

# Sustainability Strategic Priorities



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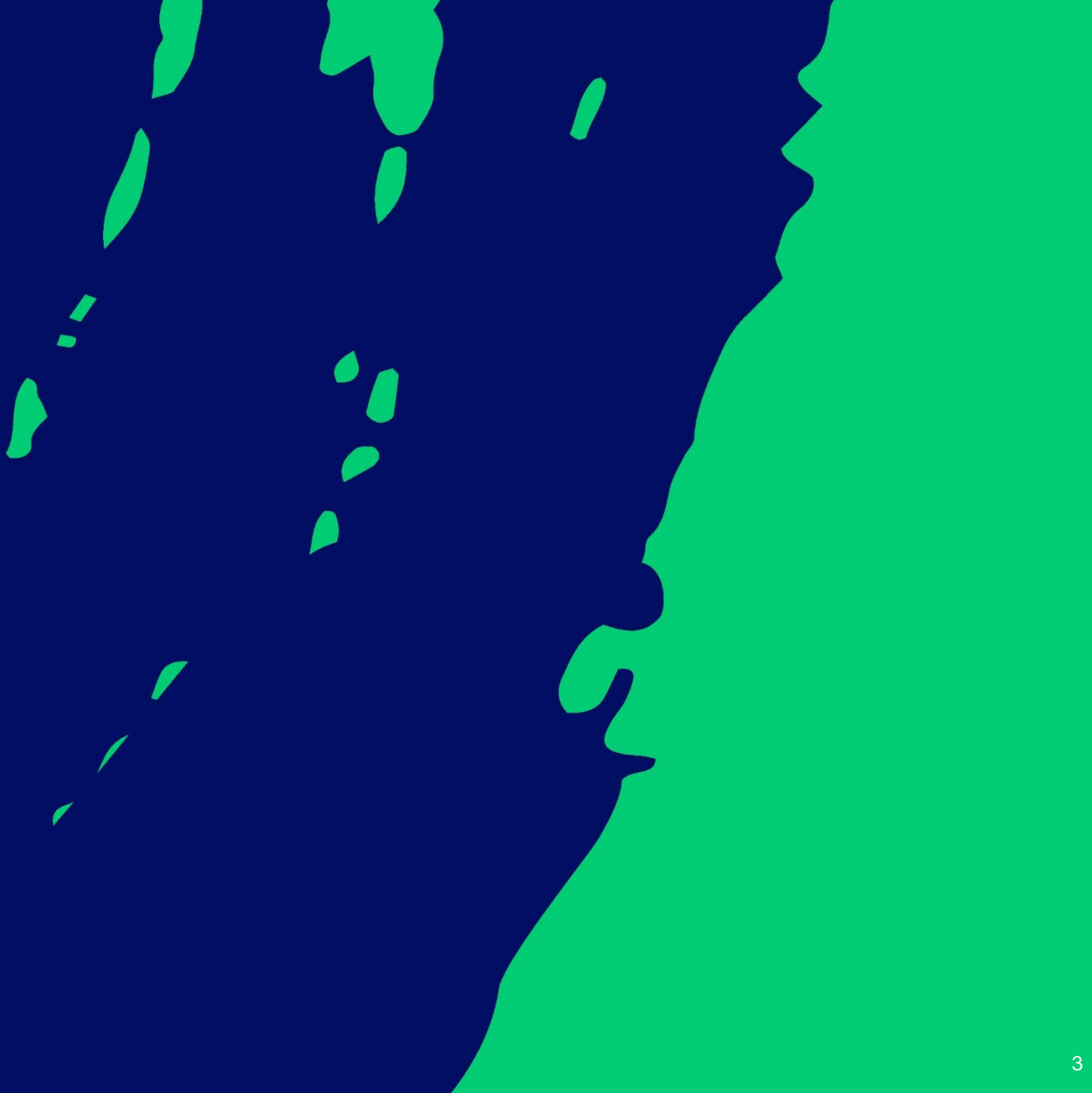
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01

# Future-proof the lived environment



# FUTURE-PROOF THE LIVED ENVIRONMENT

With this strategic priority we will serve the human and business needs of tomorrow's cities, by future-proofing the built environment and operations through **responsible investment criteria** and **sustainability solutions**.

## OPERATING CONTEXT



### REGULATION

Increasing regulation governing sustainability, including safety, health and environmental (SHE) aspects



### ESG STANDARDS

Pressure from investors and other stakeholders to ensure that Sonae Sierra operates according to high ESG standards



### COSTS & SHORTAGES

Shortages of natural resources will lead to an increase in their costs, demanding a new approach to the way we develop and manage assets

# FUTURE-PROOF THE LIVED ENVIRONMENT

## OUR APPROACH

- 1 Resilience Strategies**  
Embed resource resilience strategies and a best-in-class Safety, Health & Environment Management System (SHEMS) across all our corporate operations
- 2 SHEMS and resource resilience**  
Promote the uptake of SHEMS and resource resilience across our investment portfolio
- 3 Encourage Sustainability Standards**  
Encourage our clients to implement sustainability standards on their own assets by demonstrating the business case and delivering sustainability services
- 4 Expertise & Know-How**  
Position ourselves as experts in energy, water and waste strategies for real estate assets
- 5 Sustainable Building**  
Promote sustainable building certifications and develop resilient assets
- 6 Decarbonisation Roadmap**  
Specific roadmap for decarbonization to tackle climate change
- 7 Responsible Investment**  
Adopt responsible investment criteria
- 8 Circular Economy Principles**  
Ensure the adoption of circular economy principles across our operations
- 9 Local Sustainability Initiatives**  
Provide the best sustainability initiatives for local communities

# FUTURE-PROOF THE LIVED ENVIRONMENT

## INTENDED RESULTS

Ensure that risks towards people, assets and ecosystems are minimized.



### CHALLENGE

#### Environmental & social challenges

Address environmental and social challenges  
(e.g. climate change)



### ENGAGE

#### Communities engaged with sustainability

Communities where people are engaged with  
our sustainability projects



### INCREASE

#### Competitiveness & profitability

Increased competitiveness and supporting  
business long-term profitability

# FUTURE-PROOF THE LIVED ENVIRONMENT

## SHARED VALUE CREATED

**We commit to monitor, evaluate and regularly review our sustainability performance, to ensure objectives and targets are achieved and to promote continual improvement.**

- Operational efficiencies & risk management
- Enhanced reputation and brand value
- Long-term asset value protected
- Lower environmental impact
- Improved eco-efficiency
- Local community safety and well-being
- Reduced operational and insurance costs
- Increased revenue
- Higher quality service for clients, tenants & visitors
- Increased client and tenant preference
- Protected license to operate
- Stakeholder engagement
- Enhanced shareholder value

# FUTURE-PROOF THE LIVED ENVIRONMENT

## OUR PERFORMANCE TO DATE

Not only have we consistently **improved our environmental performance**, but we have avoided over €14.5 million in costs in 2021 from **eco-efficiency improvements** in energy, water and waste introduced since 2002.

Each year, we track our progress against annual targets and actions and our performance is externally verified.

Our long-term objectives are reviewed on a regular basis, with the most recent review taking place in 2019 when we updated our previous 2025 commitments with more stretching goals.

In 2021, as in 2020, the atypical operation caused by the pandemic, caused some abnormal oscillations in the performance indicators, therefore we have not yet updated our long-term commitments. We will do so in 2022.

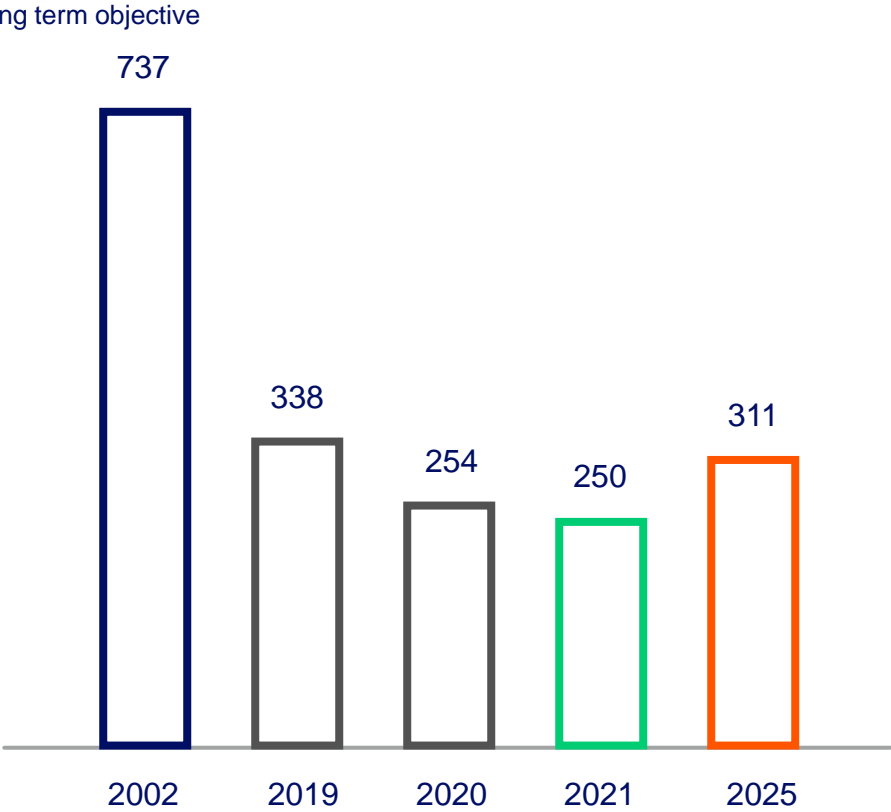
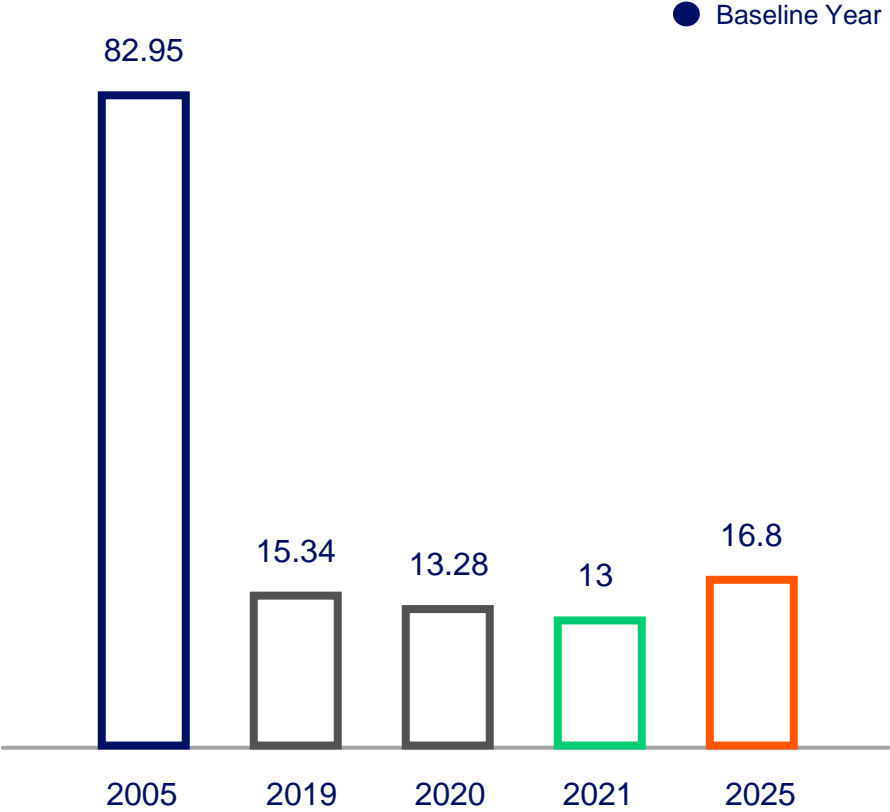


# FUTURE-PROOF THE LIVED ENVIRONMENT

The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

**GHG emissions of our owned portfolio and corporate offices – GHG Protocol scopes 1 and 2 (kg CO2e/m2 GLA)**

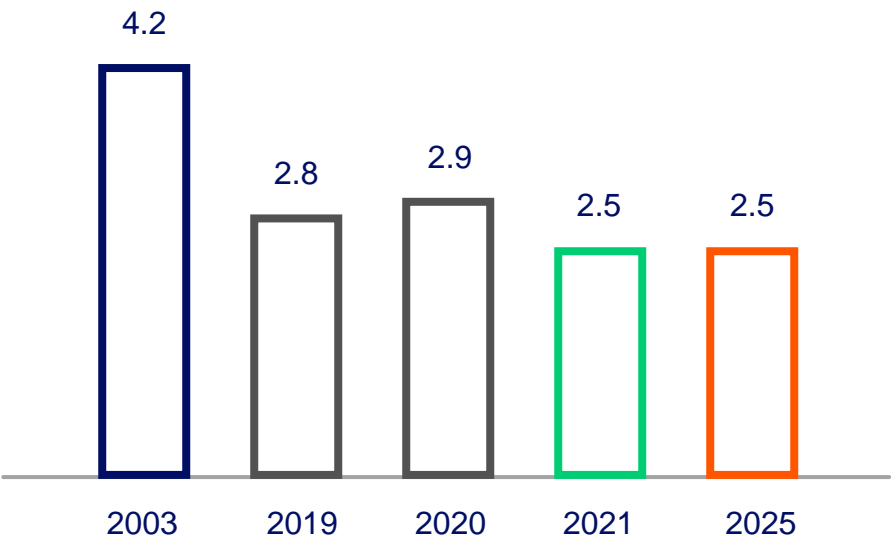
**Electricity efficiency (excluding tenants) of our owned portfolio (kWh/m2 mall and toilet area)**



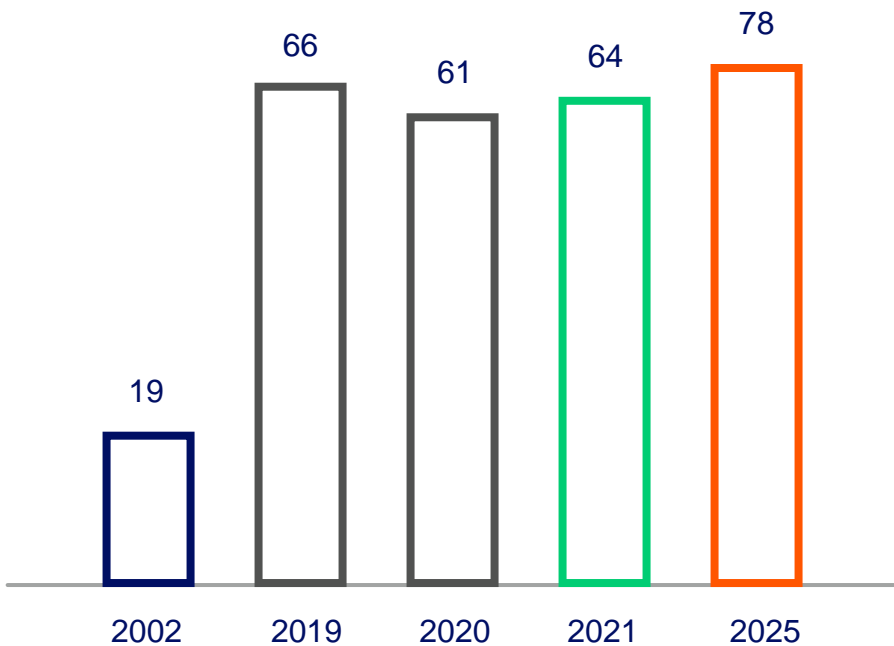
# FUTURE-PROOF THE LIVED ENVIRONMENT

The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

Water efficiency (excluding tenants) of our owned portfolio (litres/visit)



Total waste recycled as a proportion of waste produced (% by weight, across owned portfolio)



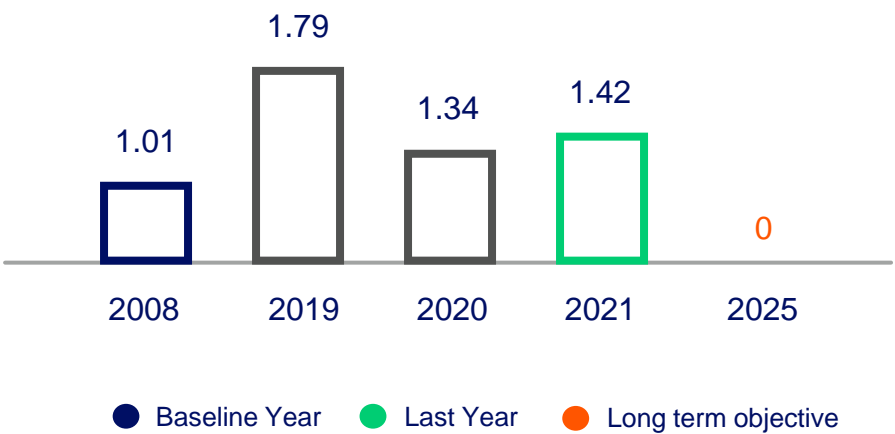
● Baseline Year ● Last Year ● Long term objective

# FUTURE-PROOF THE LIVED ENVIRONMENT

The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

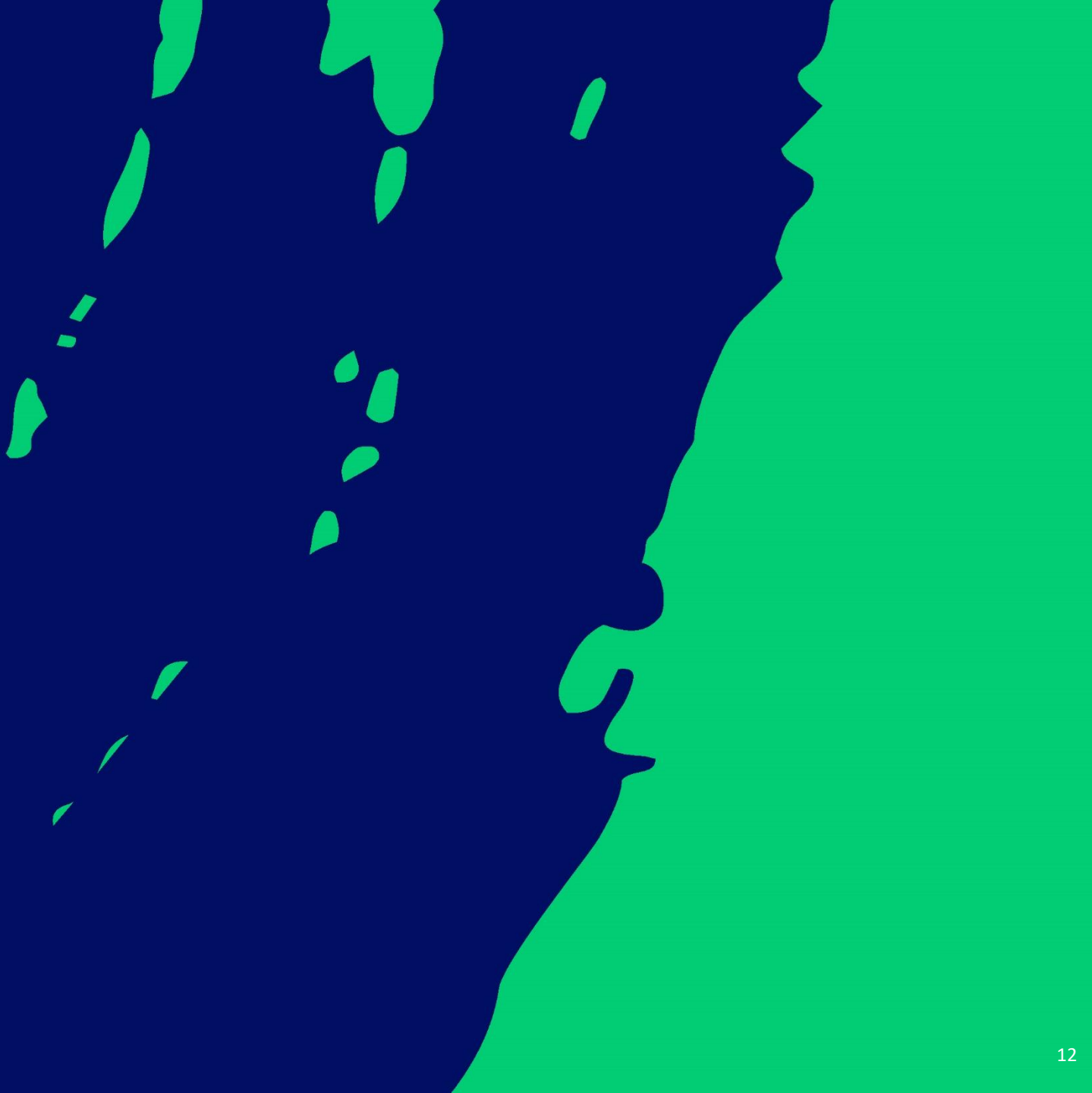
## Level 3, 4 and 5 accident rate in our owned portfolio<sup>1</sup>

<sup>1</sup> Number of accidents of level 3, 4 and 5 among tenants, service suppliers, workforce and visitors per million visits. Level 3, 4 and 5 accidents are defined as those resulting in medical assistance, lost workdays/life disruption and fatality/permanent disability, respectively.



02

# Safe, healthy & engaged workforce



# SAFE, HEALTHY & ENGAGED WORKFORCE

With this strategic priority we will ensure a diverse, inclusive and engaged workforce by **developing employees' skills and productivity** within a **safe, healthy and empowering culture**.

## OPERATING CONTEXT



### COMPETITION FOR TALENT

We reduce our corporate office impacts and attract and retain talented people in our company



### PEOPLE AS HIGH IMPORTANCE

High importance of people's competencies, skills, relationships and productivity, within our business strategy



### WORKPLACE WELLNESS

Increasing focus on workplace wellness – promoting health and wellbeing to increase employee productivity, satisfaction and retention

# SAFE, HEALTHY & ENGAGED WORKFORCE

## OUR APPROACH

1

### Maximizing potential

Continuously build the skills and knowledge of our people to maximize their potential so that we deliver superior services to our clients

2

### Sustainable lifestyles

Embed sustainable lifestyles among our people by increasing knowledge and awareness of best of health and wellbeing practices

3

### Safe workplaces

Guarantee safe workplaces for our workforce, promoting a safety culture through our best in class . Safety, Health & Environment Management System (SHEMS)

4

### Diversity

Ensure a diverse workforce by promoting diversity and defining quotas for gender equality

5

### Top talent retention

Guarantee high Top Talent Retention Rates

6

### Engagement

Foster engagement among our workforce

# SAFE, HEALTHY & ENGAGED WORKFORCE

## INTENDED RESULTS

People first.



### LEARNING

#### Hands-on training

Offer hands-on training that provides immediate value



### EXPERTISE

#### In-house expertise

Capitalize on our in-house expertise to develop our talent



### DEVELOPMENT

#### Professional development

Become a beacon for professional development



### LIFESTYLE

#### Sustainable lifestyles

Promote sustainable lifestyles among employees



### SAFETY

#### Safe workspace

Guarantee a safe workplace



### DIVERSITY

#### Diverse workforce

Achieve a diverse workforce

# SAFE, HEALTHY & ENGAGED WORKFORCE

## SHARED VALUE CREATED

**We commit to monitor, evaluate and regularly review our sustainability performance, to ensure objectives and targets are achieved and to promote continual improvement.**

- Enhanced intellectual capital
- Higher levels of staff satisfaction, engagement & productivity
- Talent attraction & retention
- Superior client service
- Enhanced shareholder value



# SAFE, HEALTHY & ENGAGED WORKFORCE

## OUR PERFORMANCE TO DATE

We can highlight some of the following **achievements**:



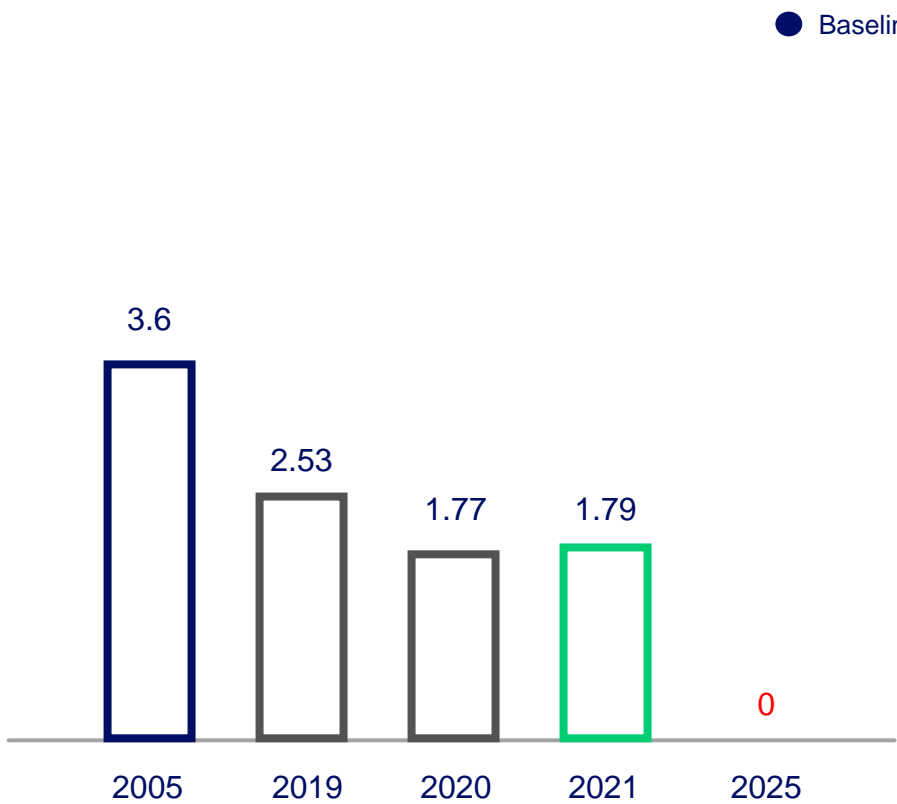
The formation of the **Sierra Academy**, a training platform that sets a reference standard for know-how and skills in the sector, whilst nurturing Sonae Sierra's values, increasing internal networking and knowledge sharing, and fostering talent.



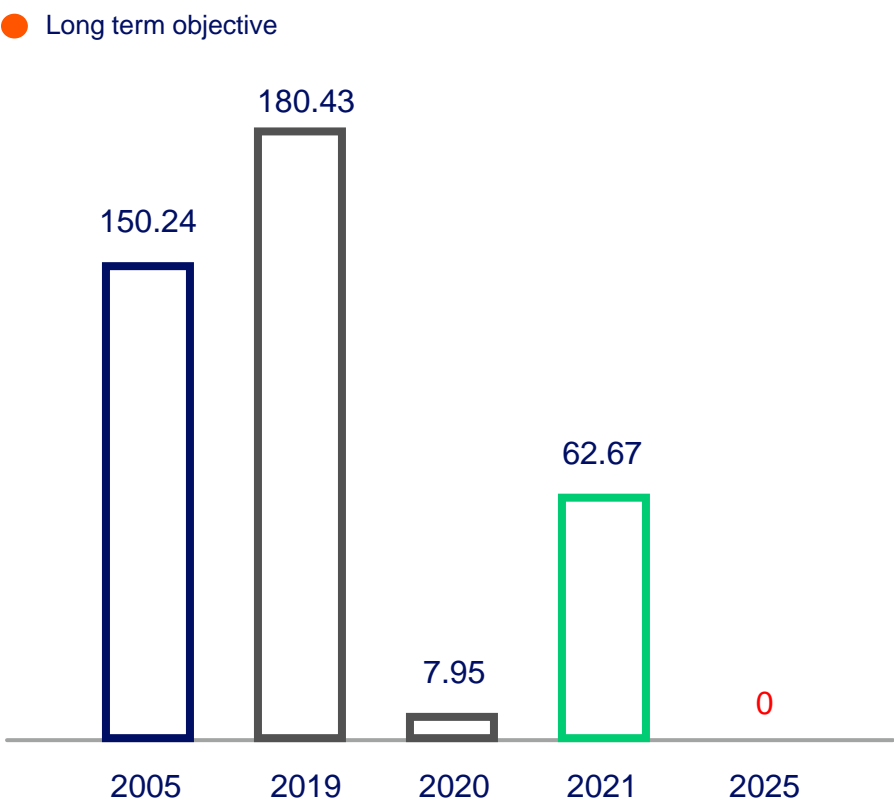
The development of several initiatives to improve employee wellbeing and promote resilience as part of '**Project Be Well**' that aims to tackle the causes of work-related stress.

## OUR PERFORMANCE TO DATE

Accident rate (LWCAFR) among workforce



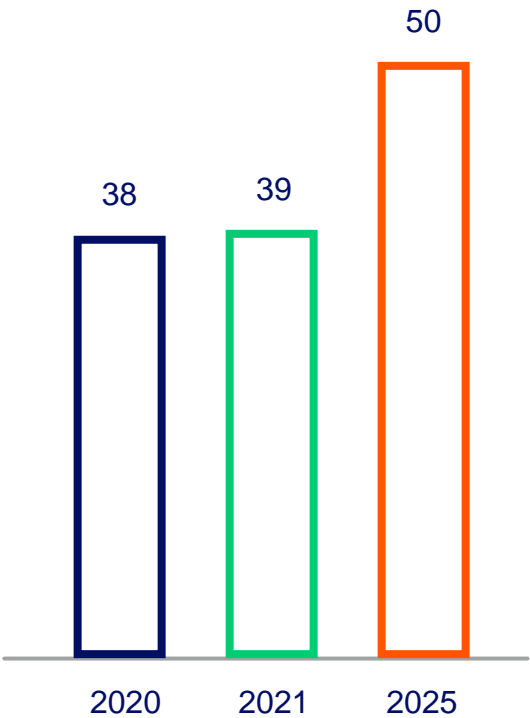
Accident Severity Rate (ASR) among workforce



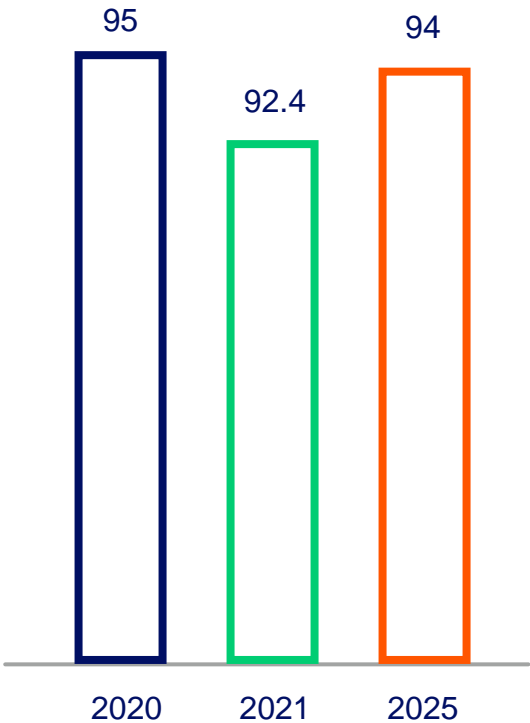
1 The Accidents Rate (LWCAFR) is the number of accidents resulting in one or more lost workdays per million worked hours by Sonae Sierra workforce (direct employees and supervised workers).  
2 The Accident Severity Rate (ASR) is the number of lost workdays of accidents per million worked hours by Sonae Sierra workforce (direct employees and supervised workers).

OUR PERFORMANCE TO DATE

Women in leadership positions (%)



Top talent retention (%)



● Last Year    ● Long term objective

# Thank You

