

GRI cross-reference table

We have benchmarked our reporting against the GRI: G3.0 reporting guidelines. We assess our application of the GRI reporting framework to be at level B.z

● = Fully reported
 ◐ = Partially reported
 ○ = Not reported

1. Strategy and analysis				
GRI Indicator		Cross-reference	Notes	Reported
1.1	Statement from the most senior decision maker of the organisation.	Page 5, 10, 11		●
1.2	Description of key impacts, risks and opportunities	Page 6, 7, 8,9		●
2. Organisational profile				
GRI Indicator		Cross-reference	Notes	Reported
2.1	Name of the organisation	Page 6		●
2.2	Primary products, services and brands	Page 6		●
2.3	Operational structure of the organisation including main divisions, operating companies, subsidiaries, and joint ventures	Page 6, 7, 10, 11		●
2.4	Location of organisation's Head Office	Back cover of report	Amsterdam	●
2.5	Number of countries where the organisation operates	Page 6, 7		●
2.6	Nature of ownership and legal form	Page 6		●
2.7	Markets served	Page 2-3, 6, 7	See for further information www.redevco.com/portfolio/portfolio-information/	●
2.8	Scale of the organisation	Page 6, 7, 42	Redevco does not disclose total capitalization broken down in terms of debt and equity as this is proprietary information. Our shareholder does not allow to disclose this information.	◐
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Page 6, 7, 42		●
2.10	Awards received in the reporting period	Page 49		●
3. Report parameters				
GRI Indicator		Cross-reference	Notes	Reported
Report profile				
3.1	Reporting period	Page 53	1 January 2010 through 31 december 2010	●
3.2	Date of most recent previous report	See note	2009 CR report, published October 2010	●
3.3	Reporting cycle	See note	Annual	●
3.4	Contact point for questions regarding the report	See note	Lisette van der Ham Email: lisette.van.der.ham@redevco.com Phone: +31 20 599 62 48 Derk Welling Email: derk.welling@redevco.com Phone: +31 20 599 62 67	●
Report scope and boundary				
3.5	Process for defining report content, determining materiality	Page 2, 8, 9, 53		●
3.6	Boundary of the report	Page 53, 54		●
3.7	Specific limitations on the scope or boundary of the report	Page 53, 54 and this table		●
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities and outsourced operations	Page 53, 54		●
3.9	Data measurement techniques and the bases of calculations	Page 53-55 and this table		●
3.10	What is the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statements.	Page 53, 54		●
3.11	Significant changes in the scope, boundary or measurement methods applied in the report	Page 53, 54		●
GRI Content Index				
3.12	Table identifying the location of the Standard Disclosures in the report	Page 56-60	www.redevco.com	●
Assurance				
3.13	Policy and current practice with regard to seeking external assurance for the report	Page 53		●
4. Governance, commitments and engagement				
GRI Indicator		Cross-reference	Notes	Reported
Governance				
4.1	Governance structure of the organisation	Page 6, 7,11		●
4.2	Is the Chair of the highest governance body also an executive officer?	See note	No he is not	●
4.3	Number of members of the highest governance body that are independent and/or non-executive members	See note	Redevco has a two-tier system/ None	●
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Page 41-44, 46		●
4.5	Linkage between compensation for members of the highest governance body and the organisation's performance	Not reported. See note		○
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Page 12-15	Business Integrity Policy	●
4.7	Process for determining the qualifications and expertise of the members of the highest governance body	Page 10, 11, 41-42		●
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to the organisation	Page 12-15, 41-42		●
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance	Page 10, 11, 43-46		●
4.10	Procedures for evaluating the highest governance body's own performance	Page 10, 11		●

Commitments to external initiatives

4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	See note	Procedures ICRM and risk mng control are built in, including Business integrity policy (See CR report 2008, page 35 which can be downloaded at www.redevco.com/cr)	●
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives	See note	Overview charters 8-9 Supporting local communities 16 Listed buildings and cultural heritage 23-24 Energy use and CO2 emissions 28, 31, 33 Water use 33, Stakeholder engagement 43-47	●
4.13	Memberships in associations	Page 17, 46, 48, 51		●

Stakeholder Engagement

4.14	List of stakeholder groups engaged by the organisation	Page 40, 41		●
4.15	Basis for identification and selection of stakeholders with whom to engage	Page 40	Redevco is in a process of identifying its stakeholders. In 2010 a list of stakeholders was drafted in cooperation with Redevco Board. For each stakeholder it was indicated the influence Redevco has on every stakeholder and vice versa. Then all stakeholders were categorized in 4 groups, depending on level of influence. In 2011 a stakeholder dialogue will be organized in cooperation with VBDO	●
4.16	Approaches to stakeholder engagement	Employees: page: 40-44, Tenants: page 44-47, Suppliers: 48, Shareholder: page 49, Society at large: page 50-51	In 2011 Redevco will organise a stakeholder dialogue in cooperation with VBDO	●
4.17	Key topics and concerns that have been raised through stakeholder engagement	Employees: page: 40-44, Tenants: page 44-47, Suppliers: 48, Shareholder: page 49, Society at large: page 50-51	In 2011 Redevco will organise a stakeholder dialogue in cooperation with VBDO	●

DMA – DISCLOSURE ON MANAGEMENT APPROACH

GRI Indicator		Cross-reference	Notes	Reported
EC	Economic performance	Page 6, 11, 16, 17	See also page 35 CR report 2008 (Which can be downloaded at www.redevco.com/cr)	●
	Market presence	See note	Redevco does not publish certain data due to its ownership and size. See specific indicators for further details. See website http://www.redevco.com/about-redevco/ for general market presence.	●
	Indirect economic impacts	Page 5, 8, 9, 11, 16-19, 20, 21		●
EN	Materials	Page 11	New developments are subject to a BREEAM assessment. BREEAM includes requirements regarding materials used including the environmental impact and recycling. In Turkey recycling takes actively place at the mall. See page 38. As we are mostly not in charge of mall management we can only indirectly influence the retailers/tenants to	●
	Energy	Page 10, 11, 26-35		●
	Water	Page 10, 11, 36-37		●
	Biodiversity	Page 11	New developments are subject to a BREEAM assessment. BREEAM includes requirements regarding biodiversity (land use & ecology). If applicable, an ecology study is conducted by a specialist meeting BREEAM requirements	●
	Emissions, effluents, and waste	Page 10, 11, 26-35		●
	Products and services	Page 11	New developments are subject to a BREEAM assessment (www.breeam.org) aiming a Very Good rating. In addition Redevco set a goal to obtain EPCs for all buildings by 2012, also when not required by regulations.	●
	Compliance	Page 10-15	Redevco's Business Integrity Policy (CR Report 2008, page 35 at www.redevco.com/cr)	●
	Transport	Page 11, 26-29		●
LA	Overall	Page 10, 11		●
	Employment	Page 10, 11, 41, 43, 44		●
	Labour/Management relations	Page 10, 11, 41, 43, 44		●
	Occupational health and safety	Page 10, 11	Redevco does not have an health and safety committee in place	●
	Training and education	Page 10, 11 and 44		●
Diversity and equal opportunity	Page 10, 11, 41, 42		●	

HR	Investment and procurement practices	Page 15	In China and Turkey certain elements of human rights like contracts with employees, minimum wage are included in the agreements with local parties. Quote Stanly Leung page 15.	●
	Non-discrimination	See note		●
	Freedom of association and collective bargaining	See note		●
	Abolition of child labour	See note	Not applicable as we are mainly an office organisation	●
	Prevention of forced and compulsory labour	See note	Not applicable as we are mainly an office organisation	●
	Security practices	See note	Not applicable as we are mainly an office organisation	○
	Indigenous rights	Not reported	Not identified and therefore not reported on	●
SO	Community	Page 16-19		●
	Corruption	See note	Redevco's Business Integrity Policy is applicable (see CR report 2008, page 35 at www.redevco.com/cr)	●
	Public policy	Page 51	Redevco's Business Integrity Policy is applicable. It is not allowed to give financial and in-kind contributions to political parties, politicians and related institutions. An overview of public policy positions and participation in public policy development and lobbying is provided on page 51	●
	Anti-competitive behaviour	Page 10-15	Business Integrity Policy (page 35 CR report 2008 at www.redevco.com/cr)	●
	Compliance	Page 10-15	Business Integrity Policy (page 35 CR report 2008 at www.redevco.com/cr)	●
PR	Customer health and safety	Page 11, 20-25	Regarding improvements to be made. Some are made due to customer safety like asbestos. New developments have to meet BREEAM requirements and meet local regulations.	●
	Product and service labelling	Page 11, 34, 38	New developments have to meet BREEAM requirements.	●
	Marketing communications	Page 11, 12-15		●
	Customer privacy	See note	Not applicable	●
	Compliance	See note	Not identified and therefore not reported on	●

Social performance indicators: labour practices and decent work				
GRI Indicator		Cross-reference	Notes	Reported
Aspect: Employment				
LA1	Total workforce by employment type, employment contract, and region	Total workforce by employment type: page 41, Total workforce by region: page 42	Total workforce by employment contract not available. Will be included in next year report.	○
LA2	Total number and rate of employee turnover by age group, gender, and region	Total number and rate of employee turnover by age group: page 42 Total number and rate of employee turnover by gender: page 42 Total number and rate of employee turnover by region: page 41		●
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	See note	In terms of benefits provided to employees, Redevco does not make a distinction between fulltime, temporary or part-time employees	●
Aspect: Labour/Management Relations				
LA4	Percentage of employees covered by collective bargaining agreements	See note	No overall collective bargaining agreement, since we are too small. Permitted and available at local country level	●
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements	See note	In general 3 months, but this differs per region	●
Aspect: Occupational health and safety				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	None		●
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	Page 41	Absentee rate only	○
LA8	Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases	Not reported	Not available. On individual basis customised approach available	○
LA9	Health and safety topics covered in formal agreements with trade unions.	Not reported	Not applicable. No formal agreement with trade unions	○
Aspect: Training and education				
LA10	Average hours of training per year per employee by employee category	Not reported	Hours not available, budget is available on page 43	○
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Page 43-44		●
LA12	Percentage of employees receiving regular performance and career development reviews	See note	All employees receive regular performance and career development review. 100%	●

Aspect: Diversity and equal opportunity

LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	Page 41, 42	Redevco does not distinguish indicators of diversity based on minority groups and composition of the board in terms of age groups.	●
LA14	Ratio of basic salary of men to women by employee category	Not reported	Not available. We do not report on this as we have been unable to collect the data. It is not possible to provide any meaningful insight into this ratio, as salaries reflect many variables, such as length of service, age, country and type of job.	○

Social performance indicators: human rights

GRI Indicator	Cross-reference	Notes	Reported
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Aspect: Investment and procurement practices

HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	Not reported	Not material	○
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Not reported	Not available	○
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Not reported	Not available	○

Aspect: Non-discrimination

HR4	Total number of incidents of discrimination and actions taken	See note	No incidents or discrimination reported	●
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Aspect: Freedom of association and collective bargaining

HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Not reported	Not applicable. See Business Integrity Policy	○
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Aspect: Child labour

HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour	Not reported	Not applicable	○
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Aspect: Forced and compulsory labour

HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures taken to contribute to the elimination of forced or compulsory labour	Not reported	Not applicable	○
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Aspect: Security practices

HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations	Not reported	Not available. In our Turkey Shopping centers we hire external security personnel. In 2011 we will review these third-parties regarding training on human rights.	○
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Aspect: Indigenous rights

HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	See note	Zero incidents and no violations involving rights of indigenous people were reported	●
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Social performance indicators: society

GRI Indicator	Cross-reference	Notes	Reported
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Aspect: Community

SO1	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	Not reported	Not available	○
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Aspect: Corruption

SO2	Percentage and total number of business units analysed for risks related to corruption	See note	100%	●
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	Not reported	Not available	○
SO4	Actions taken in response to incidents of corruption	Page 13,15	Quote by Jaap Blokhuis and Javier Hortelano	●

Aspect: Public policy

SO5	Public policy positions and participation in public policy development and lobbying	Not reported	Not available	○
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	See note	Stemming from Redevco's Business Integrity Policy it is not allowed to give financial and in-kind contribution to political parties, politicians, and related institutions	●

Aspect: Anti-competitive behaviour

SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	See note	No legal actions for anti-competitive behaviour, anti trust, and monopoly practices in 2010	●
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Aspect: Compliance

SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	See note	No significance found and non-monetary sanctions for non-compliance with law and regulations	●
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Social performance indicators: Product responsibility

GRI Indicator	Cross-reference	Notes	Reported
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Aspect: Overall

PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	See note	All Redevco owned buildings are frequently assessed for improvement and compliance with local regulations. Frequency may differ per country. New development projects are assessed against Redevco's Programme of Requirements, including health and safety requirements	●
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	See note	We have not identified any non-compliance with regulations and voluntary codes (e.g. Bream)	●

Aspect: Product and service labelling

PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Page 34, 38		●
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	See note	We have not identified any non-compliance with regulations and voluntary codes (e.g. Bream)	●
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Not reported	Not available	○

Aspect: Marketing communications

PR6	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	Page 12-15		●
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	Not reported	Not applicable	○

Aspect: Customer privacy

PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Not reported	Not applicable	○
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Aspect: Compliance

PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	See note	We had no significant fines for non-compliance with laws and regulations concerning the provision and use of our buildings, developments and services	●
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Economic performance indicators

GRI Indicator	Cross-reference	Notes	Reported
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Aspect: Economic

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	See note	Chapter 'Our business activities' page 7 and chapter 'Supporting local communities' donations page 16 and 17. Payments to government is not allowed see BIP page 35 CR report 2008.	●
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Page 8, 9, 32	As indicated on page 23, Redevco plans to develop a climate change risk assessment for all assets, which is scheduled by 2012. The financial risk is coming from the sharpening of environmental law en regulation in Europe and beyond over time. When Redevco doesn't act now it may face financial sanctions in the future. It is however not clear how this will impact Redevco financially as coming regulation and potential sanctions or taxes are still under development	●
EC3	Coverage of the organisation's defined benefit plan obligations	See note	Per country application of local laws and regulations. Not reported on per country	⊖
EC4	Significant financial assistance received from government	See note	Zero: no payments are allowed see BIP page 35 CR report 2008	●

Aspect: Market presence

EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	See note	Not publicly available. It is standard HR policy that everybody earns above minimum wage but this is not publicly available.	⊖
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Not reported	Not recorded	○
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Not reported	Not recorded	○

Aspect: Indirect economic impacts

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	See note	Examples provided in chapter "Society at large" page 50-51 and "Supporting local communities" page 16-19 and chapter 'Listed buildings and cultural heritage' page 20.	●
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Page 5, 8, 9		●

Environmental performance indicators

GRI Indicator	Cross-reference	Notes	Reported
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Aspect: Materials

EN1	Materials used by weight or volume	Not reported	Not material. Redevco invests in existing buildings	○
EN2	Percentage of materials used that are recycled input materials	Not reported	Not available. On country level recycling takes place but no overall percentage available	○

Aspect: Energy

EN3	Direct energy consumption by primary energy source	Page 54, 55		●
EN4	Indirect energy consumption by primary source	Page 54, 55	Breakdown of indirect energy consumption in terms of renewable vs. non-renewable has not been included.	⊖
EN5	Energy saved due to conservation and efficiency improvements	Page 28-33		●
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives	Page 34		●
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	Page 28-33, 35		●

Aspect: Water

EN8	Total water withdrawal by source	Page 36-37	All water comes from municipal sources. No other sources are used	●
EN9	Water sources significantly affected by withdrawal of water	Page 36-37		●
EN10	Percentage and total volume of water recycled and reused	See note	0% of total volume of water was recycled and reused	●

Aspect: Biodiversity

EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See note	Not available	○
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Not reported	Not available. Impact is assessed on project by project basis. New developments are subject to a BREEAM assessment. In order to achieve a BREEAM certificate an ecology study is conducted by an independent expert meeting BREEAM requirements (see also www.breeam.org)	○
EN13	Habitats protected or restored	Not reported	Not available	○
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	See note	New developments are subject to a BREEAM assessment. In order to achieve a BREEAM certificate an ecology study is conducted by an independent expert meeting BREEAM requirements (see also www.breeam.org)	●
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not reported	Not available	○

Aspect: Emissions, effluents, and waste

EN16	Total direct and indirect greenhouse gas emissions by weight	Page 27, 31, 54		●
EN17	Other relevant indirect greenhouse gas emissions by weight	Page 27, 31, 54		●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Page 26-35		●
EN19	Emissions of ozone-depleting substances by weight	Not reported	Not available	○
EN20	NOX, SOX, and other significant air emissions by type and weight	Not reported	Not available	○
EN21	Total water discharge by quality and destination	Not reported	Not available	○
EN22	Total weight of waste by type and disposal method	Not reported	Not available. Only in shopping centers in Turkey data on waste is collected	○
EN23	Total number and volume of significant spills	Not reported	Not available	○
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Not reported	Not applicable	○
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff	Not reported	Not available	○

Aspect: Products and services

EN26	Initiatives to mitigate environmental impact of products and services and extent of impact mitigation	See note	Not available. It is Redevo's policy to assess all new developments with a construction spend in excess of € 10 million under the BREEAM method (see also www.breeam.org) aiming for a 'Very Good' rating. A list of aimed BREEAM certificates is provided at page 38 - 39	○
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	Not reported	Not applicable	○

Aspect: Compliance

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	See note	No significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations in 2010.	●
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Aspect: Transport

EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Page 26-29		●
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Aspect: Overall

EN30	Total environmental protection expenditures and investments by type	Not reported	Not available	○
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