportion of women in this management body by more than five points

The Group promotes integration and diversity in its recruitment policy and the management of its employees' careers through attentiveness to all potential factors of discrimination (gender, age, disability). Quality social dialogue and respect for the fundamental conventions of the International Labour Organisation supplement this policy of diversity and equal opportunities.

### Recruitment policy

The "Human Capital" expert unit of the Group's Human Resources Department pursues a recruitment policy that is inspired by the Group's values of creativity, cross-functional diversity and entrepreneurship and emphasises non-discrimination, integrity, ethics, objectivity, diversity and intergenerational cooperation.

In December 2013, the Group signed the Diversity Charter and all new employees are made aware of this commitment through a welcome booklet and integration seminar. A Diversity adviser manages and coordinates the Group's policy in its various areas: gender parity, initiatives aimed at young people and seniors, consideration of disability, and socio-professional diversity.

#### A BROADER DIVERSITY COMMITMENT

The Group has renewed its partnerships with:

- "Our neighbourhoods have talents" strengthening its action to reduce regional isolation;
- "Elles bougent" to contribute to future diversity in the property professions by encouraging high school girls to take up technical careers.

In addition, there is aid paid to associations such as the Cravate Solidaire, via the apprenticeship tax.

The Talents & Careers Department develops close ties with students by partnering with employment partners at business schools and universities. The "schools" policy also involves communication about the Group's business lines through articles in the student press or through its presence on numerous forums.

In 2020, the Group took part in several face-to-face student forums during the first few months. The Group then took part in the virtual forum of our partner Sciences Po, helping support student projects for the Urban City Master's course for the third consecutive year. These exchanges between professionals and students facilitate the realisation of ideas and the contribution of new solutions. The project of the students in the class of 2019-2020 focused on reconciling the need for housing with the need for nature. A report on their work was organised to pass on the practical conclusions of this investigation to all interested employees. This virtual conference was a great success. A new promotion has been initiated to extend research on this topic.

### Promoting gender equality

The Group has always wanted to offer the same opportunities to women and men in all aspects of their professional life.

It sees gender equality as a factor of collective enrichment and social cohesion. Each entity has therefore renewed and intensified its action plans on gender equality, confirming the Group's desire and commitment to maintain and build on measures to promote gender equality in all actions. It is about both performance and wealth creation.

#### REPRESENTATION OF WOMEN IN THE GROUP



The percentage of women managers is stable, with the proportion of women on the managers' committee rising by 5.5 points.

In 2020, the Group took part in the forum of the association "Elles Bougent" by taking a stand and leading a workshop on the place of women and positions of responsibility.

## Access to employment by young people and older people

### THE ALTAREA GROUP COMMITTED TO ITS "DEVELOPER SEEDS"

Through new partnerships such as:

- "Tous en Stage", an internship initiative to allow secondary school students from disadvantaged areas to discover a range of professions and the Group to promote careers in property to a young audience.
- Financial support is also provided to the associations "Viens Voir Mon Taf" and
- "C'possible" to fight against dropping out of school.

As a responsible company, the Group sees access to employment for young people and older people as a priority. Its objectives are to facilitate the long-term employment of young people under the age of 27 via open-ended contracts, to promote the hiring and long-term employment of employees at least 55 years old and to ensure the transmission of know-how and skills.

As of 31 December 2020, Group employees aged over 50 and under 30 accounted for a third of the Group headcount: 16.4% and 15.4% of the total headcount respectively. 14 employees over the age of 50 were hired on open-ended employment contracts in 2020 (36 in 2019).

The Group's policy on work-study contracts is being strengthened further this year. In 2020 the Group welcomed 317 work-study students, compared with 287 in 2019. In addition to providing information packs, the Group held an integration seminar exclusively for interns and work-study students. The goal is to pass on to them all the keys for success on the job. There was also a mentoring system, known as "buddies", and a time for discussion with Karine Marchand, the Group's HR Director.

11 interns or work-study students were offered fixed-term contracts following their training, and 12 an open-ended contract. The Group hopes to play a societal role by training these young employees in both know-how and behaviour in a corporate setting to facilitate their transition into professional life.

The Group is a partner of Engagement Jeunes, a platform used by large groups and SMEs to share the profiles of young people with each other.

All of these initiatives contributed to the Group being awarded the Happy Trainees and Engagement Jeunes labels the first year of taking part. This bonus was renewed for the third consecutive year in 2020. As such, the Group is one of the best businesses in which to take up a traineeship or work-study contract.

Lastly, a Graduate Programme was set up with a first cohort of six young talents recruited on open-ended contracts. The intake was balanced between women and men from top universities, who will do six-month rotations over 18 months in the various business lines of the Group.

## Disability policy

In 2020, 21 employees were declared as workers with disabilities.

In addition, ESATs (Établissement et service d'aide par le travail, organisation working for insertion of the disabled into the workforce) are used to provide a range of services (purchase of supplies).

An internal communication campaign and awareness-raising workshops on non-visible disabilities were renewed on the occasion of the European Disability Employment Week (posters, dedicated modules and a quiz on the Digital Academy, etc.).

## Dialogue with employee representatives

The quality of employee dialogue is always a key focus of the Group's employee relations policy. With the COVID-19 epidemic, the various lockdowns and relaxations required regular discussions with elected officials and occupational health services to better adapt employees' working conditions and structures. Each decision involves consultation with the CSEs and the CSSCTs, where they exist, and is managed at Group level. Each CSE was regularly informed and consulted on plans to set up new organisations and new projects.

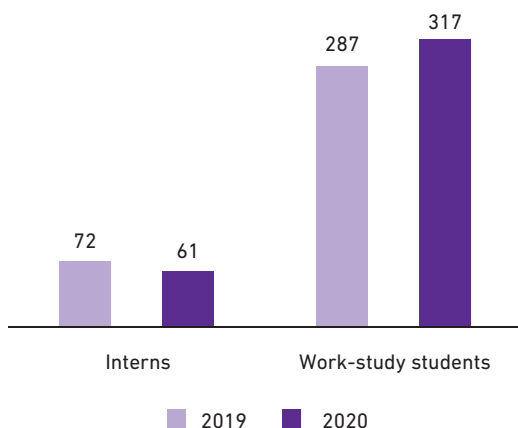
In collaboration with the members of the CSEs, the nurse and the occupational physician, the HR Department updated its policy for the prevention of physical and psychosocial risks by updating its handouts and strengthening its policy on well-being and quality of life at work. Harassment officers have been set up within each CSE and within the Group HR Department.

In addition, harmonisation work has continued with the ESU at Pitch Promotion, which now comes under the Group's employment framework. The first work to harmonise employment rules in force within the Group was carried out in 2020. The HR Department now wants to update its common employment framework in 2021 to make sure the Group's employees always enjoy the best social benefits and to make intra-group mobility easier.

The HR Department continues its desire for harmonisation going beyond a labour relations policy and the conclusion of similar collective agreements/action plans at Group level (profit-sharing, employee savings plans, gender equality). Thus, the Management wants to set up an Inter-Company Social and Cultural Activities Committee (CASCI) so that all employees benefit from common social initiatives. The CSEs were informed of this project and the Secretaries were all invited to an initial meeting to determine and work together with management on the conditions for its implementation and future operation.

Because of the size of the entities in Italy and Spain, formal mechanisms of employee representation are not required under local regulations. Direct dialogue is promoted between employees, the Deputy Director and the Human Resources Department.

### CHANGE IN THE NUMBER OF INTERNS AND WORK-STUDY STUDENTS



### Compliance with the eight ILO conventions

The Group has committed to complying with the eight fundamental conventions of the International Labour Organisation and ensures they are applied in its operations, particularly in relation to:

- respect for freedom of association and the right to collective bargaining;
- elimination of discrimination in respect of employment and occupation (ILO);
- the elimination of forced labour and slavery;
- the effective abolition of child labour.

The Group also complies with corporate principles in the area of children's rights. In the case of the Retail division (Altarea Commerce), the Group is only present in the countries (France, Spain and Italy) that have ratified these fundamental conventions and transposed them into their domestic labour law. Lastly the Group's Ethics Charter reiterates the reciprocal rights and duties of employees and the Company and stresses the principle of regulatory and legal compliance. It is available on the intranet and part of the new employee welcome package.

### 4.4.3 Compensation and value sharing **DPEF8**

The compensation policy remains aggressive and targeted with an increased budget allocating €3 million for base salaries. It also rewards individual and collective performance by renewing

the performance bonus levels of 2019 and reinforces the "Tous en Actions!" initiative for an original and attractive employee shareholding plan.

#### Salary policy

Scope	Objectives/ Commitments	2020 Results	2019-2020 Change	Trend comments
Group	Extending the sharing of added value	<b>978 employees hold Group shares</b>	NA	<b>The capital increase reserved for employees was more popular this year (rising from 63% to 69%).</b>

The 2020 salary campaign was marked by the pursuit of an aggressive wage policy to reward employees after an intense 2019, and to retain talent. A total budget increase of over 3% of payroll has also been distributed.

The Group is strengthening its social and societal commitments through its campaign which targets a number of groups. One budget was dedicated to basic salaries below a certain amount to compensate for cost-of-living increases. Thirty-year-olds with less than five years of service received special attention. As with previous years, a gender equality budget is managed centrally so as to rectify any discrepancies as they arise. Finally, the largest part of the budget increase was devoted to deserving, dynamic employees, and to promotions.

#### A bonus policy acknowledging success

The awarding of bonuses is a managerial act that acknowledges actual performance and reflects the achievement of individual objectives.

Taking into account contractual commitments and changes in the workforce, the average volume of performance-based bonuses allocated in 2020 (for 2019) remains the same as in the previous year.

#### AN ORIGINAL AND AMBITIOUS EMPLOYEE SHAREHOLDING POLICY



In order to involve employees in the Group's success, the general three-year bonus share allocation plan was renewed. It translates into a system of more than 20 million euros of shares distributed annually.

The "Tous en Actions!" initiative means all employees on open-ended contracts can have a stake in the Group's profit growth, enabling those who wish to become shareholders in the Group.

At 31 December 2020, 50% of the workforce was a shareholder of the Group. These shareholdings represent 1.98% of the capital.

The year 2020 was marked by the renewal of the capital increase reserved for employees. This employee shareholding scheme has enabled Group employees to benefit from a discounted share price; matching by the Company; any dividends from Altarea shares reinvested in the FCPE (employee investment mutual fund), thus increasing the value of their shares. This scheme was overwhelmingly supported by employees of all subsidiaries.

## Fair pay

In addition to promoting gender equality, Altarea is committed to respecting fair pay between men and women.

As such, in accordance with the law on the professional future and its implementing decree, the entities that make up the Group have measured the indicators defined by the "gender equality" index.

The scores obtained for the results at 31 December 2020 are as follows:

- Altarea Economic and Social Unit: 94/100;
- Cogedim Economic and Social Unit: 82/100;
- History & Patrimoine Economic and Social Unit: 82/100;
- Pitch Promotion Economic and Social Unit: 89/100;
- Cogedim Services Operations: 94/100.

Group entities published these scores on 1 March 2021.

It should be noted that the multitude of businesses that make up the Group means there is a dispersion of compensation levels according to the activities. These scores are therefore merely indicative. In addition, the compensation of managers may be supplemented by a variable portion of pay, depending on the nature of the function performed and the level of responsibility.

During its salary process, Altarea sets aside a budget dedicated to closing the pay gap between women and men in equivalent positions.

## 4.4.4 Talent and skills management **DPEF7**

Scope	Objectives/ Commitments	2020 Results	2019-2020 Change	Trend comments
Group	Continuing skills development according to the needs of the business line and developing the employability of employees	<b>98% of employees received at least one training course</b>	↗	<b>The accelerated and massive deployment of the Digital Academy and its numerous training modules greatly contributed to this goal.</b>
Group	Promoting/ Contributing to employee mobility	<b>49% of positions filled through internal mobility and promotion</b>	↗	<b>The resizing of teams as part of the managerial responsibility project has accelerated mobility.</b>

### The "Talent Developer" Academy: early and accelerated digitisation

The "learning & development" model supported by the Academy created in 2017 relies on a diversity of learning methods: face-to-face, distance learning, experiential. This hybrid approach, supported by a learning business vision, had been anticipated well before the health crisis to meet the challenges of developing skills and so attracting and retaining our talents.

With the pandemic, face-to-face formats have been adapted to meet the challenges of maintaining safety, skills and social links between employees: the annual Tours de France led by our in-house experts have been transformed into regular interactive conference calls on topical business issues, and training in soft skills by virtual classes is now conducted sequentially for effective teaching.

In March 2020, the Academy rolled out its digital platform to all Group employees, with a wide choice of à la carte modules for distance learning. Employees can find all the strategic areas of the Group's skills development plan: Group culture & strategy, core business, soft skills & management, digital skills. A fifth area has been created, that of health, safety and well-being, in cooperation with Altawellness, the Group's scheme bringing together all its actions to support quality of life at work. Mandatory modules on preventative measures, wearing and using a mask, and conducting post-lockdown interviews provided a common foundation of best practices. It acts as a collaborative platform for discussion between learners in discussion forums and participation in communities (managers, professions, in-house trainers, etc.).

The Digital Academy supported all employees during this atypical year marked by COVID-19, through specific kits and modules dedicated to collaboration, management and distance learning.

Pre- and post-lockdowns, the Academy room at the new headquarters allowed us to welcome our trainees in absolute compliance with preventative measures.

### ACADEMY THURSDAYS

To cultivate the pleasure of learning, the Group offered a weekly learning event, open to all employees, on "Jeudis de l'Académie". This "learning break" brought together more than 500 employees to explore topical, sociological or philosophical themes! Instead of our urban walks, a virtual urban expedition was even tested, to the satisfaction of participants.

## A learning dynamic sustained

### THE ACADEMY AT THE SERVICE OF ESG CHALLENGES

In 2020, the Training Academy rolled out a module on the Group's ESG approach. This module combined with a live format that brought together many employees.

In 2021, a major programme will be rolled out, focusing in particular on climate change.

This agility has made it possible to maintain the level of training with more than 3,800 training days recorded in 2020 and an increase of +20% in the proportion of employees having completed at least one training action compared to 2019. The provision of a digital platform accessible to all employees has made it possible to democratise learning content to promote cross-functionality, encourage a learning culture and support internal mobility initiatives.

The training investment for the Group has taken up 3% of the payroll and has covered the entire learning policy since 2020. A significant investment continues to be made to finance large-scale initiatives: "core business" themes, which make up the majority of the offer, managerial careers, training leading to certification, and support for young people on work-study contracts.

The integration process is not left out as 100% of new employees had access to the onboarding module at the Digital Academy, 70 employees benefited from a face-to-face seminar prior to the first lockdown and 150 employees were invited to a digital induction seminar.

## Mobility and Promotions

The Group continued our committed policy in terms of mobility and internal promotion in 2020.

Mobility and promotion in figures:

In 2020, 49% of positions were filled internally. The Group had 177 employees involved in 189 transfers and promotions.

In 2020, the Group filled 21% of its vacancies through mobility between regions, departments and companies. There were 53 internal transfers and 200 new hires through external recruitment. In addition, 136 employees were promoted.

To drive this internal mobility policy, we carry out individual and collective actions.

Employees express their plans and desire for mobility to their manager during their annual review. The information is collected and studied. HR Mobility Committees meet monthly and include the subsidiary HR departments. Their objective is to monitor movements and oversee connections between the employees' projects and the positions to be filled.

To promote jobs to employees, the Group wanted to re-issue the jobs and internal mobility forum that took place in June 2019. A remote version was developed to continue the programme despite COVID measures.

Employees receive an Altajobs newsletter once or twice a month, providing information about the Group's business and mobility news. A dozen testimonials have been offered to employees since September 2020. Experience-sharing sessions with employees who have experienced a change of profession and/or geographical mobility were created.

This was a great success with more than 250 registered for these sessions. Short, animated formats on Teams that are intimate, pleasant and spontaneous. There are two main motivations for registering: getting to know the Group better or getting to know a job better, through the description by a manager in the process of being recruited for a position that you are interested in.

To remind everyone of best practice in terms of mobility, a training programme accessible via the Group's Digital Academy was developed. This 20-minute module gives the right advice to employees who are interested in accelerating their career within the Group.



## 4.4.5 Safety, health and well-being of employees **DPEF8**

Scope	Objectives/Commitments	2020 Results	2019-2020 Change	Trend comments
Group	Extending the Altawellness offering	A strengthened offer in the context of the health crisis	↗	A new, more agile approach has been implemented, including a face-to-face/remote mix
Group	Managing absenteeism	The absenteeism rate for 2020 is 2.95%	↗	The absenteeism rate remains below 3%

The health and safety of employees was the top priority for 2020.

Since the beginning of the health crisis, the Group has organised itself to strictly apply the measures recommended by the Government, with the provision of masks, hand sanitiser and the reorganisation of spaces and flows to respect social distancing. Teleworking has been encouraged, under the responsibility of managers.

The Group even went beyond the recommendations, by mobilising a full-time nurse at our head office and by performing PCR tests on employees on a voluntary basis and with absolute respect for confidentiality.

Another priority in 2020 is to preserve the mental well-being and commitment of our employees, who are faced with unprecedented working conditions. To this end, the Human Resources Department regularly communicated to all employees through several notes explaining the application of measures decided by the Group to ensure the health and safety of the workforce. Guides and tutorials have also been introduced on topics such as teleworking or the risks related to isolation, etc.

After the lockdown, a "practical guide to health measures" was formalised and distributed to all employees, specifying the protocol in force at the sites to ensure a highly secure working environment and a gradual return to the office in exemplary health and safety conditions.

Finally, the HR Department has rolled out for all its managers a mandatory "resumption" interview to discuss lockdown conditions, organise the return to on-site working and define short-term priorities and priority actions.

### The Altawellness brand

In September 2018, the Group created the Altawellness brand, an approach designed to take a holistic view of employees and offer them handy solutions to take care of their physical and mental health.

It is reflected in the provision of service platforms and online modules accessible to all on the Digital Academy, face-to-face events promoting the sharing of experiences and remote "Live" formats, and events such as "QVT week" which was held again in 2020.

The AltaWellness programme has been significantly strengthened to address the health crisis:

- weekly webinars led by health experts (fight against sedentary lifestyle, nutrition, stress management, etc.);
- daily online sessions of sport, culture and well-being to continue to share good moments with colleagues,
- the possibility to access personal services on preferential terms to facilitate the daily life of parents thanks to a network of volunteers providing distance learning support.

#### GREATER ATTENTION TO ITS EMPLOYEES

In this unprecedented context, the Group has invested in a new social and parental support service to provide support on personal issues: close dependent relatives, divorce, over-indebtedness, illness, etc. This anonymous service has been very popular with employees since its inception in June 2020.

### Occupational health

The Group's activities do not pose a high risk to the health and safety of employees.

Ongoing initiatives to promote a safe working environment and ensure the health and well-being of employees include regular updating the single document on occupational risk assessment and raising awareness of precautionary measures and personal protective equipment for employees working on construction sites.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Talent at the service of the Group's growth

The HR Department has also put in place, at Group level, recommendations concerning posture and work spaces in consultation with the occupational doctor and the safety and hygiene of commissions of the Social and Economic Committees (CSEs).

Employees and their beneficiaries enjoy complete and quality supplementary healthcare and disability coverage.

With the relocation of all Altarea Group's head offices, the Group wanted to reinforce its commitment by creating a health centre. Currently, a nurse and an occupational physician are present at the head office to provide employees with access to essential care, carry out preventative actions, listen and inform. They also carry out medical visits.

In 2020, this unit played a decisive role during the health crisis. As a privileged space to receive and reassure employees about the measures taken by the Group in terms of risk prevention (including for employees in the regions), it has also been responsible for conducting PCR tests since September. Individual support sessions and well-being workshops, particularly to combat anxiety and isolation linked to the various lockdowns, were regularly offered. A psychological helpline was made available to all from the first lockdown.

### Relocation to the new joint headquarters

The big project in 2020 was the move of all Paris region employees to Richelieu: the Group's new Paris head office. It benefits from an address in the heart of Paris, between la Bourse and l'Opéra Garnier.

In addition to showcasing the Group's Business property expertise, Richelieu is a smart building that promotes collaborative interaction. It provides the opportunity to work in a number of different places (workspaces, meeting rooms, collaborative spaces, restaurants, tea rooms, patios, etc.) as close to colleagues as possible.

All Group subsidiaries have been brought together whilst their individual identities are retained. The support functions play a central role and the information systems are harmonised.

The layout of the building is designed to support collaborative and cross-functional working and, over time, through its flexibility, offers a response to new working methods in line with the changing expectations of employees and quality of life at work.

Group employees were involved in designing the building through many workshops aimed at co-designing the future working spaces and services as well as by voting on furnishings. This was done under optimal safety conditions for all: appointment of a COVID contact, employees brought back in a gradual way department by department, application of social distancing measures and rules for moving around, more thorough cleaning of the premises, etc.

### Teleworking Charter

Since 2018, the Group has had in place a teleworking charter that strikes a balance between efficiency, work-life balance and ESG. Teleworking forms part of a QWL approach, alongside ESG and Sustainable development concerns.

The year 2020 was marked by the widespread use of teleworking due to the crisis. The Company has been able to adapt by demonstrating agility in facilitating remote working. In-depth discussions were conducted in working groups (HR, Youth Committee) in conjunction with managers (interviews conducted, etc.). A number of tools have been made available to managers and employees, including the teleworker kit and training modules on how to manage remotely.

### Other initiatives

The policy of exceptional leave time for life events will form part of the common social platform. Rules more favourable than those of the collective agreement are thus accorded to employees during important life events.

Parenting is also an important theme for Altarea. Beyond numerous existing actions (voluntary part-time working, birth or adoption-related leave, family-related leave, parental leave for childcare, leave to care for a sick child, etc.), the conditions for maternity and paternity leave were improved. Since 2018, employees continue to be paid their gross salary with no condition of length of service for maternity leave and after one year with the Company for paternity leave. Additional support measures were put in place in the context of the health crisis through a new social and parental support service providing advice on personal issues.

Finally, measures for the controlled management of information technologies and communication tools at the disposal of employees have been reaffirmed, especially with respect to personal life. Each employee has the right to disconnect outside the business hours of the establishment in which they normally do their work in compliance with a minimum daily and weekly rest period provided for by law, except in exceptional circumstances. The Group has reaffirmed its commitment to the right to disconnect through the adoption of a Charter on the right to disconnect for all its entities.

### Absenteeism

Absenteeism is the subject of an exhaustive and detailed review each year, with an analysis of each reason by entity. It was monitored even more closely in 2020 due to the health crisis.

The absenteeism rate remains below 3% and is stable compared with previous years.

## 4.4.6 An HR & managerial policy popular internally and recognised external

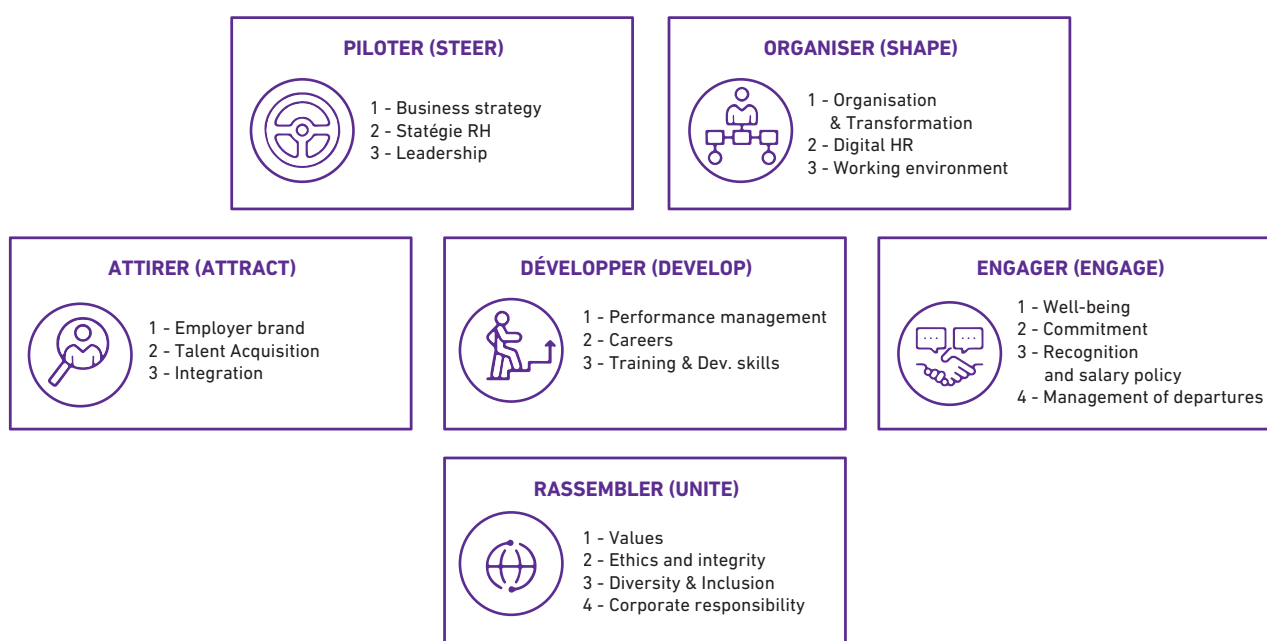
### Top employer 2021

In 2020, the Group launched a process to benchmark its HR and managerial practices. In the first year, the Group obtained the Top Employer 2021 label.



For more than 25 years, the Top Employers Institute has been evaluating companies' human resources and management practices. As a unique and independent observer, the Institute has certified more than 1,500 organisations in 120 countries since its creation. Top Employers certified organisations are committed to providing the best possible working environment for their employees through innovative human resources practices that prioritise human capital.

The Top Employers Institute has assessed and rated all the programmes that Altarea offers to its employees. Its survey covered six major HR areas, divided into twenty themes such as the talent management strategy, the working environment, Talent Acquisition, training and skills development, well-being at work, and diversity and inclusion.



### Happy Trainees 2021

In parallel with this new label, the Group continued to interview young talents (work-study students, interns) about their experiences within the Group. This confidential survey is conducted by our service provider Choose my Company. For the third consecutive year, the Group obtained the HAPPY TRAINEES label, awarded based on the opinions of work-study students and interns.

**87.2%** of young people think they progress and learn at Altarea

**91.9%** would recommend Altarea for a work/study course or internship

**86%** think work is organised in a way that respects work/life balance



## 4.5 ESG performance: ratings and indicators

### 4.5.1 ESG ratings

Altarea's ESG performance is regularly assessed by nonfinancial rating agencies. Analysis of the results obtained allows it to improve its performance on a continuous basis.

#### Global Real Estate Sustainability Benchmark (GRESB)

Since 2011, the Group has been voluntarily participating in the Global Real Estate Sustainability Benchmark (GRESB), the reference in the real estate sector for Sustainable development, with 1,229 companies and funds assessed around the world in 2020.

In 2020, Altarea confirmed its "Green Star 5\*" status and has maintained a score of over 90/100 since 2016. This ranking attests to its long-term performance. Moreover, Altarea has obtained an A rating for transparency, a token of the quality of its institutional publications and the reliability and exhaustive scope of its ESG reporting.

#### ISS-ESG

ISS-ESG is one of the world's leading nonfinancial rating agencies. In 2019, it awarded the Group its Prime status again.

#### Gaïa – Ethifinance index

The Gaïa index is made up of 70 companies offering outstanding guarantees in terms of their management of ESG risks. The Group has been part of this index since 2017.

### 4.5.2 Group Indicators

#### Key environmental indicators

##### Group carbon footprint

<i>tCO<sub>2</sub>e</i>	2020	2019	Comments
Scope 1	1,364	1,703	The decrease in emissions is mainly due to the effects of the COVID-19 pandemic, which slowed the number of deliveries over the year
Scope 2	378	455	
Scope 3	523,238	702,427	

#### Key social indicators

		Unit	2019	2020
<b>TOTAL HEADCOUNT</b>	<b>TOTAL HEADCOUNT END OF MONTH</b>	No.	<b>2,045</b>	<b>1,983</b>
<b>Breakdown by type of contract</b>	Number of employees on open-ended contracts	No.	1,962	1,931
	Number of employees on fixed-term contracts	No.	83	52
	Percentage of women in the total headcount	%	57%	57%
<b>Breakdown by country</b>	Percentage of employees in France	%	98.9%	98.9%
	Percentage of employees in Italy	%	0.8%	0.8%
	Percentage of employees in Spain	%	0.3%	0.3%
<b>Breakdown by age group</b>	Under 30	%	17%	15.4%
	30 to 50	%	65%	68.2%
	Over 50	%	18%	16.4%
<b>Breakdown by status</b>	Percentage of employees in management positions	%	74%	76%
	Percentage of employees in nonmanagement positions	%	26%	24%

		Unit	2019	2020
<b>Recruitment</b>	Number of new hires on open-ended contracts	No.	416	200
	Percentage of women hired on open-ended contracts	%	57%	53%
	Percentage of Managers hired on open-ended contracts	%	71%	73%
	Number of fixed-term contract hires	No.	83	115
	Number of work-study contracts	No.	104	168
<b>Departures</b>	Number of departures of employees on open-ended contracts excluding mobility and administrative transfers	No.	297	231
	Total departure rate	%	15.6%	11.5%
	Non-Manager departure rate	%	18.0%	12.8%
	Manager departure rate	%	14.7%	11.5%
<b>Reasons for departures</b>	Percentage of resignations	%	51%	45%
	Percentage of dismissals	%	12%	13%
	Percentage of agreements between employer and employee	%	16%	19%
	Percentage of retirements or early retirements	%	3%	3%
	Percentage of probation periods ended by employer	%	10%	4%
	Percentage of probation periods ended by employee	%	6%	14%
<b>Organisation of working time</b>	FTE on open-ended contracts/FTE on fixed-term contracts	No.	1,963.1	1,966.61
	Average headcount end of month open-ended contracts	No.	1,911	1,961
	Number of theoretical hours worked excluding overtime	No.	3,140,960	3,146,575
	Turnover rate	%	18.7%	11.0%
<b>Gender equality</b>	Percentage of women among management-level employees	%	48.2%	48.4%
	Percentage of women on the managing executives committee	%	28.0%	33.5%
<b>Disabilities</b>	Number of employees having reported a disability	No.	12	21
<b>Antidiscrimination measures</b>	Number of interns during the period	No.	72	61
	Number of work-study contracts during the period	No.	287	317
<b>Organisation of employee-management dialogue</b>	Number of employee representatives	No.	52	70
	Percentage of employees covered by a collective agreement (%)	%	99%	99%
<b>Fixed compensation</b>	Average gross annual employee compensation – excluding variable compensation and employer contributions	€	€56,452	€61,956
	Average gross annual nonmanagement compensation – excluding variable compensation and employer contributions	€	€32,235	€34,119
	Average gross annual management compensation – excluding variable compensation and employer contributions	€	€63,984	€69,670
<b>Training</b>	Total training expenditure (€)	€	€3,686,336	€4,316,038
	Average training expenditure per employee trained	€	€2,287	€2,253
<b>Promotions</b>	Number of employees promoted in the year	No.	113	136
	Percentage of employees promoted in the year	%	5.8%	7.1%
<b>Mobility</b>	Number of employees having benefited from one or more forms of mobility	No.	125	53
	Percentage of employees having benefited from one or more forms of mobility	%	6.1%	2.7%
	Percentage of vacancies filled as a result of mobility	%	23.1%	20.9%
<b>Absenteeism/ Accidentology</b>	Rate of absenteeism excluding maternity leave/paternity leave/other causes	%	2.6%	2.95%
	Number of occupational illnesses	No.	0	1
	Number of workplace accidents (with work stoppages excluding accidents on the journey to and from work)	No.	7	8
	Frequency rate of workplace accidents		2.23	2.54
	Severity rate of workplace accidents		0.04	0.11

## 4.5.3 Retail indicators

### Key environmental indicators

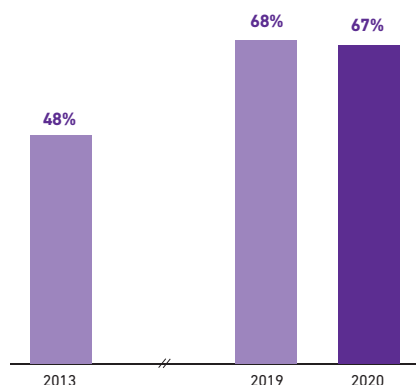
Definition of the scopes (detail in 4.6.3)	GLA private (in m <sup>2</sup> )	Share of 2020 reporting scope	
<b>CURRENT SCOPE 2020</b>	<b>TOTAL</b>	<b>620,049</b>	<b>93%</b>
	Shopping centres	252,378	53%
	Lifestyle centres	177,854	26%
	Family villages & retail parks	189,817	13%
<b>LIKE-FOR-LIKE 2019-2020</b>	<b>TOTAL</b>	<b>507,745</b>	<b>58%</b>
<b>LIKE-FOR-LIKE 2015-2020</b>	<b>TOTAL</b>	<b>407,096</b>	<b>45%</b>

### Environmental labels and certifications

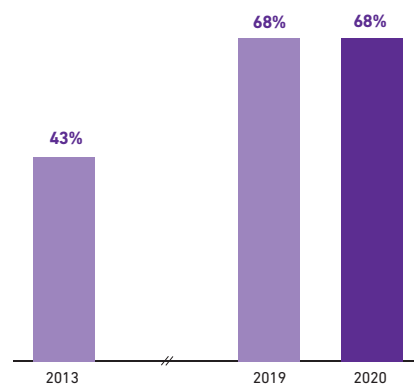
Includes new developments subject to a building permit (provisional or permanent), under construction or delivered during the reference year, and portfolio sites included in the 2020 reporting scope (including sites under construction).

	City	Centre	Construction certification	BREEAM® In-Use certification			
				Category 1 – Asset		Category 2 – Management	
				Level	Score	Level	Score
Portfolio	Aubergenville	Aubergenville Family Village	-	Very Good	63%	Very Good	67%
	Brest Guipavas	Les Portes de Brest Guipavas	-	Excellent	77%	Outstanding	87%
	Flins	Flins shopping centre	-	Very Good	57%	Very Good	66%
	Gennevilliers	Parc des Chanteraines	-	Very Good	60%	Very Good	56%
	Limoges	Limoges Family Village	-	Excellent	71%	Excellent	72%
	Lille	Grand'Place	-	Very Good	57%	Very Good	62%
	Massy	Ccial -X%	-	Very Good	57%	Very Good	58%
	Nîmes	Costières Sud	HQE Very Good	Excellent	74%	Very Good	66%
	Paris	Bercy Village	-	Very Good	56%	Very Good	58%
	Paris	Le Parks	-	Excellent	71%	Very Good	57%
	Ruaudin	Les Hunaudières Family Village	-	Very Good	68%	Very Good	64%
	Saint-Laurent-du-Var	Cap 3000	BREEAM® Excellent Biodiversity	Very Good	64%	Excellent	71%
	Thiais	Thiais Village	-	Very Good	66%	Very Good	69%
	Toulouse	Espace Gramont	-	Very Good	64%	Very Good	67%
	Toulouse	Reflets Compans	-	Good	52%	Good	50%
	Valette-du-Var (La)	L'Avenue 83	HQE Very Good BREEAM® Excellent	Excellent	75%	Very Good	66%
	Vaulx en Velin	Carré de Soie	-	Very Good	70%	Very Good	65%
	Villeneuve-La-Garenne	Qwartz	HQE Excellent BREEAM® Very Good	Excellent	79%	Excellent	82%
Villeparisis	Parc de l'Ambrésis	-	Very Good	59%	Very Good	63%	

CHANGE OF AVERAGE BREEAM® IN-USE SCORE "ASSET" PART



CHANGE OF AVERAGE BREEAM® IN-USE SCORE "MANAGEMENT" PART



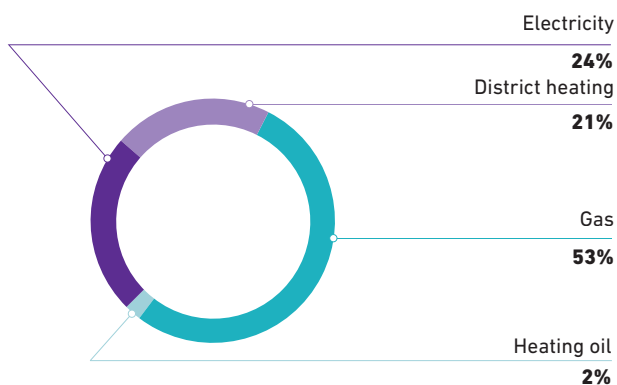


### Greenhouse gas emissions

	tCO <sub>2</sub> e	kgCO <sub>2</sub> e/m <sup>2</sup>	
<b>LIKE-FOR-LIKE SCOPE OF REPORTING</b>	2020 GHG emissions	666	2.1
	2019 GHG emissions	1,024	3.2
	<b>Change 2010-2020 constant climate</b>	<b>-79.4%</b>	<b>-85.7%</b>
	<b>2020 TARGET: 2010-2020 REDUCTION UNDER CONSTANT CONDITIONS</b>		<b>-70%</b>
		<b>2030 TARGET: ZERO EMISSION</b>	<b>-100%</b>
<b>CURRENT SCOPE</b>	2020 GHG emissions	<b>859</b>	<b>1.9</b>
	2019 GHG emissions	1,024	3.2

	tCO <sub>2</sub> e	kgCO <sub>2</sub> e/m <sup>2</sup>	
<b>DETAIL OF CURRENT SCOPE</b>	Shopping centres	574	2.2
	Lifestyle centres	277	1.7
	Family villages & retail parks	8.2	0.2

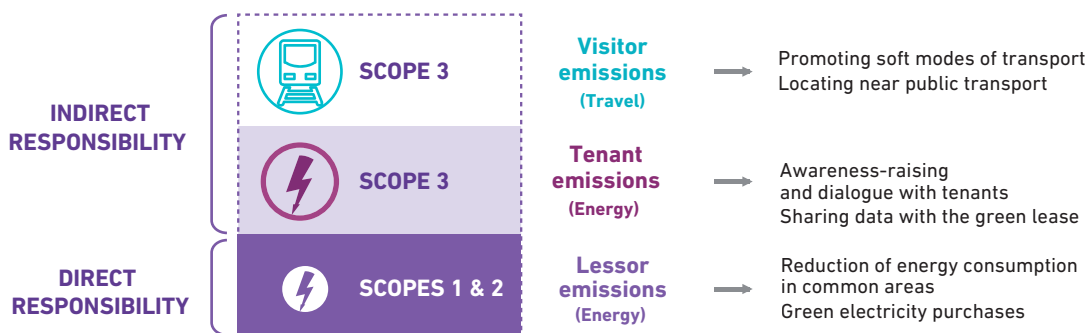
**BREAKDOWN OF EMISSIONS BY SOURCE**  
(CURRENT SCOPE 2020)



**BREAKDOWN BY SCOPE**  
(CURRENT SCOPE 2020)



### TAKING ACTION ON THE PORTFOLIO'S GREENHOUSE GAS EMISSIONS



## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

ESG performance: ratings and indicators

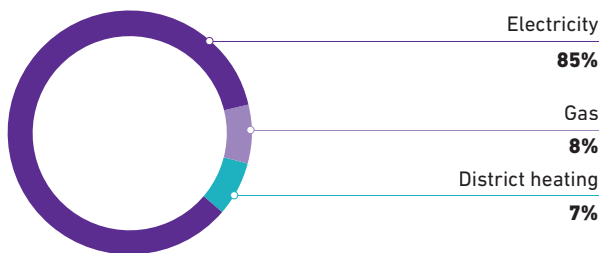
### Energy

	GWhpe	GWhfe	kWhpe/m <sup>2</sup>	
<b>LIKE-FOR-LIKE SCOPE OF REPORTING</b>	2020 consumption	36.3	16.0	113
	2019 consumption	44.4	20.2	138
	Change 2010-2020 constant climate	-58.6%	-56.3%	<b>-65.7%</b>
	<b>2020 TARGET: 2010-2020 REDUCTION</b>			<b>-40%</b>
	<b>2030 TARGET: 2010-2030 REDUCTION <sup>(1)</sup></b>			<b>-50%</b>
<b>CURRENT SCOPE</b>	2020 consumption	58.2	24.8	128
	2019 consumption	44.4	20.2	138

(1) An objective that goes beyond the regulatory requirements.

	GWhpe	GWhfe	kWhpe/m <sup>2</sup>	
<b>DETAIL OF CURRENT SCOPE</b>	Shopping centres	41.5	17.2	162
	Lifestyle centres	14.6	6.8	90
	Family villages & retail parks	2.1	0.8	60.8

#### ENERGY MIX (CURRENT SCOPE 2020)



In addition, the Group collects energy data from tenants annually. In 2020, the sites whose tenants were the subject of data collection represented 423,929 GLA (in m<sup>2</sup>) and recorded an average consumption of 362 kWhpe/m<sup>2</sup>. These statements make it possible to establish a consumption profile according to the different types of businesses.

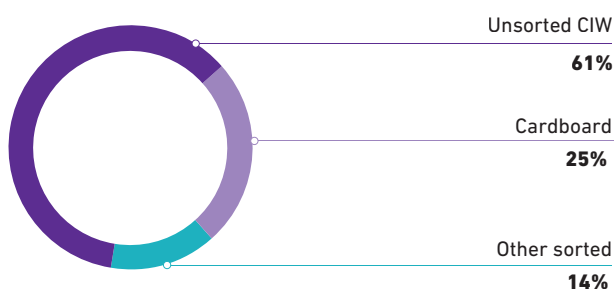
### Water

	m <sup>3</sup> (common and private areas)	L/visitor (common areas)
<b>LIKE-FOR-LIKE SCOPE OF REPORTING</b>	2020 water consumption	0.71
	2019 water consumption	0.68
<b>CURRENT SCOPE</b>	2020 water consumption	<b>0.93</b>
	2019 water consumption	0.68
	Change 2010-2020	+67.0%
<b>2020 TARGET: KEEP A RATIO PER VISITOR</b>		<b>1.25</b>
<b>2030 TARGET: KEEP A RATIO PER VISITOR AND REDUCE CONSUMPTION (ON A LIKE-FOR-LIKE SCOPE)</b>		<b>1</b>

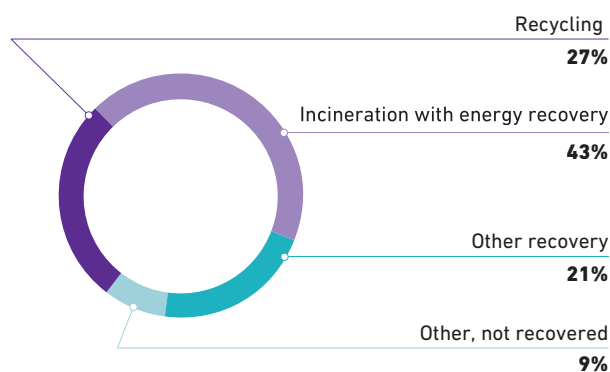
Waste

	Tonnes	kg/visitor	Percentage of waste sorted	Percentage of waste recovered	
<b>LIKE-FOR-LIKE SCOPE OF REPORTING</b>	2020 waste generated	3,975	0.06	38%	88%
	2019 waste generated	4,855	0.06	34%	90%
<b>CURRENT SCOPE</b>	2020 waste generated	5,396	0.07	<b>39%</b>	<b>91%</b>
	<b>2020 TARGET ON SORTING AND RECOVERY</b>			<b>50%</b>	<b>&gt;80%</b>
	2019 waste generated	4,855	0.06	34%	90%
	Change 2019-2020	+11.1%	+21.6%	+13.3%	+0.7%
	Change 2010-2020	-9.9%	+55.4%	+51.3%	+203.0%

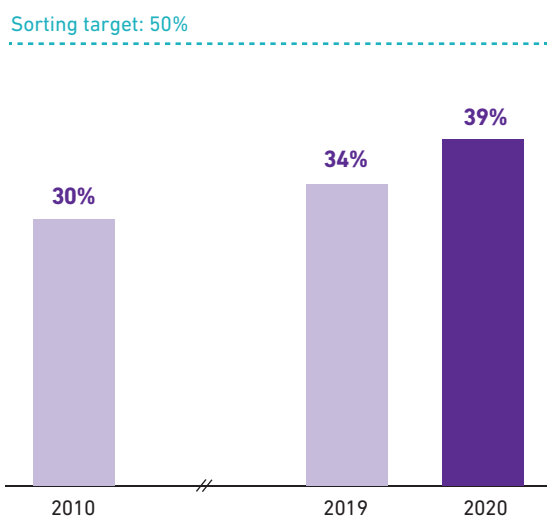
BREAKDOWN BY TYPE OF SORTING (CURRENT SCOPE 2020)



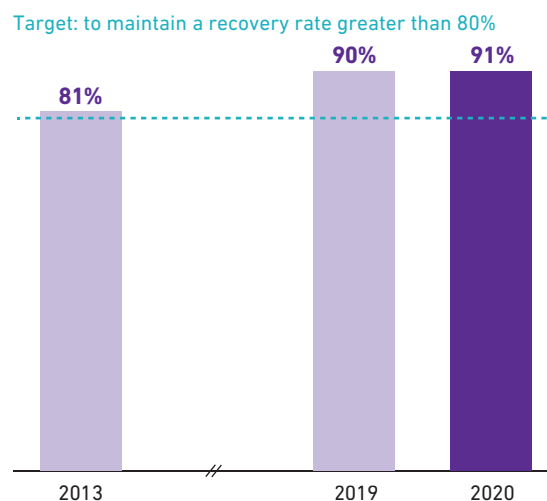
BREAKDOWN BY TYPE OF END OF LIFE (CURRENT SCOPE 2020)



CHANGE IN THE SHARE OF WASTE SORTED (CURRENT SCOPE)

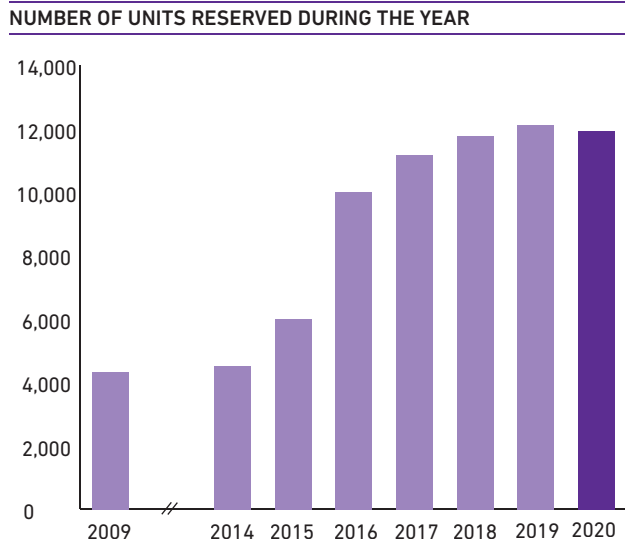


CHANGE IN THE SHARE OF WASTE RECOVERED (CURRENT SCOPE)



## 4.5.4 Residential indicators

### Change in scope



### Key environmental indicators

#### Percentage of projects with environmental certification or label<sup>(1)</sup>

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	target	2020
20%	41%	59%	68%	68%	53%	45%	46%	50%	49%	55%	>25%	49%

The share of projects with environmental certification or label is stable despite the strong increase in activity and the integration of new subsidiaries.

#### Percentage of projects with an energy performance higher than the regulation<sup>(1)</sup>

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
42%	71%	86%	89%	61%	43%	29%	41%	35%	54%	46%

Since the entry into force of RT2012 on the 1 January 2013, the proportion of residential projects with a energy performance higher than the regulation has been stable, despite the strong increase in activity and the integration of new subsidiaries.

(1) Excluding co-development, refurbishment and managed residences.

## Key societal indicators

### Percentage of quality certified projects (NF Habitat)<sup>(1)</sup>

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	target	2020
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The Group has long been committed to the development of quality housing. Since 2009, it has been involved in NF Habitat certification, the benchmark certification for housing quality in France.

### Percentage of projects within 500 metres of a public transport stop

2014	2015	2016	2017	2018	2019	target	2020
99%	96%	97%	98%	99%	99%	>95%	99%

Proximity to public transport is a prerequisite. The Group's projects have been very close to public transport networks since 2015.

### Percentage of locally sourced projects purchases<sup>(2)</sup>

2017	2018	2019	target	2020
66%	77%	73%	>70%	83%

The Group is attentive to its contribution to the local economy and quantifies the share of purchases made from companies close to construction sites.

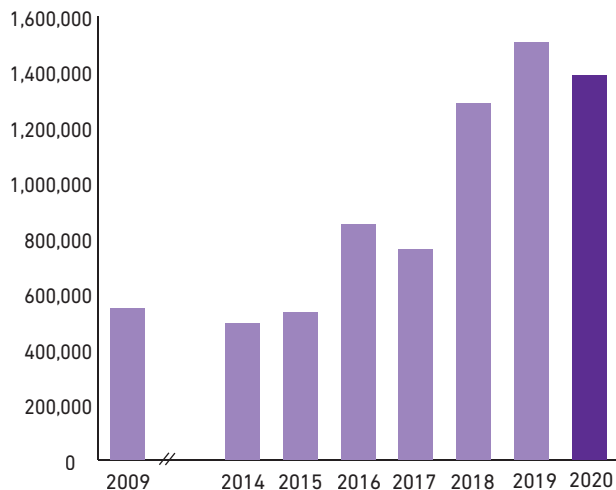
(1) Excluding co-development, refurbishment and managed residences.

(2) Excluding Histoire & Patrimoine.

## 4.5.5 Business property indicators

### Change in scope

**BUSINESS PROPERTY PORTFOLIO AT 31 DECEMBER (in m<sup>2</sup>)**



### Key environmental indicators

#### Percentage of projects with environmental certification

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	target	2020
At least one environmental certification	42%	76%	90%	97%	97%	97%	98%	97%	100%	100%	100%	-	100%
Double BREEAM®/HQE certification	-	-	-	-	23%	29%	52%	57%	100%	100%	100%	-	100%
HQE at least Excellent and BREEAM® at least Very Good	-	-	-	-	-	-	-	-	100%	100%	100%	100%	100%

The Group has been very committed to the main environmental certifications since their creation. As of 2010, a significant proportion of projects were already certified. Since 2017, 100% of projects have been doubly HQE and BREEAM® certified at high levels.

#### Percentage of projects with an energy performance more ambitious than the applicable regulation

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	target	2020
Level THPE, BBC, Climate Plan or RT 2012 equivalent	77%	90%	94%	91%	-	-	-	-	-	-	-	-
Level ≥ RT-30%	-	-	-	-	86%	89%	99%	100%	100%	100%	100%	100%

A high level of energy performance is a prerequisite for the Group. All projects outperformed the thermal regulation (RT) by at least 30%. This makes it possible to anticipate future regulations, notably the RE2020.

#### Percentage of projects with renewable energy

	2019	2020
Percentage of projects using renewable energy	86%	79%
Percentage of projects producing renewable energies (self-supply or fed back to the grid)	38%	27%

The Group strives to reduce the carbon footprint of its projects by using renewable energy whenever possible.



### Proportion of refurbishment projects in the Paris region

2014	2015	2016	2017	2018	2019	2020
20%	40%	47%	66%	66%	55%	42%

The Group has developed know-how in creative restructuring. The share of refurbished projects in the Paris region has been over 40% since 2015.

### Key societal indicators

#### Percentage of projects less than 500 metres from a public transport stop

2014	2015	2016	2017	2018	2019	target	2020
94%	95%	92%	100%	100%	100%	100%	100%

Proximity to public transport is a prerequisite of all Group projects. Since 2017, 100% of projects have been located less than 500 metres from a public transport stop.

#### Share of multi-use projects

2017	2018	2019	target	2020
78%	81%	83%	>75%	78%

The Group offers mixed use for the majority of its projects.

#### Percentage of projects in the Paris region targeting a digital connectivity label

2017	2018	2019	target	2020
71%	87%	90%	100%	99%

The Group is committed to guaranteeing long-term technological performance in its buildings in order to meet needs related to the digitisation of the world of work.

#### Percentage of projects in the Paris region that are WELL certified

2017	2018	2019	2020
82%	87%	86%	89%

The Group monitors this indicator but no longer makes it an objective; it seeks *ad hoc* approaches to meet the needs of its customers in terms of well-being.

## 4.5.6 Corporate indicators

In June 2020, the Group moved into its new head office, 87 Richelieu. The operating contracts include ambitious ESG clauses on building management and monitoring of consumption and waste, including a zero-plastic policy. This building only counts toward part of the year for data purposes, and the COVID-19 pandemic reduced the presence of teams at head office. The figures below present the 2020 consumption figures of the 87 Richelieu building, but are not very representative. The ratio per FTE monitored each year is therefore not presented here. More detailed monitoring will be established in the future.

	2020	Comments
Electricity consumption at 87 Richelieu	1,306 MWh	Consumption relates to June-November 2020, as the Group moved into its new head office in June

## 4.6 Methodology and concordance tables

France transposed the European Directive of 22 October 2014 on the disclosure of nonfinancial information in Order no. 2017-1180 of 19 July 2017 and Decree no. 2017-1265 of 9 August 2017. These texts amend Articles L. 225-102-1 and R. 225-104 to R. 225-105-2 of the French Commercial Code initially established by Article 225 of the Grenelle 2 law of 2010 and its implementing decree in 2012. To comply with this requirement, Altarea has published a Declaration on Extra-Financial Performance (DPEF) since the financial year ended 31 December 2018.

This document contains the main methodological information necessary for transparency, for the reader, of the information contained in the DPEF. Additional details on methodology is available in the Group's environmental and societal reporting guidelines on request by writing to: [developpementdurable@altareacogedim.com](mailto:developpementdurable@altareacogedim.com).

### 4.6.1 Establishment of the DPEF (Declaration on Extra-Financial Performance)

#### Identification and rating of Altarea's extra-financial risks

To identify its extra-financial risks, as required in the DPEF, the Group mobilised existing resources: the materiality analysis (see below), the Group risk mapping (updated in 2019—see Chapter 5 of the Universal Registration Document—and in line with the risks identified in the DPEF), and the main trends developed in the integrated strategic report. The risks analysed are gross risks, before the mitigation measures taken by Altarea, in accordance with the requirements of the Directive.

Following an exhaustive cataloguing of the Group's risks and challenges, we carried out a process of classification and ranking in order to create broad families of risks, removing insignificant or irrelevant risks and retaining the most important ones for the business. This work was performed jointly with the various internal stakeholders (ESG Department, the HR Department, the Risks and Internal Control Department).

The risks deriving from this selection were then rated on the basis of the evaluation scale used by the Risk and Internal Control Department for Altarea's risk mapping (rating of probability of occurrence and of severity).

Appropriate policies and indicators have been associated with each of these risks.

The risks and their rating were presented by the ESG Department:

- to the Finance Department, allowing joint work on the business model to be extended; and
- to the Group ESG Committee, which brings together a representative of each business line.

These exchanges led to the list of risks and policies identified being added to and amended.

Lastly the summary document of risks and their ratings was presented to management in the context of an exchange on the Group's nonfinancial risks, to validate this analysis with the Executive Committee and confirm its strong link to the Group's strategy.

During the process, the list of risks was also presented to the independent third-party organisation who are verifying the Group's DPEF.

### ESG materiality matrix

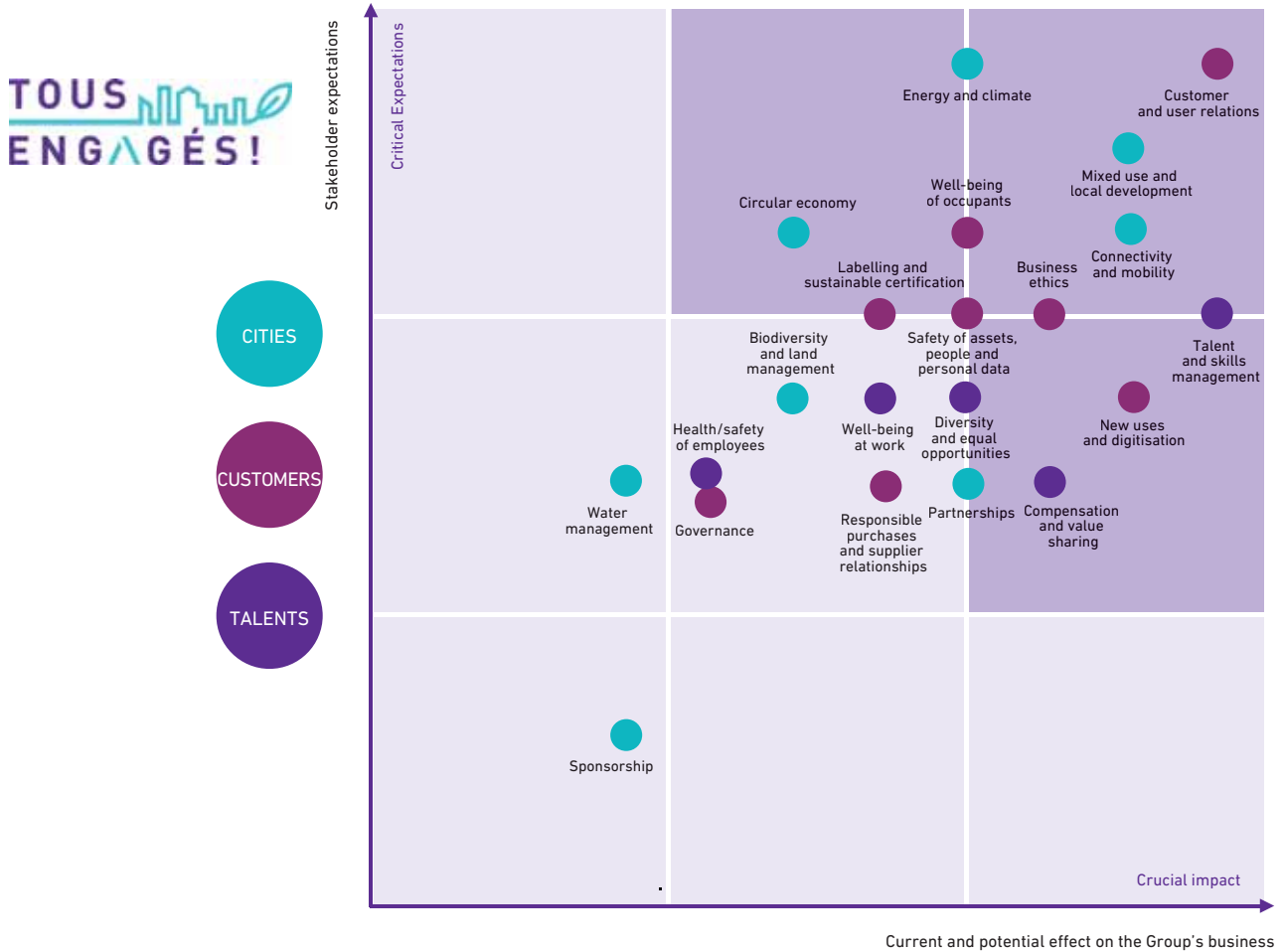
The Group's materiality matrix, dating from 2016, was used to help deploy the Group's ESG approach and to identify risks during the preparation of the DPEF in 2018 (see previous paragraph). It is based on a detailed analysis of the regulatory environment and trends, interviews with thirteen external stakeholders (investors, customers, retailers, local authorities, etc.) and an internal consultation held by the ESG Committee (see Section 4.1.3).

The matrix identifies 21 ESG issues, grouped into two areas:

- current and potential effect on the Group's business model; and
- level of expectation of internal and external stakeholders.

Of these 21 issues, 14 were identified as material. The two approaches of materiality and risks complement each other and offer an overview of the Group's ESG risks. In addition, these issues were supplemented and updated in 2020 as they had changed significantly (see 4.1).

#### MATERIALITY MATRIX



## 4.6.2 The ESG management system

### Deployment of the ESG approach: General Management System (GMS)

In order to disseminate best practices across all of its activities, Altarea has implemented management systems suited to each business line which, overall, constitute the Group's General Management System (GMS). The implementation of this GMS facilitates access to the requirements of qualitative and environmental certification guidelines whilst developing employee skills.

#### GROUP GENERAL MANAGEMENT SYSTEM

Residential	Business Property	Property Development Retail	REIT Retail
Guide of best practices for Residential properties  NF Habitat NF Habitat HQE™	Dedicated EMS  BREEAM® HQE		Standing Assets EMS  BREEAM® In-Use
Additional tools: training on regulatory changes and certifications, biodiversity guide, SSE guide, well-being guide, summer comfort guide, etc.			

### Environmental Management System (EMS) for certifications

#### Property Development (Residential)

The Group has integrated a certification approach, "the Guide to Best Practices for Residential property", into its development and construction process. As of 2016, all residential property developed is NF Habitat certified<sup>(1)</sup>. Some of the Group's buildings even exceed the NF Habitat requirements and it has committed to the higher-level HQE environmental approach, providing additional benefits to residents such as greater comfort, brighter spaces and even better thermal performance.

#### Business property Development and Retail Development

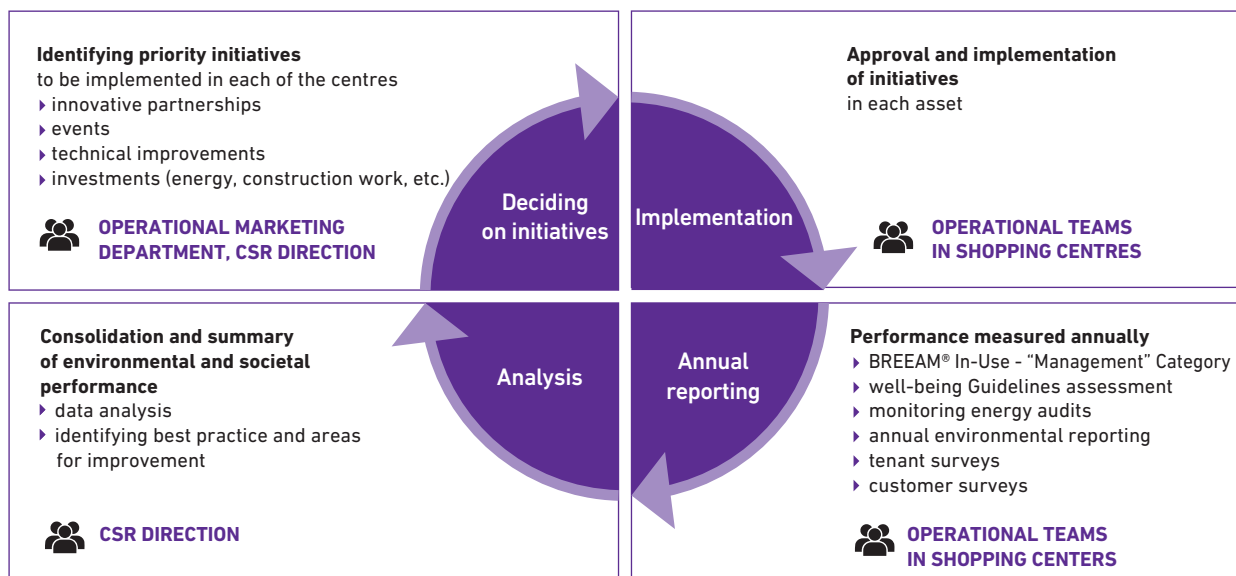
In 2010, the Group implemented SME *Projets Tertiaires* (Office and Retail Development Projects EMS). It provides each developer or operator with a working tool that catalogues all requirements for HQE, Building Research Establishment Environmental Assessment Method (BREEAM®) and Leadership in Energy and Environmental Design (LEED®) at each stage of the project and accompanies them in the development and realisation of the Group's office and retail projects (Retail and Business property).

#### Retail portfolio

In 2020, the Group continued to use the "Guide to best operational environmental practice" developed in 2014. Altarea was therefore able to maintain and improve the BREEAM® In-Use certification for all of its shopping centres managed in France. This structuring approach makes it possible to continually improve operations whilst also making the reported environmental data more reliable.

In Retail, the environmental management approach has since been extended to all ESG subjects.

#### THE AUDITED ENVIRONMENTAL MANAGEMENT SYSTEM FOR THE RETAIL PORTFOLIO



(1) Excluding co-development, refurbishments and managed residences.

## Tools to complement EMS

### Training

In general, employees regularly attend training sessions, at the initiative of the various Group departments, in particular when the regulations change. In 2020, the Group carried out structuring work to formalise an ambitious training plan to support the deployment of the Group's ESG strategy.

Its content was developed based on the Group's ESG priorities and the needs expressed by employees. It covers the Group's major ESG challenges: climate change, the circular economy and the positive socioeconomic impact on the regions.

The plan provides for diversified formats to best address the selected topics with attractive and innovative teaching methods, suitable for everyone from generalist to expert. For example, to meet the time constraints of employees, the plan includes very short e-learning modules. A number of learning expeditions will also be organised to inspire employees.

In 2020, one of the first actions was the holding, during the first lockdown, of an online conference for all employees, with the aim of reminding everyone of the Group's "*Tous engagés !*" (We are all involved!) programme.

### Awareness actions

The Group is also stepping up ESG awareness-raising actions. The relocation of the head office to 87 Richelieu has made it possible to set up user-friendly and collaborative formats, despite the context of the COVID-19 pandemic. The spaces have been designed to develop cross-functionality between all teams.

The ESG Department took advantage of Sustainable Development Week to challenge employees on the topical issue of resilience. It organised a conference on the theme of "the city in the coming world", accessible at the head office and by video, in partnership with the Economic Meetings of the Cercle des Économistes. Key players in the field took part, such as the architect Winy Maas and Professor Carlos Moreno.

In addition, in 2020, the Group conducted an awareness-raising campaign for all employees, as it does every year for SSE month. For two major themes for the Group—short supply chains and intergenerational housing—the campaign highlighted solutions that can be provided by the social economy and examples of collaborations within the Group.

### Thematic guides

Each year, the ESG Department produces and circulates tools and guides to raise awareness of employees of the various themes around sustainability and how to facilitate their inclusion. For example:

- a grid presenting potential levers to support the circular economy in a property project;
- in-depth tools on summer comfort solutions to be implemented on projects;
- finally, a guide on the multiple certifications and labels available on the market which provides employees with information by theme on the basics and technical and financial restrictions;
- two guides aimed at providing information on how to develop and promote biodiversity in the Group's projects. One is specific to Retail (development and operation) and the other is specific to Neighbourhood projects (housing development, Business property, hotels and mixed projects);
- finally, there is a guide dedicated to the social and solidarity economy (SSE) updated in 2019, which provides information on the world of the ESS and includes mapping and contact details of the stakeholders that can be mobilised for Group projects (see 4.2.1).

### Internal guidelines

In order to roll out initiatives to improve comfort, health and well-being at its assets, the Group has produced dedicated internal guidelines in 2017. Drawing on established third-party systems (particularly BREEAM® In-Use and WELL certifications), the Group has set its own requirements for assets in operation, which are sent to each centre in the form of a checklist. It comprises 33 criteria, from the design phase (accessibility of the building, quality of air renewal, implementation of recommendations from an acoustic study for example) to the operational phase of an asset (raising awareness about healthy eating, provision of baby changing facilities in the mixed areas, etc.).

These guidelines form part of a continuous improvement approach which aims to annually review each site's performance in terms of comfort, health and well-being and to put actions plans in place. Portfolio reviews started in 2017 and continued until 2020. In all, 26 shopping centres were reviewed.

### 4.6.3 Methodology and verification

#### Verification

Altarea contracts an independent third-party organisation to carry out the following:

- verification of the Declaration’s compliance with the provisions of Article R. 225-105 of the French Commercial Code;
- verification of the truthfulness of the information: key performance indicators and actions.

#### Comprehensiveness of reporting scopes and guidelines used

Reporting covers nearly all of Altarea’s Property Development and portfolio activities, as well as its head office. ESG reporting coverage rates provide an appreciation of its comprehensiveness compared to financial reporting.

#### COMPLETENESS OF ALTAREA EXTRA-FINANCIAL REPORTING

	THE ENVIRONMENT				SOCIAL	
BUSINESS	CORPORATE	RESIDENTIAL	BUSINESS PROPERTY	PROPERTY DEVELOPMENT RETAIL	REIT RETAIL	CORPORATE
STANDARD	GRI CRESS	Internal definition (Methodology and verification chapter)			GRI CRESS Recommendations EPRA	GRI CRESS
PERIOD	June (date of move) to November 2020	1 October N-1 to 30 September N and as of 30 September N for new housing		1 January 2020 to 31 December 2020		1 January to 31 December N
SCOPE	Head office Total 30,851 m <sup>2</sup>	317 projects 25,096 Residential	50 projects 632,615 m <sup>2</sup> Net surface area or floor area	1 project 4,400 m <sup>2</sup> Net surface area or floor area	620,050 m <sup>2</sup> GLA	1,983 employees
REPORTING COVERAGE	100%	100%	100%	100%	94.4 % (surface area) 92.6 % (in value)	100%

#### Compliance of reporting with national and international guidelines

Altarea drew on recognised national and international guidelines to produce its internal reporting guidelines and extra-financial communication.

The Group’s extra-financial reporting is compatible with the European Public Real Estate Association (EPRA) “Best Practices Recommendation on Sustainability Reporting”, published in 2011 and the GRI G4 Construction & Real Estate Sector Supplement (CRESS) sector supplement.

In Retail, Altarea also follows the recommendations of the CNCC (National Council of Shopping Centres) 2018 sector reporting guide on the DPEF. This guide, to which Altarea contributed, sets out the reporting recommendations for the shopping centres sector, following the publication of the transposition into French law of the EU Directive on disclosure of nonfinancial information.

#### Reporting period

The Group has opted whenever possible to base its nonfinancial reporting on the same period as its financial reporting.

For the Retail REIT activity, the key portfolio data (value and area) are those at 31 December of the reference year. However, since 2016, for reasons related to the availability of data, the reporting for footfall, revenue and all environmental data has been provided over a rolling year running from 1 November of the year preceding the reporting year to 31 October of the reporting year.

However, for environmental and societal data related to Group procurement of goods and services (particularly indirect jobs), the length of the calculation processes require that the Group use a staggered reporting period.

On collection, for the reporting period, of more precise data for prior periods, the indicators are recalculated with this new data.



## Information about the scope of social reporting

The scope of social reporting includes all of the Group's fully integrated legal entities with a payroll that is not nil.

## Description of environmental reporting scopes

### Corporate

The corporate scope of reporting includes environmental data for Altarea's head office at 87 rue de Richelieu, in Paris, where the Parisian teams moved to in June 2020.

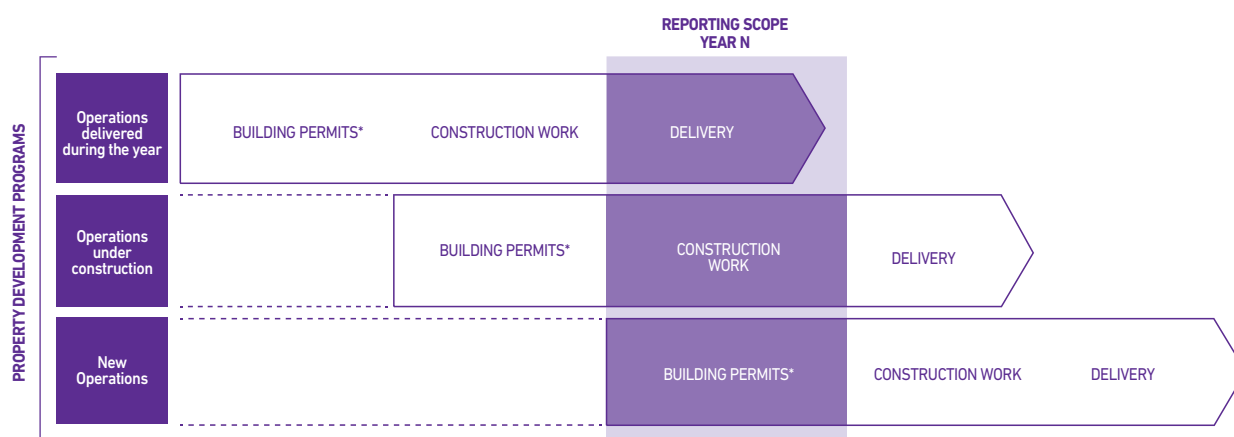
### Property Development

The scope of reporting for Property Development includes operations which, during the reporting period:

- have obtained a building permit (except for new housing projects, which involve the acquisition of land);
- were in progress;
- were delivered.

The following diagram summarises the way in which projects are entered and booked out for each of the activities (Residential, Business property and Retail).

### SUMMARY OF METHODS FOR INCLUDING PROJECTS IN THE SCOPE OF REPORTING



\* The acquisition of land for new housing projects.

When an external structure is acquired, its activity is gradually integrated into the reporting. Severini, recently consolidated into the Group, will be gradually integrated into the reporting in the future. Its operations represent less than 2% of the Group total.

In order to facilitate understanding of the indicators related to the Property Development activities, the Group opted to retain the same accounting method for each category, each certification and each label, although the key dates in the certification process vary according to the category of asset and certification.

### Retail portfolio

#### Scope of ownership

The scope of ownership includes all assets in which Altarea ownership is not zero.

#### Scope of reporting

The assets included in this scope are the French assets of the scope that have been held for at least 12 months in the reference year. As a result, any acquisitions or disposals made during the reference year are excluded from the scope of reporting.

Sites undergoing construction during the reference year are included in this scope unless they are completely closed for at least one month in the reference year or if creation of gross leasable area (GLA) exceeds 20%. If the creation of GLA exceeds 20%, it is nonetheless included if overconsumption related to construction can be isolated.

Due to the health situation imposed by the COVID-19 pandemic, some sites had to close for several months in 2020. These sites are maintained within the scope of reporting, and consumption is commented on in light of the events of the year.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Methodology and concordance tables

### Scope of current reporting

The assets included in the current scope of reporting are those included in the scope of reporting with the exception of:

- sites not managed by Altarea and therefore over which the Group has no operational control;
- sites on which no Altarea representative carries out on-site management.

### Scope of overall reporting

The like-for-like basis consists of two phases:

- between 2010 and 2015, it includes all assets in the scope of reporting held throughout the period. Given its share in the total portfolio, the Cap 3000 centre, which was acquired in 2010, was reintegrated in the 2010-2015 scope on a like-for-like basis. The data previous to the acquisition of the centre are generally known, limiting the data which needs to be estimated;
- due to disposals and acquisitions of sites since 2010, a new like-for-like basis was established for the 2015-2020 period to reflect the Group's portfolio as accurately as possible. It includes all of the assets in the scope of reporting held throughout the 2015-2020 period. Given its significant share of the scope, the Carré de Soie centre was reintroduced on a like-for-like basis in 2019.

Changes in Group indicators between 2010 and 2020 are calculated by adding the changes seen between 2010 and 2015 on the 2010-2015 like-for-like basis and those seen between 2015 and 2020 on the 2015-2020 like-for-like basis.

All assets included in the scope of current reporting and the overall scope – including partially owned assets – are recognised in full if Altarea manages them directly. Assets directly managed but not owned by the Altarea Group are excluded from the scope of current and overall reporting.

For indicators covering all assets we specify the portion of the current reporting scope or like-for-like basis covered by the indicator, compared with the Group's scope of reporting for the reference year. The indicator for this scope is expressed as a percentage of the value of the assets within Altarea's scope of reporting.

We include only consumption managed or paid for directly by Altarea within the current and like-for-like scopes. As a result, environmental data that are directly managed by tenants are excluded, except for shopping centres for which a specific process for collecting tenant consumption data has been implemented (see 4.2.2).

### REPORTING SCOPE FOR THE REIT DIVISION

<p><b>Scope of ownership</b></p> <p>100% of the Retail portfolio value</p> <p>(excluding sites with works in progress on more than 20% of their GLA where works consumption cannot be isolated)</p>	ASSETS NOT MANAGED BY ALTAREA	Not included in the annual reporting	
	ASSETS OPENED OR ACQUIRED DURING THE FINANCIAL YEAR	Included in the reporting after a complete calendar year	
	ASSETS IN OTHER COUNTRIES	Included in the reporting (data not integrated in the consolidation)	
	ASSETS PRESENT FROM 1 JANUARY 2020 TO 31 DECEMBER 2020		
	ASSETS IN THE PORTFOLIO FOR MORE THAN 72 MONTHS	<p>LIKE-FOR-LIKE SCOPE OF REPORTING</p> <p><b>69%</b> IN VALUE OF PORTFOLIO RETAIL</p>	<p>CURRENT SCOPE OF REPORTING</p> <p><b>93%</b> IN VALUE OF PORTFOLIO RETAIL</p>

## 4.6.4 Materiality matrix concordance table

The table below can be used to determine the issues identified in the materiality matrix in the DPEF chapter:

Level of importance	Matrix issue	Location
Capital	Customer and user relations	Customers Theme: 4.3.1 and 4.3.2
Capital	Mixed use and local development	Cities Theme: 4.2.1
Capital	Energy and climate	Cities Theme: 4.2.2
Capital	Connectivity and mobility	Cities Theme: 4.2.1 and 4.2.2
Capital	Well-being of occupants	Customers Theme: 4.3.2
Capital	Business ethics	Customers Theme: 4.3.6
Capital	New uses and digitisation	Customers Theme: 4.3.5
Capital	Talent and skills management	Talents Theme: 4.4.4
Capital	Compensation and value sharing	Talents Theme: 4.4.3
Capital	Diversity and equal opportunities	Talents Theme: 4.4.2
Capital	Safety of assets, people and personal data	Customers Theme: 4.3.7
Capital	Labelling and sustainable certification	Customers Theme: 4.3.3
Capital	Circular economy	Cities Theme: 4.2.4
Capital	Partnerships	4.1.3 and Cities Theme: 4.2.6
Significant	Well-being at work	Talents Theme: 4.4.5
Significant	Responsible supply chain and supplier relationships	Customers Theme: 4.3.4
Significant	Biodiversity and land management	Cities Theme: 4.2.3
Significant	Health/safety of employees	Talents Theme: 4.4.6
Significant	Governance	Chapter 6 of the 2020 Universal Registration Document
Moderate	Water management	4.5.2
Moderate	Sponsorship	Cities Theme: 4.2.6

## 4.6.5 DPEF concordance table

The table below refers to the aspects of the DPEF to be found in the DPEF Chapter that are required by Article L. 225-102-1 of the French Commercial Code.

Elements of the DPEF	Location
Description of the <i>business model</i>	Strategic report incorporated and Business Review (introduction and Chapter 1 of the 2020 Universal Registration Document)
Description of the main risks associated with the Group's activities	4.1.1
Respect for human rights	4.3.4 and 4.4.2
Fight against corruption	4.3.6
Climate change	4.2.2.
Circular economy	4.2.4
Food waste	In view of the nature of our activities, we do not consider that this issue constitutes a major ESG risk or that it warrants being dealt with in this management report.
Collective bargaining agreements	4.4.2
Combating of discrimination and promotion of diversity	4.4.2
Social commitments	4.2.1, 4.2.6 and 4.3
Combating of tax evasion	The Group is committed to complying with applicable tax legislation in all countries where it is established. Each year it files a "country-by-country" (CBCR) tax report with the French administration in accordance with the standard set by the OECD and European Union aimed at combating tax fraud and optimisation. Moreover, the Group has no direct financial interest in, nor makes any investment in or has any transactions with countries featured on the black and grey lists of tax havens produced by the EU or on the list of uncooperative countries or territories produced by the Financial Action Task Force (FATF). As a reminder, Altarea has opted for the SIIC status and as such is subject to a particular tax regime, particularly in terms of distributive obligations (see 8.1.2.9), the compliance with which is monitored by an internal and external team of tax experts and discussed with the Group's auditors. Finally, for some complex questions or transactions, the Group refers to top tax advisers and communicates with the tax authorities. Altarea monitors tax investigations and disputes closely.
Combating food insecurity, respect for animal welfare, responsible, fair and sustainable food system	In view of the nature of our activities, we do not consider that this issue constitutes a major ESG risk or that it warrants being dealt with in this management report.

## 4.7 Independent third party's report on consolidated non-financial statement

Year ended the 31 December 2020

### Independent third party's report on consolidated nonfinancial 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.*

To the shareholders,

In our quality as an independent verifier, accredited by the COFRAC under the number n° 3-1681 (scope of accreditation available on the website [www.cofrac.fr](http://www.cofrac.fr)), and as a member of the network of one of the Statutory Auditors of your entity, we present our report on the consolidated nonfinancial statement established for the year ended on the 31 December 2020 (hereafter referred to as the "Statement"), included in the management report pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

#### The entity's responsibility

The management is responsible for preparing the Statement, including a presentation of the business model, a description of the principal nonfinancial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and which are available on request at the Company's headquarters.

#### Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. 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 and French professional guidance.

#### Responsibility of the independent third party

On the basis of our work, our responsibility is to provide a report expressing 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 in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, *i.e.*, the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anticorruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

#### Nature and scope of the work

The work described below was performed in accordance with the provisions of articles A. 225-1 *et seq.* of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000<sup>(1)</sup>.

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III of the French Commercial Code as well as information set out in the second paragraph of article L. 22-10-36 regarding compliance with human rights and anti corruption and tax avoidance legislation;

(1) ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information.

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

Independent third party's report on consolidated non-financial statement

- 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 principal risks associated with all the consolidated entities' activities, 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 presented in Appendix 1; concerning certain risks (responsible supply chain, talent management, company's loss of appeal and ethics), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities: Le Parks, Gravity and the entity Pitch Promotion;
- we verified that the Statement covers the scope of consolidation, *i.e.* all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out at the consolidating entity level and on a selection of contributing entities listed above;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

### Means and resources

Our verification work mobilized the skills of four people and took place between September 2020 and March 2021 on a total duration of intervention of about nine weeks.

We conducted four interviews with the persons responsible for the preparation of the Statement.

### Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated nonfinancial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Paris-La Défense, the 15 March 2021

*French original signed by:*

Independent third party

**EY & Associés**

**Jean-François Bélorgey**

Partner

**Éric Duvaud**

Partner, Sustainable development



## Appendix 1: The most important information

### Social Information

#### Quantitative Information (including key performance indicators)

- The total headcount
- The absenteeism rate
- The departure rate
- The proportion of employees who participated in at least one training course during the year
- The number of training days
- The number of employees who participated in an Ethics training
- The Representativeness of women in management
- The number of work-study students recruited during the year

#### Qualitative Information (actions or results)

- The development of recruiting, integrating and training systems for employees
- Promotion of diversity and equality of chances
- Strengthening well-being and quality of life at work
- Employees' awareness and training in business ethics

### Environmental Information

#### Quantitative Information (including key performance indicators)

- The share of certified areas or in the process of environmental certification (the environmental management system)
- Primary energy consumption and CO<sub>2</sub> emissions per m<sup>2</sup> of shopping centers
- Energy performance and the share of areas exceeding the requirements of thermal regulations
- Group CO<sub>2</sub> emissions (scopes 1 and 2 as well as the evaluation made of scope 3)
- The proportion of managed and sorted waste and the rate of recovered waste managed in commercial assets
- Water consumption
- Share of areas studied by ecologists
- Levels sought or obtained in BREEAM®

#### Qualitative Information (actions or results)

- A reduction in the direct footprint
- Use of energies that emit less greenhouse gases
- Development of connected operations and refurbishment
- Improving the energy efficiency of projects
- Limiting exposure to climate change
- Site waste recovery and reduction of raw materials' consumption
- Development of activities linked to wood construction
- Preservation of existing biodiversity
- Use of innovation to improve the energy performance of buildings

### Societal Information

#### Quantitative Information (including key performance indicators)

- The proportion of local purchases for development projects
- The satisfaction rating of visitors and customers
- The proportion of sites promoting well-being and comfort of users (NF Habitat and WELL certifications for Residential and Business property activities)
- The share of signed green leases
- The share of sites within 500 meters of a transport network (urban integration)

#### Qualitative Information (actions or results)

- The employment footprint (direct, indirect, induced and hosted jobs)
- The elaboration of the responsible purchasing charter
- Safety on construction sites
- The development of activities related to social economy
- The contribution to the economic development of the territories and to local employment
- Dialogue with customers and visitors
- The implementation of wellness and comfort approaches in each business line
- Strengthening green value and environmental quality (quality, labels and certifications)
- The development of connected operations

## 4 DECLARATION ON EXTRA FINANCIAL PERFORMANCE (DPEF)

