E R E D E V C O

TOWARDS SUSTAINABLE CITLE

Medn

RESPONSIBLE REAL ESTA INVESTMENT 2014 / 2015

Including city cases

BUSINESS IN BALANCE

🚝 REDEVCO

INDEX





E D E V C O

Dear readers,

Sustainability is deeply rooted in this family owned group of companies; it's been the way we do business for more than 170 years. That's why we believe it is our task to make an effort to contribute to sustainability in a broad sense. As an investment manager with a focus on retail real estate, we have a special dedication to the cities where we manage our property.

This is Redevco's 7th report on our responsible real estate investment policies and actions. This year's report is largely dedicated to our view on sustainable cities, which in our opinion are those which successfully and responsibly combine functions so that people want to spend time there, both now and in the future, whether it is for living, working or recreation. These are the cities that we consider as being sustainable in the long term, and therefore they are the right locations for us to invest in. However modest our role may be, we believe we can help make cities more sustainable by investing and improving the buildings we manage, and by positively impacting the communities in which we operate. This is the philosophy behind our active contribution to the general trend towards sustainable cities.

In this report, we illustrate our view on *how* and *where* we invest with three case cities. We have chosen in Germany, in the Netherlands, and in Belgium as this year's city cases, and I am sure you will enjoy reading more about each city. We will continue with this initiative in future reports, presenting new city cases

in the years to come. In each case, you will see that the Redevco projects in each city are often the result of years of engaging with multiple stakeholders, balancing both their short-term needs with long-term interests.

Our stakeholders' opinions, both internal and external, as to what is important for Redevco to focus on when it comes to sustainability matter a great deal to us. We have conducted a materiality assessment to re-evaluate and re-determine the material topics. The result shows that there is a close fit between what our stakeholders deem material and what we have defined as our focus areas for investing responsibly. To sharpen our approach, we have used the outcome to structure our activities into two categories that cover the 12 material issues: 'future proofing our portfolio' and 'responsible business operations'. The chapter 'responsible investment approach' also includes detailed information on the stakeholders' views across the regions we operate in.

To us, future proofing the portfolio, means knowing where to invest and how to improve the quality of our real estate, whilst respecting the boundaries our planet's resources. To achieve the latter, we have started with a BREEAMprogram with the aim to fully certify our portfolios by the end of 2016; currently with 68% of our invested volume certified in 2014, we are well on the way to achieving this. We only consider this as the starting point for improving the quality of our real estate; there are many points where we can go much further, for example by reducing the energy use and carbon emissions, as well as improving the health and safety of our portfolios.



"WE BELIEVE WE CAN PLAY A ROLE IN MAKING CITIES MORE SUSTAINABLE BY INVESTING AND IMPROVING THE BUILDINGS WE MANAGE AND BY POSITIVELY IMPACTING THE COMMUNITIES IN WHICH WE OPERATE" ANDREW VAUGHAN, CEO REDEVCO To be successful, engaging with our tenants is a substantial part of our efforts as we are convinced that only by cooperation will we be able to maximise our results. To make further steps in future proofing our properties, we really need the help of our tenants, which will be challenging in times where the focus of retailers is on managing to cope with the impactful changes that the retailing landscape is experiencing.

Our Research & Strategy team have further developed the City Attractiveness Model, and this helps us in a number of ways. Firstly, we use the model to determine optimal locations for our investments, and secondly, it provides the basis for our view on sustainable cities, as detailed in the cases. We also use this model in our partnerships with our retail customers.

As a responsible business, we look at our own impact on stakeholders and the planet. We monitor how we create the best possible working environment for our staff, how we reduce any negative influences of our own office operations, how we conduct business honestly and with respect to the relevant policies and procedures, and how we support local communities. I'm proud to note that business integrity scored highest in the materiality assessment, and that a recently conducted survey reported that our stakeholders respect us for that. In relation to our staff, our 2014 Employee Engagement survey showed that our staff are proud to work for Redevco and see us as a company with high moral standards, high levels of customer focus, and with a strong focus on Corporate Responsibility. In fact, these results score higher on many dimensions than those of global companies considered as the 'High Performance Norm'. Another aspect I'd like to highlight in this introduction is that in 2014 we supported 82 projects across our footprint, ranging from charities for the preservation of historic buildings, preserving the environment, and contributing to the lives and living environment of less privileged children and young people.

To finish, I would like to thank everybody involved in creating this report. It is the result of close and good cooperation between many people within the Redevco organisation as well as external stakeholders. We trust you will enjoy reading this report, and we welcome any feedback which will help us improve our efforts to support our contribution to making the world in which we operate more sustainable.

ANDREW VAUGHAN, CEO REDEVCO



🖉 R E D E V C O



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WHO WE ARE

Redevco is an independent, pan-European real estate investment management company specialised in retail property. The combined portfolio comprises 420 assets under management located in the strongest retail concentrations, with a combined value of 6.5 billion euro. Redevco is part of <u>COFRA Holding AG.</u>

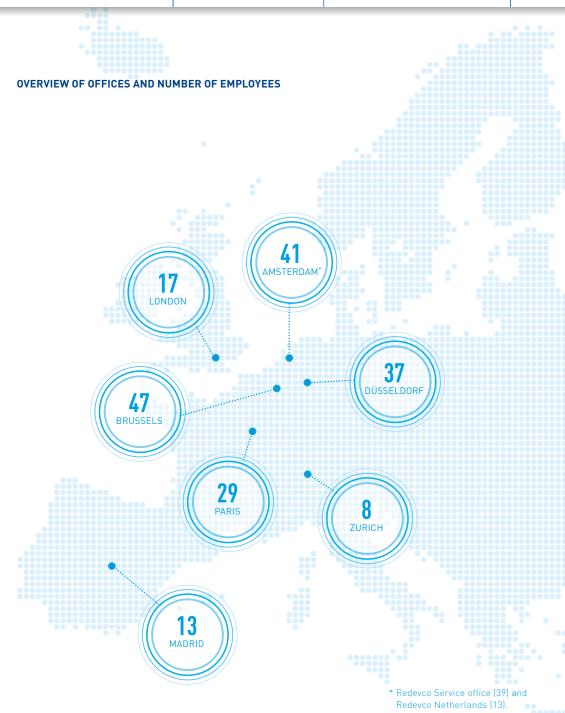
FULL SERVICE MANAGER

We employ just over 200 staff and provide a full range of real estate management capabilities along with investment management services. Investment management services include fund management fund administration. In addition, and Redevco provides in-house disciplines like Legal, Tax, Corporate Communications and Corporate Responsibility to advice and support our local team across the regions. Together with having our own research department, this full service concept is a distinctive characteristic of the company. Our services are fully dedicated to the analysis and interpretation of our business and give valuable input to our management. Redevco purchases, develops and redevelops, lets and manages, high-quality retail real estate properties, ensuring that these 'portfolios' optimally reflect the

needs of our clients and that we add to their value. Ultimately we believe in the long-term value of retail properties across the risk/return spectrum, with a focus on high streets and inner city shopping centres in thriving inner cities. In addition, we invest in and develop out-of-town retail parks.

TEAM REDEVCO

We currently manage property in 11 countries across Europe. We have offices in every region, staffed by highly skilled retail real estate professionals; we therefore have a thorough knowledge of the local retail consumer and real estate markets. Our local teams enable us to respond rapidly to opportunities when they arise and to create opportunities ourselves. In addition to having local offices, our activities are supported at a strategic level by the Redevco Service Office in Amsterdam. The dedicated Investment Management team operates from our London office and is responsible for raising capital (both equity and debt), investor relations and implementing investment strategies for capital raised.



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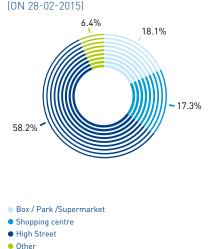
RETAIL SPECIALIST

As we strive to be the real estate partner of choice, we work closely with them to understand the challenges they face, translating these into a robust investment strategy from which both our retailers and our investors benefit. Thanks to our group's lona historv in retail, we have an in-depth understanding of the retail sector, urban development principles, and the ability to apply that understanding to all steps of the value chain. We understand that physical stores must add tangible value in the multichannel brand strategy of our tenants. With our strategic focus on properties in the dominant shopping areas of Europe's most resilient markets, we are able to do iust that.

ADJUSTING TO A NEW REALITY

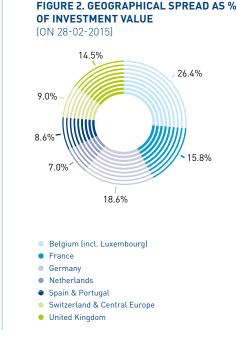
Following a strategic review in 2011, Redevco began re-organising its real estate portfolio to focus on those assets which we believe will both survive and flourish in the digital revolution that currently has and will continue to have a significant impact on retail. Our in-depth understanding of the new economic environment and the structurally changed retail landscape has enabled us to





upgrade the quality of our existing portfolio and divest all our non-retail assets.

This led to the decision to cease our operations in a number of emerging markets. As a consequence, the number of assets under management and portfolio value declined. Redevco is currently looking to increase the value of assets under management by looking across the risk-return spectrum for retail property on principal shopping streets in the larger cities across Western Europe, as well as inner city shopping centres and



dominant out-of-town retail parks. In addition, Redevco has investigated the option of creating a business model which allows third party investors to join us and invest in high guality real estate and grow the portfolio.

STRATEGY UNDERPINNED BY IN-HOUSE RESEARCH

It is our task to fully understand the developments in the retail landscape, enabling us to adapt our property offerings to the needs of our clients

We have an in-house research team that continuously studies and analyses the property and the retail market in order to determine our future growth opportunities. Over time. Redevco has created several initiatives that are key to how we move our operations forward. One of the tools we use is the Redevco City Attractiveness Model which analyses the attractiveness of cities based on 19 variables of about 800 cities in 18 countries across Europe. This not only gives us insights into the current 'attractiveness' of a city but it also offers us a future perspective. The three city cases in this report have been created using input from the City Attractiveness Model (page 21).

Another initiative is our Internet Strategy Platform (ISP), set-up five years ago. In this platform, we combine the knowledge and insights of our experts who continually research the impact of e-commerce on retail real estate. The platform started by exploring the phenomenon of e-commerce, developing numerous models to help us understand and predict the pace of change. More recently, our ISP activities have been aimed at defining the value of the physical

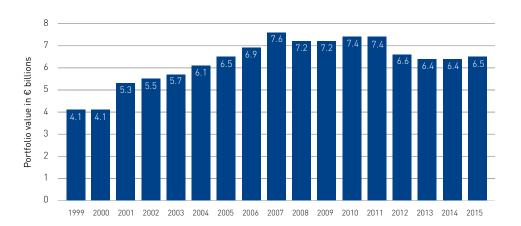
store in the current retail landscape. The value and role of the store varies from one retailer, sector, location and city to another. Despite the complexity of the subject, Redevco's differentiated approach has helped us to make clear, well-founded choices. With in-depth research on consumer behaviour and preferences, expert interviews, data-analysis, modelling and trend research, we have identified key internet retailing trends as well as likely retailer reactions to this changing retail landscape. During workshops with the regional offices, we prioritised the probable reactions based on their potential impact on retail real estate and Redevco. This was the basis for the formulation of clear and tangible initiatives at a European and regional level.

ADD VALUE TO LOCAL COMMUNITIES AND PRINCIPAL HIGH STREETS

We realise that when we invest, we can have a sustainable impact on and add value to local communities and retail destinations. Annually, we invest significant sums of money in our properties, upgrading their quality, but also positively impacting the streets on which they are located. When we invest, we aim to improve the environmental performance and we search for optimal cost solutions which go beyond regulations. This is reflected in our motto 'business in balance': to add value to local communities and improve environmental performance, without jeopardising financial returns.



FIGURE 3. PORTFOLIO DEVELOPMENT (UP TO 28-02-2015)



THE REDEVCO B.V. BOARD

Wolter Brenninkmeijer Chairman

Wolter Brenninkmeijer has been Redevco's Chairman since 2013 Wolter has been with Cofra for the past 25 years. He has held various commercial positions with C&A in France and in C&A Europe, managing the European stores between 1997 and 2000 as Executive Board member. He then joined Redevco, managing a start-up till 2002. In 2003 he joined the Private Equity arm of Cofra, Bregal Investments. In Bregal he has subsequently worked in BPEP. its fund investment arm between 2003 – and 2009, has restructured portfolio holdings and served in Investment Committees between 2010 and 2014 and has become Chairman in 2014 Wolter also serves on the Cofra Executive Board

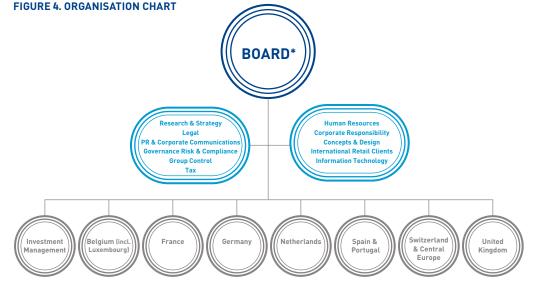
Andrew Vaughan Chief Executive Officer (CEO)

Andrew Vaughan joined Redevco as the United Kingdom Managing Director in 2000. In 2004 he was appointed Managing Director for United Kingdom & Nordics, and in 2007 was nominated to the Board in the role of COO of Western Europe (except Benelux). In 2010, Andrew took responsibility for the entire European portfolio and subsequently was appointed CEO in November 2011. Prior to joining Redevco, Andrew served at Moorfield Group Plc (1997-2000), where he managed the joint venture partnership with the Blackstone Group and other US PE Groups. From 1992 to 1997, he worked for Friends Provident Life Office where he was ultimately appointed Fund Manager, assuming responsibility for the entire City and West End portfolio.

Andrew's favourite shopping destination

Marcel Eggenkamp Chief Financial Officer (CFO)

Marcel Eggenkamp joined Redevco as Group Controller in 2005 where he was responsible for Group and Holding financial and management reporting, internal control environment, valuation of Redevco real estate assets, and coordination of external audits. In 2011, Marcel was appointed CFO of Redevco. His current responsibilities include IT operations, Legal, Tax, Business Control and Group Control functions. Prior to joining Redevco, Marcel worked at KPMG Advisory, where he was responsible for the advisory projects related to financial management, restructuring and corporate



* Ton van de Grampel has been appointed to the Board as Chief Human Resources Officer in July 2015

recovery. He has also worked for Ballast Nedam and KPN.

Marcel's favourite shopping destination

Eric Van Dyck Chief Investment Officer (CIO)

In 2010, Eric Van Dyck joined Redevco as Managing Director Belgium. In 2012, Eric was nominated to the Board in the role of CIO. His current responsibilities include Belgium and advising the Board on large real estate investments and divestments. Prior to joining Redevco, Eric worked for Cushman & Wakefield (C&W) for 27 years. He ran the Belgian Retail Agency team, set up a separate Retail Investment department in 1993, and became Managing Partner of the Belgian office in 2002. He was appointed Equity Partner in 1995, and became member of C&W's EMEA Board, and accepted the role of Chairman of the Management Board for the Netherlands, Greece, Turkey and Germany in 2007. Eric is also a nonexecutive Director at Leasinvest Real Estate, a listed Belgium-based REIT.

REDEVCO

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GOVERNANCE. RISK AND COMPLIANCE

The Redevco Board is responsible for maintaining a sound system of risk management and internal control, and for regularly reviewing overall business effectiveness

Redevco's Governance. Risk & Compliance (GRC) framework (Figure 5, 6) has been designed to manage rather than eliminate the risk of failure of achieving business objectives. The

FIGURE 5. **GOVERNANCE, RISK & COMPLIANCE FRAMEWORK**



framework is consistent with the COSO*-Enterprise Risk Management framework, and aims to secure Redevco's 'in-control' (IC) position.

The key components of the framework are:

- "Tone at the top" which comprises the principles and rules that underpin and establish boundaries for Redevco's activities
- "Strategy setting" refers to how strategy, planning and appraisal are used to achieve the objectives.
- "Policies and procedures" refers to the instructions and guidelines that provide details on material management processes.
- "Monitor & control" sets out how risks are to be managed through effective controls, how business activities are organised and managed, and how authority is delegated.
- "Audit and review activities" sets out how compliance with laws is managed. It includes external and internal audit activities. business reviews. and compliance checks on our regulated business

* Committee of Sponsoring Organisations of the Treadway Commission

FIGURE 6. PUTTING THE FRAMEWORK INTO PRACTICE

GRC FRAMEWORK	COMPONENTS	PRACTICAL APPLICATIONS						
TONE AT THE TOP	Core values, Business principles, and Integ- rity guidelines	Business Integrity Policy	Integrity workshops	Setting right example by management				
STRATEGY SETTING	Business planning & forecasting	Country & Fund business plans	Key initiatives	Strategic Risk Management				
POLICIES AND PROCEDURES	Guidelines and instructions	Acquisition, Divest- ment, Maintenance & Development, Rent & Lease procedures	Fund creation and liq- uidation procedures	Conflicts of Interest Policy				
MONITOR AND CONTROL	Decision driven organisation (DDO)	Risk control matrix, Internal control risk matrix	Planning, reporting and review cycles	Whistleblowing policy				

STRATEGIC RISK MANAGEMENT

The strategic risk management (SRM) process, in place at Redevco for several years, is an ongoing process for identifying, evaluating and managing the significant risks to the achievement of our objectives. Regular reviews are performed in the countries and on a quarterly basis with the Board, to identify the significant risks, risk mitigating actions, and the key controls designed to address them. These controls are documented in the group's risk and control matrix (RCM), responsi-bility of controls is assigned, and they are monitored for design and operating effectiveness Controls found not to be effective are remediated

The Board has a number of processes in place which provide assurance on the adequacy of risk management and internal control, including financial, operational and compliance controls.

AUDIT

In 2012, all RCM controls in all entities were audited on design and operating effectiveness. In 2014, we asked the control owners to assess the design and effectiveness of the RCM controls, and remedy any weaknesses. In 2015, we will perform risk based audits to check the design and operating effectiveness of a number of the group's primary processes.

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OUR RESPONSIBLE INVESTMENT APPROACH

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FOCUS ON TOPICS THAT ARE MATERIAL TO US AND OUR STAKEHOLDERS

Integrating sustainability and responsible investment principles into our day to day operations has been one of our key challenges. With our updated materiality matrix, we have taken a significant step towards developing an approach which focusses on material issues that are relevant to us and our stakeholders across regions.

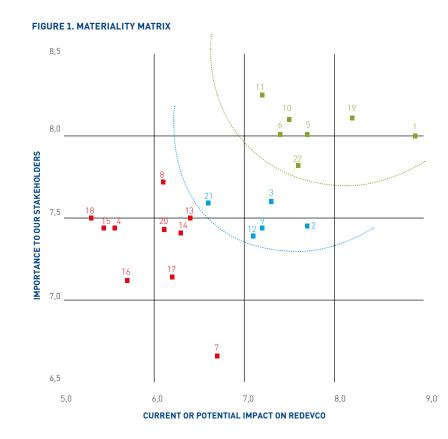
Redevco has welcomed the new GRI G4 Guidelines for sustainability reporting. These stimulate us to increase the focus on material issues linked to primary activities on which we have influence. In other words, we aim to increase our positive impact and reduce or mitigate our negative impact on stakeholders. The launch of the GRI G4 guidelines was a trigger for us to revisit our materiality matrix. During the reporting period we engaged external experts to conduct a materiality assessment. We included a broader group of external stakeholders, as the previous materiality matrix was primarily based on desk research.

Identification of a long-list of material topics

To determine the material issues, we compiled a long list of topics that could possibly be considered material issues for Redevco. This included the topics covered in previous reports and issues from relevant reporting frameworks and benchmarks (e.g. GRI CRESD, SASB, Principles for Responsible Investment, ISO 26000, UN Global Compact, Carbon Disclosure Project, etc.) as well as those determined by stakeholders within the sector. The list comprised over 200 issues, all associated with responsible investments. We then cut back to a short list by analysing to what extent topics were covered by the most dominant reporting frameworks, and those covered in the reports of Redevco's peers. To further tailor the shortlist, we clustered relevant topics and included those that are significant for Redevco's investment strategy. This to ensure that our responsible investment approach is fully aligned with, and ultimately integrated into our overall investment strategy, even though some topics may not be dominant in frameworks or in peer reports.

"AFTER YEARS OF SETTING UP A ROBUST REPORTING SYSTEM AND MEASURING OUR PERFORMANCE ON A WIDE VARIETY OF ISSUES, WE WANT TO INCREASE THE PACE OF FUTURE-PROOFING OUR PORTFOLIO." MARCEL EGGENKAMP, CHIEF FINANCIAL OFFICER, REDEVCO

In order to facilitate internal and external stakeholders to correctly determine the importance of the different topics, we plotted where in Redevco's value chain these specific material issues would be most relevant. Based on this exercise, we sharpened the definitions of the issues and aligned them with the GRI G4 definitions. When looking at the 12 issues of high and medium importance, we can conclude that we have to conduct business as reflected in our business integrity policy, within our corporate governance framework, enabling and engaging our employees and ensuring that they develop professionally. We have to be compliant with legislation, and work with consideration for energy performance, its associated emissions and the health, safety and wellbeing of our stakeholders, both upstream (responsible sourcing and procurement) and downstream (responsible rent and lease management, client engagement) and do this demonstrably through product and service labelling.



Materiality: high

- 1. Business Integrity
- 19. Energy Performance
- 5. Employee enablement & engagement
- 6. Professional development employees
- 22. Responsible rent & lease management
- 10. Client engagement
- 11. Health, safety & well-being

Materiality: medium

- 2. Corporate Governance
- 3. Compliance
- 9. Product and service labelling
- 12. Emissions
- 21. Responsible sourcing & procurement

Materiality: low

- 8. Sustainable location development
- 13. Environmental management system
- 20. Responsible material management
- 14. Climate (change) risks
- 18. Waste and effluents management
- 15. Water resource management
- 4. Human rights
- 16. Monetization of environmental impact
- 17. Biodiversity, land use & ecology
- 7. Corporate giving / philantrophy



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LISTENING TO OUR STAKEHOLDERS ACROSS REGIONS

As an international retail real estate investment manager with more than 400 assets located in 270 cities in 11 countries, visited by millions of customers and with 203 employees managing 2000 lease contracts with 1000 retailers, we have many different stakeholders who impact or are impacted by our business activities.

Redevco's stakeholders include tenants, employees, peers and institutional investors, municipalities, our shareholder and suppliers. When updating our materiality matrix, we approached our stakeholders in order to better understand how they are impacted by our activities, and asked them what they consider important issues for Redevco. When conducting the materiality assessment, an internal assessment of topics was followed by an external one. To gain insights into the

material issues for external stakeholders, we sent out a survey to 1500 stakeholders present in the countries where we operate. We asked each stakeholder to rank the material issues on a scale of 1 to 10. We received a response from 206 stakeholders. The external stakeholders were asked to add any additional issue they considered relevant for Redevco; however none were added. We then compiled a new materiality matrix.

FIGURE 2. MATERIALITY PER STAKEHOLDER GROUP						FIGURE 3. MATERIALITY BY REDEVCO REGION								
							Belgium	France	Germany	Netherlands	UK	ES & PT	CH & CEE	TOTAL
EMPLOYEES	MUNICIPALITIES	OTHER	SUPPLIERS	TENANTS	PEERS / INSTITUTION- AL INVESTORS		-	*	*	A.	1			
12	2	20	107	41	24		52	8	19	71	17	16	23	206
8.67	8.00	8.05	8.34	7.95	8.33	11. Health, safety & well-being	8.31	9.38	8.95	8.11	8.12	7.94	7.87	8.25
8.25	7.50	8.15	8.16	7.95	8.13	19. Energy Performance	8.00	7.88	8.79	8.03	8.88	7.94	7.70	8.11
8.42	6.50	8.25	8.30	7.27	7.75	5. Employee enablement & engagement	8.17	7.88	8.79	7.68	8.65	8.00	7.65	8.01
8.08	8.00	8.20	8.24	7.44	7.79	6. Professional development employees	8.35	7.88	8.58	7.76	8.24	7.88	7.57	8.01
8.67	8.00	8.30	8.14	7.85	7.92	10. Client engagement	8.10	8.63	8.89	8.11	7.94	7.75	7.61	8.10
8.17	7.00	8.15	8.11	7.49	8.21	1. Business Integrity	8.00	8.75	8.53	7.93	8.18	7.13	7.96	8.00
7.83	6.00	8.25	7.64	6.98	7.96	3. Compliance	7.60	8.38	8.21	7.32	7.94	7.19	7.70	7.60
8.58	7.50	7.80	7.70	7.32	8.00	8. Sustainable location development	7.62	8.13	8.53	7.97	7.18	7.63	6.83	7.72
7.42	7.50	7.40	7.49	7.05	7.50	12. Emissions	7.15	6.63	8.00	7.46	7,65	7.50	7.17	7.39
7.42	6.50	7.90	7.48	6.93	7.96	2. Corporate Governance	7.52	7.38	8,05	7.37	7.53	7.13	7.26	7.45
6.75	7.50	7.55	7.79	7.27	7.71	21. Responsible sourcing & procurement	7.48	7.88	7.68	7.72	7.76	7.44	7.22	7.59
7,25	8.00	7.30	7.67	7.24	7,38	13. Environmental management system	7.23	7.38	8.05	7.52	7.88	7.69	7.17	7.50
7,17	7.50	7.40	7.51	7.15	7.50	14. Climate (change) risks	7.25	6.50	7.95	7.51	7.94	7.63	6.78	7.41
6.92	7.50	7.65	7,64	7.20	7.58	18. Waste and effluent management	7.52	8.75	8.11	7.32	7.41	7.56	7.13	7.50
6.42	7.00	7.50	7.59	7.20	7.58	20. Responsible material management	7.37	7.63	7.74	7.52	7.35	7.38	7.04	7.43
6,75	7.00	8.20	7.88	7.73	7.96	22. Responsible rent & lease management	7.62	7.75	8.32	7.89	8.24	7.81	7.35	7.82
7.83	7.00	7.10	7.51	7.32	7.42	15. Water resource management	7.38	8.13	8.84	7.07	7.41	7.69	7.13	7.44
7.67	7.50	7.45	7.73	6.71	7.29	9. Product and service labelling	7.25	7.13	8.58	7.59	7.59	7.44	6.48	7.44
7.33	6.50	7.70	7.44	7.29	7.58	4. Human rights	7.69	8.38	8.42	7.04	6,59	7.25	7.70	7.44
6.25	7.50	6.95	7.44	6.88	6.67	16. Monetisation of environmental impact	7,10	6.50	7.37	7.10	7.59	7.56	6.61	7.12
6.83	8.00	6,90	7.36	7.05	6.63	17. Biodiversity, land use & ecology	7.00	8.00	7.58	7.13	6.94	7.50	6.74	7.14
7.58	9.00	6.55	6.85	6.12	6.13	7. Corporate giving / philantrophy	6.60	6.38	7.79	6.48	6.53	7.44	6.04	6.66
7.56	7.39	7.67	7.73	7.24	7.59		7.56	7.78	8.26	7.53	7.71	7.57	7.21	7.60

OUR VALUE CHAIN AND THE IMPACT WE HAVE ON OUR STAKEHOLDERS

Our approach to responsible real estate investments covers the entire value chain which is impacted by our priority areas; from our suppliers to our tenants and the local communities in which we invest. By mapping the material issues along the value chain, we have assessed at which stage we can potentially further strengthen our positive impacts and/or reduce any negative impacts on our stakeholders.

Looking at the Redevco value chain, we can identify four key activities:

- 1. We acquire retail assets
- 2. We rent out retail assets
- 3. We redevelop and maintain retail assets
- 4. We divest retail assets

In addition to these key activities and directly linked to the assets we manage, a variety of supporting and facilitating activities are conducted by our professionals which are considered internal business operations.

When conducting the materiality assessment, we also assessed to what extent and especially which activities have an impact on our stakeholders. The outcome is presented in Figure 2. Materiality per stakeholder group

During the next reporting period, we will review the Redevco Business Policies (RBPs) to ensure that the material issues are fully embedded in all existing policies. In addition, together with the Governance, Risk & Compliance department, we will develop an RBP for our responsible investment approach.

FIGURE 4. MA	TERIAL ASPECTS BY RELEVANCE	RELEVANCE IN VALUE CHAIN							
RELEVANCE	MATERIAL ASPECT	INTERNAL BUSINESS OPERATIONS	ACQUIRE	RE-DEVELOPMENT & MAINTENANCE	RENT & LEASE MANAGEMENT	DIVEST			
high	1. Business Integrity	۲	۲	۲	۲	۲			
high	11. Health, safety & well-being	۲		۲	۲				
high	5. Employee enablement & engagement	۲							
high	6. Professional development employees	۲							
high	22. Responsible rent & lease management				۲				
high	10. Client engagement	۲	۲	۲	۲	۲			
high	19. Energy Performance	۲		۲	۲				
medium	3. Compliance	۲	۲	۲	۲	۲			
medium	2. Corporate Governance	۲	۲	۲	۲	۲			
medium	9. Product and service labelling		۲	۲	۲	۲			
medium	12. Emissions	۲	۲	۲	۲	۲			
medium	21. Responsible sourcing & procurement	۲							
low	8. Sustainable location development	۲		۲	۲				
low	13. Environmental management system	۲	۲	۲	۲	۲			
low	20. Responsible material management			۲	۲				
low	14. Climate (change) risks	۲	۲	۲	۲				
low	18. Waste and effluent management	۲		۲	۲				
low	15. Water resource management	۲	۲	۲	۲				
low	4. Human rights	۲	۲	۲	۲	۲			
low	16. Monetisation of environmental impact	۲	۲						
low	7. Corporate giving / philantrophy			۲					
low	17. Biodiversity, land use & ecology		۲		۲				

FIGURE 5. OUR VALUE CHAIN AND THE IMPACT WE HAVE ON OUR STAKEHOLDERS



$\mathbf{\mathcal{L}}$ REDEVCO

E D E V C O



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HOW WE APPROACH ISSUES OF LOW IMPORTANCE

When comparing the outcome of the materiality matrix with existing RBPs, we can conclude that, except for responsible sourcing and procurement, the issues of high and medium importance are sufficiently embedded in existing RBPs. During the next reporting period, we will develop a new RBP for purchase to pay.

Even with respect to low importance issues, we can conclude that we measure performance for most of these. Our performance on environmental issues like responsible material management, waste and effluent management, water resource management, biodiversity, land-use & ecology are indirectly covered by the BREEAM assessments. Climate (change) risks are also, when it comes to flood risk, part of the BREEAM performance on pollution.

With respect to corporate giving / philanthropy, we have concluded that we pay less attention to this specific issue in the report. However, internally we continue to report our progress on two KPIs on a quarterly basis.

Our activities with respect to sustainable location development are included in this report in the city cases.

Redevco's view on human rights is clear. We expect our business partners to comply at all times with international and local rules and regulations, and in particular with the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, when dealing with their staff. Redevco is keen to work with those business partners who clearly aim for regulatory excellence and act in accordance with the guidelines set out in our Business Integrity Principles.

With respect to monetisation of environmental impact we acknowledge that economic growth at any cost is not viable, and is therefore unsustainable in the long-term. We also recognise the quest for incorporating the external costs of the environmental impact that companies have. For existing properties, this is less relevant than for new developments. Within our operations, the life cycle costs of materials can be part of a BREEAM assessment for new construction and these are reflected in the BREEAM performance on materials.

Finally, we report on Redevco's approach and view on environmental management systems. Currently, our Amsterdam and Madrid offices have been ISO 14001 certified for a number of years, whilst our offices in Germany, Brussels and Paris are in a process of obtaining this certificate. We have no formal policy to obtain a third party audited environmental management system. Factually, our responsible investment framework, as described in governance of our responsible investment approach, can be viewed as an environmental management system, which includes more than environmental issues alone. In addition, this is an audited report.

E R E D E V C O

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ENGAGING THROUGH ACTIVE MEMBERSHIP

Redevco and its employees are members of a large number of organisations across Europe. Sometimes we are a passive member; in other organisations a number of our employees are active as member of a board or committee. In general, Redevco is open to employees seeking to fulfil a wider role in society by taking on external roles. This benefits society and enhances their network and professional skills.

In addition to these formal positions at third parties, Redevco employees are also regularly invited to participate in panel discussions and speak at conferences.





"Sustainability is a subject that is deep in the heart of Redevco. Together we organised two Masterclasses to learn from best practices on this subject. It is important to be open and transparent, so our industry can learn from good examples. Redevco shared their views and I really appreciated this."

BRIGIT GERRITSE, Director of the NRW (Dutch Council of Shopping Centres) worked with Redevco to share knowledge.

"The authenticity of the high street can never be replicated by shopping centres. This doesn't mean we don't see a role for shopping centres, but we truly believe in the strength of the most attractive European cities as retail destinations."

MARRIT LANING, Head of Research & Strategy, during a panel discussion at Mapic, about the relative attractiveness of high street retail, compared to shopping centres and retail parks in light of the rise of e-commerce.





"There are so many different initiatives across Europe that require us to collect a lot of data. In the end it's important to know what kind of information is really necessary to ask from property owners."

DERK WELLING, Head of Corporate Responsibility during a seminar on Green building procurement and investment; an EU approach to sustainability data.

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E D E V C O

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GOVERNANCE OF OUR RESPONSIBLE INVESTMENT APPROACH

Redevco's Head of Corporate Responsibility reports directly to the Chief Financial Officer (CFO). Within the Board, the CFO is responsible for Redevco's responsible investment approach.

In our Amsterdam office, the CR team consists of two people responsible for developing the strategy, producing the annual responsible investment report and the quarterly management reports. Progress on six KPIs is monitored each quarter as part of the regular quarterly meetings with the countries. These indicators include:

- 1. Share of BREEAM In-Use certified properties in % of investment value
- 2. Share of new leases which are green
- 3. Share (% by investment value) of properties where an asbestos inventory is available
- 4. Distribution of investment value over different EPC performance levels (A to G)
- 5. Percentage of individual voluntary days spent
- 6. Percentage of corporate giving budget spent

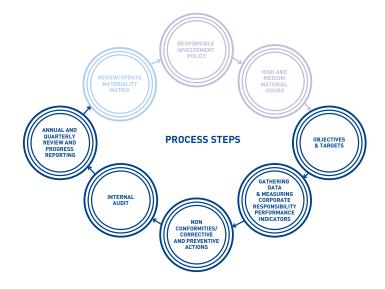
Quarterly reporting alerts us to any issues early on in the process, allowing us to take remedial action if and when necessary. During 2014 we further automated the Responsible Investment KPIs in the quarterly reporting. For this purpose, non-financial and financial data is retrieved from different IT applications. By connecting the different applications we are moving, step by step, towards more integrated reports. In order to ensure that we achieve the targets and to embed responsible investment principles in our operations, the BREEAM In-Use target was linked to the bonus scheme of all Redevco employees.

In 2014, the Governance, Risk and Compliance department of Redevco implemented and updated a range of Redevco Business Policy (RBP) linked to our primary processes. Redevco's responsible investment approach has been embedded in these procedures where applicable. Consequently, Redevco's CR department is integrated in the acquisition review process and (re)development process. During the next reporting period, redevco's responsible investment approach will also be governed by a dedicated RBP for reporting.

CR Platform

Each Redevco office has assigned a CR manager who is responsible for the coordination of all activities related to responsible investments within their office. The country CR manager is also member of the CR Platform, which meets about three times a year. To ensure consistent and frequent internal and external communication about our achievements and progress, the CR team and Corporate Communications department work closely together. The latter are also part of the CR platform.

FIGURE 6. CR MANAGEMENT PROCESS





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WHAT WE SAID AND WHAT WE'VE DONE Targets and performance on ${\sf KPIs}^*$

RESPONSIBLE BUSINESS OPERATIONS			FUTURE PROOFING OUR PORTFOLIO						
BUSINESS INTEGRITY AND COMPLIANCE	TARGET 2014	PERFORMANCE 2014	TARGET 2015	PRODUCT AND SERVICE LABELLING	TARGET 2014	PERFORMANCE 2014	TARGET 2015		
MAINTAIN A HIGH BUSINESS INTEGRITY AWARENESS KPI: % of staff who signed BIP and/or participated in integrity workshop	90%	98%	98%	ENSURE ENHANCED PERFORMANCE IN GREENING OUR PORTFOLIO KPI: % (by investment value) of BREEAM In-Use certified assets under management	55%	68%	85%		
COMPLY WITH BIP, REGULATIONS AND LEGISLATION				STAKEHOLDER ENGAGEMENT					
KPI: Total number of incidents, breaches and sanctions as a result of non-compliance GETTING THE BEST OUT OF OUR PEOPLE		(4) ×		RESPONSIBLE RENT AND LEASE MANAGEMENT KPI: % of new lease contracts with a green covenant or green clause	67%	74%	86%		
GET THE BEST OUT OF OUR PEOPLE BY GIVING CLEAR FEEDBACK AND GUIDANCE ON PERFORMANCE KPI: % of employees having received regular performance feedback	85%	96.6%	97%	INCREASE DATA COVERAGE FOR REDEVCO RETAILER SUSTAINABILITY BENCHMARK KPI: water and energy data coverage in % by total lettable area (GLA)	75%	79% FOR ENERGY DATA, 75% FOR WATER DATA	75%		
MEASURE ENGAGEMENT AND ENABLEMENT OF OUR EMPLOYEES AND DEFINE IMPROVEMENT PLANS	700/		HP NORM	ENERGY PERFORMANCE					
(EVERY TWO YEARS) KPI: Average blended company survey scores for 'engagement' and 'enablement'	(72%)	(76.5%)	SCORE**	INCREASE ENERGY PERFORMANCE OF ASSETS UNDER MANAGEMENT KPI: % of investment value allocated to assets	(18%)	(19%)	(18%)		
PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES KPI: % of total employees participating in training ordevelopment programmes	50%	76.4%	50%	with EPC rating worse than E		×			
SUPPORTING OUR LOCAL COMMUNITIES				HEALTH, SAFETY & WELLBEING					
INDIVIDUAL VOLUNTARY DAYS USED KPI: % of available Individual voluntary days used (1 voluntary day per employee)	72%	75%	82%	ENSURE THAT ASBESTOS INVENTORIES ARE AVAILABLE FOR ALL ASSETS UNDER MANAGEMENT KPI: % (by investment value) of assets under man- agement where an asbestos inventory is available	75%	95%	97%		
ALL OFFICES TO SUPPORT LOCAL COMMUNITIES BY CORPORATE GIVING IN LINE WITH THE REDEVCO FOUNDATION GUIDELINES KPI: Funds donated as % of budget available	100%	(100%)	100%	 Redevco monitors its progress on KPIs on an ongoing basis; some are monitored quarterly and others annually High-performance norm score of Hay benchmark (available in 2016) 					
TOWARDS SUSTAINABLE OFFICE OPERATIO	NS								
CO₂ EMISSIONS OF OUR BUSINESS OPERATIONS KPI: kg CO ₂ emissions per employee (headcount)	2020 4,842 KG CO ₂	4,372 KG CO ₂	2020 TARGET AND KPI WILL BE REVIEWED IN 2015						

E REDEVCO 21 SUSTAINABLE CITIES

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VIEW OF SUSTAINABLE CITIES

Redevco's definition of a sustainable city

In Redevco's view a sustainable city is a city where people want to spend time now and in the future, whether it is to live, work or spend leisure time. Although Redevco's main business interest lies within the retail segment, we strongly believe that sustainable cities with respect to our business are those which manage to combine functions successfully and responsibly. For instance, economically diversified cities are generally less prone to economic shocks, while city centres which have more to offer than retail alone are generally more attractive retail environments.

Those cities which are able to retain attractiveness for working, living and leisure will prove the most attractive and therefore will be the most sustainable cities in the long run. Retaining attractiveness for a broad set of functions requires constant adaptation, especially in current times. We strive to contribute to this adaptation process in cities where we choose to be active, by creating and managing sustainable retail properties in inspiring urban environments that will appeal to future generations.

Escalating location risk...

Investing in real estate is all about selecting the right location. Where the quality of the building often can be structurally improved through active management, structurally changing the quality of a micro location or even a city is a much more complex and time-consuming activity, involving many stakeholders. In the past years, selecting the right location has become more important in the retail real estate investment business. Location risk has leapt up the agenda as e-commerce is changing the retail landscape at an astonishing speed. Many locations and cities are struggling to retain their attractiveness as retail destinations. As a consequence, they are faced with increasing levels of vacancy while rents and capital values are in decline. In Redevco's view, their sustainability is at risk. Cities and locations with the right fundamentals might prove successful in the adaptation process. However, those which lack the inherent quality needed to inspire and appeal to future generations will fail.

...Reinforces the need for a navigation tool

Redevco therefore believes that a well substantiated view on city attractiveness for retail real estate investment is a crucial ingredient for its business success. Being able to identify future winners and losers in terms of locations contributes positively to our performance.

During the past three years, Redevco has developed the City Attractiveness Model, which now ranks about 800 cities in Europe in terms of attractiveness for high street investments. Redevo's Research & Strategy team has drawn on a wide range of sources to develop 19 different indicators. All of the indicators are grouped into four main categories: city quality, population, economy and retail property market. These are weighted to derive each city's ranking. This weighting is then enriched with local knowledge from Redevco's seven country teams which enables grouping the locations into five "Quality Baskets" ranging from "Excellent" to "Poor". Redevco uses this model as direct input for its business strategy.

Soft factors increasingly important

The City Attractiveness Model demonstrates that cities which are not only economically strong but also offer a high quality environment, perform significantly better than cities with a narrower base. The explanatory power of the City Attractiveness Model for instance has been significantly improved by adding soft factors ranging from the share of creative professions and the number of points of interest, to hard factors which are commonly used to analyse differences in rental levels and yield levels between cities. Another interesting finding derived from the City Attractiveness Model is that rental value changes and yield compression are strongest over time in those cities that have a higher number of points of interest. While there is an obvious link between the size of an urban area and the number of historic attractions that a city has, the relationship holds true for those smaller cities with disproportionately high numbers of points of interest that attract greater number of shoppers.

Contributing to sustainable cities

Redevco aims to be active in those cities and locations which it believes to be sustainable in the sense that they have the fundamental qualities that are needed to appeal to future generations. Redevco also actively aims to contribute to reduce the environmental impact of the cities and locations we select for our business. The pursuit of a balance between performance, people, planet and society is a key feature of our business. We call this 23

'Business in balance'. It means that we aspire to strengthen the positive impact of our activities on society as a whole, while reducing any negative effects.

Redevco's contribution to sustainable cities not only focuses on increasing the attractiveness of the retail environments we manage, but is also geared to improving the energy performance of the assets under management and supporting the communities we are active in.

The environmental dimension of future proofing the portfolio

Redevco is dedicated to reflecting its responsibility for the environment, nature and the world in the way we manage our real estate projects and our properties. The fundamental principle behind Redevco's approach towards a green portfolio is our belief that by doing this, we can positively contribute to the global fight against climate change, albeit on a small scale. In addition, greening our portfolio reduces operating costs for our tenants, making them more competitive. Further in this report you can read more on our approach to from an environmental

point of view which can best be summed as "Greening = BREEAM-ing". By greening our portfolio we aim to further reduce the environmental impact of the built environment and contribute to the sustainability agenda of local municipalities.

Retail real estate is especially characterised by relatively high energy consumption. Statistical analysis by Redevco (see page 54) shows that there is no relation between the rental value or yield of retail real estate and energy performance. Apparently, retailers and owners find other factors more important when determining pricing for retail real estate.

Supporting local communities

As a responsible investor, we aim to be a good Corporate Citizen in everything we do. Through the Redevco Foundation, we aim to support the less privileged, secure the cultural heritage, and support greening initiatives in cities where we invest and beyond. Further information on our policy and contribution can be found in the chapter

City cases demonstrate how we invest

We acknowledge that our investment does have an impact on local communities in the cities where we invest. Redevco's view on how and where we invest is illustrated in three cases: in Zaandam in The Netherlands, Ghent in Belgium, and Berlin in Germany. These projects are the result of many years of engaging with many stakeholders and balancing their interests.



STEMMING FROM SOCIO-ECONOMIC FACTORS, THE CITY ATTRACTIVENESS MODEL GIVES US GUIDANCE ON WHERE WE INVEST. THE CITY CASES OF BERLIN, ZAANDAM AND GHENT DEMONSTRATE HOW WE INVEST AND CONTRIBUTE TO CREATING SUSTAINABLE CITIES.' ERIC VAN DYCK, CHIEF INVESTMENT OFFICER, REDEVCO



E D E V C O

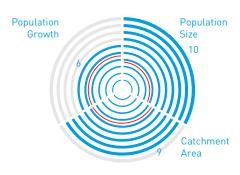




HISTORICAL METROPOLIS

Berlin is Germany's largest city and internationally known for its prominent role in history, politics, media and science, as well as for its culture. Although badly damaged during World War II, Berlin has undergone periods of major reconstruction, especially following the fall of the Berlin Wall in 1989. Today, Berlin is the main retail market in Germany, with 36 shopping centres and two major retail areas: Kurfürstendamm / Tauentzien in the west, and Potsdamer Platz and Friedrichstrasse / Alexanderplatz ("Der Alex") / Hackeser Markt in the east of the city.

FIGURE 1. POPULATION compared to national average



GERMANY'S LARGEST CITY

Berlin, home to a diverse and dynamic population of 3.5 million people, lies at the centre of the Berlin-Brandenburg Metropolitan Region with 4.5 million residents. Berlin's international character attracts shoppers from well across the (inter)national borders. The city has a positive demographic outlook.

STRONG SERVICE INDUSTRY

Berlin's economy is dominated by the service sector, with around 80% of all companies engaged in business services. Fast-growing economic sectors in Berlin include communications, life sciences, transportation, as well as media and music, advertising, environmental services and medical engineering. Retail and tourism play a key role in the city's economy, with tourists accounting for 25% of retail sales. Unemployment in the city is high although the outlook for employment growth is good. Purchasing power is at a low level compared to German average, partly due to its East German past.

FIGURE 2. ECONOMY compared to national average



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FIGURE 3. PROPERTY compared to national average



FIGURE 4. Berlin Footfall Source: Locatus



HIGHLY LIQUID MARKET

Berlin can be described as a mature retail real estate market due to its high liquidity of retail investments, high share of international retailers and the level of prime rents and yields. The openmarket access to East Berlin caused the cityscape to change rapidly. The construction boom has now finally slowed down; the city is slowly beginning to settle. During the recent crisis years, on average, Berlin has been Europe's 2nd most active retail investment location after London Prime rents are under upward pressure. Demand in off-pitch locations however has been weaker. leading to rising vacancy rates. Net Initial Yield levels are moderate compared to its peers.

Retail areas in both East and West Berlin provide a wide variety of (international) retailer supply which extends from mass-market to luxury goods. In addition to the previously mentioned main retail locations, other important areas are Schlossstrasse in Berlin-Steglitz and Wilmersdorfer Strasse in Berlin-Charlottenburg.

700MING IN ON AL EXANDERPLAT7

Alexanderplatz only developed into a modern transit junction and retail area after the construction of the S-Bahn. followed by the opening of the Hermann Tietz department store in 1904. "Der Alex" has undergone a facelift in recent years. Alexanderplatz today is home to a mixture of small convenience shops. restaurants. well-known chain stores and large department stores. In 2014 alone, three large scale retail developments were completed. Besides Redevco's ALEA 101, the Rathauspassage and Berlin Carée added close to 35.000 m² of retail GLA to the area.

Alexanderplatz has good connections by road and public transport, and has an average footfall of close to 40,000 daily visitors (see figure 4). The increasing popularity of this location has resulted in (large scale) retailer entries of Primark, TK Maxx, Saturn, and CCC-Schuhe. These complement the traditional players like Galeria Kaufhof and C&A.

The retail offer still lacks a range of small-scale to medium-sized retail spaces which could trigger the entry of a different type of retailer. This is partially due to the limited number of side streets suitable for retail. However, recent retail activity on the Karl-Liebknecht-Strasse could be the sign of an overspill effect from the prime location, indicating future market potential in the square's surroundings.

SUSTAINABLE INDICATORS **BERLIN**

PEOPLE

Berlin scores above average (3,952) in terms of population density, 229 is the national average.



Berlin is Germany's nr one student city thus has an above average share of student population (6.7%) on average is this 2.9% in Germany.

PLANET

Berlin scores well on CO₂ per capita (5.6) compared to the national average (8.9).



Berlin has a vulnerability risk comparable to the National level (33%)



€ PROSPERITY

Berlin's GDP per capita (€31,100) is the same as the average (€31,000) national level.



Berlin has a high level (10.8%) of unemployment compared to the national average (5%)

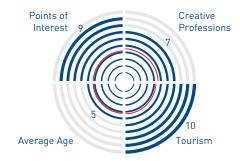


• City average • National average



TOURIST MAGNET OF HISTORICAL SIGNIFICANCE

FIGURE 5. CITY QUALITY compared to national average



Berlin is Germany's leading tourist location in terms of visitor numbers, with about 11 million visitors annually. "Der Alex" is popular because of its close proximity to major tourist attractions such as the TV Tower, Museum Island, Gendarmenmarkt and Unter den Linden. From a retail perspective, luxury shopping on the Friedrichstrasse and trendy Hackescher Markt are close by. Other attractions on the Alexanderplatz are "Weltuhr" and "Brunnen der Völkerfreundschaft"

Germany's largest concentration of universities and colleges is located in Berlin. The city has four public research universities and 27 private, professional and technical colleges (Hochschulen), offering a wide range of disciplines. Together, these institutes have a population of over 160,000 students.

SPOTLIGHT ON ALEA 101: SHOPPING - WORKING - LIVING

Redevco's commercial and residential property, ALEA101, was completed in mid-2014 and is located at Alexanderplatz, right beside the TV tower. This is exactly the same site where the first German store of Redevco's affiliate C&A was opened in 1911. ALEA 101 is a 30-metre high building with five floors and a basement, with approximately 19,000 m² gross floor space. The basement and first two floors (10,000 m²) are fully let and dedicated to retail and restaurants. The office space as well as the 14 apartments of 1,600 m², each on the third and fourth floors are also fully let. AWARDS 1. Gold pre-certificate by DGNB WEELENDERECONSTRUCTION 2. BREEAM Excellent Design BREEAM® DE 3. Immobilienmanager Award 2015 -"Project Development – New Construction"

AWARD 2015

E R E D E V C O

A LOCAL PERSPECTIVE

Redevco local Milena Margaritova: "When asked where I am from, I usually say 'Berlin', not 'Germany'. Berlin is an ever-changing city that is so diverse, and that's precisely what I love most: its abundance of culture, parks, history, clubs and things to do in general.

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I've developed a special bond with "Der Alex". I have countless fond memories tied to this location - shopping sprees with girlfriends, freezing at Christmas markets, meeting boyfriends for a stroll down Unter den Linden, great nights out clubbing, demonstrations and protests starting in front of the Red City Hall. To me Alexanderplatz and the TV tower are the landmark of the city."



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LOUISA HUTTON & PROF. MATTHIAS SAUERBRUCH

Please shortly introduce yourself.

'Sauerbruch Hutton is an international agency for architecture, urbanism and design, especially renowned for our long-term engagement with and expertise in sustainable architecture. We founded it in London in 1989 and relocated to Berlin after winning the competition for the GSW headquarters in 1990.'

How would you define sustainability and do you think this applies to Berlin?

'We suppose the continuity of Berlin and the resilience of Berliners can be interpreted as being sustainable. We've been engaged in sustainable architecture since the early 1990s. The GSW headquarters building was one of the very first highrises that explored low-energy strategies, and it has become an icon of sustainable design –aspects of it have been replicated all over the world. Sustainability is one of our top priorities, and we have explored many routes in different projects.

All urban infrastructures from traffic, energy, waste, construction and industry down to the individual lifestyle can be optimised in terms of their global footprint. We can all contribute to the careful use of resources and the avoidance of unnecessary carbon emissions. In addition we have to be careful in the creation of built environments. Their quality has to be such that they can be sustained through four generations at least.'

How can real estate investors, like Redevco, contribute to make a city more sustainable?

Real estate investors help build the city, meaning the physical and sensual environment in which we and future generations will be living. Hardly any other type of business is so closely linked to the future quality of life of our societies. Our collaboration with Redevco on ALEA 101 is a good example: Redevco has invested in the future with a building that is very economical in its energy consumption. We employed state-of-the-art technologies to exceed legally defined energy conservation laws. It is a result of integrated engineering; architecture is only one part of the package. However, we, as architects, had a managing role in the design process, synthesising the many, sometimes conflicting, requirements into a coherent project.

When working with Redevco, we noted their high level of awareness for the responsibility that comes with construction; long-term thinking seems to be naturally embedded in the traditions of the Brenninkmeijer family. We did have our conflicts during the process, however 30

these were resolved fairly and constructively and we think the result speaks for itself.'

Are you proud of what was achieved?

'Yes, we think that ALEA 101 has introduced a level of sophistication that was hitherto lacking at Alexanderplatz and we see it is a pioneering project that will have many followers. It's very respectful of the scale of the surrounding buildings; its language is contemporary and it fits easily into the neighbouring ensemble around the "Fernsehturm"- the most prominent icon of the reunited city.'

What's your favourite spot in Berlin?

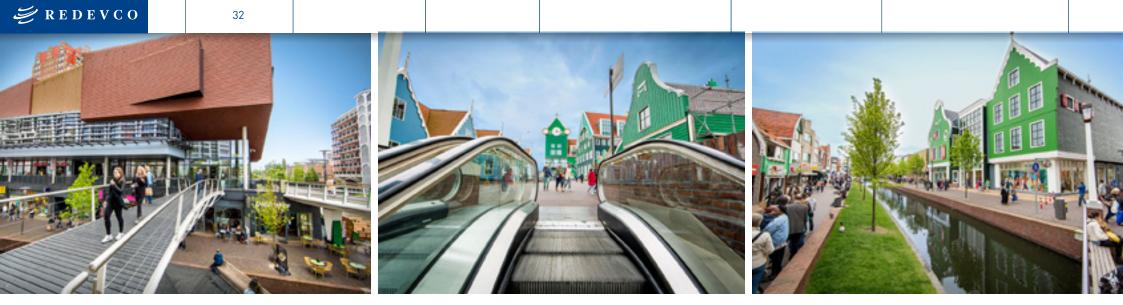
Matthias: 'My favourite spot is the Invalidenfriedhof in Mitte; it's a cemetery, close to a canal that formed the division line between East and West Berlin. The wall went right through the cemetery. In the peaceful setting of a burial ground in the face of busy and noisy building sites across the canal, this location is an aweinspiring example of the physical and simultaneous presence of many tragic histories of Berlin and its laconic vitality and ultimately uplifting charm.'

Louisa: 'I love the Philharmonie, designed by Hans Scharoun. In its "defiant" siting in

1963 as a solitary building near the border of former West Berlin it registered the Cold War. Now, half a century later, it can be read as having patiently anticipated the Reunification, as new buildings continue to coalesce around it. Its tent-like form presents a somewhat celebratory and inviting gesture in the cityscape, but it is in fact the generous and non-hierarchical interior of the building that reveals itself as a masterpiece.'







HISTORICAL CITY IN A MODERN CONTEXT

Zaandam is renowned for its cultural heritage; a heritage shaped by entrepreneurial drive, its link to the Russian Czar. and visible in its traditional wooden architectural style. Zaandam, like many Dutch settlements, was founded on the banks of a river, the Zaan. This led to its growth as a centre of trade and industry, but also to a centuries-long struggle against flooding. In 2003, the city approved Inverdan, an urban development 'masterplan' which envisaged the construction of apartments, offices, a hotel, a cinema and a cultural cluster. as well as a new city-hall; all in the centre of Zaandam

Now in 2015, the City Attractiveness Study for Zaandam shows that its current

strengths are mainly related to the notion of City Quality: this has been high on the municipality agenda for many years, and is now visible in Inverdan, the sustainable urban development plan.

NETHERLANDS' 16TH LARGEST AGGLOMERATION

With 72,000 residents, Zaandam is the Netherlands' 16th largest city; the larger Zaanstad area is home to over 150,000 residents. The population component of Zaandam is rated below average for the Netherlands (figure 1). The reason for this is that Zaanstad residents have many competing shopping locations to choose from in the wider catchment area, for example Amsterdam is close by. On the positive side, population growth is forecast for the coming years with a growth rate almost double that of the national average.

CACAO CITY

Zaandam's key strength is its economic diversity, making it resilient to periods of economic decline. The prime industry in Zaandam is a mix of service industries and production. Some of the Netherland's largest and best-known companies are located here, including Ahold, Bruynzeel, Verkade, Duyvis and the cacao processing industry. This has had a positive effect on the unemployment rate which is lower than the national average, and future employment prospects remain good. However jobs in the production industry are relatively low-paid, thus spending power is currently less than the national average, and is predicted to remain so.

FIGURE 1. POPULATION compared to national average

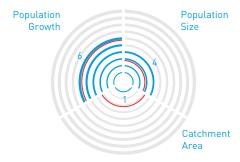


FIGURE 2. ECONOMY compared to national average



🚝 REDEVCO

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FIGURE 3. PROPERTY compared to national average



FIGURE 4. Zaandam Footfall vs Vacancy Rate

Source: Locatus



SMALL REGIONAL MARKET IN OVERSUPPLY

Zaandam can be classified as a small regional retail real estate market. The wider Zaanstad area includes 260,000 m² of retail stock, of which 73,400 m² is located in Zaandam' city centre. The main source of access to the revamped central retail area is the central train station and the Q-Park Hermitage parking garage. On Saturdays, the weekly market draws extra shoppers to Zaandam. Other retail areas in Zaandam are the Zuiderhout Retailpark for bulky goods (96,700 m² w.v.o.), and several smaller local neighbourhood centres.

The city oversupply in retail stock in combination with the small catchment area, (Figure 1) has led to rising vacancy rates and, consequently, to lower rents. The positive effect of the urban revitalisation, however resulted in a vacancy level just below the national average (Figure 4). Zaandam's recently renewed prime retail pitch is concentrated on both sides of the revitalised Gedempte Gracht. The entry of Primark and The Sting have brought the consumer back to the city centre, causing a higher footfall and stabilising the rental decline. The small size of the market has kept the prime rents at a low level.

In terms of prime retail stock, the Inverdan project is vital, but it is only a first step. For Zaandam's prime retail pitch it is important that the other stock in the prime area (see map) will be raised to the level of the new supply (Primark, C&A). The secondary shopping streets like Westzijde and the Rozenhof are declining in popularity due to the retailer mix and their accessibility. As can be expected in a smaller regional market, the (international) retailer mix of Zaandam is below that of the national average (Figure 3).

From an investor perspective, Zaandam has shown positive signs during the crisis, with an above-average liquidity. Pricing of the traded assets is at a lower level than that found nationally, however this is normal for this size of market.



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ZAANDAM

PEOPLE

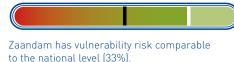
Zaandam has a higher population density (1,463) compared to the national average 479.

Zaandam has low level of student population (0.6%) on average this is 4% in the Netherlands.



PLANET

Zaandam scores well on CO_2 per capita (4.9) compared to the national average (10.1).



€ PROSPERITY

Zaandam's GDP per capita (€25,600) is below (€34,500) the national level.



(6.4%) which is better than the national average (7.4%).



• City average • National average



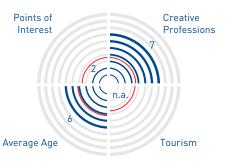


AFTER

CULTURAL HERITAGE INTERTWINING WATER, INDUSTRY AND ARCHITECTURE

Zaandam offers its residents a combination of characteristic historical landscape, intertwining water, industry and architecture. The area is popular for activities like walking, cycling and boat trips. Internationally, Zaandam benefits from its close vicinity to Amsterdam. Thanks to the short travel time from Amsterdam, the new Inntel Hotel draws many tourists to Zaandam, as

FIGURE 5. CITY QUALITY compared to national average



does the Czar Peter museum, one of the Netherlands' oldest preserved homes: the Czar stayed in Zaandam while he studied ship-building techniques. Just outside Zaandam, the Zaanse Schans attracts many international tourists, however this is not yet well-integrated with Zaandam.

Zaandam's city centre has also profited from the Inverdan project from a City Attractiveness point of view. There is an increasing growth in leisure opportunities as part of the shopping sensation, however this needs better integration. The total number of Historic Points of Interest are well below the national average, which is normal for a regional city.

REDEVCO IN ZAANDAM

The city centre retail improvements were based on the principles underlying Inverdan. This included a dramatic upgrade of the city-centre to attract new retailers like MediaMarkt. Primark and The Sting, as well as the inclusion of a large car park. At that time, the dated Redevco-owned C&A building on the Gedempte Gracht was a thorn in the side of the municipality. Now, following its renovation, the location is, more than it ever was, a central junction, combining the Gedempte Gracht's traditional role as a prime shopping street with new architecture in local style. C&A has remained as tenant, and even though the total retail area is smaller, the value of the building has increased substantially.



GREENING EFFORTS

Thanks to the combined efforts of Redevco and C&A, the existing poor energy performance building has been transformed into a sustainable building. Click to discover details of the actions taken. The energy label has improved by five points, from G to B, and the BREEAM certificate has jumped by two levels, from Pass to Very Good. The C&A building renovation has embraced the traditional Zaanse look and feel in terms of architecture, and it demonstrates Redevco's willingness to go the extra mile when it comes to preserving future value.

SUPPORTING LOCAL HERITAGE

As part of Redevco's retail redevelopment policy, we look for opportunities to help local charities, in this case a project with cultural and historical value in the region was selected.

VIEW FROM A LOCAL RESIDENT: FROM 'DULL' TO AN 'EVENT'

Redevco local resident and shopper Nienke Ronk; "Historically, Zaandam has always been an industry town. The food industry still has a strong presence in Zaanstad and the past of its whaling and wood harbours is still visible. The city centre was characterised by a stark and austere look, but the major make-over has had a huge impact. The Inverdan project started in 2007 and it has transformed the city from being dull, to a place where things 'happen'. The typical green coloured architecture of the 'Zaanstreek' has been magnified in most of the structures, which pulls it all together. Inspired by this look, many retailers adapted their shop fronts to this attractive style. The completely renovated Redevco owned C&A building has become an eye-catcher in the main shopping area. All this and the advent of retailers like MediaMarkt, Primark, Loods 5 and, in the near future, Ikea, have made Zaandam a popular city for shopping and leisure for the whole region." E R E D E V C O

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ROB ZEEDIJK Manager Building & Real Estate Benelux at C&A

& DICK OVERHEUL

Zaandam City Council Process Manager

What's your relation with Zaandam?

Dick: 'Well, I work here and my work's about making Zaandam a city where people can live, work and shop in attractive surroundings; a place people want to come to.'

Rob: 'I don't live here, but in my role I often come here, and what Dick says is true for me too – C&A is at its best in this type of quality location – the new C&A really is magnificent – it makes people want to shop there!'

In what way was the Inverdan project sustainable?

Rob: 'Sustainability was and is our keyword. The whole renovation focused on developing an attractive shop that would comply with the latest requirements for sustainable buildings – that's what we set out to do and we achieved that: it's what we want for our visitors, and importantly, for the staff who work there all day long.'

Dick: 'In the 90s, Zaandam's centre

had become run-down, it was an unappealing place to go shopping; local people even went to Amsterdam-Noord! So in my eyes, sustainability is more than complying with environmental regulations, although that's important too. It's about giving the residents their city centre back, making it a place where they go out, go shopping, go to the cinema. And they keep on doing it! That's what I call sustainable.'

Can architecture contribute to making cities more sustainable?

Dick: 'Yes of course, we've done everything possible to make the centre more attractive. An important part of architect Sjoerd Soeters' master plan was to bring water features back to the city centre. The traditional timber architecture of the Zaan region has been used to develop iconic new inner city buildings, with really outstanding examples being the city hall and the Inntel Hotel. The added functionality has made the station area both more

'IN THE 90s, ZAANDAM'S CENTRE HAD BECOME RUN-DOWN, IT WAS AN UNAPPEALING PLACE TO GO SHOPPING; LOCAL PEOPLE EVEN WENT TO AMSTERDAM-NOORD!' DICK OVERHEUL, ZAANDAM CITY COUNCIL PROCESS MANAGER

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'SUSTAINABILITY WAS AND IS OUR KEYWORD.' ROB ZEEDIJK, MANAGER BUILDING & REAL ESTATE BENELUX AT C&A

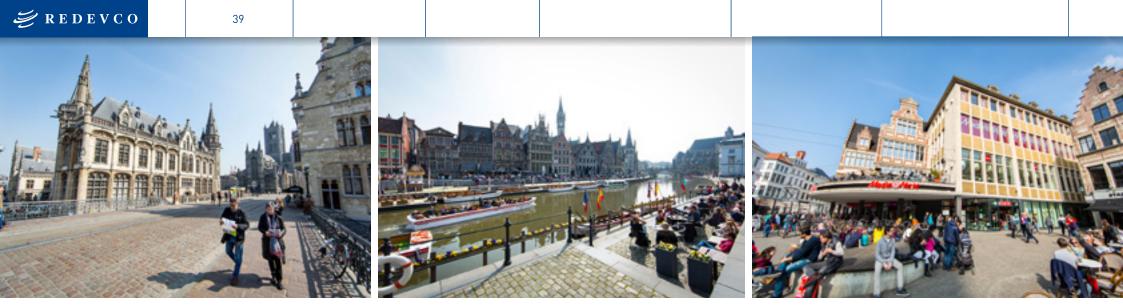
attractive and much livelier. May I also add that, in the beginning, we actually wanted to demolish the eye-sore of the old C&A building completely!'

Rob: 'And rightly so. Not only was the building architecturally dated, it was also totally run down! We put our heads together with Redevco and the city council to look for a new location. But we couldn't reach agreement. So we agreed to redevelop the existing site! We soon realised that a futuristic building with an enormous glass frontage was unsuitable for this site. We took our Gouda branch as an example. There we managed to incorporate local features in the historic-looking frontages of a modern property that met our requirements in full. Architect Jos van Eldonk has achieved the same in Zaandam. three different frontages and a lot of green and white have given the new C&A in the Gedempte Gracht the look of a typical Zaandam building.'

What's your favourite spot in the city? Rob: 'Well it's just outside the city – the Zaanse Schans – that's where I always go when I have family and friends over from abroad.'







GHENT, A MODERN CITY EMBRACES ITS CULTURAL HERITAGE

Ghent is Belgium's third city and capital of East-Flanders province. The city was founded in the 7th century at the point where the rivers Scheldt and Lys meet. During the Middle Ages, Ghent was a leading European city and the second largest city north of the Alps, after Paris. Nowadays Ghent is a modern city that also embraces its past. In recent years, the municipality has made concerted efforts to renovate and fully pedestrianise the historic city centre.

BELGIUM'S 3RD LARGEST CITY

One of Ghent's key strengths is the core population size of around 250,000. Even more important is that Ghent has a high centrality which means it's the dominant location for shopping and leisure in its region. Ghent attracts more than twice the size of its core population. The demographic future is stable, with a projected annual population growth comparable to the national average.

ECONOMIC PROSPERITY

Ghent's economy is another strength. The economic diversity (both industrial and service-based employment) makes the economy resilient during periods of economic decline. The city and its suburbs are host to a diverse range of companies, such as Volvo and Arcelor-Mittal, as well as many service-based or technological SMEs (small and medium-sized enterprises), thanks to the presence of one of Belgium's largest universities. In terms of unemployment, Ghent is well under that of the national average and also the employment outlook for the next five years for Ghent is strong. Ghent's above average disposable income leads to a mature and above average retail spending level. Retail sales will continue to grow but are below the Belgian average.

WELL PERFORMING HISTORICAL HIGH STREET SHOPPING ENVIRONMENT

Retail in Belgium is characterised by a fine mazed structure between high street locations, retail warehousing, and shopping centres. During the crisis, demand for prime retail locations such as Ghent has held up well. In Ghent, the structure between high street and out of town shopping is clear: the Veldstraat is the place to be on the high street (see map on page 41). The prime retail parks are located on the Kortrijksesteenweg and the Antwerpsesteenweg.

FIGURE 1. POPULATION compared to national average

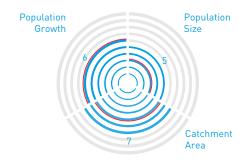


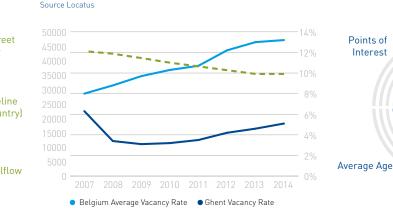
FIGURE 2. ECONOMY compared to national average





FIGURE 3. PROPERTY compared to national average





Ghent Daily Visitors

FIGURE 4. Ghent Footfall vs Vacancy Rate

Prime retail on the Veldstraat in Ghent is much sought after. This is reflected in the level of prime rents and yields. Besides that, the vacancy rate is much lower than national average. Many international retailers focusing on fashion and footwear flock the prime pitch. The latest retail arrivals are H&M Home. & Other Stories and Primark. During the crisis, investment levels kept up compared to national performance.

However the total oversupply is still a risk. A gradual decline in footfall has had effect, hence a slowly rising vacancy rate (see figure 4). The municipality of Ghent has acknowledged this risk and has taken action. It introduced an urban

redevelopment program to profile and develop the inner-city as an open-air shopping centre.

For more information on the inner city efforts of Ghent to develop itself as an open-air shopping centre please read

ACKNOWI FDGFD UNFSCO WORI D HERITAGE SITE

Ghent represents a mix of young and hip versus grand and historical. These ingredients makes Ghent attractive as a shopping destination. Ghent is also an acknowledged (inter)national tourist destination being Belgium's 4th most popular tourist city. In addition, Ghent attracts many students: it

is the number one student city in Belaium. The many young people contribute to the lively atmosphere.

FIGURE 5. CITY QUALITY compared to national average

Creative

Tourism

Professions

Points of

Interest

The historical attractiveness of its city center revolves around the three medieval towers which are Unesco World Heritage sites. Water also plays a major role in the city history and in tourism. The port of Ghent is one of Belgium's largest. In terms of the creative industry Ghent is home to many cultural events, including the yearly Ghent festival with music, theatre, opera and musicals as well as the Global Floralies garden exhibition.

SUSTAINABLE INDICATORS GHENT

PEOPLE

Ghent has a population density (576) above national average (370).

Ghent (21%) is Belgiums nr one student city it well surpasses the national average (3.3%).

PLANET

Ghent scores well on CO, per capita (5.3) compared to the national average (8.8).

Ghent has a lower vulnerability risk (23%) than the Belgian average (33%).



€ PROSPERITY

Ghent's GDP per capita (€40,000) is above Belgian national average (€28,300)



Ghent scores well on the unemployment statistics (5%) compared to the national average (8.5%).



City average
 National average

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SPOTLIGHT ON KORENMARKT AND THE SARMA BUILDING

The Sarma department store opened in 1928 and was an institute in Ghent until it closed in the late 1990s, leaving half the building vacant and in need of renovation. Since 2007, Redevco and Ghent City Council have been planning the building's redevelopment: work started in 2012.

The €15 million project involved two years of restoration and redevelopment of the property located on Korenmarkt Square, between Ghent's landmark tourist attractions of the Belfry and St. Nicholas's Church.

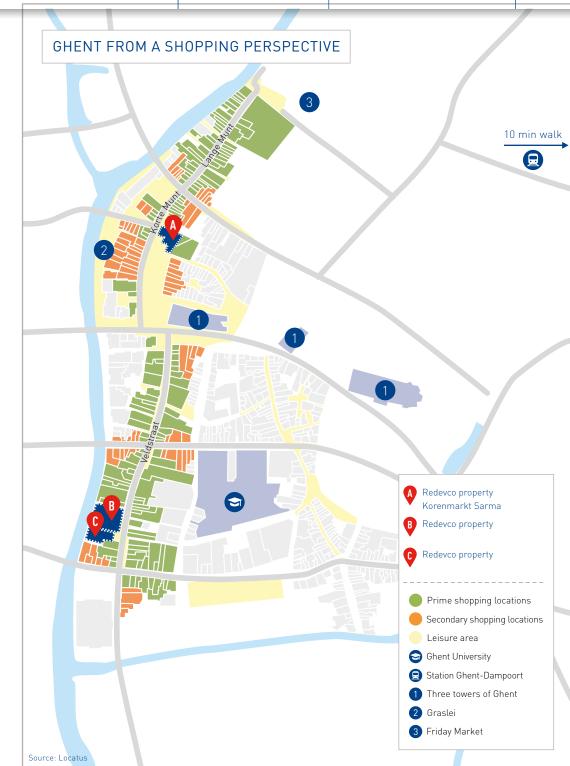
Stripping out the building's five floors behind the original 1920s step gable façade has created 11,800 m² of retail space and five new rental apartments at the rear. In addition, the covered entrance has been converted into a first-floor outdoor café terrace.

Redevco has managed to attract electrical goods retailer Media Markt as the anchor tenant occupying the first and second floors. Other retail customers in the building are Casa, Blokker, Hans Anders, Damass, HEMA and ICI Paris XL. Fitness centre Basic Fit has taken the entire third floor. The new café with its terrace has become a popular spot for tourists, thanks to its views over Korenmarkt Square.

The project has improved the building's energy efficiency, notably through the new "green" roof and the well insulated windows.

VIEW FROM LOCAL RESIDENT:

Redevco local resident and shopper Alexandra Cools: "I've lived here for 20 years and can honestly say the city centre is a fun and attractive place to visit. Most times I take the tram, scooter, bike or go on foot to the city centre since it's difficult to reach by car. I openly embrace the city council's vision to profile and develop the inner-city as an open-air shopping centre. Its main attraction for me is its lovely pedestrian area and the range of unique boutiques and shops."



E R E D E V C O

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FILIP DE BOIS & Portfolio Director Redevco Belgium DANIËL TERMONT

Mayor of Ghent

Could you sum up Ghent in one line for us?

'Ghent is a medieval city, a port city, a centre of commerce, a major tourist attraction with 7 UNESCO heritage sites, a regional focal point, Belgian's largest university city, and much more – all these things rolled into one. It also has a thriving youth culture with over 600 budding rock and pop groups: Ghent is one of only nine 'UNESCO Creative Cities of Music' worldwide - and you can see that on our streets, young people are everywhere.'

How does Ghent manage to stay one step ahead?

'Our mission statement says it all: "Ghent is an open, solidary, wise and child-friendly city that unites all forces in society to remain liveable for all. It wants to be the creative pioneer in the quest for climate neutrality. We set up a sustainable and diverse economy that brings prosperity to all. Thus, we create a society of engaged citizens that enjoy freedom of personal development and support when needed." It's not just a statement of intent, it's a combination of civic pride, collective hard work, intelligence and a 'social' understanding of what a city needs.'

'Over 70,000 students study at our university and higher education institutes. We work with the universities to stimulate innovation and entrepreneurialism, establishing experience centres, spin-offs and start-up supports. This has led to the growth of many high-tech industries in and around the campus area and in Ghent itself.'

Ghent is leading the way as a sustainable city – why is this?

'As in any city (especially port cities), issues linked to pollution are also a part of our city's makeup. We plan to be climate neutral by 2050, extremely ambitious; this involves hundreds of regulations, starting with reducing car emissions, especially in public transport. If a company wants to set

"WE PLAN TO BE CLIMATE NEUTRAL BY 2050, EXTREMELY AMBITIOUS; THIS INVOLVES HUNDREDS OF REGULATIONS, STARTING WITH REDUCING CAR EMISSIONS, ESPECIALLY IN PUBLIC TRANSPORT." DANIËL TERMONT, MAYOR OF GHENT E D E V C O

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'GHENT IS ONE OF UNESCO'S CREATIVE CITIES OF MUSIC' – AND YOU CAN SEE THAT ON OUR STREETS, YOUNG PEOPLE ARE EVERYWHERE.' DANIËL TERMONT, MAYOR OF GHENT

up a production unit here, we say: 'Fine – but on our terms!' Your emissions etc. have to conform to EU standards. How can we help? An example I'm really proud of is Volvo Cars' facility, the largest in Europe, which is now 100% climate neutral. Linked to this is a \in 6 million project to pipe waste heat from paper manufacturer StoraEnso under the Schelde to the Volvo site'

What can you say about the city's relationship with companies like Redevco?

'Well, the Sarma project is a perfect example of how we work together. Given its location, in the very heart of the city centre (the Korenmarkt) the impact of the Sarma building renovation had to be reduced to a minimum to protect the needs of residents, retailers, and keep the city moving. We set out detailed and strict redevelopment plans that Redevco had to comply with: minimise traffic obstruction, noise pollution, and maximise safety throughout the whole period. In the two-year development, there were of course a few complaints from local residents; however it only took a single phone call for the Redevco project team to respond directly and ensure that the problem was resolved immediately. It was an excellent example of a partnership, and I can say that Ghent and Redevco have both benefited greatly as a result.

Where's your favourite spot in Ghent?

'I'm so proud of Ghent, that's impossible to answer – I have hundreds of favourite spots! I suppose that if I had to choose, it would be the Sint-Michielsbrug – from there you can see almost all of Ghent's jewels.'





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THE ENVIRONMENTAL DIMENSION OF FUTURE-PROOFING THE PORTFOLIO

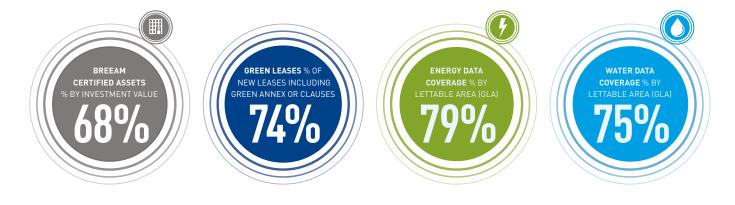
Future-proofing our portfolio means that we look ahead and that we factor expected future developments into today's decisions. Redevco's view on future socio-economic developments and how this affects the retail landscape are reflected in our City attractiveness study. The city cases of and give an impression of how we view cities.

When future-proofing our portfolio, we do not limit ourselves to socio-economic developments or the retail landscape. We have to be aware that socio-economic growth 'at any cost' is not viable and therefore unsustainable in the long-term. This also means that properties should be resilient to the consequences of climate change and limited resources. We see a trend towards a circular economy and stricter EU regulation, aiming at a radical reduction of carbon emissions, increased energy efficiency and growing the share of renewable energy among others. Therefore, reducing our environmental footprint is a key element in futureproofing our portfolio.

This section provides an overview of our actions and results related to reducing the environmental footprint of all our assets under management. Our approach covers four key elements.

BREFAM-ING THE PORTFOLIO

We are in the process of certifying our entire portfolio with BREEAM In-Use, aiming to complete certification by



the end of 2016. The certificate provides us with a holistic methodology to consistently monitor our progress and formulate future targets.

TENANT ENGAGEMENT

When engaging with tenants, we advise on greening our assets under management and we encourage them to sign green leases. These vary from non-binding green covenants to legally binding clauses in a contract. Our target was to have green clauses or a green annex in at least 67% of new leases. Read more on tenant engagement on

REDEVCO RETAILER SUSTAINABILITY BENCHMARK

A key element of the green leases is the tenant's commitment to exchange energy and water consumption data with Redevco, as only then can we report data on the energy, carbon and water intensity of our portfolio.

We aim to have energy and water data available for at least 75% of the total lettable area of our portfolio. The data form the foundation of the Redevco Retailer Sustainability Benchmark, which enables retailers to compare their intensity figures with their peers and/or their country average. Read more on the Redevco Retailer Sustainability Benchmark on

RESEARCH: EXPLORING THE RELATIONSHIP BETWEEN ENVIRONMENTAL AND FINANCIAL PERFORMANCE

Redevco's in-house research team analyses the data collected and explores trends and relationships between environmental and financial performance of our assets. This enables us to take informed decisions on future-proofing the portfolio. Read more about research findings on energy intensity, BREEAM and financial performance on

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BREEAM-ING THE PORTFOLIO

BREEAM certification program on track

Following the overhaul of our approach in 2013, we have now set the target of 100% (by investment value) BREEAM In-Use certification by the end of 2016. At year-end 2014, 68% of all Assets under Management by value had been awarded a BREEAM In-Use certificate. This is well beyond the 2014 target of 55%. By the end of the next reporting period, we aim to achieve at least 85%. The distribution of the portfolio value over the BREEAM ratings is shown in Figure 1. To date, 7% by investment value is rated very good or better.

BREEAM Certificate is not an end station

Once all assets have been certified, we have set a clear independent baseline for continued monitoring and we have created a method to focus our actions on future improvement. After all, the BREEAM In-Use certificate is only the start of a continuous improvement process. Within the asset business plans, we include dedicated actions. This will help us to secure sufficient budget for continuous improvement. By integrating the BREEAM action plan in the asset business plans we also set achievable and reliable targets, without jeopardizing the financial and commercial objectives at asset level. In 2015 we plan to develop targets for the future BREEAM ratings which will stem from the individual asset business plans.

Third party audited and a means to demonstrate compliance

The benefit of a common green building rating system like BREEAM and other green rating schemes (e.g. DGNB, HQE or LEED) is that they cover a variety of environmental issues and they aim to go beyond legislative requirements. As the scheme is audited by third parties, it also serves as a means to assess the compliance of the assets under management with environmental legislation.

Insights into performance across categories

In order to gain insights into the performance of our assets under management, data on BREEAM performance is given on:

- **(**) Energy page 47
- Health, Safety & Wellbeing page 49
- 🔘 Water page 50
- Pollution (e.g. emissions) page 48
- Transport page 51
- Waste page 51
- 🖉 Land Use & Ecology page 51
- Materials page 51

In the next sections, we publish our performance on each BREEAM In-Use category and compare the performance, when possible, with the benchmark data provided by BRE and the National Scheme Operators. We include additional performance indicators where available.

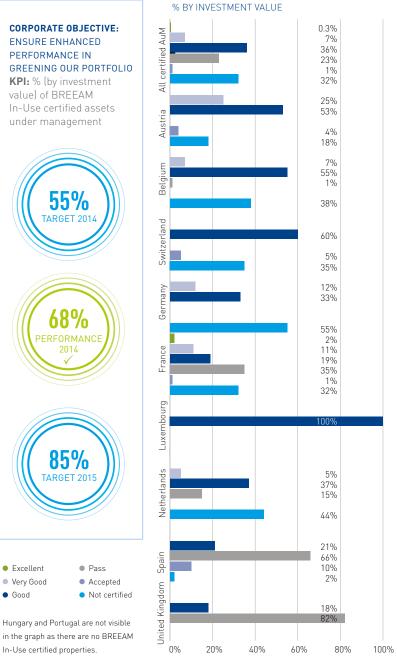


FIGURE 1. BREEAM IN USE BY RATING



Why energy matters?

For a real estate investment manager like Redevco, energy is considered a material issue as buildings account for a large share of global energy consumption (some estimates mention up to 45%).

Redevco's view and approach

Even though the energy in our properties is consumed by retailers and lies outside our operational control, we have a shared responsibility as we are the buildings' owners. We can indirectly influence the level of energy used in the buildings as this is also determined by the shell of the property. We therefore want to measure the energy used by our tenants, and collaborate with them to improve their energy intensity. Consequently Redevco has actively engaged with its tenants to collect energy data since 2008. In 2011 this resulted in the Redevco Retailer Sustainability Benchmark (see page 53). In addition to energy intensity figures, we have started to measure the BREEAM performance. Furthermore we measure the distribution of investment value over the different EPC ratings guarterly and set a cap on the share of investment value allocated to EPC ratings worse than E.

CORPORATE OBJECTIVE:

worse than E

INCREASE ENERGY PERFORMANCE OF ASSETS UNDER MANAGEMENT KPI: % of investment value allocated to assets with EPC rating TARGET 2014 **18%** WORSE THAN E **19%** PERFORMANCE 2014



FIGURE 2. BREEAM IN USE PERFORMANCE ON ENERGY

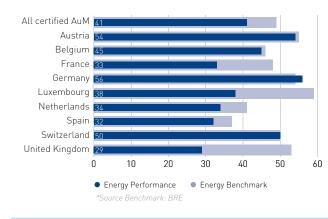
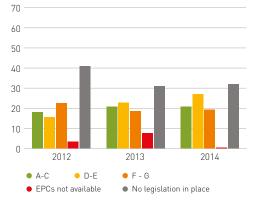


FIGURE 3. SHARE OF ENERGY PERFORMANCE CERTIFICATES BY RATING CATEGORY % BY INVESTMENT VALUE



Benchmarking the BREEAM performance

In the overall BREEAM rating, energy has a strong weighting. The BREEAM performance of all assets under management is 41% as shown in Figure 2. The figure also includes benchmark data at country level, which makes more sense, as this enables better comparison. The figure clearly shows per country where our assets perform better or worse than the benchmark. At the moment it is too early to draw conclusions and set targets. Once all properties have been assessed, we will set long term targets to improve the performance compared to the benchmark.

Energy Performance Certificates: 19% worse than E

Although an Energy Performance Certificate (EPC) is only required when a property is sold or when we enter a new lease contract, Redevco decided in 2008 to certify its complete portfolio, as it is our aim to stay ahead of regulations. During the process we noted that not all EU Member States have fully adopted the EU directives in their legislation. For example in Belgium, the EU directive is still not in force for commercial properties, which explains why 32% of our investment value has still not been certified. Redevco decided that for 2014 we would limit the allocation of investment value to properties certified below E on an A to G rating. At year end we did not meet our target, with 19% of our investment value rated below E. For 2015 we aim to limit the share of assets below E to 18%.







POLIUTION AND EMISSIONS

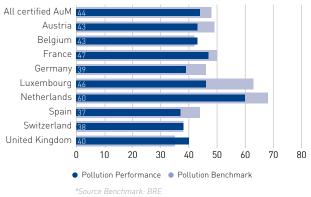
Why pollution and emissions matter?

Buildings account for a large share (up to 35%) of the global human activity carbon emissions. In this respect, real estate can be considered as a polluting industry contributing to climate change. In order to cool buildings, refrigerants are used, some of which contribute to global warming or include ozone depleting substances

BREEAM performance on pollution

In the overall BREEAM rating, pollution is weighted 44%. The performance per country is presented in Figure 4.

FIGURE 4. BREEAM IN USE PERFORMANCE ON POLUTION:



Redevco's view and approach

Redevco acknowledges that emissions influence climate change, and that this may result in extreme weather events like heavy rain storms or flooding, which place many communities and the properties we invest in at risk. It is our belief that future-proof retail properties should not only be in the right location as determined by our city strategy, but should be resilient to the consequences of climate change. Redevco's performance is measured with the BREEAM performance on pollution, compared to the

benchmark. The BREEAM assessments include a flood risk component and the way we manage flood risk, as well as the use of refrigerants in the asset refrigeration equipment, with global warming potential (GWP) among others.

In addition to BREEAM performance, we annually measure carbon intensity by asset class, country and even per retail category as part of the Redevco Retailer Sustainability Benchmark.

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HEALTH, SAFETY & WELLBEING

The materiality assessment has clearly demonstrated that health, safety & wellbeing is a key element of Redevco's responsible investment policy, following international trends. A report from the World Green Building Council notes that this is an issue that has been moving rapidly up the global real estate market agenda.

Redevco's view and approach

Performance of our assets under management on this aspect is currently evaluated in two ways. Firstly, through the BREEAM performance score on health, safety & wellbeing. The assessment includes issues like legionella contamination and ventilation strategy, among others. Our performance per country is presented in Figure 5. Within the overall BREEAM performance, health & wellbeing has a weighting of 21%. Secondly, in addition to the BREEAM performance, Redevco monitors to what extent the assets under management include asbestos. Asbestos was commonly used in buildings from 1950 - 1990 and can be found in almost any construction material of the period. Every property investor with a large portfolio will encounter asbestos related issues. All European countries have legislation that state precisely what has to be done should asbestos be discovered in a building. Even in so-called asbestos-free buildings, with recent research methods, asbestos can still be detected.

CORPORATE OBJECTIVE: ENSURE THAT ASBESTOS INVENTORIES ARE AVAILABLE FOR ALL ASSETS UNDER MANAGEMENT.

KPI: % (by investment value) of assets under management where an asbestos inventory is available



Redevco has chosen a proactive approach with regards to detecting asbestos in our portfolio, and we either remove or encapsulate it so it no longer forms a health risk. In cases of doubt, we always choose removal by certified companies. However, it is still not easy to discover whether a building contains asbestos. For example in the United Kingdom, where we are aware of and comply with asbestos legislation, under FRI lease terms, asbestos management is mainly the responsibility of the occupier. Tenants should have an Asbestos Register for their building and make it available to any contractor. Tenants are also responsible for removal and any associated costs.

Despite these challenges, Redevco is determined to complete its asbestos inventories. In 2012, 11% of the portfolio (by investment value) concerned properties where we did not know whether or not the property contained asbestos; in 2014 we reduced this to 5%. This will remain a challenge in the UK due to the FRI leasing structure. In addition, we have also noted changes in legislation, which means that some inventories are no longer up-to-date. It has therefore become a moving target. In the Netherlands, amongst other countries, we are updating all our asbestos inventories to meet the changed regulations.

FIGURE 5. BREEAM IN USE PERFORMANCE ON HEALTH & WELLBEING

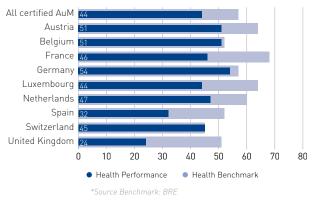
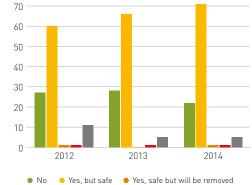


FIGURE 6. SHARE OF ASBESTOS CATEGORIES % INVESTMENT VALUE



Yes, shall be removed
 Don't know

E D E V C O

50

WATER

Climate change can result in a less predictable water supply. Water resources in many parts of Europe are under pressure and this is getting worse, according to the European Environment Agency (EEA). It is extremely important that Europe uses water more efficiently for the benefit of all

Redevco's view and approach

Although water use is an extremely important issue in Europe, with respect to the assets under management it is much less material as retail properties use much less water than office buildings or households. Also the materiality assessment demonstrated that water use is not a material issue. However, a number of measures can be taken to reduce the use of public water supplies. These can be broadly grouped into the broad categories of watersaving devices; greywater re-use and rainwater harvesting; metering; and leakage reduction in distribution and supply networks. Many of these measures are covered by a BREEAM assessment. Redevco reports on the BREEAM performance on water. In addition, we annually measure the water intensity by asset class, country and per retail category as part of the Redevco Retailer Sustainability Benchmark. Finally, Redevco has been a regular partner of the Water Footprint Network (www.waterfootprint.org) and has endorsed its mission since 2010

its users; the European Commission estimates that Europe could reduce overall water consumption by 40%. This reduction would have positive knock-on effects, as technologies that reduce water use also help to reduce energy use (for example in drinking water and wastewater treatment).

BREEAM performance below/above benchmark

Within the overall BREEAM rating, water use has the lowest weighting, reflecting that for real estate, water is less material compared to other environmental topics in the real estate sector. Redevco's performance on water per country is presented in Figure 7.

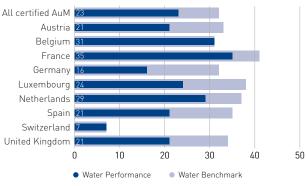
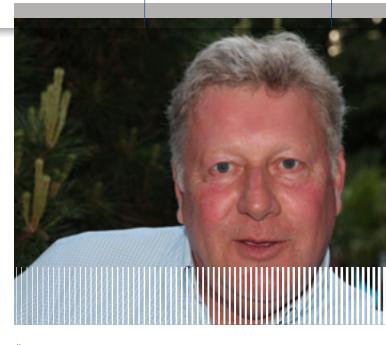


FIGURE 7. BREEAM IN USE PERFORMANCE ON WATER:



"AS PART OF OUR GREEN LEASE AGREEMENT, WE KEEP REDEVCO UP TO DATE ON OUR ANNUAL WATER AND ENERGY USE. THIS YEAR, REDEVCO NOTED A SIGNIFICANT INCREASE IN WATER USE (1,000 M3) COMPARED WITH PREVIOUS YEARS. WE INVESTIGATED THE REASONS FOR THIS AND FOUND THAT ONE OF OUR ICE-MACHINES WAS BROKEN AND CONTINUOUSLY USED WATER. THANKS TO THE MONITOR, WE WERE QUICKLY ABLE TO MAKE REPAIRS AND LIMIT OUR USE OF WATER AND OTHER RESOURCES."

FEBO IS A FAST-FOOD CHAIN WITH 70 OUTLETS IN THE NETHERLANDS.

HANS GORT, OWNER/ FRANCHISER OF FEBO IN AMSTELVEEN

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A new resident at Meir, Antwerp

'Vogelbescherming Vlaanderen (The Flanders Bird Protection Society)' approved Redevco Belgium's proposal to install a birdhouse on top of the largest dome of the INNO department store in Antwerp. The birdhouse will be occupied by a peregrine falcon. It is of great ecological importance that the falcon returns to the city centre. A bird of prey counts as a natural controller of the pigeon population and it will protect our newly renovated building against the plague of pigeons. This initiative is in perfect alignment with Redevco's sustainability policy. Moreover, this ensured a good score for the BREEAM In-Use certificate. After the restoration of the 38m high dome was completed, the birdhouse was installed on the balcony above the dome, visible in the picture. There are plans to install a webcam to monitor the activities in and around the birdhouse





FIGURE 8. BREEAM IN USE PERFORMANCE ON LAND USE & ECOLOGY:

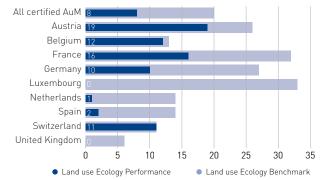
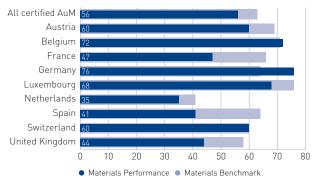


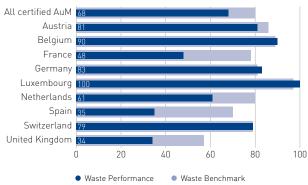


FIGURE 9. BREEAM IN USE PERFORMANCE ON MATERIALS:



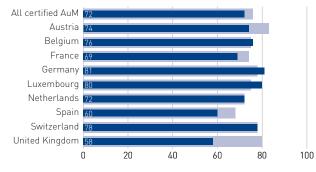
WASTE

FIGURE 10. BREEAM IN USE PERFORMANCE ON WASTE:



TRANSPORT

FIGURE 11. BREEAM IN USE PERFORMANCE ON TRANSPORT:



Transport Performance
 Transport Benchmark

*Source Benchmark: BRE

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TENANT ENGAGEMENT

Advocating green retail properties by greening leases

In 2009, Redevco introduced green leases. They vary from non-binding green covenants as an annex to our standard lease agreements to legally binding clauses in a contract. One of the key elements includes the tenant's commitment to exchange energy and water data with Redevco to allow us to report data on the energy, carbon and water intensity of all assets under management. In 2014, 74% of our new leases were green, which is above the target of 67%. Since 2013, we have been monitoring our performance on this KPI every guarter as part of our management report. Although many tenants have signed green covenants, a number of tenants have been reluctant, for several reasons. One of these is that they do not want to commit to non-binding regulations. The willingness to adopt green leases varies across countries and retail types. For example in the United Kingdom, green leases have been traditionally the most difficult clauses to gain occupier acceptance. The acceptance rate of green leases per country are presented in Figure 12.

There are signs that some major retailers are becoming more proactive in their attitude towards sustainability. We have noted that our Retailer Sustainability benchmark has triggered tenants to pay more attention to energy and water use, especially if it leads to cost reductions. In 2014, we started a project with one major tenant to explore further savings potentials in their stores.

CORPORATE OBJECTIVE:

KPI: % of new lease contracts with a green covenant or green clause

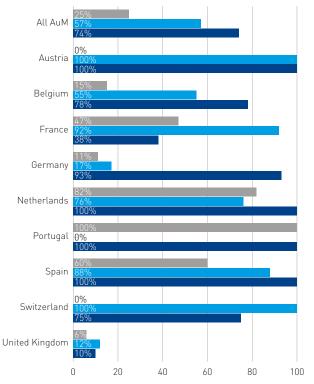


Monitoring tenant satisfaction

In 2013, we conducted the first tenant satisfaction survey. The central aim of this survey was to investigate the positioning of Redevco in the retail market. It focused on brand awareness, image and the degree of satisfaction our tenants have about our products & services.

The 2013 survey established a baseline, and from there we can monitor changes in the perception of our brand and in the level of satisfaction with regard to what we deliver. The survey results are used as input to identify improvement areas for future marketing policies, our products & services, and the relationship we have with our tenants. The results were positive with an 8.1 satisfaction score and a Net Promotor Score of 43. For 2015 we aim to achieve the same positive result.

FIGURE 12. SHARE OF GREEN LEASES (% OF NEW LEASES)



2012
 2013
 2014
 Luxembourg and Hungary are not visible in the araph as there were no new leases signed

E D E V C O

FREE ONLINE: THE REDEVCO RETAILER SUSTAINABILITY BENCHMARK

Going beyond operational control

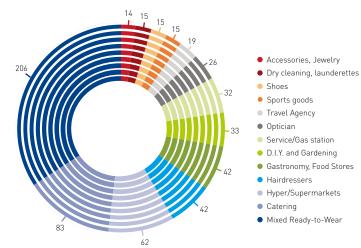
Energy data is currently available for 79% (2013: 77%) of our lettable area. The data coverage has increased compared to the previous year, despite the fact that one large tenant increased their quality assurance with respect to the energy data and therefore sent us less data than in previous years. With respect to water data, we have seen an increase compared to the previous reporting period; from 71% to 75% in the current year.

Three years of retailer benchmarking

In 2013 we introduced the Redevco Retailers Sustainability Benchmark (RRSB). This benchmark presents data from a different angle; from an occupiers' perspective. Analysis of data on retailer consumption gathered since 2008 shows that consumption in retail property is primarily determined by the occupier's activity. The RRSB tool is free and available online. It provides feedback and helps tenants compare their data with that of peers in a specific country, or against a European average. Consequently they can calculate potential cost savings. This free, anonymous tenant data can be accessed via their personal login. Other, non-tenants can enter their energy and water data on-line, in order to compare their data with that of their peers in the Redevco portfolio.



FIGURE 13. BENCHMARK YOUR STORE AGAINST THE 37 RETAIL CATEGORIES (967 STORES) INCLUDED IN THE RRSB



CORPORATE OBJECTIVE:

INCREASE DATA COVERAGE FOR REDEVCO RETAILER SUSTAINABILITY BENCHMARK.

KPI: water and energy data coverage in % by total lettable area (GLA)



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ENERGY PERFORMANCE NOT A MAIN DRIVER FOR DIFFERENCES IN RENT AND YIELD I EVELS

Redevco believes that a better environmental performance of its retail real estate assets comes with less risk. Subsequently we take on responsibility for the environmental performance of the assets we manage. In order to continue to enhance our knowledge of responsible investment and asset management activities, Redevco performs market analysis to monitor its investment strategy and performance in future-proofing our portfolio.

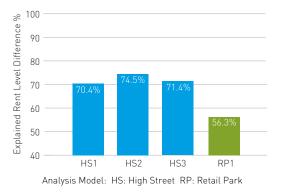
Last year, Redevco explored the relationship between energy intensity and rent per square meter for both high street properties and retail parks in the Redevco portfolio. The outcome showed that energy intensity, besides location and building characteristics, has a statistically significant contribution in explaining the differences in rent levels for retail properties. For high street properties a high energy intensity equalled a high rent per square meter and for retail parks a high energy intensity equaled a low rent per square meter. Although the quality of the regression models were not good enough to draw clear conclusions, we could provide arguments for the differences in relationship between high street retail and retail parks. We stated that the costs of energy as a share of the annual rent in retail parks are higher than for high street properties, meaning that for retailers the financial benefits for reducing energy intensity in retail parks is higher than in high street properties.

This year's approach was slightly different from last year's. The main questions this year are: does the quality of the regression model improve and does energy intensity or the availability of a BREEAM certificate contribute significantly when explaining the differences in rent levels? In addition we improved the statistical model by including more specific location variables. The results show that the relationship between energy intensity and rent per square meter for high street holds true. For retail parks however, energy intensity no longer contributes to higher rent levels because including more micro-location characteristics to the model for retail parks decreased the significance of energy intensity in explaining the differences in rent levels. Ultimately, the differences in annual rent per square meter and net initial yield levels for high street retail and retail parks are strongly dependent on location characteristics. Below, the main findings of the analysis are discussed in more detail for high street retail and retail parks respectively.

HIGH STREET RETAIL

Energy intensity has a statistical significant relationship with the annual rent per square meter. However, the relationship is positive, meaning that a high energy intensity equals a high annual rent per square meter. The question remains whether this is a causal relationship. We think that the positive statistical relationship is caused by the quality of the location rather than energy intensity. The best high street locations comprise historical buildings, which are are generally less

FIGURE 14. RENT LEVEL DIFFERENCE EXPLAINED BY DIFFERENT REGRESSION MODELS FOR HIGH STREET AND RETAIL PARKS



All models were significant at .000 with a total sample of • HS N = c. 500 leases • RP N = c. 65 parks

Input for the regression models:

HS1: Location and building characteristics HS2: HS1 + Energy intensity HS3: HS1 + BREEAM certificate RP1: Location and building characteristics

energy efficient than more modern buildings, causing the energy intensity to be higher. Historical inner-city high street locations are more attractive and have higher rent levels while the buildings are generally smaller. As a result, the annual rent per square meter tends to be higher for historical buildings than for non-historical inner-city high street properties.

High street retail properties with a BREEAM certificate in the Redevco portfolio have higher rent levels than properties without a BREEAM certificate. However, this

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sample includes non-strategic properties without a BREEAM certificate and a low annual rent. We can conclude from this that Redevco started certifying its strategic properties. When we compare the BREEAM score of properties with a BREEAM certificate, we can conclude the conclusion that properties with a better BREEAM In-Use score, do not have a higher annual rent per square metre. For properties with a BREEAM certificate, the differences in rent levels are not dependent on the BREEAM score but on location characteristics. In other words, **more energy efficient high street retail properties do not have higher rent levels than less energy efficient properties.** The same conclusions can be drawn for the differences in net initial yield levels, although the quality of these models is not yet sufficient.

RETAIL PARKS

For retail parks, it is currently more difficult to create a statistical model which really explains the differences in annual rent per square meter and net initial yield levels. We were only able to explain the differences between the properties in annual rent per square meter for 56.3% with the used variables (last year 44.9%) and the differences in net initial yield levels for 49.7%. Nevertheless, including energy intensity and the availability of a BREEAM certificate does not improve the quality of the models, indicating that energy intensity and the availability of a BREEAM certificate do not contribute significantly in explaining the differences in annual rent per m² and net initial yield levels for retail parks.

The 2014 results contrast with our findings in 2013, where energy intensity did significantly explain differences in annual rent per m². The quality of the model has improved and the change in outcome can be explained by the inclusion of more specific location characteristics than last year. This indicates that the 2014 location characteristics are more important in explaining the rent levels than the location characteristics used in 2013 The 2013 location characteristics. were more or less the same for all retail parks due to the spatial granularity of the indicators. Therefore, the only real differences between the retail parks were caused by differences in size (unit size and size of the retail park) and differences in energy intensity. The 2014 location characteristics show more variation, causing energy intensity to be less important.

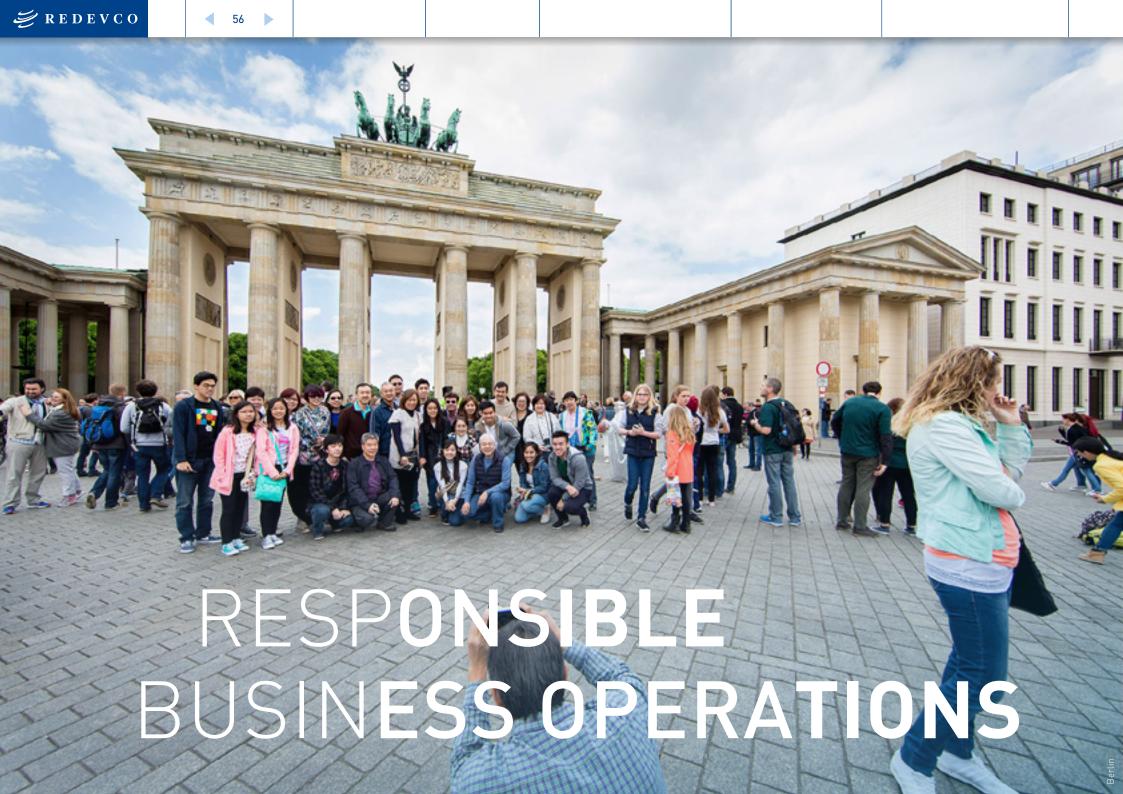
The analysis shows that neither energy intensity or the availability of a BREEAM certificate contribute significantly to explaining the differences in annual rent per m² and net initial yield levels for retail parks in the Redevco portfolio.

CONCLUSION

The quality of location characteristic are quintessential value drivers of retail real estate. Their dominance up until today rules out the potential influence of energy performance as a value driver for retail real estate. However, as a responsible real estate investor, these findings do not mean that we should not pay attention to the environmental impact of the properties we manage. We believe that a better environmental



performance comes with less risk, taking into account future changes in legislation. Apparently this risk is not factored into todays' retail real estate rent and yield levels.



BUSINESS INTEGRITY AND COMPLIANCE

Redevco's business integrity & compliance principles are based on our values: 'Integrity', 'Excellence', 'Balance' and 'Team spirit'. The principles include our commitments to conducting business with respect for the interests of our stakeholders, fair competition, and compliance with applicable laws. We expect the same from our business partners. Our Business Integrity Policy also provides guidance to what we expect from our staff. We encourage them and others to report concerns, and we do not tolerate retaliation in any form. We take appropriate action if our integrity and compliance principles are violated.

ESTABLISHING STANDARDS

Business integrity, including an anti-bribery commitment, has been an integral part of the Business Integrity Policy for many years: it is the cornerstone of how we conduct business. This was confirmed by our stakeholders during the recent materiality assessment; both internal and external stakeholders valued integrity and compliance highly. Integrity was first in the list and compliance ended up in the top ten.

CORPORATE OBJECTIVE:

MAINTAIN A HIGH BUSINESS INTEGRITY AWARENESS **KPI:** % of staff who signed BIP **and/or** participated in integrity workshop

CORPORATE OBJECTIVE:

COMPLY WITH BIP, REGULATIONS AND LEGISLATION KPI: Total number of incidents, breaches and

sanctions as a result of non-compliance

*In the last year, there were four incidents reported as a result of non-compliance. These were managed and resolved according to the in place controls and frameworks.

Part of conducting our business fairly is that we do not tolerate the direct or indirect offer, payment, soliciting or acceptance of bribes in any form. In addition to this, we work on raising staff awareness by organising integrity workshops and courses on these topics. We ensure compliance with our policies and procedures by conducting business reviews and audits. As an example, we updated our Conflicts of Interest Policy at the end of 2014. We rolled out the updated policy at the start of 2015 in workshops where we explained the principles of the policy to our staff to enable timely identification and adequate follow up.

COMPLIANCE AT REDEVCO

Through our Governance, Risk and Compliance framework, we sustain a culture in which behaviour and decision-making at all levels are aligned with Redevco's core values and business integrity and compliance principles. The Redevco Governance, Risk and Compliance (GRC) department is responsible for the design, support and monitoring of the framework and fulfils the compliance officer role. The group's and local country legal counsel monitor external legal and regulatory developments and provide legal advice. The GRC department implements required policies, standards and procedures, and embeds these requirements in our dayto-day processes.

Our management plays an essential role, setting the right example through their own behaviour. It also lays out the clear expectation that all business plans and activities are undertaken in a





VIEW FROM EXTERNAL STAKEHOLDER "INTEGRITY IS ESSENTIAL FOR SECURING GOOD GOVERNANCE AND CORPORATE RESPONSIBILITY WITHIN A COMPANY. INTEGRITY IS NOT ONLY ABOUT COMPLYING TO A CODE OF CONDUCT, BUT ALSO PERSONALLY AND PROFESSIONALLY ACTING ON AND SHARING MUTUAL VALUES."

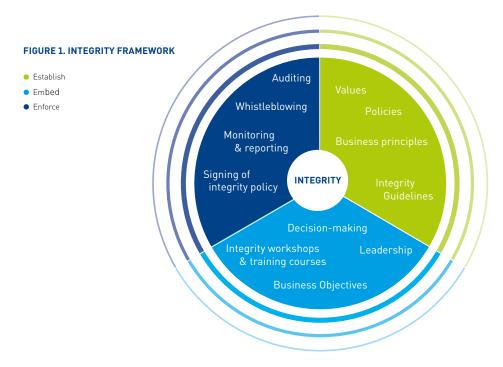
RIENTS ABMA, DIRECTOR EUMEDION

responsible, safe and compliant manner. Internal messages from the CEO and other executives supported by other global and local communications help to keep integrity and compliance topics alive and relevant.

Redevco's Business Integrity Policy describes the 'way we work'. The Business Integrity Policy defines basic rules, standards and behaviours for Redevco staff and directs them to available resources and support. All our staff are required to sign the Business Integrity Policy annually. Integrity workshops are organised locally in which business dilemmas are discussed. Further training is available on other compliance topics at international group meetings.

REPORTING VIOLATIONS

Redevco's Whistleblowing Policy allows employees to seek advice and report concerns about potential incidents of bribery, fraud or other violations of our Business Integrity Policy and other internal policies and procedures. We also encourage reporting of concerns through internal channels, for example to line managers, human resources, our legal department or the GRC department. Redevco maintains a stringent no reprisal policy to protect any person making a good faith allegation, as well as any person participating in an investigation. Furthermore, Redevco's Business Integrity Policy states clearly that violators may be subject to disciplinary action (including dismissal) and legal proceedings. In 2014, no allegations related to Business Integrity violations were received.



CONTINUOUS COMMITMENT

We are committed to continuously improving the way we manage our business. As an example, in 2015 the Business Integrity Policy will be updated, ensuring that it is relevant and aligned with our policies and procedures, and that it complies with new laws and regulations. We will also update the format of the annual integrity workshops to ensure that the topics and discussions remain lively and relevant. Additionally in 2015, Redevco's Whistleblowing Policy will be extended to allow business partners to seek advice and report concerns about potential incidents of bribery and fraud or other violations of our business integrity and compliance principles.

To maintain our culture of integrity and our adherence to laws and regulations, we will continue to search for new ways to keep this culture alive, transmit our company values to new employees, and update any policy when relevant.



GETTING THE BEST OUT OF OUR PEOPLE

In 2014, Redevco continued on its path to becoming a pan-European real estate investment manager. Where we previously focused predominantly on developing and implementing the right processes and people structures to enable our transformation, we can proudly state that, as of the second half of 2014, these building blocks are in place. Our next steps are about developing optimal long-term internal and external commercial relationships. This new direction supports our strategic growth plans and involves new ways of working together. Therefore it will have a direct impact on those who are most important in shaping our current and future business: our people.

BUILDING A NETWORK ORGANISATION

Where we once described ourselves as a matrix organisation, we are now moving towards building a network organisation. A network organisation is highly dependent on building the right capabilities in the organisation and connecting these to a common goal. With this in mind, we have created multifunctional teams which work together to develop innovative results for our customers. It is all about 'putting the best team forward' to achieve sustainable business success.

In June 2014, we all went to the Hoge-Veluwe in the Netherlands for two days for our bi-annual Redevco event. This year, the context was our corporate value 'Team Spirit'. The main purpose of this event was to bring together everyone from all our offices to reinforce our corporate values, and to continue our strong 'people collaboration'. At this event, we worked together to find the best ways of moving our organisation to the next level: that of a network organisation.

In addition to this event, every Redevco office organises a local event to support and strengthen collaboration in their own internal organisation. CORPORATE OBJECTIVE: MEASURE ENGAGEMENT AND ENABLEMENT OF OUR EMPLOYEES AND DEFINE IMPROVEMENT PLANS (EVERY TWO YEARS) KPI: Average blended company survey scores for 'engagement' and 'enablement'

CORPORATE OBJECTIVE: GET THE BEST OUT OF OUR PEOPLE BY GIVING CLEAR FEEDBACK AND GUIDANCE ON PERFORMANCE KPI: % of employees having received regular performance feedback

CORPORATE OBJECTIVE: PROFESSIONAL DEVELOP-MENT OF OUR EMPLOYEES KPI: % of total employees participating in training or development programmes

*High-performance norm score of Hay Group benchmark (available in 2016)

UR **72%** TARGET 2014

76.5% PERFORMANCE 2014



85% TARGET 2014 96.6% PERFORMANCE 2014 **97%** TARGET 2015



WE BELIEVE THAT THE COMBINATION OF
 OUR PEOPLE AND OUR CULTURE ADDS
 UP TO A STRONG AND UNIQUE 'USP'
 THAT IS HARD TO COPY.

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PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES

Building our network organisation with strong cross-border and cross-functional collaboration is also supported by training and development programmes for our employees.

To enable our leaders to successfully manage the company's transformation from property manager to investment manager, we have invested in various training and development programmes. A number of Redevco senior managers participated in the COFRA Leadership Programme at IMD. Participants of the programme learn how to mobilise people towards key business goals, experience various leadership situations, analyse their own performance, and benefit from peer and professional feedback. The overall aim of the programme is to enhance leadership effectiveness.

A group of senior managers from the UK and the Netherlands participated in a business culture awareness course. To gain a deeper cultural understanding and improve cross-border cooperation, the KIT (Royal Tropical Institute) designed and executed a tailor-made course on British and Dutch business culture.

Building on cross-border collaboration was also the objective of a session on team engagement for all legal staff. Participants were extremely positive about the programme. Sally Nilsson, General Counsel, added: "It was a really positive event and we made some real progress on team thinking and how to become most effective as a team. The next step is to keep building on this foundation "

In total, 76.4% of all our employees participated in some form of training course in 2014, from Leadership Development Programmes to courses in English. The 2014 result is slightly lower than the previous year, but still well above our target of 50%

At a local level, our employees can participate in training courses on an ongoing basis. Redevco Germany, for example, offers employees courses in English, MS Office, Finance regulations, First Aid, and Health and Safety Management on a regular basis. Redevco France invested, among others, in technical courses for professional development of Assets Management, Building and Maintenance, and Legal staff. Redevco Belgium also offers employees professional courses on an ongoing basis, for example English, IT and Legal courses. Besides that, Redevco



Belgium has continued the training programme on Feedback and Coaching in 2014, not only for the Management Team, but involving all staff. Continuous professional development is a key ingredient of Redevco's drive to ensure professionalism and high quality standards.

REDEVCO SERVICE OFFICE

*APPOINTED TO THE BOARD IN JULY 2015.

"WE PUT PEOPLE AT THE HEART OF OUR COMPANY. THEIR COMMITMENT TO 'GO THE EXTRA MILE' TOWARDS SUPERIOR PERFORMANCE IS CRITICAL TO SUCCESSFULLY EXECUTE OUR STRATEGY AND GROW OUR BUSINESS." TON VAN DE GRAMPEL, CHIEF HUMAN RESOURCES OFFICER.

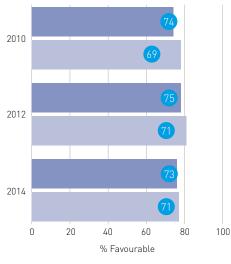
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FIGURE 2. ENGAGEMENT SURVEY RESULTS 2014

				Vs. HP Norm
Corporate Social Responsibility	87	1	2 1	-
Quality & Customer Focus	80	18	2	- 1
Respect & Recognition	80	15	6	+11
Enablement	77	14	10	+6
Resources	77	14	9	+9
Engagement	76	17	8	+3
Performance Management	73	16	11	-1
Collaboration	73	17	10	+3
Redevco Local Questions	72	19	9	-
Authority & Empowement	70	23	8	-2
Clear and Promising Direction	66	25	9	-12
Development Opportunities	64	24	12	0
Confidence in Leadership	63	30	7	-7
Training	63	23	14	+2
Pay & Benefits	59	21	20	+5
Work, Structure, & Process	57	32	10	-9

% favourable
 % neutral
 % unfavourable

FIGURE 3. REDEVCO'S ENGAGEMENT AND ENABLEMENT JOURNEY



Engagement
 Enablement
 High Performance Norm

EMPLOYEE ENGAGEMENT AND ENABLEMENT ARE KEY FACTORS FOR SUSTAINABLE SUCCESS

In October 2014, we conducted our bi-annual Employee Engagement Survey. This helps us better understand the issues our employees have in the context of Engagement and Enablement, two critical elements for bringing our business strategy to life.

The response rate of 92% was highly encouraging, as this signals a high level of commitment of our people to provide input and to help improve the organisation. When looking at the overall results,



it is clear that we have a strong business foundation, creating high levels of commitment and willingness to contribute to the success of the company.

Overall, our people were positive in terms of Employee Engagement (76%). They told us that they are proud to belong to Redevco and see us as a company with high moral standards, high levels of customer focus, and with a strong focus on corporate responsibility. In fact, these results are higher in many dimensions than those of global companies that Hay Group (our survey partner) calls the 'High Performance Norm'. "OUR OVERALL OBJECTIVE IS TO CREATE AN ENVIRONMENT THAT STIMULATES 'DISCRETIONARY EFFORT' AND INSPIRES PEOPLE TO GIVE THEIR BEST. REDEVCO CREATES THE CONDITIONS UNDER WHICH PEOPLE WANT TO STAY WITH US AND CONTRIBUTE TO THE COMPANY'S LONG TERM SUCCESS." SARA KELLENDONK, HR MANAGER, REDEVCO SERVICE OFFICE

At the same time, the responses show the impact of our changing business environment and the potential impact of developments in the European economic climate since 2012. Our people have a strong understanding of the strategy and performance expectations, however they want to better understand the implications of that new direction and the new ways of working.

In addition to these common global issues, the results of each Redevco country differ in terms of content and background, and this requires a focused approach.

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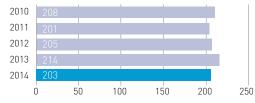
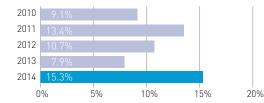


FIGURE 5. TURNOVER RATE (%) LIKE-FOR-LIKE



We are in the process of conducting a number of focus group sessions around the company where, together, we explore the key issues for improvement and which actions need to be taken to achieve them.

FEEDBACK CULTURE

At the end of 2014 we conducted the Year End Performance Management Process. This facilitates a process through which line managers and staff create a dialogue based on the results of the past year in order to establish the best way forward in the year that lies ahead. A further objective is to create a culture of clear feedback which in turn stimulates development and innovation throughout the company. In 2014, 96.6% of our people participated in this process; the next update on their progress will be the Mid-Year review, starting in September 2015.

ENGAGE, BUILD AND DELIVER

To support the organisation's growth ambition, in 2015 we will focus on three strategic HR priorities. The first is to ensure high levels of employee engagement and enablement, as these are critical to be able to successfully execute our strategy and grow our business.

Our second priority is to build the organisational capabilities that are critical to achieving our strategic objectives. In a change scenario, yesterday's struc-tures, processes and skills are not necessarily those that support the organisation when delivering today's objectives. It is therefore critical to assess which key organisational capabilities will help deliver future business success and ensure that appropriate measures are taken to embed these in the organisation. Finally, the HR processes that enabled delivery of our HR objectives in the past also need to be reviewed and, if necessary, made "future-proof". Our third priority therefore is to establish effective and efficient HR processes to enable us to get the best out of our people.

REDEVCO IN NUMBERS

FIGURE 6. ABSENTEEISM [%]

0.5%

1.0%

1.5%

2.0%

2.5%

LIKE-FOR-LIKE

2010

2011

2012

2013

2014

0.0%

On a like-for-like basis, Redevco's workforce has decreased from 214 to 203. After three years of decline, our turnover rate increased to 15.3%, whilst, on average, the turnover rate has been 11.3% over the past five years. To some extent this increase can be explained by the change in our reporting cycle, which moved from a 31 December close to a close at the end of February each year. These figures, as well as those for absenteeism, therefore reflect a 14 month period.





Following the Business in Balance principle, we strongly feel that sustainability is about more than simply maximising environmental friendliness. It is our ambition to strike the right balance between social impact, profitability and eco-friendliness. The first of the three is especially reflected in the charitable activities that we undertake as a company, whereby the underlying philosophy and mission for this generation is clear: leaving the world a better place for the next generation.

IMPACT ON SOCIETY

Our belief that we have a responsibility to make a positive contribution to society in a broader sense, especially in those places where Redevco is already involved in real estate activities, led to the establishment of the Redevco Foundation. The main purpose of the Foundation is to build a bridge between the past, present and future through its charitable activities. The three areas that the Foundation specifically targets are related to that.

The *past* is represented in our focus on

the preservation of historic buildings. We are privileged to manage a number of these beautiful assets. The *present* is reflected directly in the activities we undertake to support activities that have to do with preserving the environment for generations to come. The *future* is very much embedded in the third target area of the Foundation, namely children and young people. It is the aim of the Foundation to contribute to the lives and living environment - like housing, education, health, sports & leisure, and economic development - of the less privileged in society.

FINANCIAL AID

In 2014, the Redevco Foundation granted a total amount of €1,016,757 to various charities in the period from January 1, 2014 to February 28, 2015. Figure 7 (page 65) shows the distribution by Redevco country and for each of the three areas.

Redevco employees play an important role in determining the good causes that are selected for a grant. Each

CORPORATE OBJECTIVE: INDIVIDUAL VOLUNTARY DAYS USED KPI: % of available

Individual voluntary days used (1 voluntary day per employee)

CORPORATE OBJECTIVE: ALL OFFICES TO SUPPORT LOCAL COMMUNITIES BY CORPORATE GIVING IN LINE WITH THE REDEVCO FOUNDATION GUIDELINES KPI: Funds donated as % of budget available

employee is entitled and encouraged to search their network for charities with which they have a connection and which they feel need supporting. In 2014, the majority of the grants were given to organisations that are mainly active in supporting charities focused on the well-being of children and young people.

INVOLVING OUR WORKFORCE

In addition to the option of nominating a charity of their choice for financial support through the Foundation, our employees can also play an active role in contributing to a better society by

72%





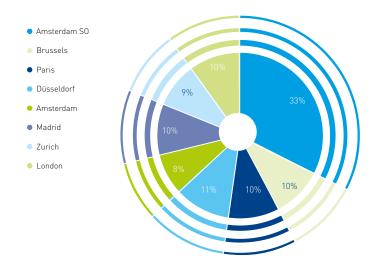
using their 'voluntary day'.

Every Redevco employee is entitled to one voluntary day per year. This day is often used for a collective charitable team event, but the employee can also choose to spend this day individually to help a good cause of their own choice, for example something closer to home. In 2014 a total of 75% of the voluntary days were used with the French team achieving a score of 100%.

🚝 R E D E V C O

65

FIGURE 7. GEOGRAPHICAL SPREAD OF GRANTS ALLOCATED IN 2014



75% OF VOLUNTARY DAYS WERE USED UP BY
 OUR STAFF TO SUPPORT CHARITABLE ACTIVITIES

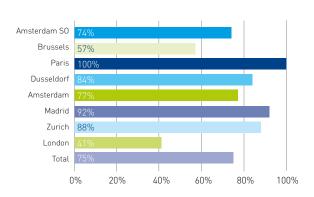
SENSE OF PRIDE AND FULFILMENT

Currently, supporting charitable organisations is something that is quite common, and even expected of companies, in the eyes of their (potential) employees and society at large. However, being able to truly and actively contribute to good causes that have special meaning to the employee, makes corporate giving even more rewarding. Being involved in the process of determining where the money is spent, and receiving one voluntary day from Redevco to help any charity as a volunteer, is something that is much appreciated by our employees; it is something they are proud of.



"WHEREVER REDEVCO REDEVELOPS RETAIL LOCATIONS, LIKE IN ZAANDAM IN THE NETHERLANDS, WE ACTIVELY SEEK TO SUPPORT AT LEAST ONE CHARITY IN THAT LOCAL COMMUNITY. WE ARE PROUD THAT LAST YEAR'S DONATION TO THE "VERENIGING DE ZAANSCHE MOLEN" (THE ZAAN WINDMILLS FOUNDATION), HELPED FUND THE REPLACEMENT OF ONE OF THE SAILS OF THE HISTORIC "DE GEKROONDE POELENBURG" WINDMILL." CLEMENS BRENNINKMEIJER, MANAGING DIRECTOR, REDEVCO NETHERLANDS

FIGURE 8. VOLUNTARY DAYS USED [%]





E D E V C O



TOWARDS SUSTAINABLE OFFICE OPERATIONS

Our impact on the environment is not only the result of our assets under management; our own office operations also have an impact. For example, when our staff travel, we contribute to climate change, noise pollution and congestion. We therefore continually work towards achieving more sustainable office operations. A second, and important reason is that we want to lead by example: how can we convince our tenants to green their stores, if we cannot demonstrate our own progress and efforts?

Redevco's environmental impact is primarily determined by the energy use in our eight offices and by how we travel, by air, rail or company car. Consequently, Redevco has implemented a range of measures to reduce the environmental impact of its office operations.

KPI ON CO² EMISSIONS TO BE REVIEWED

We have been measuring our progress in terms of carbon emissions per headcount since 2008. Then we set a target of 4,842 for 2020, which we have already met. In 2015 we will review whether we will pursue this KPI and/or should formulate a new target.

MORE OFFICES IMPLEMENT ISO 14001

Following the ISO 14001 certification of the Redevco Netherlands office in Amsterdam and the office in Madrid the Düsseldorf and Brussels office have also started the certification process. Both offices expect to receive the certificate in 2015. The Paris office is planning to commence with ISO 14001 certification late 2015 With the office move in the Netherlands, also Redevco's Service Office operations will be certified. In 2014, Redevco Spain evaluated their experience with ISO14001 certification: the outcome was encouraging. The Spanish team concluded that the certification improved procedures to ensure compliance with environmental regulations and laws. In addition, they reported energy savings of up to 36% and an 80% reduction in paper use, among others. The offices in Zurich and London have no plans yet to certify their office operations.

CORPORATE OBJECTIVE: DECREASE CO₂ EMISSIONS PER EMPLOYEE **KPI:** kgCO₂ emissions per employee (headcount)



*Target and KPI will be reviewed in 2015.

REDEVCO SPAIN EVALUATED THEIR ISO 14001
 EXPERIENCE AND REPORTED ENERGY SAVINGS
 OF UP TO 36% AND AN 80% REDUCTION IN PAPER
 USE, AMONG OTHERS.

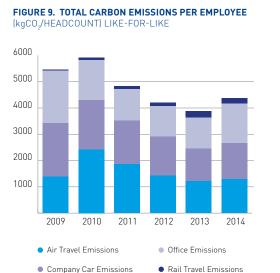
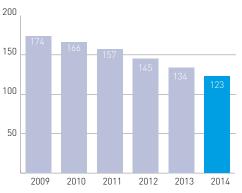


FIGURE 10. COMPANY CAR EMISSIONS gCO, PER KM LIKE-FOR-LIKE



E D E V C O

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FIGURE 12. WATER CONSUMPTION REDEVCO OCCUPIED OFFICES

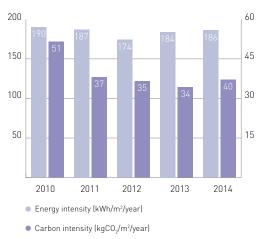
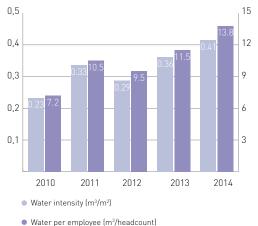


FIGURE 11. ENERGY AND CARBON INTENSITY

(5 YEARS LIKE-FOR-LIKE COMPARISON)

REDEVCO OCCUPIED OFFICES

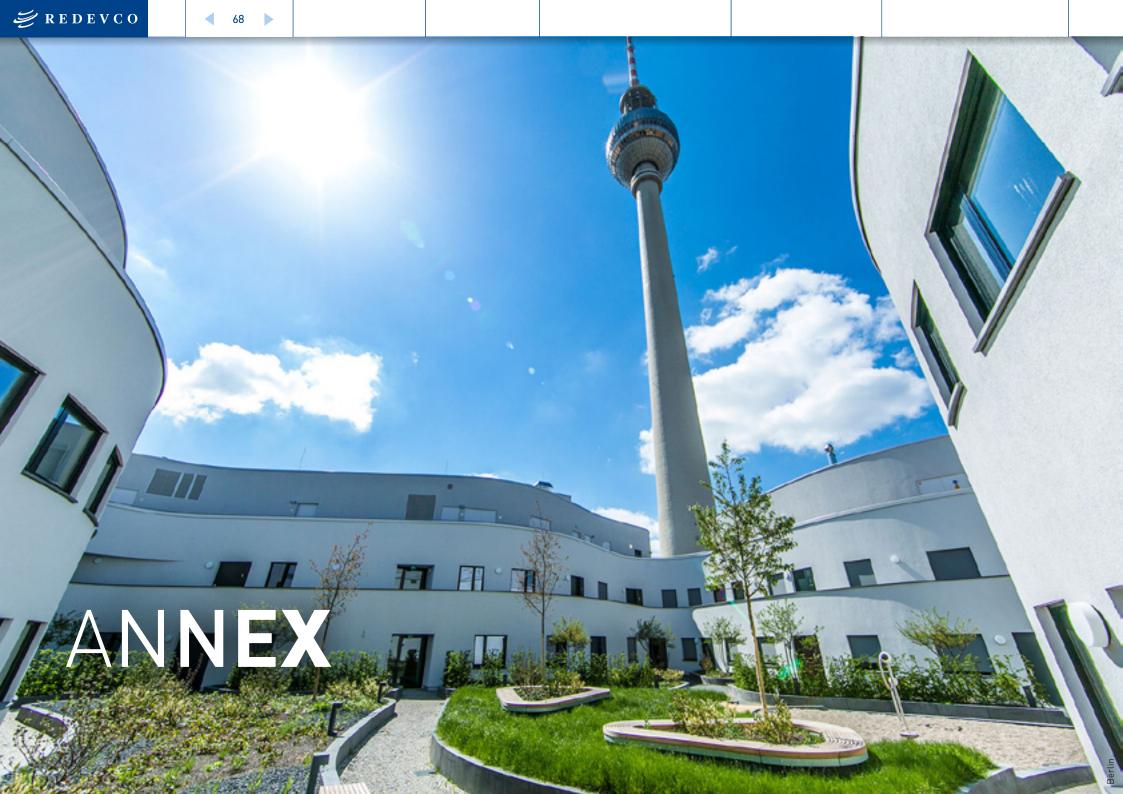


CONTINUALLY REDUCING ANNUAL CAR EMISSIONS

We have been successful in reducing company car emissions, measured in gCO_2/km , for more than five years in a row. In order to continue this trend, we introduced a new and stricter policy in 2013, with a cap on the maximum emission allowed per car. In 2014 the cap was 140 gCO_2/km ; in 2016 and 2018 the maximum CO_2 emissions for new company cars will be 125 and 110 gCO_2/km respectively.

REDUCING ENERGY AND WATER USE

Reducing the energy and water intensity of our eight offices remains a challenging objective. Only two of our eight offices are owned by Redevco, which limits the room for improvement. However, in 2015, Redevco Service Office and Redevco Netherlands will move into one office; we expect this will reduce the carbon emissions per employee.



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REPORTING PROCESS AND PRINCIPLES

REPORTING STANDARDS

This Responsible Real Estate Investment report sets out our progress in the area of sustainability in 2014. As the reporting period has changed from 31 December to 28 February, this report covers 14 months for this year only. The consequences of this change are described in more detail in the 2014 Scope and changes section. The full report is only available as a PDF and can be downloaded at www.redevco.com/cr.

We have followed the relevant best practice standards and international guidelines to compile the Responsible Investment performance covered in this report. The most important of these are the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines of which we follow the Construction and Real Estate Sector Disclosures (CRESD). The G4 Guidelines offer two options for an organisation to prepare its report: the core option and the comprehensive option. This report is compiled in accordance with the core option. Redevco reports on Generic Standard Disclosures on Management Approach for all material aspects; at least one indicator is related to each identified material aspect, as well as the Specific Standard Disclosures for Sectors (CRESD). In addition to the GRI guidelines, Redevco has embraced the INREV Sustainability Performance Measures; INREV core and additional indicators have been integrated in the GRI table. Previous reports and GRI tables can be downloaded at www.redecvo.com/cr. Our CO₂ emissions data are presented according to the Greenhouse Gas Protocol which has defined three levels of 'Scope' for greenhouse gas (GHG) accounting and reporting purposes.

MATERIAL ISSUES AND FOCUS

The materiality assessment is an on-going process: we continue to monitor the relevance of each issue for our stakeholders and for Redevco. Therefore, to review the key material sustainability issues for our company, we conducted a materiality assessment during the reporting period following the principles for defining report content (G4) with regards to the organisation's activities, impacts, and the substantive expectations and interests of its stakeholders.

We have mapped these issues in the materiality matrix in the chapter 'Our Responsible Investment Approach' of this report, taking into account:

- issues covered in the most dominant reporting frameworks and reports of Redevco's peers
- the importance to our stakeholders
- the current and potential impact on Redevco

After reviewing changes in the outcome of material issues between the old materiality matrix and the updated one, we conclude that the updated material issues are sufficiently embedded in existing Key Performance Indicators (KPIs) and Redevco Business Policies (RBP). In the following reporting period, we will develop a new RBP for Purchase to Pay as well as for Responsible Real Estate Investments. Regular Performance Indicators have been defined for issues with a lower level of priority.

EXTERNAL ASSURANCE

All information represented in this report has been internally verified and approved by the country Managing Directors and by the Redevco Board. Redevco has obtained limited assurance that the information in this report is, in all material respects, a reliable and adequate representation of the policy, business operations, performance and events during the 2014 reporting year (see assurance report on page 94).

2014 SCOPE AND CHANGES

We make a distinction between portfolio data and corporate data. The portfolio data encompass data related to our assets under management, while the corporate data include our business operations including fully owned subsidiaries, if applicable.

Changed reporting period from 31 December to a 28 February close

Redevco's financial reporting period has changed from a 31 December to a 28 February close. In order to align the reporting cycles, the reporting period covered in this report has been changed accordingly. The consequences of the changed reporting period differ between the portfolio data and the corporate data, and are explained in the sections below: Reporting scope portfolio data and Reporting scope corporate data.

Reporting scope portfolio data

The reporting scope for the portfolio consumption data includes all assets under management (AuM), excluding (re)development projects, residential, parking, land for development, and rented properties. Due to the changed reporting period, all Assets under Management (AuM) held on 28 February 2015 are included. Consequently, if a

property was acquired before 28 February 2015, it is included in this report; properties sold before 28 February are excluded. Assets in Italy and Romania are excluded in the portfolio scope. In Romania, Redevco only owns land for development.

Energy and water consumption in all AuM which are beyond Redevco's operational control are included in the portfolio data (e.g. Scope 3 emissions). Although the scope of AuM is based on the reference date 28 February, Redevco will continue to report the consumption data of tenants over a calendar year from 1 January to 31 December. In order to cover a full reporting year, we include consumption data of tenants that left during the reporting year, from 1 January to lease end date. Consumption data of new tenants during the reporting year are included from lease start date until 31 December of the reporting year.

The environmental performance of completed construction and redevelopment projects during the reporting year is measured by means of green building certification schemes (BREEAM New Construction) for projects with a construction spend of more than € 10 million. For (re)development projects with a construction spend of less than € 10 million, a BREEAM In Use self-assessment prior to the (re) development project is required, targeting BREEAM In Use 'Very Good'. After completion, a BREEAM In Use certificate should be obtained

AuM that are rented are not valued in line with our financial reporting process. Consequently, these properties are also not covered by (Key) Performance Indicators with a value as denominator

Two new KPIs have been introduced.

- Health, safety and wellbeing KPI: % of AuM by investment value where an asbestos inventory is available.
- Tenant engagement KPI: general satisfaction score in bi-annual customer satisfaction survey.

Reporting scope corporate data

The corporate data cover Redevco activities and employees, and therefore exclude assets occupied by tenants and their employees. Redevco employees are defined as persons who have a permanent or temporary contract with Redevco or one of its fully owned entities. Contract workers are excluded. Due to the changed reporting period, the headcount and FTE are now determined on 28 February of each reporting period. Employees who had a contract ending on 28 February are included in the headcount, and recorded as leavers in the following year.

To bridge the gap of the changed reporting period, the indicators reported in our responsible business operations cover a 14-month period. The next report will cover 12 months, starting on 1 March 2015 and ending on 28 February 2016.

The reporting scope of our business operations includes all offices operating on 28 February 2015. In the case that Redevco moved to another office during the reporting year, the old office is included from 1 January until occupancy end date, and the new office from occupancy start date until 31 December. The consumption figures, however. will cover 14 months instead of 12 months in this year's report.

COMPARABILITY

Data on energy, CO₂ emissions and water are reported in absolute values and normalised values. Absolute values represent a good measure of a company's exposure to risk (e.g. regulatory risks), while normalised values show efficiency and a comparative trend. The denominator used to calculate the normalised values varies. For Redevco's AuM and occupied offices, we use GLA (gross lettable area) to calculate energy, carbon and water intensity. For the corporate data, we use headcount at year end (28-02) to calculate carbon emissions per employee. Corporate carbon emission data included in this year's report cover 14 months instead of 12 months in previous years. As a consequence, this year's corporate carbon emissions cannot be compared with the total corporate carbon emissions of previous years. Company car carbon emissions have been calculated based on kilometres driven.

For the AuM and occupied-offices, Redevco reports on total energy consumption including all direct energy sources (gas, fuel oil, solid fuel and on-site energy) and indirect energy sources (electricity, district heating and district cooling). To calculate the CO₂ emissions, country and energy source specific IEA emission factors have been applied.

When like-for-like figures are presented, these only include assets where environmental data is available and accepted for two consecutive years. As a result, the likefor-like environmental performance indicators on energy use and CO₂ emissions for Redevco's investment portfolio cover 274 assets of the 295 assets for which energy data are measured. The like-for-like water use dataset comprises 231 of 275 assets for which water data are meas71

ured. Due to the nature of our investment portfolio, environmental data represented in this report are subject to a degree of uncertainty, as are consumption data not directly measured by Redevco business units but provided by those tenants who are willing to cooperate.

To evaluate the CO_2 emissions relating to the AuM and/or occupied by Redevco, the most recent emission factors from the International Energy Agency were applied retrospectively. To calculate the carbon emissions related to business travel, we used the UK-based Defra conversion factors.

REPORTING TOOLS AND METHODOLOGY

The portfolio data are collated at local level using an owner input sheet for data related to AuM. The quality and consistency of reporting is ensured through precise definitions of each indicator, through national reporting manuals, local training sessions, as well as through completeness and quality checks incorporated in the reporting tools. For each country, a data provider and a data validator were appointed; both received training on how to complete the sheets and on how to validate the completed data. The quality controls performed by the country validator are stored in a country validation sheet. The environmental data on the AuM and Redevco-occupied offices are consolidated in the COFRA environmental database by the corporate responsibility department at Service Office. Once the sheets are uploaded to the COFRA environmental database, over 40 guality controls are performed by the corporate responsibility department. The results of these quality controls and issues are stored in a service office country validation sheet. These sheets are submitted to the country data validators and

	PORTFOLIO DATA	FOLIO DATA CORPORATE DATA					
	"Responsible Business Operations"						
	Future Proofing our Portfolio	Business Integrity & Compliance	Supporting local com- munities	Getting the best out of our people	Working towards sustainable office operations		
Austria	\checkmark	\checkmark	\checkmark	-	-		
Belgium	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
France	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
Germany	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
Hungary	\checkmark	\checkmark	\checkmark	-	-		
Italy	×	×	×	-	-		
Luxembourg	\checkmark	\checkmark	\checkmark	-	-		
Netherlands	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
Portugal	\checkmark	\checkmark	\checkmark	-	-		
Romania	×	×	×	-	-		
Spain	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
Switzerland	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
United Kingdom	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark		
Service Office	-	\checkmark	\checkmark	\checkmark	\checkmark		
🗙 excluded 🗸 included – not applicable							

data providers, along with a request to respond to the issues and questions raised, yielding definitive validated and approved data.

The corporate data are collated using a single reporting tool: the corporate responsibility data software. This software has been developed to improve the collection of reliable corporate data and to inform the country teams directly of their results. In addition to clear instructions and definitions, the accessibility of the software is split between data provider and data validator, each with different authorisations. The data provider can update data while the data validator can freeze data input after validation. The corporate data are validated at both country and service office level, all quality controls are stored in a validation sheet. After completion, data collated are consolidated and aggregated in the corporate (Key) Performance Indicators presented in this report. 72

We developed a questionnaire to obtain information from Redevco countries regarding the performance with respect to business integrity & compliance in accordance with the GRI. The questionnaire is a fact-based document and was sent by the Governance, Risk & Compliance department to the Managing Director of each country to complete and return a signed version to service office. The following business integrity & compliance issues were addressed:

- incidents of discrimination and corrective actions,
- actions taken in response to incidents of corruption,
- total value of financial and in-kind contributions to political parties, politicians, and related institutions,
- total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices, and their outcomes,
- monetary value of significant fines for non-compliance with (non-environmental and environmental) laws and regulations concerning the provision and use of real estate assets,
- total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of Redevco's real estate assets during operation, refurbishment and demolition of assets,
- total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcome,
- monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.

At Redevco group level, the reporting requirements and the reporting and consolidation principles are outlined in the document: Corporate Responsibility Reporting Manual Service Office – Data Aggregation and Consolidation. In addition to the Service Office manual, the data collection principles, process, definitions, tasks and responsibilities and validation procedures at country level have been described in a country manual for both portfolio and corporate data collection.

Estimates Portfolio data

As consumption periods vary widely, the following estimates have been applied:

For invoices that cover a whole year other than a calendar year, the data have been included as such. For invoices that do not cover a whole year:

- Measurement periods of more than 8 months have been extrapolated to 12 months,
- Measurement periods longer than a year but less than 15 months have been interpolated to 12 months.

In addition to the above estimates, all portfolio data included in this CR report relate to measured and validated data.

Estimates Corporate data

Due to the changed reporting period, the consumption of Redevco's occupied offices has been measured over 14 months. The following estimates have been applied: For invoices that cover a reporting period (14 months) other than 1 January 2014 to 28 February 2015, the data have been included as such. For invoices that do not cover a whole reporting period of 14 months:

- Measurement periods of more than 9 months have been extrapolated to 14 months,
- Measurement periods longer than the reporting period but less than 16 months have been interpolated to 14 months.

The emissions associated with Redevco's occupied offices which were incomplete or unknown were estimated based on the surface area of the office concerned multiplied by the overall carbon intensity of Redevco's occupied offices with complete and accepted energy data. The data for business travel were provided by local travel agencies. Consequently, the data do not include journeys that were not booked through travel agencies, i.e. all business journeys by taxi or private car. If train tickets are not booked through the internal travel department, these are excluded from the calculations. It is assumed that the majority of the business journeys in the calculations were booked through travel agencies. For company cars, estimates have been used for kilometres driven that do not cover a lease period (within the reporting period) or reporting period. In case kilometres driven were recorded over a period (in months) shorter or longer than a lease period or reporting period, the distance in kilometres has been extrapolated or interpolated to cover a lease period or reporting period of 14 months, respectively.

REDEVCO

PERFORMANCE ON REPORTING INDICATORS

DATA COVERAGE

Redevco strives to be as complete as possible. However, regarding tenant data, we are entirely dependent on the willingness of our tenants to provide us with consumption data. For Redevco-occupied offices, we are dependent on the cooperation of our landlords, as most of our offices are leased from third parties.

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COVERAGE OF PORTFOLIO DATA: ENERGY AND WATER DATA COVERAGE BY REGION AND ASSET CLASS

The data coverage for energy and water is based on the area of a property for which complete and accepted data are available, divided by the total m² of that property. Redevco distinguishes between the total lettable floor area and the lettable energy and water area. The latter is used to calculate the intensity figures, excluding the lettable floor area not serviced by measured consumption data. As a consequence, in a multi-tenant site or building only the lettable energy and water area serviced by measured consumption data are accepted. This does not necessarily include

* = adjusted for 2011 reporting scope

- ** = The total lettable floor area is based on the lettable sq.m of all reported properties, which excludes residential, (re)development projects, rented properties, parking and land areas.
- *** = Redevco makes a distinction between total lettable floor area and lettable energy and water area. The latter is used to calculate the intensity figures excluding the lettable floor area not serviced by measured consumption data.

n.a = Nota	pplicable
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FIGURE	E 1. OVERAGE	TOTAL NUMBER OF	TOTAL LETTABLE		COMPLI	ETENE	SS OF	ENER	GY AND	WATI	ER DAT	ГА % by	/ m²			KPI
	OLIO DATA	PROPERTIES #	FLOOR AREA** m ²	9	() ***m ²	20 9		20 ୨			12 %	20 9	11 %		10* %	Water + Energy data coverage
REDEVCO PORTFOI	0 INVESTMENT LIO	413	2,743,206	2,154,828	2,065,942	79	75	77	71	76	67	69	51	72	35	77%
Austria		5	42,860	39,350	39,319	92	92	81	87	76	83	79	67	84	80	92%
Belgium		138	1,268,118	1,013,421	986,611	80	78	75	69	68	52	59	52	62	10	79%
France		42	165,209	119,498	135,887	72	82	93	88	93	80	63	25	61	35	77%
Germany	/	89	704,036	543,454	494,600	77	70	74	72	77	80	79	52	82	60	74%
Hungary		1	4,547	4,547	4,547	100	100	95	95	95	95	95	95	100	100	100%
Luxembo	ourg	1	1,751	0	1,751	0	100	0	100	0	0	100	100	0	0	50%
Netherla	ands	54	151,371	130,466	110,098	86	73	84	73	81	67	80	63	80	80	79%
Portugal		5	13,802	13,433	13,083	97	95	96	52	95	69	82	71	100	100	96%
Spain		35	186,427	168,062	162,182	90	87	91	91	93	83	87	42	95	95	89%
Switzerla	and	14	58,476	54,179	54,179	93	93	97	40	79	85	88	79	98	98	93%
United Ki	ingdom	29	146,609	68,419	63,686	47	43	58	48	76	58	74	47	76	76	45%
RETAIL F	HIGH STREET	210	1,078,298	938,883	867,358	87	80	86	77	83	60	79	49	83	69	84%
Austria		3	33,671	33,154	33,123	98	98	79	78	99	66	99	56	100	85	98%
Belgium		41	287,803	255,223	235,921	89	82	90	82	81	16	81	16	49	25	85%
France		22	69,540	62,441	50,690	90	73	92	79	86	69	86	40	34	63	81%
Germany	/	48	352,111	327,097	328,592	93	93	90	90	89	91	89	68	100	98	93%
Hungary		1	4,547	4,547	4,547	100	100	92	92	92	92	92	93	100	100	100%
Netherla	ands	43	123,329	107,608	87,476	87	71	86	71	85	69	85	58	77	89	79%
Portugal		1	369	0	0	0	0	93	23	92	34	92	62	100	100	0%
Spain		19	50,649	40,985	37,056	81	73	88	78	91	54	91	54	93	90	77%
Switzerla	and	12	48,367	48,367	48,367	100	100	97	49	74	87	74	79	99	100	100%
United Ki	ingdom	20	107,912	59,030	41,156	55	38	59	47	67	47	67	47	76	36	46%
RETAIL F	PARK/BOX/ MARKET	105	964,860	794,479	778,080	82	81	77	71	73	75	67	63	76	11	81%
Austria		1	2,994	0	0	0	0	65	100	0	100	0	65	71	87	0%
Belgium		88	905,355	749,506	737,344	83	81	76	70	72	72	72	66	73	1	82%
France		1	6,754	6,754	6,754	100	100	58	58	83	80	83	9	38	30	100%
Germany	/	11	17,974	7,896	11,141	44	62	54	52	44	100	44	5	92	5	53%
Netherla	inds	-	-	-	-	-	-	70	70	28	28	28	82	96	13	0%
Spain		3	26,402	24,942	17,460	94	66	92	98	97	98	97	34	96	21	80%
Switzerla	and	1	5,381	5,381	5,381	100	100	100	27	90	100	90	100	100	100	100%

REDEVCO

the total lettable area of the whole site or building. In relation to energy, data acceptance is determined first for each energy source at both the property level and per user (lease). The following energy sources are distinguished: electricity (divided into non-renewable and renewable), gas, district heating, district cooling, fuel oil, solid/fossil fuels and on-site electricity, produced and exported. Energy data are not accepted unless data for all sources used at a property are available. This also applies to the acceptance of water data. If any of these energy sources are used at a site but no data are recorded, those data are regarded as incomplete and corresponding m² are excluded from the analysis. Figure 2 clarifies the energy and water data coverage for the portfolio KPIs as presented in this report (see Future-proofing our portfolio). For each indicator, the coverage for the KPI is expressed as the number of m² for which energy or water data are available divided by the number of m² that ideally should be included.

FIGURE 2.	TOTAL NUMBER OF	TOTAL LETTABLE		COMPLE	TENE	SS OF	ENER	GY AND	TAW C	ER DAT	FA % by	y m²			KPI
DATA COVERAGE PORTFOLIO DATA	PROPERTIES #	FLOOR AREA** m ²	9	***m ²		14 %		13 %		112 %	20 %			10* %	Water + Energy data coverage
SHOPPING CENTRES	69	309,616	197,619	240,973	64	78	77	68	77	65	70	47	81	52	71%
Austria	1	6,195	6,196	6,196	100	100	100	100	94	100	94	98	100	100	100%
Belgium	7	26,192	8,692	13,346	33	51	38	15	54	13	54	12	32	13	42%
France	18	82,888	44,276	72,416	53	87	98	97	96	80	96	21	81	28	70%
Germany	11	81,450	66,572	61,099	82	75	78	64	58	70	58	67	100	82	78%
Luxembourg	1	1,751	0	1,751	0	100	0	100	0	0	0	100	0	0	50%
Netherlands	10	25,127	21,215	19,707	84	78	79	87	85	73	85	75	-	-	81%
Portugal	4	13,433	13,433	13,083	100	97	98	71	97	97	97	79	100	100	99%
Spain	10	40,810	33,569	39,100	82	96	75	75	74	58	74	89	95	60	89%
Switzerland	1	4,728	0	0	0	0	92	0	100	0	100	0	89	0	0%
United Kingdom	6	27,042	3,667	14,275	14	53	50	41	87	75	87	52	86	40	33%
INDUSTRIAL	22	351,059	188,280	140,158	54	40	63	63	69	69	59	27	48	23	47%
Belgium	2	48,768	0	0	0	0	0	-	-	0	0	34	24	24	0%
France	-	-	-	-	-	-	-	-	100	100	100	0	78	0	0%
Germany	17	236,148	125,537	77,415	53	33	53	53	67	67	67	30	40	28	43%
Spain	2	62,743	62,743	62,743	100	100	100	100	100	100	97	21	100	17	100%
United Kingdom	1	3,400	0	0	0	0	100	100	0	0	0	0	0	0	0%
OFFICES	7	39,373	35,567	39,373	90	100	63	66	63	60	59	64	70	33	95%
Austria	-	-	-	-	-	-	77	100	99	99	99	100	100	8	0%
Belgium	-	-	-	-	-	-	0	0	22	22	22	34	60	60	0%
France	1	6,027	6,027	6,027	100	100	100	100	100	100	100	70	42	48	100%
Germany	2	16,353	16,353	16,353	100	100	100	100	100	100	100	100	86	0	100%
Hungary	-	-	-	-	-	-	100	100	100	100	100	100	100	100	0%
Netherlands	1	2,915	1,643	2,915	56	100	56	56	0	0	0%	23	75	75	78%
Spain	1	5,823	5,823	5,823	100	100	100	100	94	94	94	83	0	0	100%
United Kingdom	2	8,255	5,721	8,255	69	100	55	60	96	81	96	48	69	26	85%

* = adjusted for 2011 reporting scope

** = The total lettable floor area is based on the lettable sq.m of all reported properties, which excludes residential, (re)development projects, rented properties, parking and land areas.

*** = Redevco makes a distinction between total lettable floor area and lettable energy and water area. The latter is used to calculate the intensity figures excluding the lettable floor area not serviced by measured consumption data.

n.a = Not applicable

\mathcal{L} REDEVCO

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FIGURE 3. INTENSITY FIGURES PORTFOLIO (GRI 4: EN4, CRE1, EN5, CRE2, CRE3, EN18, INREV: 3.4, 3.7, 3.9)

0 0

1 1

3 3

0 Ω

n(LFL) n(M)

56 68

0 0

47 57

1 1

6 7

0 0

0 0

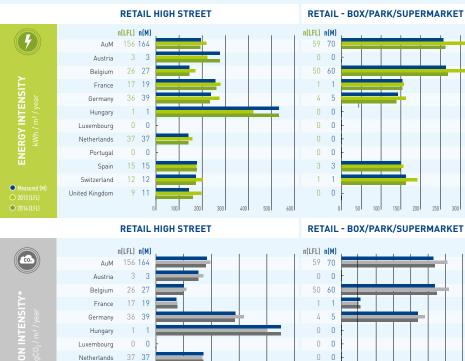
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2 2

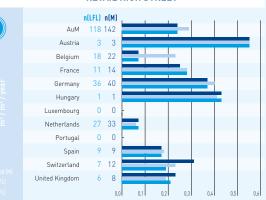
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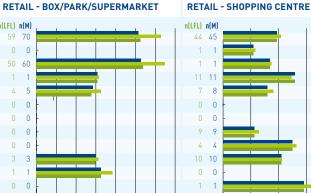
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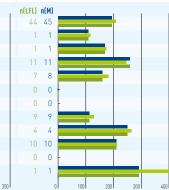
0 0 Portugal 15 15 Spain Switzerland United Kingdom 9 11

RETAIL HIGH STREET

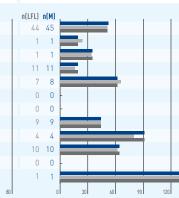




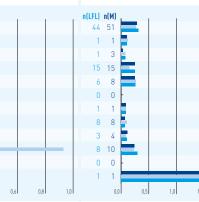
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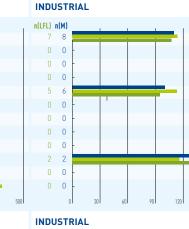


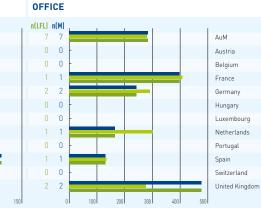
RETAIL - SHOPPING CENTRE

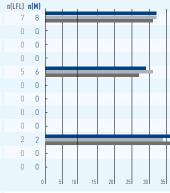


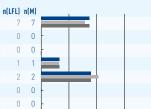
RETAIL - SHOPPING CENTRE

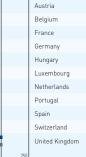












AuM

INDUSTRIAL

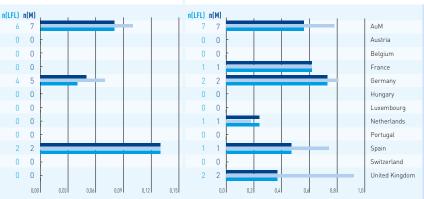
OFFICE

1 1

0 0

0 0

OFFICE



* Carbon emissions are not corrected for renewable electricity

LFL = Like-for-like, properties of which the consumption figures for two consecutive years are based on measured consumption data in order to compare the consumption perforamne year on year. M = Measured, is based on all properties for which complete and validated consumption data were available in 2014

RETAIL - BOX/PARK/SUPERMARKET

FIGURE 4. TOTAL ENERGY USE, CARBON EMISSIONS AND WATER USE OF REDEVCO'S INVESTMENT PORTFOLIO LIKE-FOR-LIKE (GRI 4: EN4, EN6, EN7, EN8, EN15, EN16, INREV: 3.1, 3.2, 3.3, 3.5, 3.6, 3.8)

		COUNTRY	AUS	FRIA	BELG	NUI	FRAI	NCE	GERM	IANY	HUNG	ARY	LUXEMB	OURG	NETHER	RLANDS	PORTU	JGAL	SPA	IN	SWITZE	RLAND	JNITED K	INGDOM	тот	AL
PORTF		YEAR	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
	Gas	GJ/year	795	-	225,711	309,088	6,558	6,094	72,884	86,701	3,891	1,998	-	-	16,282	21,862	-	-	746	938	5,599	7,984	3,402	8,872	335,867	443,536
		tCO ₂ /year	40	-	11,459	15,693	333	309	3,700	4,402	198	101	-	-	827	1,110	-	-	38	48	284	405	173	450	17,052	22,519
	Fuel oil	GJ/year	-	-	6,145	14,490	7	124	-	-	-	-	-	-	-	-	8	21	39	34	-	-	2,444	3,530	8,643	18,198
Direct Energy Use		tCO ₂ /year	-	-	499	1,177	1	10	-	-	-	-	-	-	-	-	1	2	3	3	-	-	199	287	702	1,478
& Carbon Emissions	Onsite	GJ/year	-	-	-	-	-	-	5,448	5,357	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,448	5,357
	production (renewable)	tCO ₂ /year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Onsite	GJ/year	-	-	-	-	-	-	3,420	3,443	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,420	3,443
	production exported	tCO ₂ /year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Direct	GJ/year	795	_	231,855	323,578	6,566	6,218	74,912	88,615	3,891	1,998	-	-	16,282	21,862	8	21	785	972	5,599	7,984	5,846	12,401	346,538	463,649
		tCO ₂ /year	40	_	11,959	16,870	334	319	3,700	4,402	198	101	_	-	827	1,110	1	2	41	50	284	405	371	737	17,754	23,997
	Electricity	GJ/year	24,105	16,250	550,461	574,293	88,174	89,853	219,562	224,973	4,797	6,642	-	-	44,850	43,392	10,844	10,688	93,146	88,895	25,585	25,906	30,994	42,298	1,092,518	1,123,189
	total (a+b)	tCO ₂ /year	1,103	947	32,419	31,259	1,696	1,524	28,995	29,546	418	584	-	-	5,490	4,876	1,096	901	7,901	7,220	199	215	4,128	5,107	83,446	82,180
	Electricity	GJ/year	11,942	16,250	520,674	70,788	85,108	89,853	83,661	84,710	4,797	6,642	-	-	44,549	42,318	10,844	10,688	93,146	88,895	25,585	25,906	14,293	42,027	894,599	478,077
9 🙆	non-renew- able (a)	tCO ₂ /year	547	947	30,665	3,853	1,637	1,524	11,048	11,125	418	584	-	-	5,454	4,755	1,096	901	7,901	7,220	199	215	1,904	5,074	60,868	36,199
Indirect	Electricity	GJ/year	12,163	_	29,787	503,505	3,066	-	135,901	140,263	-	-	_	_	301	1,073	_	_	-	-	_	_	16,701	272	197,919	645,112
Energy Use & Carbon	renewable (b)	tCO ₂ /year	-	-	-	-	-	-	-	-	-	-	_	-	-	-	-	-	-	-	-	-	_	-	-	-
Emissions	District	GJ/year	10.414	10,795			5,181	5,830	66,829	91,106		_	_	-	2,773	4,070			_	_	2,385	2,850	_	_	87,582	114,651
	heating	tCO,/year	501	519	_	_	249	280	3,213	4,381	_	_	_	-	133	196	_	_	_	_	115	137	_	_	4,211	5,513
	District	GJ/year	_	85	_	-	7,114	8,382		-	_	-	_	_	_	_	1,179	1,739	2,630	2,676	_	_	_	-	10,923	12,882
	cooling	tCO,/year	_	5	-	-	137	142	_	-	-	-	_	-	_	_	119	147	223	217	_	_	_	-	479	511
	Total	GJ/year	34,519	27,129	550,461	574,293			286,390	316,079	4,797	6,642	_	-	47,624	47,462	12,023		95,776	91,571	27,970	28,755	30,994	42,298	1,191,023	
	Indirect	tCO ₂ /year		1,471		31,259	2,082		32,208		418	584	_	-	5,624	5,072	1,216		8,124	7,438	314	352	4,128	5,107	88,137	88,204
	Total Direct and indirect	GJ/year	35,314	27,129	782,317	897,870	107,034	110,283	361,302	404,694	8,687	8,640	-	-	63,905	69,323	12,031	12,448	96,561	92,543	33,570	36,740	36,841	54,699	1,537,561	1,714,370
Total direct and	Taken into account renewables*	tCO ₂ /year	1,088	1,471	42,623	20,723	2,357	2,266	17,962	19,908	616	686	-	-	6,414	6,061	1,216	1,049	8,165	7,488	598	757	2,275	5,812	83,313	66,220
indirect	Not taken into account renewables	tCO ₂ /year	1,645	1,471	44,377	48,128	2,416	2,266	35,909	38,329	616	686	-	-	6,450	6,182	1,216	1,049	8,165	7,488	598	757	4,499	5,844	105,891	112,201
Water	Water use**	m³/year	18,945	16,378	182,787	283,469	34,288	23,783	143,361	150,430	1,944	2,346	150	150	7,757	6,957	956	869	34,234	44,879	5,527	4,858	30,725	34,797	460,675	568,916

= District heating and cooling is assumed not to be renewable
 ** = All water comes from municipal sources, 0% of total water was recycled and reused

E REDEVCO

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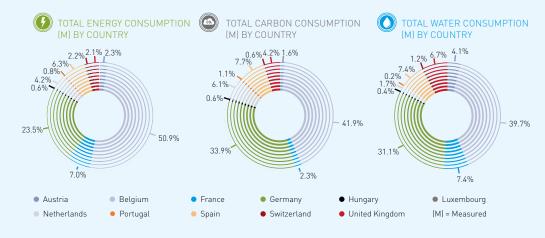




FIGURE 6. ENERGY PERFORMANCE CERTIFICATES BY RATING 2014 % BY INVESTMENT VALUE (GRI 4: EN27)

				ENERG	Y PERFO	RMANCE C	ERTIFIC	ATE BY VALU	E	
COUNTRY	EPCs AVAILABLE AS % OF EPCs REQUIRED BY PROPERTY	A	В		D	E	F	G or worse	EPCs not available	No legislation in place
Austria	100%	0%	40%	56%		0%	0%	0%	0%	3%
Belgium	100%	0%	2%			2%	1%	7%	0%	88%
France	97%	0%			6%	5%	5%	73%	1%	9%
Hungary	100%	0%	100%			0%	0%	0%	0%	0%
Luxembourg	100%	0%				0%	0%	0%	0%	100%
Netherlands	99%	21%	10%	28%	18%	8%	5%	9%	2%	0%
Portugal	88%	0%	93%			0%	0%	7%	0%	0%
Spain	100%	0%	7%	34%		1%	8%	1%	0%	0%
Switzerland	100%	0%				0%	0%	0%	0%	100%
United Kingdom	100%	0%		9%		22%	2%	13%	0%	3%
Sub total	98%	2%	5%	9%	16%	6%	3%	20%	0%	39%
Germany	98%		45%			6	L	\$%	1%	1%
TOTAL	98%		21%		27%	6	1	9%	0%	32%
TOTAL IN 2013	91 %		21%		23%	6	1	8%	7%	31%

FIGURE 7. ASBESTOS BY CATEGORY 2014 % BY INVESTMENT VALUE (GRI 4: PR1)

		ASB	ESTOS BY VALU	IE	
COUNTRY	No	Yes, but safe	Yes, safe but will be removed	Yes, shall be removed	Don't know
Austria	39%			0%	26%
Belgium	5%	90%	4%	0%	1%
France	45%	51%		4%	0%
Germany	27%	69%		3%	0%
Hungary	100%			0%	0%
Luxembourg	100%			0%	0%
Netherlands	25%	74%	1%	0%	0%
Portugal	0%	100%		0%	0%
Spain	5%	94%		1%	0%
Switzerland	25%	71%		0%	4%
United Kingdom	24%	48%		0%	28%
TOTAL	22%	71%	1%	1%	5%
TOTAL IN 2013	28%	66%	0%	1%	5%

FIGURE 8. TOTAL ENERGY USE, CARBON EMISSIONS AND WATER USE OF REDEVCO-OCCUPIED OFFICES LIKE-FOR-LIKE (GRI 4: EN3, EN6, EN7, EN8, EN15, EN16, INREV: 3.1, 3.2, 3.3, 3.5, 3.6]

		СІТҮ	AMSTERD	AM SO	BRUSSI	ELS	PARIS	5	DÜSSELD	ORF	AMSTER	DAM	MADR	ID	ZURIC	н	LONDO	N	ΤΟΤΑ	۱L
REDEV	CO- OCCUPIED OFFICES	YEAR	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013	2014	2013
	Gas	GJ/year	298	350	1,101	789	-	-	-	-	46	43	-	-	-	-	23	15	1,468	1,197
6		tCO ₂ /year	15	18	56	40	-	-	-	-	2	2	-	-	-	-	1	1	74	61
Direct Energy Use & Carbon	Fuel oil	GJ/year	-	-	-	-	-	-	-	-	-	-	-	-	90	88	-	-	90	88
Emissions		tCO ₂ /year	-	-	-	-	-	-	-	-	-	-	-	-	7	7	-	-	7	7
	Total Direct	GJ/year	298	350	1,101	789	-	-	-	-	46	43	-	-	90	88	23	15	1,558	1,285
		tCO ₂ /year	15	18	56	40	-	-	-	-	2	2	-	-	7	7	1	1	81	68
	Electricity total (a+b)	GJ/year	310	252	248	214	343	191	303	221	186	162	-	-	59	45	272	307	1,721	1,392
		tCO ₂ /year	38	28	15	12	7	3	-	-	23	18	-	-	0.5	0.4	-	-	83.5	61.4
	Electricity non-renewable (a)	GJ/year	310	252	248	214	343	191	-	-	186	162	-	-	59	45	-	-	1,146	864
		tCO ₂ /year	38	28	15	12	7	3	-	-	23	18	-	-	0.5	0.4	-	-	83,5	61,4
6	Electricity renewable (b)	GJ/year	-	-	-	-	-	-	303	221	-	-	-	-	-	-	272	307	575	528
Indirect Energy Use		tCO ₂ /year	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
& Carbon Emissions	District heating*	GJ/year	-	-	-	-	165	128	403	448	-	-	-	-	-	-	-	-	568	576
		tCO ₂ /year	-	-	-	-	8	6	19	22	-	-	-	-	-	-	-	-	27	28
	District cooling*	GJ/year	-	-	-	-	293	510	-	-	-	-	-	-	-	-	-	-	293	510
		tCO ₂ /year	-	-	-	-	6	9	-	-	-	-	-	-	-	-	-	-	6	9
	Total Indirect	GJ/year	310	252	248	214	801	829	1,009	890	186	162	-	-	59	45	544	614	3,157	3,006
		tCO ₂ /year	38	28	15	12	21	18	19	22	23	18	-	-	1	0	-	-	117	98
	Total Direct and indirect	GJ/year	608	602	1,349	1,003	801	829	1,009	890	232	205	-	-	149	133	567	629	4,715	4,291
Total direct and indirect	Taken into account renewables*	tCO ₂ /year	53	46	71	52	21	18	19	22	25	20	-	-	8	7	1	1	198	166
	Not taken into account renewables	tCO ₂ /year	53	46	71	52	21	18	59	51	25	20	-	-	8	7	42	34	279	228
Water	Water use**	m³/year	701	643	459	379	500	359	267	277	217	191	-	-	76	68	407	376	2,627	2,293

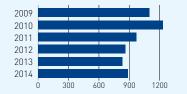
= District heating and cooling is assumed not to be renewable
 ** = All water comes from municipal sources, 0% of total water was recycled and reused

FIGURE 9. INTENSITY FIGURES REDEVCO OCCUPIED-OFFICES (GRI 4: EN5, CRE1, CRE2 AND CRE3)

	Total lettable floor area	6 💿 🜔)			
total- 5 years LFL	2,678	186 - 40 - 0.56	184 - 34 - 0.47	174 - 35 - 0.29	187 - 37 - 0.29	190 - 51 - 0.27
total- 4 years LFL	4,641	188 - 38 - 0.42	169 - 32 - 0.36	171 - 34 - 0.31	190 - 37 - 0.33	
total - 3 years LFL	5,925	180 - 40 - 0.37	164 - 33 - 0.33	165 -35 - 0.29		
total - 2 year LFL	6,455	180 - 43 - 0.41	163 - 36 - 0.36			
REDEVCO-OCCUPIED OFFICES	2014	2014	2013	2012	2011	2010
DATA COVERAGE		91% - 91% - 91%	91% - 9 1% - 91%	83% - 8 3% - 83%	73% - 7 3% - 65%	69% - 6 9% - 69%
TOTAL	7,106	180 - 44 - 0.41	163 - 36 - 0.36	165 - 35 - 0.29	181 - 35 - 0.33	170 - 50 - 0.23
Amsterdam SO	1,057	160 - 50 - 0.66	158 -44 - 0.6 1	143 - 42 - 0.18	147 - 43 - 0.12	167 - 48 - 0.13
Brussels	1,963	191 - 36 - 0.23	149 - 28 - 0.20	166 - 32 - 0.33	195 - 38 - 0.40	
Paris	800	278 - 25 - 0.63	288 - 23 - 0.45	280 - 27 - 0.44	319 - 30 - 0.48	289 - 71 - 0.42
Düsseldorf	1,284	153 - 46 - 0.21	145 - 40 - 0.22	146 - 39 - 0.23		139 - 47 - 0.17
Amsterdam	617	104 - 41 - 0.35	<mark>92 -</mark> 33 - <mark>0.3</mark> 1	89 - 34 - 0.29	89 - 35 - 0.35	104 - 36 - 0.29
Madrid	651				75 - 22	134 - 47 - 0.21
Zurich	204	203 - 38 - 0.37	181 - 37 - 0.33	175 - 38 - 0.32	170 - 36 - 0.30	188 - 38 - 0.31
London	530	173 - 79 - 0.77	150 - 64 - 0.71			

(tCO₂e) LIKE-FOR-LIKE (GRI 4:, EN3, EN6, EN7, EN15, EN16, INREV: 3.3 AND 3.5) RAIL ń **COMPANY CAR** OFFICE ń TOTAL

FIGURE 10. CO, EMISSIONS ACCOUNT RELATED TO REDEVCO'S OWN OPERATIONS

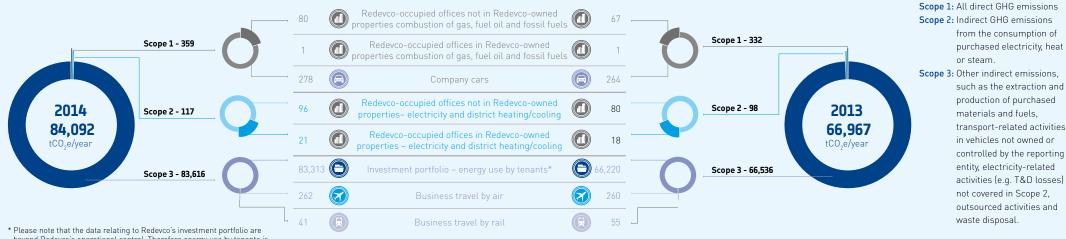


50 100 150 200 250 300 350 400

		9			
25	1		36		38
41			<mark>2</mark> 26		32
38		3	25		34
34		3	28		36
31		7	30		32
29		5	35		31
0%	20%	40	% 60)% 8	0% 100

* Carbon emissions are not corrected for renewable electricity

FIGURE 11. TOTAL GHG EMISSIONS ACCORDING TO THE GREENHOUSE GAS PROTOCOL (tC0.e/year) LIKE-FOR-LIKE (GRI 4: EN15, EN16, EN17, INREV: 3.5, 3.6)



beyond Redevco's operational control. Therefore energy use by tenants is reported under Scope 3 in accordance with the Greenhouse Gas Protocol.

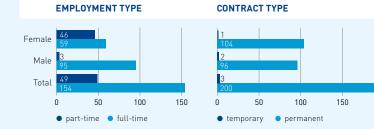
REDEVCO

FIGURE 12. STAFF TURNOVER, NEW HIRES AND NEW HIRES LEAVING EMPLOYMENT BY GENDER AND BY AGE GROUP (G4 LA1)



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FIGURE 13. EMPLOYMENT TYPE AND CONTRACT TYPE BROKEN DOWN BY GENDER [G4-10]



PERMANENT CONTRACT BY EMPLOYMENT TYPE

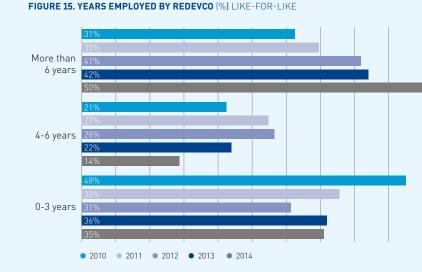


permanent full-time
 permanent part-time

BY GENDER	MANAGEMENT I	POSITION	BY AGE
	Board, MDs an	d Directors	
8%	92% 2017	25%	42% 33%
9%	91% 2012	63%	25% 13%
<mark>7%</mark>	93% 2013	29%	57% 14%
	100% 2014	23%	69% 8%
	Senior Mana	igement	
29%	71% 2017	<mark>3</mark> % 53%	32% 12%
24%	76% 2012	34%	50% <mark>9%</mark> 6%
29%	71% 2013	34%	54% 9% 3%
29%	71% 2014	32%	61% <mark>6%</mark>
	Professionals / Inte	rmediate Level	
41%	59% 2017	18% 35%	35% 11% 2%
38%	62% 2012	17% 36%	32% 11% 3%
41%	59% 2013	16% 37%	29% 13% 4%
38%	62% 2014	8% 41%	33% 14% 4%
	Professional Assi	stants & Staff	
89%	11% 2017	16% 37%	21% 20% 6%
86%	14% 2012	16% 27%	31% 21% 5%
88%	12% 2013	21% 27%	27% 21% 4%
90%	10% 2014	16% 34%	25% 18% 7%

* In 2011 one employee with a zero-hour contract has not been classified as staff or senior management

● <21 ● 21-30 ● 31-40 ● 41-50 ● 51-60 ● >61





• female • male

FIGURE 14. MANAGEMENT POSITION BROKEN DOWN BY GENDER AND BY AGE LIKE-FOR-LIKE [G4-LA12]

Z R E D E V C O

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FIGURE 16. TOTAL WORKFORCE WORKFORCE BY GENDER, STAFF TURNOVER, NEW HIRES, NEW HIRES LEAVING EMPLOYMENT AND ABSENTEEISM BROKEN DOWN BY REGION [GRI 4: 64-10, LA1, LA6].

umsterdam SO	2010 2011 2012 2013	41 38	10 (24%)	31 (76%)	9.8%	4					2.1%
	2012		10 (0 (0))								
			13 (34%)	25 (66%)	15.8%	6	13.2%	5			1.1%
	2013	38	14 (37%)	24 (63%)	18.4%	7	10.5%	4			0.7%
		42	16 (36%)	26 (62%)	4.8%	2	14.3%	6			1.1%
	2014	39	12 (31%)	27 (69%)	17.9%	7	12.8%	5			1.3%
russels	2010	51	27 (53%)	24 (47%)	7.8%	4					3.2%
	2011	53	29 (55%)	24 (45%)	7.5%	4	9.4%	5	3.8%	2	1.1%
	2012	49	26 (53%)	23 (47%)	6.1%	3	7.470			-	1.8%
	2012	47	29 (60%)	19 (40%)	8.3%	4	10 / 9/	5	2.10/	1	2.4%
							10.4%		2.1%	1	
	2014	47	28 (60%)	19 (40%)	6.4%	3	4.3%	2			1.9%
aris	2010	28	20 (71%)	8 (29%)	21.4%	6					3.1%
and the second	2011	27	18 (67%)	9 (33%)	22.2%	6	18.5%	5			4.9%
	2012	29	16 (55%)	13 (45%)	24.1%	7	31.0%	9	3.4%	1	1.4%
	2013	33	19 (58%)	14 (42%)	6.1%	2	18.2%	6	21.2	7	2.8%
	2014	29	17 (59%)	12 (41%)	27.6%	8	13.8%	4	6.9	2	2.9%
)üsseldorf	2010	36	20 (56%)	16 (44%)	5.6%	2					3.5%
-	2011	38	22 (58%)	16 (42%)	2.6%	1	2.3%	1			3.4%
	2012	40	24 (60%)	16 (40%)	2.5%	1	5.0%	2			3.1%
	2013	40	24 (60%)	16 (40%)	2.5%	1	2.5%	2			3.1%
	2014	37	24 (00%) 23 (62%)	14 (38%)	8.1%	3		2			3.3%
msterdam	2010	14	9 (64%)	5 (36%)	7.1%	1					2.2%
	2011	12	7 (58%)	5 (42%)	16.7%	2					2.4%
	2012	13	7 (54%)	6 (46%)	7.7%	1	15.4%	2			1.3%
Street Street	2013	14	7 (50%)	7 (50%)	14.3%	2	21.4%	3			3.2%
1.1	2014	13	6 (46%)	7 (54%)	7.7%	1					1.3%
/adrid	2010	18	9 (50%)	9 (50%)	11.1%	2					0.1%
Section 1	2011	15	8 (53%)	7 (47%)	20.0%	3					1.0%
	2012	15	7 (47%)	8 (53%)	6.7%	1	13.3%	2			0.1%
	2013	15	7 (47%)	8 (53%)							1.1%
	2014	13	5 (38%)	8 (62%)	23.1%	3	7.7%	1			0.2%
urich	2010	5	3 (60%)	2 (40%)							1.0%
	2010	4	3 (75%)	1 (25%)	5.0%	2					0.4%
200					30%	1	40.0%				
A second	2012	5	4 (80%)	1 (20%)				2			2.5%
1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1	2013	7	3 (43%)	4 (57%)	42.9%	3	42.9%	3			0.5%
	2014	8	4 (50%)	4 (50%)	25%	2	37.5	3			1.1%
ondon	2010	15	10 (67%)	5 (33%)							2.2%
A CONTRACT	2011	14	9 (64%)	5 (36%)	21.4%	3	21.4%	3			4.2%
	2012	16	8 (50%)	8 (50%)	6.3%	1	25%	4			0.8%
	2013	15	8 (53%)	7 (47%)	20.0%	3	6.7%	1			1.2%
James -	2014	17	10 (59%)	7 (41%)	23.5%	4	29.0%	5			0.5%
otal	2010	208	108 (52%)	100 (48%)	9.1%	19					2.6%
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2011	201	109 (54%)	92 (46%)	13.4%	27	10.0%	20	1.0%	2	2.2%
S ME	2012	205	106 (52%)	99 (48%)	10.7%	22		25		1	1.6%
1200	2012	200	113 (53%)	101 (47%)	7.9%	17		25		8	2.2%
Ala sta	2013 2014	214	105 (52%)	98 (48%)	15.3%	31		20		° 2	1.9%

G4-DMA: MATERIAL ASPECTS OF HIGH AND MEDIUM RELEVANCE

Relevance	Material Aspect	Disclosures on Management Approach
		 G4-DMA-a: Description why the aspect is material: Business integrity is about reputation, a culture of integrity, respect and compliance with legislation. Integrity is particularly relevant in the real estate sector in which Redevco operates. More than any other business activity, large sums and major interests are involved and therefor a real estate company has to be particularly careful to conduct itself ethically in every aspect of its business. Redevco's business integrity policy describes how professionals at Redevco live the moral values they say they believe in, in their day-to-day work. It covers a variety of topics applicable in the real estate industry including: company competiveness/ anti-corruption, transparency in political dealings and relationships with the reporting organization, diversity and equal opportunities Business policies, processes and procedures Company culture and behavior
HIGH	Business integrity	 G4-DMA-b: Description of the organisation's approach managing the material aspect and its impacts Chapter: Our Business activities, page 11 Chapter: Responsible business operations, page 57-59
		G4-DMA-c: Mechanisms for monitoring, results and review. • Figure 5: Governance & Compliance Framework, page 11 • Figure 6: Putting the framework into practice, page 11 • Figure 1. Integrity framework, page 59 • Annex, page 69-72
		GRI G4 indicators aspect Anti-corruption: S03, S04, S05. Compliance: EN29, S09, PR9. Grievance Mechanisms: EN34, LA16, HR12, PR9. Anti-competitive behavior: S07. Customer health and safety: PR2. Product and Service Labeling: PR4.
	Health, Safety & well-being	G4-DMA-a: Description why the aspect is material: Health, safety & wellbeing means providing and guaranteeing safe and healthy environment in the buildings managed by Redevco for her tenants and tenants customers. Complying with health and safety legislation is key. Besides compliance with health and safety legislation fire safety, asbestos, escape routes, install safety and health officer and first aid trainings among personnel are all contributing to safe and healthy places to work, shop and live.
HIGH		 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Future proofing the portfolio, page 45-49 Annex, page 77
		 G4-DMA-c: Mechanisms for monitoring, results and review. Figure 4: CR management process, page 19 Annex, page 69-72
		GRI G4 indicator aspects: Product and services: EN27, Occupational Health and Safety: LA5, LA6, Customer Health and Safety: PR1, PR2, Product and Service Labeling, PR2, CRE8.
		G4-DMA-a: Description why the aspect is material: Employee enablement & engagement is about guaranteeing a working environment where Redevco engages with its employees in order to create an environment that stimulates 'discretionary efforts" and inspires people to give their best. For Redevco as employer the emphasis is on creating the conditions under which people want to stay with us and contribute to the company's long term success.
HIGH	Employee enablement & engagement	 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Responsible business operations, page 60-63
		 G4-DMA-c: Mechanisms for monitoring, results and review. Every two years Redevco employees participate in the HAY survey to measure employee satisfaction, enablement and engagement, page 62

Relevance	Material Aspect	Disclosures on Management Approach		
HIGH		 G4-DMA-a: Description why the aspect is material: Employees are at the heart of any organization. Success is based on a company's ability to offer its staff a working environment based on a number of key principles: a strong value-driven organization, a high level of professionalism, possibilities for professional development, based on equality and diversity, and with a balance between work and personal interests. The aim is to continuously develop the workforce that has skills, the mindset, the values, the composition and job satisfaction. Employee diversity, training and education is enforced by: Regular performance feedback Training and development 		
	Professional development employee	 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Responsible business operations, page 60-63 		
		 G4-DMA-c: Mechanisms for monitoring, results and review. Figure 6: CR management process, page 19 Annex, page 69-72 		
		GRI G4 indicator aspect: Training and Education LA9, LA11.		
	Responsible	G4-DMA-a: Description why the aspect is material: Responsible rent and lease management is about engaging with our tenants on sustainability issues in order to improve the sustainability performance in Redevco's value chain. Retailers are Redevco's main partners for achieving our sustainability objectives. It are our tenants retail formulas operating in buildings owned by Redevco. Tenants are often in charge of the installations and consume the energy to run their retail operation. Improving the sustainability performance of our buildings is there for a matter of shared responsibilities. By means of green leases Redevco tries to foster further cooperation with our tenants. The green lease is primary designed to secure the cooperation with our tenants in gathering environmental data, with the ultimately aim of taking specific measures to reduce the consumption of energy and water. Also in terms of Green building certification cooperation with the tenant is key in order to provide sufficient information for certification in order to improve the sustainability performance of a property.		
HIGH	rent & lease management	 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Future proofing our portfolio, page 52-53 		
		 G4-DMA-c: Mechanisms for monitoring, results and review. Figure 6: CR management process, page 19 Annex, page 69-72 		
		GRI 4 indicator aspects: Energy: EN4, Emissions: EN17, Product and Services: EN 27, PR3, CRE8.		
		G4-DMA-a: Description why the aspect is material: Assess and measure the interests of clients, using different forms of communication, in order to maintain and/or improve their satisfaction. The central aim is to investigate the positioning of Redevco in the retail market. The results of a customer satisfaction survey are used as input to identify improvement area tor future marketing policies, our product and services and the relationship we have with our customers.		
HIGH	Client engagement	 4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Responsible investment approach, page 14-17 Chapter: Future proofing the portfolio, page 52 		
		G4-DMA-c: Mechanisms for monitoring, results and review. • Bi annual customer satisfaction survey, page 52		
		GRI G4 indicator aspects: Product and Service Labelling PR5.		
нібн		 G4-DMA-a: Description why the aspect is material: Reducing energy demand caused by human activity is a key environmental issue on a global level for many sectors, including real estate. Increasing energy efficiency does not only reduces CO2 emissions but will also reduce the operational costs by means of a lower energy bill. Buildings account for over 40% of global energy demand. There for policies concerning energy performance are focusing on the amount of energy consumed and/or reduced for Redevco's properties and tenants but also its internal operations. Energy performance apply to: Assets Under Management and (re)development projects Own office operations (occupied offices and business travel) 		
	Energy Performance	 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Responsible business operations, page 14-17 Chapter: Future proofing the portfolio, page 45-55 		
		G4-DMA-c: Mechanisms for monitoring, results and review. Figure 6: CR management process, page 19 Annex, page 69-74		
		GRI 64 indicator aspects: Energy: EN3_EN4_CRE1_EN5_EN6 and EN7		

Relevance	Material Aspect	Disclosures on Management Approach
		 G4-DMA-a: Description why the aspect is material: Redevco requires being compliant to external and internal laws and legislation as well as voluntary standards. Non-compliance with legislation is not only a financial risk but also a significant risk to reputation and loyalty and satisfaction of external as well as internal parties. Examples are: Fraud and corruption Environmental Health and safety Marketing communications including advertising, promotion, and sponsorship for products and services
MEDIUM	Compliance	 G4-DMA-b: Description of the organisation's approach managing the material aspect and its impacts Chapter: Business activities, page 11 Chapter: Responsible business operations, page 57-59
		G4-DMA-c: Mechanisms for monitoring, results and review. • Figure 5: Governance & Compliance Framework, page 11 • Figure 6: Putting the framework into practice, page 11 • Figure 1. Integrity framework, page 59 • Annex, page 69-72
		GRI 4 indicator aspects: Anti-corruption: S03, S05, S08. Compliance: EN29, S08, PR9. Grievance mechanisms: EN34, LA16, HR12,. Anti-competitive behavior: S07. Customer health and safety: PR2. Product and Service Labeling: PR4.
	Corporate Governance	G4-DMA-a: Description why the aspect is material: Corporate Governance is about the system of rules and processes by which Redevco is directed and controlled. It is the system by which Redevco ensures accountability, fairness, and transparency in the relationship with its stakeholders, and their interest.
MEDIUM		 G4-DMA-b: Description of the organisation's approach managing the material aspect and its impacts Chapter: Business activities, page 11 Chapter: Responsible business operations, page 57-59
MEDIUM		64-DMA-c: Mechanisms for monitoring, results and review. • Figure 5: Governance & Compliance Framework, page 11 • Figure 6: Putting the framework into practice, page 11 • Figure 1. Integrity framework, page 59 • Annex, page 69-72
		GRI 4 indicator aspects: Anti-corruption: S04. Grievance mechanisms: EN34, LA16, HR12.
MEDIUM	Product and service labelling	G4-DMA-a: Description why the aspect is material: The sustainability performance of a building is based on more than energy consumption and CO2 emissions alone. The sustainability performance also depends on transport and transport facilities, the use of materials, pollution, waste, land use and ecology, health and wellbeing and responsible management. In order to demonstrate the environmental performance of a property to stakeholders, green building certification systems have been developed globally. Through a green building certification system, the environmental performance is audited by an independent third party. The schemes provides Redevco with information on the actual sustainability performance level (baseline) and information on the improvement potential to upgrade the sustainability performance of the portfolio and operations. Green building certification are achieved for existing buildings and (re)development projects, among others.
		 G4-DMA-b: Description of the organization's approach managing the material aspect and its impacts Chapter: Future proofing our portfolio, page 45-51
		G4-DMA-c: Mechanisms for monitoring, results and review. • CR management process, page 19 GRI G4 indicators aspect: Products and Services: EN27. Product and Labelling: PR3, CRE8.

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Relevance	Material Aspect	Disclosures on Management Approach
	Emissions	 G4-DMA-a: Description why the aspect is material: Reducing greenhouse gas emissions caused by human activity is a key environmental issue on a global level for many sectors, including real estate. Buildings account for 30% of the world's carbon emissions. A carbon footprint is defined as the total set of greenhouse-gas emissions caused directly and/or indirectly by an individual, organization, event or product. Redevco' s carbon footprint is measured by undertaking a greenhouse-gas emissions assessment, based on the guidelines of the Greenhouse Gas Protocol (an international accounting tool for governments and businesses). Greenhouse gas emissions apply to: Assets Under Management and (re)development projects Own office operations (occupied offices and business travel)
MEDIUM		 G4-DMA-b: Description of the organisation's approach managing the material aspect and its impacts Chapter: Future proofing our portfolio, page 48 Chapter: Responsible business operations, page 66-67
		 G4-DMA-c: Mechanisms for monitoring, results and review. CR management process, page 11 Annex, page 69-79
		GRI G4 indicator aspects Emissions: EN15, EN 16, EN 17, CRE3, EN18, EN19.
MEDIUM	Responsible sourcing & procurement	G4-DMA-a: Description why the aspect is material: Redevco seeks to work with business partners who are aligned and accordingly act in accordance with Redevco's BIP. Redevco's business partners are expected to comply at all times with international and local laws and regulations, and in particular with the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Responsible sourcing and procurement is about the incorporation of sustainability requirement in procurement and procurement decisions.
		 G4-DMA-b: Description of the organisation's approach managing the material aspect and its impacts Chapter: Our responsible investment approach, page 14-17 Annex, page 69
		 G4-DMA-c: Mechanisms for monitoring, results and review. CR management process, page 11 Annex, page 69
		GRI G4 indicator aspect Supplier: Environmental Assessment EN32, Assessment for Labor Practices LA14, Assessment for Impact on Society S011.

E D E V C O

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GRI G4 CROSS-REFERENCE TABLE

We have benchmarked our reporting against the GRI G4 Sustainability Reporting Guidelines & Construction and Real Estate Sector Supplement.

- ٥ Required General Standard Disclosures for both 'in accor dance' criteria options GRI4 Construction and Real Estate Sector Disclosures CRESD
- OECD Linkage to OECD Guidelines for Multi-National Enterprises
- Linkage to UN Global Compact 'Ten Principles' UNGC
- INREV Linkage to INREV Sustainability Performance Measures

General standard disclosures External **GRI Indicator** Page assurance Stratey and analysis G4-10 Statement from the most senior decision 4, 5 maker of the organisation G4-2 Description of key impacts, risks and 14-17, CRESD opportunities 22-23 Reference/Direct answer: Every chapter (theme) starts with a performance table and with objectives for the coming reporting period

Yes

Yes

Orgaizational profile

G4-30	Name of the organisation	97	Yes
G4-4�	Primary brands, products, and /or services	7-9	Yes
G4-5 ◊	Location of organisation's head office	97	Yes
G4-6 ◊	Number of countries where the organi- sation operates, and names of countries where either the organisation has oper- ations that are significant or specifically relevant to the sustainability topics covered in the report.	7-8	Yes
G4-7◊	Nature of ownership and legal form Reference/Direct answer: Redevco is a pri- vately held independent real estate company	4	Yes
G4-8◊	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	8	Yes

Scale of the reporting organisation, including: - Total number of employees - Total number of operations - Net sales - Total capitalization broken down in terms of debt and equity - Quantity of products or services provided Reference/Direct answer: Redevco does not disclose total capitalization broken down in terms of debt and equity as this is proprietary information. Our shareholder does not allow this information to be disclosed.	7-9	Yes
 a. Total number of employees by employment contract and gender; b. Total number of permanent employees by employment type and gender; c. Total workforce by employees and supervised workers by gender; d. Total workforce by region and gender; e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors; f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). 	80-81	Yes
Percentage of total employees covered by collective bargaining agreements. Reference/Direct answer: No overall collective bargaining agreement since we are too small. Permitted and available at local country level	See direct answer	Yes
Describe the organisation's supply chain	16	Yes
 Any significant changes during the reporting period regarding size, structure, ownership, or supply chain including: Changes in the location of, or changes in operations, including facility openings, closings, and expansions Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations) Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination 	8, 9	Yes
	 including: Total number of employees Total number of operations Net sales Total capitalization broken down in terms of debt and equity Quantity of products or services provided Reference/Direct answer: Redevco does not disclose total capitalization broken down in terms of debt and equity as this is proprietary information. Our shareholder does not allow this information to be disclosed. Total number of employees by employment contract and gender; Total number of permanent employees by employment cyp and gender; Total workforce by employees and supervised workers by gender; Total workforce by region and gender; Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employee, or by individuals other than employees of contractors; Report any significant variations in employment in the tourism or agricultural industries]. Percentage of total employees covered by collective bargaining agreements. Reference/Direct answer: No overall collective bargaining agreements. Reference/Direct answer: No overall collective bargaining agreements. Changes in the location of, or changes in operations, including facility openings, closings, and expansions Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including 	including: Total number of employeesTotal number of operationsNet salesTotal capitalization broken down in terms of debt and equityQuantity of products or services provided Reference/Direct answer: Redevco does not disclose total capitalization broken down in terms of debt and equity as this is proprietary information. Our shareholder does not allow this information to be disclosed. a. Total number of employees by employment contract and gender; b. Total number of permanent employees by employment type and gender; c. Total workforce by region and gender; e. Total workforce by region and gender; e. Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employment numbers (such as seasonal variations in employment in the tourism or agricultural industries). Describe the organisation's supply chain Any significant changes during the reporting period regarding size, structure, ownership, or supply chain including: - Changes in the location of, or changes in operations, including facility openings, closings, and expansions Changes in the location of suppliers, the structure of the supply chain, or in relationships with su

	G4-14◊	Report whether and how the precautionary approach or principle is addressed by the organisation Reference/Direct answer: Redevco's Business Integrity Policy is applicable: www.redevco. com/rre/business-integrity/	11, 57-59	Yes	
	G4-15◊	List externally developed economic, envi- ronmental, and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses. Reference/Direct answer: All background in- formation is provided in the different chapters	86, See direct answer	Yes	
	G4-16◊	Memberships of associations (such as industry associations) and national or international advocacy organisation's in which the organisation: 1. Holds a position on the governance body 2. Participates in projects or committees 3. Provides substantive funding beyond routine membership dues or 4. Views membership as strategic.	18	Yes	
	Identified material aspects and boundaries				
	G4-17 ◊	 a. List all entities included in the organisation's consolidated financial statement or equivalent documents b. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report. The organisation can report on this standard disclosure by referencing the information in publicly available consolidated financial statements. Reference/Direct answer: Redevco does not disclose consolidated financial statements. Our shareholder does not allow this information to be disclosed. 	10, See direct answer	Yes	
	G4-18◊	 a. Explain the process for defining report content and the Aspect boundaries; b. Explain how the organisation has implemented the reporting principles for defining report content. 	13-17, 69-72	Yes	
	G4-19◊	List all the material Aspects identified in the process for defining reporting content	14, 82-85	Yes	

O/ 1/A Described with a second base the

GRI Indi	icator	Page	External assur- ance		
G4-20♦ CRESD	 For each material Aspect, report the Aspect boundary within the organisation, as follows: Report whether the Aspect is material within the organisation; If the Aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approached and report either: i. The list of entities or groups of entities in G4-17 for which the Aspect is not material or; ii. The list of entities or groups of entities in cluded in G4-17 for which the Aspect is not material or; ii. The list of entities or groups of entities in cluded in G4-17 for which the Aspect is not material or; ii. The list of entities or groups of entities included in G4-17 for which the Aspect is material; Report any specific limitation regarding the Aspect Boundary within the organisation. 	16-17, 69-73	Yes		
G4-21◊ CRESD	 For each material Aspect, report the Aspect boundary outside the organisation, as follows: Report whether the Aspect is material outside the organisation; If the Aspect is material outside the organisation, identify the entities, groups of entities or elements for which the Aspect is material, in addition, describe the geographical location where the Aspect is material for entities identified; Report any specific limitation regarding the Aspect boundary outside the organization. 	16-17, 69-73	Yes		
G4-22◊	Effect of any restatements of information provided in previous reports, and the rea- sons for such restatements. Reference/Direct answer: No restatements on previous reports	See direct answer	Yes		
G4-23 ◊	Significant changes from previous reporting periods in the scope and Aspect boundaries	69-70	Yes		
Stakehol	lder Engagement				
G4-24♦ CRESD	List of stakeholder groups engaged by the organisation	15	Yes		
G4-25◊	Basis for identification and selection of stakeholders with whom to engage	15-16	Yes		
G4-26 ◊	Organisation's approach to stakeholder engagement, including frequency of en- gagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	15, 52, 62	Yes		

G4-27 ◊	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakehold- er groups that raised each of the key topics and concerns.	14-17	Yes
Report p	rofile		
G4-28�	Reporting period (e.g. fiscal/calendar year) for information provided	69	Yes
G4-29♦	Date of most recent previous report Reference/Direct answer: Responsible real estate investment 2013 / 2014, published in September 2014	See direct answer	Yes
G4-30�	Reporting cycle Reference/Direct answer: Annual	See direct answer	Yes
G4-31 ◊	Contact point for questions regarding the report or its contents. Reference/Direct answer: PR & Communications Email: info@redevco.com Phone no.: +31 20 599 62 62	See direct answer	Yes
G4-32◊	 a. Report the 'in accordance' option the organisation has chosen. b. Report the GRI Content Index for the chosen option c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines 	69, 86-95	Yes
G4-33♦	 a. The organisation's policy and current practice with regard to seeking external assurance for the report b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. The relationship between the organisation and the assurance providers. d. Report whether the highest governance-body or senior executives are involved in seeking assurance for the organisation's sustainability report. 	69,94	Yes
Governa	nce		
G4-34♦	Governance structure of the organisation, including committees under the highest governance body. Identify any committees responsible for decision-making on eco- nomic, environmental and social impacts.	10, 19	Yes

	G4-35	Process for delegating authority for eco- nomic, environmental, and social topics from the highest governance body to senior executives and other employees.	10-11, 19	Yes
	G4-36	Report whether the organisation has appointed an executive-level person or persons with responsibility for economic, environmental, and social matters, and whether post holders report directly to the highest governance body.	Not part of Core	Yes
	G4-37	Consultation processes between stake- holders and the highest governance body on economic, environmental, and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Not part of Core	Yes
	G4-38	Composition of the highest governance body and its committees by: - Executive or non-executive - Independence - Tenure on the governance body - Number of each individual's other significant positions and commitments, and the nature of the commitments - Gender - Membership of under-represented social groups - Competences relating to economic, environmental and social impacts - Stakeholder representation	Not part of Core	Yes
	G4-39	The Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement). Reference/Direct answer: No he is not	Not part of Core	Yes
	G4-40	Nomination and selection processes for the highest governance body and its commit- tees, and the criteria used for nominating and selecting highest governance body members, including: - Whether and how diversity is considered - Whether and how independence is considered - Whether and how expertise and experi- ence relating to economic, environmental and social topics are considered - Whether and how stakeholders (including shareholders) are involved	Not part of Core	Yes

GRI Indi	icator	Page	External assur- ance	G
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: - Cross-board membership; - Cross-shareholding with suppliers and other stakeholders; - Existence of controlling shareholders; - Related party disclosures.	Not part of Core	Yes	G
G4-42	Highest governance body's and senior exec- utives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Not part of Core	Yes	G
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	Not part of Core	Yes	G
G4-44	 a. Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment. b. Report actions taken in response to eval- uation of the highest governance body's performance with respect to economic, environmental and social topics, includ- ing, as a minimum, changes in member- ship and organisational practice. 	Not part of Core	Yes	
G4-45	 a. Highest governance body's role in the identification and management of economic, environmental, and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b. Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social 	Not part of Core	Yes	G
G4-46	risks and opportunities. Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental, and social topics.	Not part of Core	Yes	G

	G4-47	Frequency of the highest governance body's review of economic, environmental, and social impacts, risks, and opportunities. Reference/Direct answer : economic, environ- mental and social key performance indicators are included in the quarterly management reporting cycle to inform the board on issues early in the process.	19, See direct answer	Yes
	G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	Not part of Core	Yes
	G4-49	Describe the process for communicating criti- cal concerns to the highest governance body.	Not part of Core	Yes
	G4-50	Nature and total number of critical con- cerns that were communicated to the high- est governance body and the mechanism(s) used to address and resolve them.	Not part of Core	Yes
	G4-51	 a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: Fixed pay and variable pay: i. Performan- ce-based pay; ii. Equity-based pay; iii. Bonuses; iv. Deferred or vested shares; Sign-on bonuses or recruitment incentive payments Termination payments Clawbacks Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives. 	Not part of Core	Yes
	G4-52	Process to determine remuneration. - Report whether remuneration con- sultants are involved in determining remuneration and whether they are independent of management. Report any other relationships that the remuneration consultants have with the organisation.	Not part of Core	Yes
	G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Not part of Core	Yes
	G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not part of Core	Yes

		Page	Externa
DMA - I	Disclosure on Management Approach		
G4-58	Internal and external mechanisms for reporting concerns about unlawful or unethical behavior, and matters relating to organisational integrity, such as escalation through line management, whistle blowing mechanisms or hotlines.	Not part of core	Yes
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behav- ior, and matters relating to organisational integrity, such as help lines or advice lines.	Not part of core	Yes
G4-56 ◊	Organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	57-59	Yes
Ethics ar	nd integrity		
G4-55	Ratio of percentage increase in annual total compensation for the organsation's high- est-paid individual in each country of signif- icant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not part of Core	Yes

GRI Ind	icator	Page	assur- ance
EC	Economic Performance		
	Market Presence Reference/Direct answer: Redevco does not publish certain data due to its ownership and size. See specific indicators for further details www.redevco.com	8-9	Yes
	Indirect Economic Impacts	9, 14-16	Yes
	Procurement Practices	16-17	Yes
EN	Materials Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification. BREEAM includes requirements regarding materials used, including the environmental impact and recycling. The Redevco portfolio consists mainly of retail high-street properties where we can only indirectly influence the retailer/tenants	46, 51, 70	Yes
	Energy	47, 66, 76-79	Yes
	Water	50, 67, 76-78	Yes

G

RI Indi	cator	Page	External assur- ance
	Biodiversity Reference/Direct answer: BREEAM and BREEAM in Use assessments include require- ments regarding biodiversity. If applicable, an ecology study is conducted by a specialist meeting BREEAM requirements	51, 70	Yes
	Emissions, Reference/Direct answer: BREEAM and BREEAM In Use assessments include requirements relating to emissions	48, 76-79	Yes
	Effluents and Waste Reference/Direct answer: BREEAM and BREEAM In Use assessments include requirements relating to effluents and waste	51, 70	Yes
	Land degradation, contamination and remediation Reference/Direct answer: BREEAM and BREEAM In use assessments include requirements relating to Land Degradation, contamination and remediation	48, 70	Yes
	Products and Services Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification aiming at a "Very Good" rating. In addition, Redevco aims to obtain BREEAM in Use and EPCs for the existing portfolio, also when not required by regulations	46-47	Yes
	Compliance Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	11, 57-59	Yes
	Transport Reference/Direct answer: BREEAM and BREEAM In Use assessments include requirements relating to transport	51, 66, 70, 79	Yes
	Overall	45-46	Yes
	Supplier Environmental Assessment Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification including en- vironmental criteria relating to the screening of suppliers.	16-17, 19, See direct answer	Yes
	Environmental Grievance Mechanism Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	57, 72	
A	Employment	60-63	yes
	Labour/Management Relations	60-63	Yes

Occupational Health and Safety Reference/Direct answer: Redevco does not have a health and safety committee in place. Employees can follow a first aid training.	49, See direct answer	Yes
Training and Education	60-61	Yes
Diversity and Equal Opportunity	72, 80-81	Yes
Equal remuneration for women and men Reference/Direct answer: Redevco does not make any distinction concerning remuneration between women and men	See direct answer	Yes
Supplier for Labor Practices Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification including la- bor practices criteria relating to the screening of suppliers.	14-17, 19, 70, See direct answer	Yes
Labor Practices Grievance Mechanisms Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	57, 72	Yes
Investment Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	19, 22-23	Yes
Non-discrimination Reference/Direct answer: Redevco Business Integrity Policy is applicable: www.redevco. com/rre/business-integrity/	56, 72	Yes
Freedom of Association and Collective Bargaining Reference/Direct answer: No overall collective bargaining agreement, since Redevco is too small. Permitted and available at local country level	See direct answer	Yes
Child Labour Reference/Direct answer: Not material as Redevco is mainly an office organisation	17, See direct answer	Yes
Forced and Compulsory Labour Reference/Direct answer: Not material as Redevco is mainly an office organisation	17, See direct answer	Yes
Security Practices Reference/Direct answer: Not material as Redevco is mainly an office organisation	14, See direct answer	Yes
Indigenous Rights Reference/Direct answer: Not identified and therefore not reported on	14, See direct answer	Yes
Assessment	11	Yes
Supplier Human Rights Assessment Reference/Direct answer: Not material as Redevco is mainly an office organisation	14, 17, See direct answer	Yes

	Human Rights Grievance Mechanism Reference/Direct answer: Not material as Redevco is mainly an office organisation	14, 17, 57, See direct answer	Yes
SO	Local communities Reference/Direct answer: Resettlement and displacement is not material as Redevco is mainly an office organisation	14, See direct answer	Yes
	Anti-Corruption Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	11, 57-59, 72	Yes
	Public Policy Reference/Direct answer: Redevco Business Integrity Policy is applicable. It is not permit- ted to give financial and in-kind contributions to political parties, politicians and related institutions	11, 57, 71	Yes
	Anti-Competitive Behaviour Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	11, 57-59, 72	Yes
	Compliance Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	11, 57-59, 72	Yes
	Supplier Assessment for Impact on Society Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification including impact on society criteria relating to the screening of suppliers.	16-17, 72	Yes
	Grievance Mechanism for Impact on Society Reference/Direct answer: Redevco Business Integrity Policy is applicable: http://www. redevco.com/rre/business-integrity/	11, 57-59, 72	Yes
PR	Customer Health and Safety Reference/Direct answer: Improvements will be made based on: customer safety issues, such as asbestos, BREEAM requirements for new developments and BREEAM In Use for the existing portfolio includes requirements relating to health and safety	49, 70	Yes
	Product and Service Labelling Reference/Direct answer: (re) development with a construction spent > 10 million euro are subject to BREEAM certification The existing portfolio has to meet EPC requirements, and Redevco is assessing the portfolio using BREEAM In Use	46-47, 70	Yes
	Marketing Communications	57-59, 72	
	Customer Privacy Reference/Direct answer: All data shared are treated confidentially	See direct answer	Yes

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GRI Indicator		Page	External assur- ance
Integrity	ance ice/Direct answer: Redevco Business / Policy is applicable: www.redevco. /business-integrity/	11, 57-59, 72	Yes

Econom	ic Performance Indicators		
GRI Indi	cator	Page	External assur- ance
Aspect: E	Economic Performance		
G4-EC1 CRESD	Direct economic value generated and distributed Reference/Direct answer: (partially reported) Redevco as a private company does not disclose financial information on revenues, employee wages and dividends.	8, 9	Yes
G4-EC2	Financial implications and other risks and opportunities for the organisation's activi- ties due to climate change	22-23, 54-55	Yes
G4-EC3	Coverage of the organisation's defined benefit plan obligations Reference/Direct answer: (partially reported) Per country application of local laws and regulations. Defined benefit plan obligations are not reported on per country	See direct answer	Yes
G4-EC4 CRESD	Financial assistance received from government Reference/Direct answer: Not available	See direct answer	Yes
Aspect: I	Market Presence		
G4-EC5	Ratios of standard entry level wage by gen- der compared to local minimum wage at significant locations of operation Reference/Direct answer: Not publicly avail- able. It is standard Redevco HR policy for all employees to earn above the minimum wage	See direct answer	Yes
G4-EC6 CRESD	Proportion of senior management hired from the local community at significant locations of operation Reference/Direct answer: Not material	See direct answer	Yes

Aspect: Indirect Economic Impacts

G4-EC7 CRESD	Development and impact of infrastructure investments and services provided Reference/Direct answer: Not available	See direct answer	Yes
G4-EC8 CRESD	Significant indirect economic impacts, including the extent of impacts	22-23, 32-43	Yes

Aspect: Procurement Practices

G4-EC9	Proportion of spending on local suppliers at	See	Yes
	significant locations of operations	direct	
	Reference/Direct answer: Not material	answer	

Environmental Performance Indicators OECD/UNGC

GRI Ind	GRI Indicator		External assur- ance
Aspect: I	Materials		
G4- EN1 CRESD	Materials used by weight or volume Reference/Direct answer: Not material Redevco invests in existing buildings	See direct answer	Yes
G4- EN2 CRESD	Percentage of materials used that are recycled input materials Reference/Direct answer: Not material Redevco invests in existing buildings	See direct answer	Yes
Aspect: I	Energy		
G4- EN3 CRESD INREV	Energy consumption within the organsation	66-67, 78-79	Yes
G4- EN4 INREV	Energy consumption outside of the organisation	47, 76-77	Yes
CRE1 CRESD INREV	Building energy intensity	75, 79	Yes
G4- EN5	Energy Intensity	75, 79	Yes
G4- EN6 CRESD	Reduction of energy consumption Reference/Direct answer: Partially reported	66-67, 70-73, 76, 78-79	Yes
G4- EN7 CRESD	Reductions in energy requirements of products and services	47, 53, 66-67, 70-72, 79	Yes
Aspect: \	Water		
G4- EN8 CRESD INREV	Total water withdrawal by source	70-72, 76-78	Yes
G4- EN9 CRESD	Water sources significantly affected by withdrawal of water Reference/Direct answer: all water comes from municipal sources	50, 70-72, 76, 78	Yes

G4- EN10 CRESD	Percentage and total volume of water recycled and reused Reference/Direct answer: all water comes from municipal sources, 0% of total water was recycled and reused	76, 78, See direct answer	Yes
CRE2 CRESD INREV	Building water intensity	69-72, 74, 78	Yes
Aspect:	Biodiversity		
G4-	Operational sites owned, leased, managed	14, 51,	Yes

G4- EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas Reference/Direct answer: Not material, Redevco invests in existing retail high street buildings	14, 51, See direct answer	Yes
G4- EN12 CRESD	Description of significant impacts of activi- ties, products, and services on biodiversity in protected areas and areas of high biodi- versity value outside protected areas Reference/Direct answer: Not material, Redevco invests in existing retail high street buildings. Indicator is subject to BREEAM and BREEAM In Use assessment. Impact is assessed on a project-by-project basis.	14, 51	Yes
G4- EN13 CRESD	Habitats protected or restored Reference/Direct answer: Not material.	See direct answer	Yes
G4- EN14	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk Reference/Direct answer: Not material.	See direct answer	Yes
Aspect: E	Emissions		
G4- EN15 CRESD INREV	Direct greenhouse gas (GHG) emissions (Scope 1)	66-67, 70-73, 78-79	Yes
G4- EN16 CRESD INREV	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	70-72, 78-79	Yes
G4- EN17 CRESD	Other relevant indirect greenhouse gas (GHG) emissions (Scope 3)	70-72, 76-77, 79	Yes
CRE3 CRESD INREV	Greenhouse gas emissions intensity from buildings	70-72, 75,79	Yes
CRE4 CRESD	Greenhouse gas emissions intensity from new construction and redevelopment	See direct	Yes
	activity Reference/Direct answer: Not available	answer	

GRI Indicator		Page	External assur- ance	
G4- EN19 CRESD	Reduction of greenhouse gas (GHG) emissions	66-67, 70-72, 76, 78-79	Yes	
G4- EN20 CRESD	Emissions of ozone-depleting substances (ODS) Reference/Direct answer: Not available	See direct answer	Yes	
G4- EN21	NOX, SOX, and other significant air emis- sions Reference/Direct answer: Not available	See direct answer	Yes	
Aspect: E	Effluents and Waste			
G4- EN22 CRESD	Total water discharge by quality and des- tination Reference/Direct answer: Not material	See direct answer	Yes	
G4- EN23 CRESD INREV	Total weight of waste by type and disposal method Reference/Direct answer: Not material	See direct answer	Yes	
G4- EN24	Total number and volume of significant spills Reference/Direct answer: Not material	See direct answer	Yes	
G4- EN25	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 transport- ed waste shipped internationally Reference/Direct answer: Not material	See direct answer	Yes	
G4- EN26	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 Reference/Direct answer: Not material	See direct answer	Yes	
CRE5 CRESD	Land remediation and in need of remedia- tion for the existing or intended land use, according to applicable legal destinations Reference/Direct answer: Not material for re- tail high street buildings. In Belgium Redevco invest in retail parks.	51, 70, See direct man- ager	Yes	
Aspect: Products and Services				
G4- EN27 CRESD	Extent of impact mitigation of environmen- tal impacts of products and services	46-55, 70	Yes	
G4- EN28	Percentage of products sold and their packaging materials that are reclaimed by category Reference/Direct answer: Not material	See direct answer	Yes	

Aspect:	Compliance		
G4- EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations Reference/Direct answer: No fine of non-com- pliance with environmental laws and regulation.	57, 72	Yes
Aspect: 1	Fransport		
G4- EN30 CRESD	Significant environmental impacts of trans- porting products and other goods and mate- rials used for the organisation's operations, and transporting members of the workforce	66, 70-72, 79	Yes
Aspect: 0	Overall		
G4- EN31	Total environmental protection expenditures and investments by type Reference/Direct answer: Not material	See direct answer	Yes
Aspect: S	Supplier Environmental Assessment		
G4- EN32	Percentage of new suppliers that were screened using environmental criteria Reference/Direct answer: Not available. (re) Development with a construction spent > 10 million euro are subject to BREEAM certifica- tion including environmental criteria relating to the screening of suppliers.	17, 70, See direct answer	Yes
G4- EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken Reference/Direct answer: Not available	See direct answer	Yes
Aspect: E	Invironmental Grievance Mechanisms		
G4- EN34	Number of grievances about environmen- tal impacts filed, addressed, and resolved through formal grievance mechanisms Reference/Direct answer: None	See direct answer	Yes
	Performance Indicators: Practices and Decent Work <mark>NGC</mark>		
GRI Indi	cator	Page	External assur- ance
Aspect: E	Employment		
G4-LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region	81	Yes
G4-LA2 CRESD	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation Reference/Direct answer: In terms of benefits provided to employees, Redevco does not make a distinction between full-time, tempo- rary or part-time employees	See direct answer	Yes

G4-LA3	Return to work and retention rates after parental leave, by gender Reference/Direct answer: Not material	See direct answer	Yes		
Aspect: I UNGC	Aspect: Labour/Management Relations UNGC				
G4-LA4	Minimum notice periods regarding significant operational changes, including whether these are specified in collective agreements Reference/Direct answer: In general 3 months, but this differs per region	See direct answer	Yes		
Aspect: (OECD	Occupational Health and Safety				
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs Reference/Direct answer: None	See direct answer	Yes		
G4-LA6 CRESD	Type of injury and rates of injury, occupa- tional diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender Reference/Direct answer: (partially reported) Absentee rate only	63, 81	Yes		
CRE6 CRESD	Percentage of the organisation operating in verified compliance with an internationally recognized health and safety management system Reference/Direct answer: None	See direct answer	Yes		
G4-LA7 CRESD	Workers with high incidence or high risk of diseases related to their occupation Reference/Direct answer: Not material as we are mainly an office organisation	See direct answer	Yes		
G4-LA8	Health and safety topics covered in formal agreements with trade unions Reference/Direct answer: Not material. No formal agreement with trade unions	See direct answer	Yes		
Aspect: 1 OECD	Fraining and Education				
G4-LA9 CRESD	Average hours of training per year per em- ployee by gender and by employee category Reference/Direct answer: Redevco reports on the % of employees having had training during the reporting year and budget spent on train- ing as percentage of total payroll (2014: 2.3%)	60-61	Yes		
G4- LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings Reference/Direct answer: Redevco provides sabbatical leave with guaranteed return to employment	60-61	Yes		

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G4- LA11	Percentage of employees receiving regular performance and career development re- views, by gender and by employee category Reference/Direct answer: Redevco reports the total percentage of employees received regular performance feedback. There are no significant differences regarding regular per- formance feedback by gender or employee category.	60, 63, See direct answer	Yes
Aspect: [Diversity and Equal Opportunity		
G4- LA12 CRESD	Composition of governance bodies and breakdown of employee category according to gender, age group, minority group mem- bership, and other indicators of diversity Reference/Direct answer: Redevco does not distinguish indicators of diversity based on minority groups	80, 81, See direct answer	Yes
Aspect: E	qual Remuneration for Women and Men		
G4- LA13 CRESD	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation Reference/Direct answer: Not available. It is difficult to provide any meaningful insight into this ratio, as salaries reflect many variables, such as length of service, age, country and type of jobs	See direct answer	Yes
Aspect: 9 OECD/UN	Supplier Assessment for Labor Practices		
G4- LA14	Percentage of new suppliers that were screened using labor practices criteria Reference/Direct answer: Not available. (re) Development with a construction spent > 10 million euro are subject to BREEAM certifica- tion including labor practices criteria relating to the screening of suppliers.	17, See direct answer	Yes
G4- LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken Reference/Direct answer: Not material.	See direct answer	Yes
Aspect: Labor Practices Grievance Mechanisms OECD			
G4- LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms Reference/Direct answer: During an audit, one of our companies was found to be in possible breach of our labour law regulations. A time registration system has been implemented to register and monitor working hours.	57, 72, See direct answer	Yes

Social Performance Indicators: Human Rights OECD/UNGC

GRI Indicator		Page	External assur- ance	
Aspect: I	nvestment			
G4- HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening Reference/Direct answer: Not material	17, See direct answer	Yes	
G4- HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained Reference/Direct answer: Not material	See direct answer	Yes	
Aspect: I	lon-discrimination IGC			
G4- HR3 CRESD	Total number of incidents of discrimination and corrective actions taken Reference/Direct answer: No incidents of discrimination reported	57, 72	Yes	
Aspect: F	reedom of Association and Collective Bargain IGC	ing		
G4- HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights Reference/Direct answer: None. Business In- tegrity Policy is applicable http://www.redevco. com/rre/business-integrity/t	See direct answer	No	
Aspect: 0 0ECD/UN	Child Labour IGC			
G4- HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labour Reference/Direct answer: Not material	See direct answer	Yes	
Aspect: Forced and Compulsory Labour OECD/UNGC				
G4- HR6	Operations and suppliers identified as hav- ing significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour Reference/Direct answer: Not material	See direct answer	Yes	

Aspect: Security Practices

G4- HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations Reference/Direct answer: Not material	See direct answer	Yes
Aspect: I	ndigenous Rights		
G4- HR8	Total number of incidents of violations involving rights of indigenous people and actions taken Reference/Direct answer: Not material	See direct answer	Yes
Aspect:	Assessment		
G4- HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments Reference/Direct answer: No incidents and no violations involving rights of indigenous people have been reported	See direct answer	Yes
Aspect: 9	Supplier Human Rights Assessment		
G4- HR10	Percentage of new suppliers that were screened using human rights criteria Reference/Direct answer: Not available	See direct answer	Yes
G4- HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken Reference/Direct answer: Not material	See direct answer	Yes
Aspect: I	luman Rights Grievance Mechanisms		
G4- HR12	Number of grievances about human rights	57, 72,	Yes
HKIZ	impacts filed, addressed, and resolved through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported	See direct answer	
HKIZ	through formal grievance mechanisms Reference/Direct answer: No grievances relat-	direct	
	through formal grievance mechanisms Reference/Direct answer: No grievances relat-	direct	
	through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported	direct	Externa assur- ance
Social F GRI Indi	through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported Performance Indicators: Society icator	direct answer	assur-
Social F GRI Indi Aspect: I	through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported Performance Indicators: Society icator	direct answer	assur-
Social F GRI Indi Aspect: I OECD/UN G4-S01	through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported Performance Indicators: Society dicator Cocal Communities NGC Percentage of operations with implement- ed local community engagement, impact assessments, and development programs	direct answer Page 22-42, See direct	assur- ance
Social F GRI Indi Aspect: I OECD/UN G4-S01 CRESD	through formal grievance mechanisms Reference/Direct answer: No grievances relat- ed to human rights have been reported Performance Indicators: Society icator Cocal Communities GC Percentage of operations with implement- ed local community engagement, impact assessments, and development programs Reference/Direct answer: Not available Operations with significant actual and potential negative impacts on local com-	direct answer Page 22-42, See direct answer	assur- ance Yes

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Aspect: Anti-Corruption OECD/UNGC				
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified Reference/Direct answer: In 2015 internal au- dits will be performed on Redevco's primary business processes including corruption and fraud risks.	11	Yes	
G4-S04	Communication and training on anti-cor- ruption policies and procedures Reference/Direct answer: Redevco reports the total percentage of employees who signed and/or participated in integrity workshop. There is no significant difference between management and non-management regard- ing this KPI.	57	Yes	
G4-S05	Confirmed incidents of corruption and actions taken Reference/Direct answer: No incidents of corruption have been reported	57, 72	Yes	
Aspect: I	Public Policy NGC			
G4-S06	Total value of political contributions by country and recipient/beneficiary Reference/Direct answer: There were no financial and in-kind contributions commit- ted by the reporting organisation during the reporting period. Redevco does not allow financial and in-kind contribution to political parties, politicians and related institutions	57, 72, See direct answer	Yes	
Aspect: A	Anti-Competitive Behaviour			
G4-S07	Total number of legal actions for anti-com- petitive behavior, anti-trust, and monopoly practices and their outcomes Reference/Direct answer: There was no legal action pending or completed during the reporting period regarding anti-competitive behavior, anti-trust or monopoly practices during the reporting period	57, 72, See direct answer	Yes	
Aspect: Compliance OECD				
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations Reference/Direct answer: A subcontractor was issued a 5,000 euro penalty for not com- plying with H&S. This penalty was forwarded to the main contractor, and ultimately to Redevco.	57, 72, See direct answer	Yes	

Aspect: Supplier Assessment for Impacts on Society OECD

G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society Reference/Direct answer: not available. (re) Development with a construction spent > 10 million euro are subject to BREEAM certi- fication including impact on society criteria relating to the screening of suppliers.	17, 70, See direct answer	Yes	
G4- S010	Significant actual and potential negative impacts on society in the supply chain and actions taken Reference/Direct answer: Not material	See direct answer	Yes	
Aspect: Grievance Mechanisms for Impacts on Society OECD				
G4-	Number of grievances about impacts on	57, 72,	Yes	

G4- S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms Reference/Direct answer: None	57, 72, See direct answer	Yes
	Reference/Direct answer: None	answer	

Social Performance Indicators: Product Responsibility External **GRI Indicator** Page assurance Aspect: Customer Health and Safety OECD G4-46, 49, Percentage of significant product and ser-Yes PR1 vice categories for which health and safety 72, See CRESD impacts are assessed for improvement direct Reference/Direct answer: All Redevco-owned answer 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 G4-Total number of incidents of non-compli-57, 72, Yes PR2 ance with regulations and voluntary codes See CRESD concerning the health and safety impacts of direct products and services during their life cycle, answer by type of outcomes Reference/Direct answer: For one of our assets, we received a warning regarding an outdated sprinkler certification. At another asset we did not fully comply with the (new) fire code and building regulations, which also

resulted in a warning. Both cases have been

resolved.

Aspect: Product and Service Labeling

Type of product and service information required by the organisation's procedures	46-47, 72	Yes
for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	12	
Type and number of sustainability certifica- tion, rating and labeling schemes for new construction, management, occupation and redevelopment	46-47	Yes
Total number of incidents of non-compli- ance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes Reference/Direct answer: Redevco has not identified any non-compliance with regula- tions and voluntary codes (e.g. BREEAM)	57, 72, See direct answer	Yes
Results of surveys measuring customer satisfaction	52	Yes
arketing Communications		
Sale of banned or disputed products Reference/Direct answer: Not material	See direct answer	Yes
Total number of incidents of non-compli- ance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcome Reference/Direct answer: None	57, 72, See direct answer	Yes
ustomer Privacy		
Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data Reference/Direct answer: Not material	See direct answer	Yes
ompliance		
Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services Reference/Direct answer: A subcontractor was issued a 5,000 euro penalty for not com- plying with H&S. This penalty was forwarded to the main contractor, and ultimately to Redevco.	57, 72, See direct answer	Yes
	for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements Type and number of sustainability certifica- tion, rating and labeling schemes for new construction, management, occupation and redevelopment Total number of incidents of non-compli- ance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes Reference/Direct answer: Redevco has not identified any non-compliance with regula- tions and voluntary codes (e.g. BREEAM) Results of surveys measuring customer satisfaction Sale of banned or disputed products Reference/Direct answer: Not material Total number of incidents of non-compli- ance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcome Reference/Direct answer: None ustomer Privacy Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data Reference/Direct answer: Not material ompliance Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services Reference/Direct answer: A subcontractor was issued a 5,000 euro penalty for not com- plying with H&S. This penalty was forwarded to the main contractor, and ultimately to	for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements46-47Type and number of sustainability certifica- tion, rating and labeling schemes for new construction, management, occupation and redevelopment46-47Total number of incidents of non-compli- ance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes Reference/Direct answer: Redevco has not identified any non-compliance with regula- tions and voluntary codes (e.g. BREEAM)57, 72, See direct answerResults of surveys measuring customer satisfaction52Sale of banned or disputed products Reference/Direct answer: Not materialSee direct answerTotal number of incidents of non-compli- ance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcome Reference/Direct answer: None57, 72, See direct answerTotal number of substantiated complaints regarding breaches of customer privacy and losses of customer data Reference/Direct answer: Not material58OmplianceWint Haws and regulations concerning the provision and use of products and services Reference/Direct answer: A subcontractor was issued a 5,000 euro penalty for not com- plying with H&S. This penalty was forwarded to the main contractor, and ultimately to57, 72, See direct answer

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ASSURANCE-RAPPORT OF THE INDEPENDENT AUDITOR

To: the managing board of Redevco B.V.

We have reviewed the report Responsible real estate investment 2014/2015 (hereinafter: the Report) of Redevco B.V. in Amsterdam (hereinafter: Redevco). The report comprises a description of the policy, the activities, events and performance of Redevco relating to sustainable development during the reporting period 2014/2015.

LIMITATIONS IN OUR SCOPE

The Report contains prospective information, such as ambitions, strategy, targets, expectations and projections. Inherent to this information is that actual future results may be different from the prospective information and therefore may be uncertain. We do not provide any assurance on the assumptions and feasibility of this prospective information.

References in the Report (to www.redevco.com, external websites and other documents) are outside the scope of our assurance engagement.

MANAGEMENT'S RESPONSIBILITY

The managing board of Redevco is responsible for the preparation of the Report in accordance with the Sustainability Reporting Guidelines G4 (option Core) of the Global Reporting Initiative (GRI) and the reporting criteria developed by Redevco, including the identification of the stakeholders and the determination of material issues. The disclosures made by management with respect to the scope of the Report and the reporting criteria are included in the section "Reporting principles" in chapter "Annex - reporting process and principles" of the Report. Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the Report that is free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express a conclusion on the Report based on our review. We conducted our review in accordance with Dutch law, including Dutch Standard 3810N "Assurance Engagements relating to Sustainability Reports". This requires that we comply with ethical requirements and that we plan and perform the review to obtain limited assurance about whether the Report is free from material misstatement.

A review is focused on obtaining limited assurance. The procedures performed in obtaining limited assurance are aimed on the plausibility of information which does not require exhaustive gathering of evidence as in engagements focused on reasonable assurance. The performed procedures consisted primarily of making inquiries of management and others within the entity, as appropriate, applying analytical procedures regarding the information as included in the Report and evaluating the evidence obtained. Consequently a review engagement provides less assurance than an audit.

PROCEDURES PERFORMED

Our main procedures included the following:

- Performing an external environment analysis and obtaining an understanding of the sector, relevant social issues, relevant laws and regulations and the characteristics of the organization;
- Evaluating the acceptability of the reporting policies and their consistent application, such as assessment of the outcomes of the stakeholder dialogue and the reasonableness of accounting estimates made by management;
- Evaluating the application level in accordance with the Sustain-

ability Reporting Guidelines G4 (option Core) of GRI;

- Evaluating the design and implementation of the systems and processes for data gathering and processing of information as presented in the Report;
- Interviewing management (or relevant staff) responsible for the sustainability strategy and policies;
- Interviews with relevant staff responsible for providing the information in the Report, carrying out internal control procedures on the data and the consolidation of the data in the Report;
- Evaluating internal and external documentation, in addition to interviews, to determine whether the information in the Report is reliable;
- Analytical review of data and trend explanations submitted for consolidation in the Report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

CONCLUSION

Based on our procedures performed, and with due consideration of the limitations described in the paragraph "Limitations in our scope", nothing has come to our attention that causes us to conclude that the Report, in all material respects, does not provide a reliable and appropriate presentation of the policy of Redevco for sustainable development, or of the activities, events and performance of the organization relating to sustainable development during 2014/2015, in accordance with the Sustainability Reporting Guidelines G4 (option Core) of GRI and reporting criteria developed by Redevco as disclosed in the section "Reporting principles" in chapter "Annex - reporting process and principles" of the Report.

Rotterdam, 23 July 2015

ERNST & YOUNG ACCOUNTANTS LLP SIGNED BY H. HOLLANDER

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DISCLAIMER

Redevco's Corporate Responsibility (CR) Report has been prepared for the sole purpose of informing our stakeholders and to give details of Redevco's commitment and performance in the area of corporate responsibility. Nothing in this document is intended to extend or amend Redevco's existing obligations to its tenants, shareholder or other stakeholders. All policies, procedures, guidelines, statements or anything similar mentioned in this report are intended for Redevco's internal use only, and should under no circumstance be construed as creating any rights whatsoever vis-a-vis third parties. In assessing compliance, the standards applied are subjective and any decision in relation thereto remains within Redevco's discretion. Redevco does not accept any liability for whatever consequences may result from its not adhering to these policies, procedures, guidelines, attements, (which is at its discretion at any time) and can, at its sole discretion, decide to make available to third parties details of policies, procedures, guidelines, statements or anything similar mentioned in this report. This report refers, by hyperlinks or other means, to information provided by third parties. The reasonableness, accuracy or completeness of such information has not been verified by Redevco, and links to other sites do not constitute Redevco's approval or endorsement of such sites or their content, products or advertisements. Redevco accepts no liability whatsoever in connection with any such information that has been or will be provided by third parties. Neither Redevco Group makes any representation or warranty, express or implied, as to the reasonableness, accuracy or completeness of the information contained in this report nor accepts any whatsoever or any necestory or incompleteness or myleading statements (contained in this report or or employee of any member of the Redevco Group makes any representation or warranty, express or implied, as to the reasonableness, accuracy or completeness of the information contained in thi

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