

# BETTER PLACES 2030

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Unibail-Rodamco, the leading listed real estate company in Europe, has been a pioneer in the field of Corporate Social Responsibility. For ten years now, CSR has been at the very heart of the Group's strategy. It is a vehicle for progress for the hundreds of millions of visitors our shopping centres welcome every year. It is also a factor of competitiveness for the retailers who have put their trust in us. Finally, it is important to investors.

# 2007-2015

## UNIBAIL-RODAMCO COMMITTED TO REDUCING ITS ENVIRONMENTAL FOOTPRINT

As early as 2007, unbail-rodamco devised an ambitious CSR strategy based on environmental best practices, social fairness and transparent governance.

These commitments soon became an integral part of the operating, development and investment activities of the Group and its teams, enabling Unibail-Rodamco to obtain the best scores on the market.

**Between 2007 and 2012, on a like-for-like basis, the Group achieved a cumulative decrease of -23% in energy use and of -58% in carbon intensity.**

Having exceeded, in 2012, the environmental objectives initially set for 2016 and in consideration of the provisions of the French "Grenelle 2" law, Unibail-Rodamco defined new targets which placed the environmental certification of its buildings, the commitment to its tenants and the relationships with communities where it operates at the core of its strategy.

**As a result of its policy aimed at operating its buildings in a sober way, Unibail-Rodamco achieved, from 2012 to 2015, a further reduction of -17% in carbon intensity and of -13% in energy intensity.** In 2015, the Group was awarded the highest environmental certifications in the industry, with 84% of its existing portfolio of shopping centres' BREEAM In-Use certified, 96% of which rated at least "Excellent". In 2015, 16 shopping centres even obtained the "Outstanding" standard.

**The early implementation of "green leases" since 2009 made the Group the leader sustainable operations and showed its engagement with its stakeholders.** The same applies to "green clauses" incorporated systematically into the contracts signed with its service providers. These clauses span all relevant aspects of operations, from the use of products with a low environmental impact to the recycling of waste, and a number of practices supporting energy savings. Through such clauses, suppliers were also encouraged to behave in an environmentally friendly manner.

As part of the diversification of its sources of funding, Unibail-Rodamco entered the green bond market to finance development projects meeting the strongest and most demanding social and environmental criteria. **Early 2014, the Group was the first listed real estate company to issue a green bond in the euro market.** Since then, the Group has issued two further green bonds, in May 2014 and April 2015.

### Proven track record

Unibail-Rodamco's CSR strategy and performance are also regularly audited by independent agencies which have, for several years now, ranked the Group among the most sustainable companies in commercial real estate.

In 2016, Unibail-Rodamco was selected as "Green Star" for the fifth year in a row by the GRESB Survey (Global Real Estate Sustainability Benchmark – the only sustainability benchmark dedicated to the real estate sector). In 2015, the Group had been named "Global sector leader", achieving the best score worldwide within the retail sector.

The Group is included in the main indices measuring the corporate sustainability performance of companies against environmental, social and governance criteria: FTSE4Good, STOXX® Global ESG Leader, Euronext Vigeo, etc.

# 2016-2030

## A NEW MOMENTUM

The end of 2015 was marked by a major event: the signature of the Paris Agreement to fight climate change, on December 12 by 195 countries in the framework of COP21, brought the world into a new era. Christophe Cuvillier, Chairman of the Management Board of Unibail-Rodamco, decided that the Group would take up a new long-term challenge, with a set of objectives to be achieved by 2030: **"Better Places 2030"**.

**Unibail-Rodamco aims to reduce by -50% its carbon emissions by 2030\*, becoming the first listed real estate company to engage on such an ambitious and global strategy\*\*.**

**This strategy will be incorporated into the entire value chain with, for the first time, a wide spectrum of initiatives covering the emissions resulting from the activities of both the Group and its stakeholders.**

**"Better Places 2030"** addresses the main challenges facing commercial real estate for the next 15 years, namely:

- moving toward a low-carbon economy, in keeping with the commitments of COP21,
- anticipating new modes of sustainable mobility,
- fully integrating our business activities in the regions, in partnership with the local communities.

**Unibail-Rodamco's global approach specifically applies to:**

- the design and construction of new development projects,
- the renovation or extension works of existing assets,
- the daily operation of its assets,
- the energy consumption practices of the retailers present in its centres,
- the modes of transportation of its visitors and employees,
- the contribution to the welfare of local communities,
- the commitment of all its employees to the Group's CSR objectives.

**It revolves around four pillars:**

- 1. Less carbon emissions, better buildings**
- 2. Less polluting transport, better connectivity**
- 3. Less local unemployment, better communities**
- 4. Less top-down, better collective power**

Each of these 4 pillars translates into a global objective that is in turn broken down into specific and quantified sub-objectives. Some of them are meant to be achieved in the short term (by 2020), others will be gradually implemented between today and 2030.

The Group will engage all of its employees and its main European partners in order to fulfill these ambitious objectives and reinforce its leadership in the sustainable transformation of the industry.

\* In m<sup>2</sup> GLA

\*\* From the levels at the end of 2015.

\*\*\* The "Better Places 2030" strategy applies to all operations performed by Unibail-Rodamco's shopping centres and offices in the Group's 11 countries of operation. This strategy will be rolled out with the same level of customer service and is expected to be accomplished in a value neutral manner. Viparis, a 50/50 subsidiary of Unibail-Rodamco and the Paris-Île-de-France Chamber of Commerce and Industry, will be subject to specific measures.





PILLAR

1

# LESS CARBON EMISSIONS, BETTER BUILDINGS



100% OF OUR EXISTING ASSETS AND OF OUR DEVELOPMENT PROJECTS ENGAGED IN THE REDUCTION OF THE GROUP'S CARBON FOOTPRINT

THE FIRST PILLAR  
IN FEW FIGURES

**-35%**

carbon footprint from the construction

**-70%**

carbon emissions from the operations

**100%**

green electricity



# A NEW SPECTRUM OF ACTIONS

The carbon emissions of an entity are usually measured on 3 scopes:

**SCOPE**

**1**

refers to all direct emissions of greenhouse gases; for Unibail-Rodamco, it relates mainly to emissions resulting from the consumption of primary energy for the operation of its buildings (gas, fuel).

**SCOPE**

**2**

refers to the indirect emissions of greenhouse gases; for the Group, it means those linked to the consumption of electricity and energy supplied by urban heating and cooling networks...

**SCOPE**

**3**

refers to all other emissions of greenhouse gases, specifically those stemming from the activity of the company's stakeholders. In the commercial real estate sector, it is mainly emissions related to construction works, to the energy used by tenants and to the transportation of visitors and occupants of the buildings.

Across all industries, companies have generally limited the measurement of their carbon emissions to those pertaining to the energy purchased and consumed by their buildings in operation (scopes 1 and 2), i.e. a restricted perimeter with respect to their overall carbon footprint.

**Unibail-Rodamco has decided to get fully involved on scope 3. In doing so, it becomes the first listed real estate company to address the very wide scope of indirect emissions resulting from construction works, consumption of energy by tenants and transport used by all users of its sites (employees and visitors).**

The objective is to reduce by  
**-50%**  
the carbon footprint  
of all of the Group's buildings by:

1. Reducing by -35% the carbon footprint from the construction of new development projects
2. Reducing by -70% the carbon footprint from the operation of existing assets

# 1—REDUCING BY -35% THE CARBON FOOTPRINT FROM THE CONSTRUCTION OF NEW DEVELOPMENT PROJECTS\*

Unibail-Rodamco is the first company in commercial real estate to commit to shrinking significantly and on a broad scope its carbon emissions resulting from construction. In practice, cutting by -35% its carbon footprint means going from around 800 kg CO<sub>2</sub>e / constructed m<sup>2</sup> constructed today to less than 520 kg CO<sub>2</sub>e / m<sup>2</sup> by the end of 2030.

\* Construction accounts for roughly 10% of the Group's annual carbon footprint.  
\*\* Equivalent carbon dioxide: as a rule, GHG (greenhouse gases, the main gas being CO<sub>2</sub>) emissions are measured through their equivalent weight of CO<sub>2</sub>.



## UNIBAIL-RODAMCO'S SOLUTIONS

### A "sober building" approach applied from conception:

→ Using **less materials** through optimized design and layout decisions: structure, facilities and equipment, façades, false ceilings, reduction of the number of parking spaces, etc.

### Using new solutions for construction projects and choosing alternative, low-carbon materials:

→ Use of **low-carbon concrete**, low-carbon cement, wood, etc.

### A procurement policy that enables the Group to gradually reduce the carbon footprint of construction materials:

→ Purchasing **less carbon intensive construction materials**, taking advantage of the industrial and energy innovations developed by manufacturers (recycled products, new industrial processes, etc.)  
→ **Selection of suppliers or products on the basis of their place of operation or manufacturing** (taking into account the country's energy mix).

### Developing targeted partnerships with construction firms and manufacturers of building materials:

→ **Technical partnerships** for the implementation of innovative solutions, possible co-funding of R&D projects.



## THE TIMELINE

### SHORT TERM: 2016-2020

**2016:**

- Documentation of the methodology and frame of reference for the calculation of the carbon footprint, including a life-cycle analysis, for each project.
- Systematic carbon footprint measurement from the design phase of each of the Group's projects.
- Selection of new key performance indicators.

**2017:**

- Integration of these carbon KPIs in all the Group's investment decisions.
- Systematic implementation of experimental low carbon solutions in new projects.
- Establishment of strategic partnerships supporting low carbon solutions.

### MID TO LONG TERM: 2020-2030

- Updated Group guidelines and recommendations for eco-design.
- Systematic integration of technological advances in their pilot stage.



## 2—REDUCING BY -70% THE CARBON EMISSIONS FROM THE OPERATION OF EXISTING ASSETS\*

This mainly relates to all carbon emissions arising from the energy consumed in the operations of the Group's buildings. This very significant decrease therefore builds simultaneously upon two drivers: accelerating the reduction of energy consumption and moving quickly towards low carbon or carbon-free sources of energy.

\*The operation of assets accounts for roughly 30% of the Group's annual carbon footprint.



### UNIBAIL-RODAMCO'S SOLUTIONS

#### Acceleration of the Group's energy efficiency policy:

- Continuous efforts for energy optimisation:
  - Expansion of **innovative solutions for steering and controlling energy consumption.**
  - **Incentive-based contracts** with maintenance providers (Energy Performance Contract), similar to the Energy Performance Contract signed with Engie in 2015 for the Ariane Tower of Paris La Défense.

→ **Accelerated transition towards 100% LED lighting solutions** (lighting accounts for 50% of the shopping centres' energy consumption).

#### Systematic use of electricity from renewable sources:

- **Systematic purchase of renewable electricity**, whether for use by the Group or by its tenants.
- Use of **local renewable or very low-carbon energy**:
  - *Example 1 – Aéroville, the first shopping centre in France that is heated and cooled by geothermal energy produced on-site, saving 310 tons of CO<sub>2</sub> emissions each year.*
  - *Example 2 – the Triangle tower project and its groundwater geothermal system covering more than 50% of annual heating and cooling needs.*
  - *Priority given to district networks over natural gas for the buildings' heating requirements, similar to the existing partnership with Climespace, a subsidiary of ENGIE, for the cooling in centres such as Forum des Halles and Carrousel du Louvre.*

### SEPHORA

It is on the occasion of its first carbon scope 3 audit that Sephora realised that the consumption of energy attributed to its shops had to become its top priority in the area of carbon. Through the running in a number of our stores of electric sub-metering solutions providing information by type of use, it was established that lighting was among the largest consumption items worldwide (32 countries).

*“Sephora confirms that all new Sephora stores to be inaugurated within Unibail-Rodamco's owned and managed shopping centres in Europe will feature 100% LED lighting installations, in line with our strategy to reduce our energy consumption across the world. Sephora announced that its new store at Forum des Halles-Canopy has just received the BREEAM certification, with an “Excellent” rating - a first for a retailer in France”*

**Chris de Lapuente**  
Sephora CEO

### ENGIE

ENGIE and Unibail-Rodamco signed a letter of intent to develop innovative, low-carbon solutions for shopping centers and office complexes that utilize renewable, decentralized energy, energy efficiency, smart buildings, and sustainable mobility. The agreement covers the complete life cycle of Unibail-Rodamco assets, whether renovation or new shopping center projects.

A first partnership between Unibail-Rodamco and ENGIE was initiated in June at the Vivatech trade show in connection with a request for projects (RFP) by the innov@ENGIE innovation platform. The RFP objective was to find innovative shopping center solutions for the collection, analysis and retrieval of information on tenants' energy consumption.

Unibail-Rodamco is a longstanding ENGIE customer for the entire asset value chain, from design, installation, operation, maintenance, and performance guarantees, to user support and financing.

This strategic partnership between Europe's leading commercial real estate company and the global energy operator is a perfect illustration of today's energy revolution. It is based on three solid approaches – decarbonization, decentralization and digitalization.



### THE TIMELINE

#### SHORT TERM: 2016-2020

**2016:**

- Implementation of partnerships with the retailers to accelerate and support the on-going transformation (e.g.: partnership with Sephora on the deployment of LED lights).

**2017:**

- 100% green electricity for all new electricity supply contracts in the shopping centres and office buildings.
- Systematic roll out of 100% LED lighting solutions in the shopping centres of the Group.

**2018:**

- Renewable electricity for 100% of the Group's assets.

**2016-2019:**

- Retailers will prepare for their transition to 100% LED lighting and to green electricity. Partnerships will be signed with pilot retailers.

#### MID TO LONG TERM: 2020-2030

- Obligation for all retailers operating in our centres to install 100% LED lighting solutions (all new leases from 2020).
- Obligation for all retailers in our centres to use energy supplied from renewable sources (all new leases from 2020); the tenant may contract with the operator of its choice, or take advantage of terms negotiated by the centre with an electricity supplier.
- Signing of partnerships with retailers to accelerate the implementation of LEDs and green electricity across all of their stores in the Group's centres (cf. the partnership established with Nature & Découverte in 2009 for the launch of the green lease).





PILLAR

2

## LESS POLLUTING TRANSPORT, BETTER CONNECTIVITY



CONNECTING 100%  
OF OUR SHOPPING CENTRES  
TO SUSTAINABLE MODES  
OF TRANSPORT

SECOND PILLAR  
IN FEW FIGURES

**-50%**

carbon footprint  
from transport

**75%**

of all visitors come  
to the centres by a sustainable  
means of transport



# REDUCING BY -50% THE GROUP'S ANNUAL CARBON FOOTPRINT FROM TRANSPORT BY 2030

Today, 41% of visitors on average come by car to the Group's shopping centres. Unibail-Rodamco is committed to developing sustainable mobility and sets itself a **challenging target: that, by 2030, 75% of all visitors come to its centres by a sustainable means of transport.**

As Europe's leading listed commercial property company, Unibail-Rodamco wants to give new momentum to the issues related to sustainable transportation in the territories where the Group operates.

Unibail-Rodamco commits to developing sustainable transportation solutions and improving access in all of its assets\*. This implies to work on all areas of the Group's business, from the design to the operation of the sites. Such an approach addresses the two key pollution factors resulting from transports: visitor transportation and retailer logistics.

\* The transportation of visitors + tenants' employees accounts for 50% of Unibail-Rodamco's annual carbon footprint.







## UNIBAIL-RODAMCO'S SOLUTIONS

**Connecting future development projects to the city: 100% of new developments incorporated into the pipeline from 2020 will offer at least one sustainable mode of transportation:**

→ The Group's selection and investment process will focus on connected projects that favour sustainable mobility with a strong and positive impact for their region.

- **Priority will be given to development projects connected to existing sustainable modes of transportation.**

→ For projects that are not yet connected to sustainable modes of transportation:

- In partnership with local and national authorities as well as transport companies, **conduct studies early in the process to evaluate the opportunities to connect our centres to sustainable transportation networks** (e.g.: studies on the extension of new lines, on their potential co-funding).



**For existing assets, develop the largest possible offer of sustainable transportation solutions:**

→ Unibail-Rodamco **is committed to systematically providing its visitors, retailers and employees with an extended offer of sustainable transportation solutions:**

- short-distance carpooling,
- testing of car-sharing solutions,
- autonomous electric transportation,
- increasing the number of parking spaces fitted with free charging points for electric vehicles,
- access by bike, availability of electric bikes and separate bike lanes (bicycle paths) on the sites.

→ **A few examples of solutions already tested or currently being introduced:**

**Example 1:** promotion of driverless electric shuttle services such as Navya, in operation since early September 2016 in the Lyon-Confluence area.

**Example 2:** in 2017, a short-distance carpooling service will be tested at several shopping centres and then extended to all centres, in partnership with short-distance carpooling operators. This service will be available to employees and visitors via the centre's mobile app or website.

**A set of pooled logistical solutions for tenant deliveries:**

Unibail-Rodamco seeks to reduce the impact of tenant deliveries in urban centres, by optimizing the loading of delivery trucks, reducing the number of vehicles involved and through low-polluting vehicles.

→ To this end, **the Group is currently working on UR Delivery, a shared logistics service for small shops in downtown shopping centres. Deliveries are grouped in a remote storage location and a single truck delivers the goods to the shopping centre.**

**UR Delivery is currently being tested:**

- *The Gaité project (Paris):* the application for commercial license and building permit include this pooling of deliveries.
- *Forum des Halles (Paris):* a study is being conducted with Urbismart (a start-up specialized in the consolidation of logistic flows) together with 13 retailers.

→ **Partnership with logistics providers for the development of pooled deliveries, using green vehicles:**

- Using electric trucks in partnership with local operators and optimising the loading of the delivery trucks.



## THE TIMELINE

### SHORT TERM: 2016-2020

#### 2017:

- Acceleration of the deployment of low-carbon transportation solutions (car-sharing, access by bike / electric bike, electric shuttles), parking spaces fitted with free charging points for electric vehicles, etc.)
- UR Delivery pilot.

#### 2018:

- 100% of the Group managed parking lots equipped with parking spaces fitted with free charging points for electric vehicles.

#### 2020:

- 100% of new development projects integrated into the development pipeline will offer at least one sustainable mode of transportation.

### MID TO LONG TERM : 2020-2030

- Implementation of pooled logistic solutions for urban shopping centres.
- Roll out UR Delivery.





PILLAR

3

## LESS LOCAL UNEMPLOYMENT, BETTER COMMUNITIES



100% OF OUR SHOPPING  
CENTRES COMMITTED  
TO SUPPORTING  
LOCAL EMPLOYMENT  
AND ECONOMIC  
DEVELOPMENT

THE THIRD PILLAR  
IN FEW FIGURES

1,000

young people hired per year,  
thanks to UR for Jobs

100%

of shopping centres  
will organize one event per year  
in partnership with a local NGO

100%

of shopping centres using  
Connect, the app for the Group's  
community of employees and retailers



# ENGAGING TO SUPPORT PROXIMITY EMPLOYMENT AND LOCAL ECONOMY

Unibail-Rodamco builds long-term partnerships where the Group develops and operates its assets. These partnerships involve working on a daily basis with all those who play a part in developing local communities: elected officials, local authorities, businesses and non-profit organisations.



## UNIBAIL-RODAMCO'S SOLUTIONS

**UR for Jobs, a Unibail-Rodamco initiative helping unskilled young people find a job: by 2020, we aim to offer 1,000 young people per year jobs in our European shopping centres.**

*Reminder: involving the Group and the teams across Europe, the retailers and the providers, UR for Jobs programme aims at training and supporting the recruitments of low skilled youth in our shopping centers. UR for Jobs was launched in three pilot centres in 2016: Parquesur (Spain), Almere (The Netherlands) and Rosny 2 (France). 106 people received training and 31 were offered jobs. The first phase of the project involved 86 volunteers from the Group.*

→ The programme will be progressively rolled out to the Group's 11 countries of operation, where the initiative will be carried out every year in all the shopping centres welcoming annually 6 million visits and above.

→ The Group aims to hire at least 1,000 young people per year by 2020. In 2017, the initiative will be extended to 15 shopping centres. Each will be granted a dedicated budget of €30,000.

**Support economic stakeholders in local communities by:**

→ **Supporting the development of new local retail concepts** through partnerships with entrepreneurs and regional networks.

→ **Identifying new forms of retail formats** encouraging short food distribution channels, circular economy,...

*Example: the first multichannel clothing swap application, Dress in the City, tested at Les 4 Temps, will be rolled out in several shopping centres.*

→ **Applying a "most favoured retailer" policy:** giving preference to local retailers at equivalent customer service and financial terms.



**Strengthen partnerships with local organisations:**

**100% of the Group's shopping centres will organize at least one event per year in partnership with a local NGO.**

→ As from 2018, all shopping centres will organize at least one event per year to highlight a social or environmental issue in partnership with an NGO or local non-profit organisation.

*Examples of existing partnerships: Ecoles de la 2<sup>ème</sup> Chance, Unicef, UNAPEI, the Red Cross, Emma@Work, Stichting Studeren & Werken op Maat, Qzmianom... Local support provided to 341 organisations in 2015.*

**Develop services towards the community of employees working in the Group's shopping centres (UR staff, retailers and service providers):**

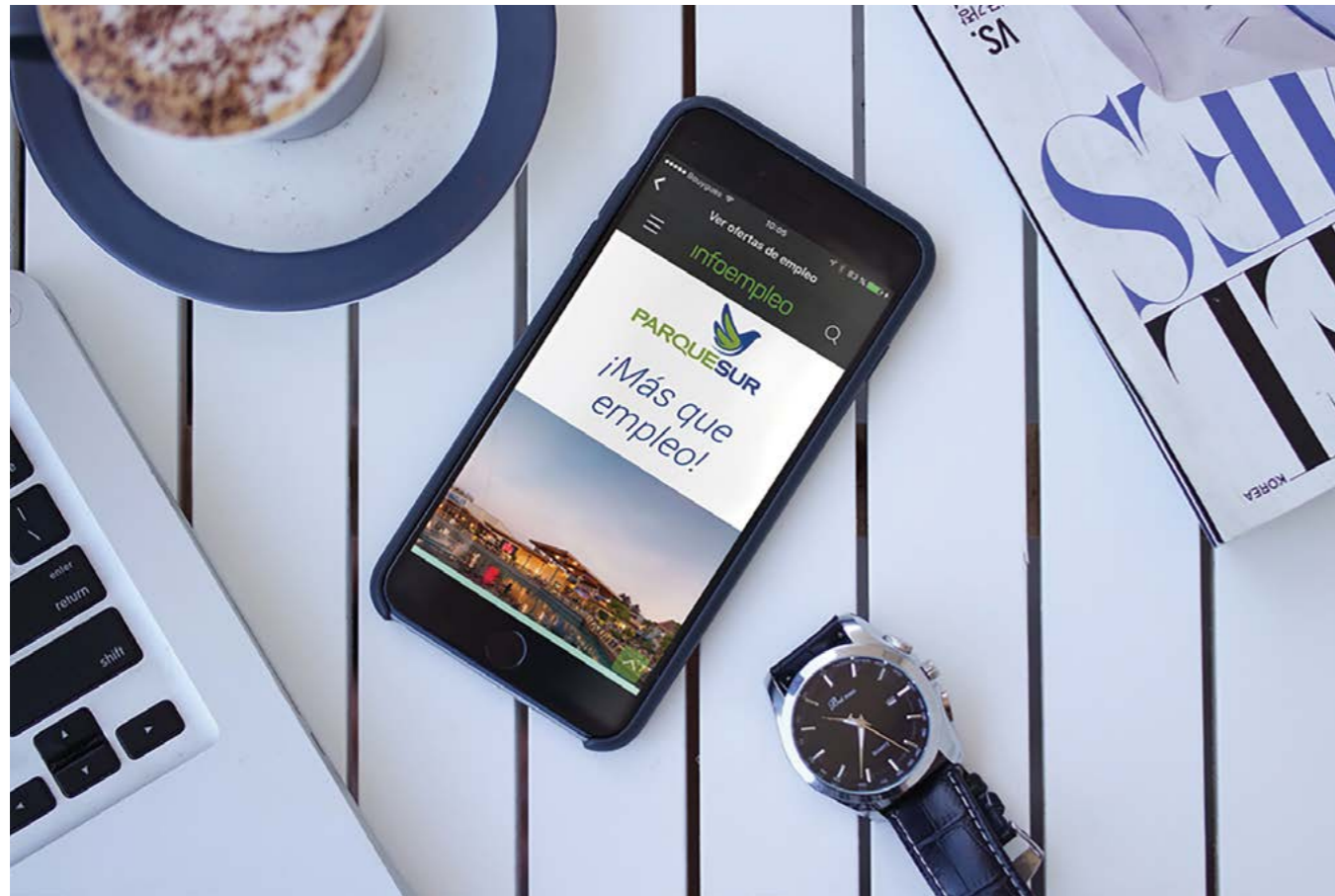
→ Unibail-Rodamco is building upon technological and digital innovations to bring together employees and retailers at each of its shopping centres.

**An application – already tested at Parquesur and La Maquinista in Spain – will be rolled out in the rest of the Group's shopping centres (all centres covered by 2019).**

**The purpose of this initiative is to:**

- Make communication and interaction easier between shopping centre management and retailers.
- Support local employment by publishing job offers from the centre's retailers and service-providers in real time as well as simplify retailer management.
- Create a sense of belonging by improving the life of the centre and the service provided to its customers.





**THE TIMELINE**

- 2016:**
  - 3 pilot centres for UR for Jobs programme.
- 2017:**
  - 12 new centres in the UR for Jobs programme, i.e. 15 in total.
- 2018:**
  - 100% of shopping centres will hold an annual event involving a local or national non-profit organisation.
- 2019:**
  - 100% of shopping centres will use Connect, the app for the Group employees and retailers.
- 2020:**
  - Roll out of UR for Jobs in 100% of the shopping centres of the Group welcoming annually 6 million visits and above.
  - At least 1,000 young people per year hired through the UR for Jobs programme.







PILLAR

4

## LESS TOP-DOWN, BETTER COLLECTIVE POWER



100% OF OUR  
WORKFORCE COMMITTED  
TO SUSTAINABLE  
DEVELOPMENT

THE FORTH PILLAR  
IN FEW FIGURES

100%

of the employees part  
of the Annual Day  
of Solidarity

100%

specific quantitative  
objectives for 100%  
Group employees



# ENGAGING TO SUPPORT BETTER PLACES 2030

A CSR strategy is fully effective only if supported by all and sustained by the motivation of employees and stakeholders. It must be incorporated into the daily actions of each and every one, whether they work at the head office or in the Group's centres in direct contact with the local communities.



## UNIBAIL-RODAMCO'S SOLUTIONS

### Creating an Annual Day of Solidarity: 100% of the Group's workforce involved as of 2018.

→ Unibail-Rodamco's entire workforce will take part in an Annual Solidarity Day, organized in all of the countries in which the Group operates.

- In 2017, a first pilot programme will be launched in France, The Netherlands and Sweden (50% of the Group's workforce). The initiative will be extended to the rest of the Group in 2018. Employees will be able to support organisations working in the fields of employment, social exclusion, disability and the environment. This programme will allow them to play an active role in supporting the communities the Group operates in.

### Creating a dedicated team to help achieve these goals:

→ A dedicated team will be created under the direct responsibility of the Management Board. Its structure will be purposely flexible and agile, as it will be supported by operational teams, CSR goals being central to their day-to-day duties. It will be in charge of developing new methods and analytical tools, of building relevant partnerships, uniting the company around CSR goals and promoting initiatives and results, both internally and externally.

### Setting CSR goals adapted to each of the Group's activities:

→ From 2017 onwards, the members of the Management Board, the Group Management Team and Country Management Teams will have specific goals related to the "Better Places 2030" programme:

- **The CEO and Management Board members** will have specific CSR objectives defined by the Supervisory Board based upon the recommendation of the Governance, Nomination & Remuneration Committee. These objectives will be based on specific quantitative criteria published in the annual report; they will represent up to 50% of the annual qualitative variable remuneration.
- From 2017 onwards, **the Chief Development Officer and his teams will have to:**
  - Implement new monitoring processes for construction, sourcing and investment projects that are compatible with the CSR 2030 agenda.
  - Define a methodology for assessing the carbon footprint of the Group's projects and identify the first low-carbon solutions and materials. The processes and guidelines defined will be communicated and applicable to all the Group's development teams.

- **The Chief Operating Officer and his teams** (in terms of operating management, marketing, shopping centre operations, leasing, etc.) will be set specific goals:
  - Roll out of the CSR policy in the Group's shopping centres.
  - Roll out of the LED and green electricity strategy.
  - Reduce energy consumption according to targets.
  - Launch new strategic partnerships with Group retailers and shopping centre service-providers.

- **The Chief Resources Officer and her teams** will be in charge of:
  - Rolling out the global CSR 2030 strategy.
  - Rolling out the UR for Jobs initiative.
  - Organising the Annual Day of Solidarity.
  - Implementing suitable processes for setting and evaluating CSR objectives for the entire workforce.
- **The Chief Financial Officer and Deputy Chief Financial Officer** will be responsible for:
  - Promoting the Group's new CSR policy to investors and SRI analysts.
  - Implementing suitable CSR KPIs for acquisition projects; integrating the new monitoring processes in the 5-year plans.
  - Developing socially responsible financing.
  - Managing the impact of "Better Places 2030" on the Group's performance.

→ CSR goals will be applied from January 2017 to all members of the Management Board, the Group Management Team and the Country Management Teams, and gradually extended to all the Group employees by January 2018.





**Encouraging new, environmentally friendly behaviour by employees:**

**Change also means adopting environmentally friendly behaviour.** For this reason, Unibail-Rodamco will provide all employees with the necessary workforce and resources to encourage new habits and help them reduce their environmental impact.

→ **Concerning business travel:**

- Meetings by videoconference will be favoured by **implementing high-performance technological tools offering an efficient alternative to physical meetings, thus reducing business travel.**
  - From end of 2016, 100% of the Group's workforce will be able to access a new desktop application enabling them to organise videoconference from all laptops or tablets.
- **From 2017 onwards, all new company cars will be hybrid or electric.**
- The private pool of electric cars available to employees at the Group's head office will be increased.
- As of 2017, **all business travels by air or train** (i.e. 3,373 tons of CO<sub>2</sub> per year) **will be compensated by reforestation programme.**

→ **Concerning paper consumption:**

- Employees are already encouraged to use electronic document formats instead of paper. From end 2016, **all main internal annual processes** (5-year plans, development project reviews, internal evaluations, investment decisions, etc.) **will be performed electronically.**

**Building momentum to involve and develop the Group's ecosystem:**

The success of the "Better Places 2030" strategy and the speed with which it is implemented depend on stakeholders' contributions.

**Unibail-Rodamco will therefore speed up the development of a supportive ecosystem** comprising major industrial groups, SMEs, start-ups and research centres through cooperation projects and open innovation partnerships to design solution for the future.

→ **In June 2016, Engie and Unibail-Rodamco published a joint call for projects targeting start-ups and SMEs,** to identify new tools for analysing energy consumption in large shopping centres.

→ For its second season, kicked off in September 2016, **UR Link accelerator** will also open to start-ups working in fields related to "Better Places 2030", from energy efficiency to new forms of mobility and the circular economy.

→ **R&D partnerships** with construction and logistics companies will be established to test solutions and support their implementation in our assets.



**THE TIMELINE**

**2017:**

- Organisation of the Annual Day of Solidarity in three pilot countries (France, Sweden and The Netherlands).
- Implementation of specific quantitative objectives for the Management Board, the Group Management Team and Country Management Teams in the Group's 11 countries of operation.
- All new company cars hybrid or electric.

**2018:**

- Roll out of the Annual Day of Solidarity to the whole Group.
- Implementation of specific quantitative objectives for all Group employees.

**2020:**

- 100% of the company cars hybrid or electric.



**unibail·rodamco**

**Creating better places together**

**About Unibail-Rodamco**

Created in 1968, Unibail-Rodamco SE is Europe's largest listed commercial property company, with a presence in 11 EU countries, and a portfolio of assets valued at €39.3 billion as of June 30, 2016. As an integrated operator, investor and developer, the Group aims to cover the whole of the real estate value creation chain. With the support of its 1,985 professionals, Unibail-Rodamco applies those skills to highly specialised market segments such as large shopping centres in major European cities and large offices and convention & exhibition centres in the Paris region.

The Group distinguishes itself through its focus on the highest architectural, city planning and environmental standards. Its long term approach and sustainable vision focuses on the development or redevelopment of outstanding places to shop, work and relax. Its commitment to environmental, economic and social sustainability has been recognised by inclusion in the FTSE4Good and STOXX Global ESG Leaders indexes.

The Group is a member of the CAC 40, AEX 25 and EuroSTOXX 50 indices. It benefits from an A rating from Standard & Poor's and Fitch Ratings.

For more information, please visit our website  
**[www.unibail-rodamco.com](http://www.unibail-rodamco.com)**



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**Creating better places together**