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**Building the most  
sustainable platform  
for commerce by  
2030**

# EDITORIAL



JEAN-MARC JESTIN  
CHAIRMAN OF THE KLÉPIERRE EXECUTIVE BOARD

## « We're going to build the most sustainable platform for commerce by 2030.

Five years ago, we set ambitious Corporate Social Responsibility (CSR) objectives for our Group. Today, we are the leaders in our sector.

I'm delighted by these results, which were achieved thanks to our employees' commitment. But our position is a source of great responsibility as well as great pride.

It's a responsibility because, given the climate emergency, we need to set even more ambitious goals. Maintaining the status quo is not an option. We have accomplished an enormous amount in five years, which is proof that we can, and must, go even further.

Being a leader means daring to challenge the very foundations of our business, to reduce its footprint and improve its impact on the world around us. Being a leader also means allowing all our stakeholders to join us. This ambition has guided the development of our new CSR strategy, Act4Good, to build the most sustainable platform for commerce.

The real estate sector (residential, commercial and offices) accounts for nearly 40% of global carbon emissions. That's why we're renewing our commitment to achieve net zero by 2030. Because sustainable commerce first and foremost means low-carbon commerce.

Sustainable commerce also means offering places that genuinely service communities. Our shopping centers play a vital role in the daily lives of visitors, residents and local stakeholders throughout our host territories. We want to offer even more amenities closely in line with local needs, and continue to make them places where people meet and come together, today and tomorrow.

These are complex times, with many challenges to overcome. So we must continue to grow, develop our own skills, and help develop those of the people around us who visit our centers.

Our ambitious program, which features new objectives and an expanded scope, will allow us to continue the actions we have undertaken so far and be at the forefront of change, by promoting more sustainable lifestyles.

We want to set ever higher standards for ourselves and encourage our retailers to be more exemplary by helping them to improve their energy efficiency.

**Together with our retailers, our employees, our customers and our partners, we are going to build the most sustainable platform for commerce.»**



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# 3 QUESTIONS



FOR CLEMENTINE PACITTI  
HEAD OF CSR, KLÉPIERRE

## WHEN YOU'RE ALREADY THE LEADER, WHAT CHALLENGES DO YOU TACKLE WHEN DEVELOPING A NEW CSR STRATEGY ?

Our first CSR plan was already ambitious, and we are delighted and proud to have achieved its targets – and even exceeded some. The challenge in developing this new plan was to find ways to do more. We had to identify where we still had room to set objectives that were both ambitious and realistic. We don't just want to make promises; we want to achieve tangible results that encourage others to join us and work by our side. And that was precisely our number two concern when plotting our 2030 objectives: How could we be a driving force in our ecosystem and create sector-wide momentum? With Act4Good, we have set binding objectives and, at the same time, have found a way to get all of our stakeholders to commit to promoting the development of sustainable, responsible retail spaces.

## HOW DID YOU DEVELOP THIS CSR PLAN ?

To define our CSR strategy, we surrounded ourselves with experts on the major issues we wanted to tackle, including climate change, building performance, contribution to local economies, transformation of organizations and consumption. This involved setting up a scientific committee of nine leading figures, who worked closely with the Group for a full year to help draw up a realistic yet ambitious roadmap.

We also sought input from our employees. It is essential to get teams on board, as they are the ones who will make our commitments a reality, both at headquarters and in all our shopping centers for the next eight years. Act4Good will come alive in the field, close to our customers.

## WHAT DOES THE PLAN INCLUDE IN CONCRETE TERMS ?

Act4Good strengthens and further extends the ambition behind our three long-standing commitments: achieve zero net by 2030, act for the employees, customers, retailers and partners who make Klépierre what it is, and step up our commitment to our territories.

The game changer lies in the new fourth pillar, where we commit to promoting more sustainable lifestyles among our visitors, retailers and partners.

With this plan, we are reaffirming our ambition to building the most sustainable platform for commerce, one that unites our entire ecosystem of customers, retailers, employees and partners. Our plan is to lead the entire sector toward more responsible commerce..



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OUR RESULTS FOR 2018-2022

# 5 YEARS OF CONCRETE ACTIONS AND ACHIEVEMENTS

More than **40%**  
reduction in the energy  
intensity of our portfolio

More than **80%**  
reduction in greenhouse gas  
emissions (GHG)

**99,8%**  
average achievement rate  
for our 32 targets

## In 5 years, our centers have all :

- ✦ Contributed to local employment
- ✦ Organized a drive for a local charity
- ✦ Made space available for a local initiative
- ✦ Supported a citizen initiative organized by a retailer in the center

## Our development projects have all involved :

- ✦ Local cooperation as part of the early planning process
- ✦ Signing of a sustainability charter governing construction site supply and management by suppliers
- ✦ Implementation of a biodiversity action plan



In 2022, Klépierre was once again recognized by the Global Real Estate Sustainability Benchmark (GRESB). For the third year in a row, the Group ranked No. 1 worldwide, further improving its score to 98/100, compared with an average of 79 for similar companies.

The Group's commitments to a low-carbon future were found to be compatible with the 1.5°C trajectory of the Paris Agreement by the Science Based Targets initiative, with the most ambitious target of "well below 1.5°C".

Klépierre was once again included on the CDP's "A List" for its global environmental transparency and climate action.

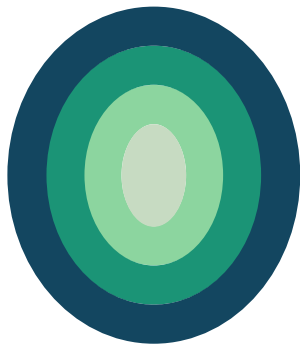
Klépierre is rated AAA for its ESG performance.

*The results of the first CSR plan are currently being consolidated and will be published shortly.*



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# Building the most sustainable platform for commerce by 2030



Achieving net zero



Servicing communities



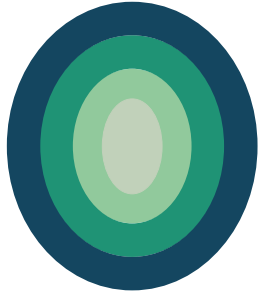
Growing people



Promoting sustainable lifestyles

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# Achieving net zero

NET ZERO CARBON PORTFOLIO



## Our objectives

- ✧ Reach an average portfolio **energy efficiency** of **70 kWh/sq.m**
- ✧ Measure our tenants' private energy consumption in our shopping centers and support them in **achieving a 20% reduction in their energy consumption**
- ✧ Install renewable energy production units at our assets to reach up to 30% of self-consumption for our **Top-40 shopping centers**
- ✧ Engage our visitors with the aim of **achieving a 40 % decrease in greenhouse gas emissions** related to their transportation
- ✧ Enhance all waste with a strong focus on recovering materials (**50 % recycling/reuse**, 100 % food waste composted/digested)
- ✧ Ensure all our new development/refurbishment projects include **low-carbon solutions** and support our tenants in creating **low-carbon shops** (structural works and fit-outs)
- ✧ Commit to **net-zero land use** for all development projects
- ✧ Obtain operational **sustainability certification** for all our shopping centers





# Servicing communities

100% OF OUR ASSETS SERVICING COMMUNITIES



## Our objectives

- ✦ Set up a long-term « **Giving Back** » project per center with a high impact for local communities
- ✦ Offer **green services** to visitors in all our shopping centers (recycling/repair stations, clothes collection points, etc.)
- ✦ Make all our shopping centers compliant with a set of internal **inclusion standards**
- ✦ Ensure that one shopping center per territory is equipped with a **disaster relief plan** for local communities



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# Growing people

50,000 PEOPLE DEVELOPED ACROSS EUROPE



## Our objectives

- ✦ **Upskill** our employees in CSR, **every year**
- ✦ Create **Klépierre Academies** offering programs to upskill stakeholders and improve their employability in our Top-50 malls
- ✦ Reach **40 % of women** in Top Management and the Top-100 managers, aiming for equal pay
- ✦ Include an **inclusion clause** in all our service providers' contracts (concerning the employment of people with disabilities, in long-term unemployment or from deprived neighborhoods)
- ✦ Engage all employees in **sponsorship programs** to support and develop local communities
- ✦ Protect people's physical and mental health by enabling access to **preventive healthcare programs** in all our workplaces and local communities
- ✦ Systematically include **at least one CSR criterion** in the performance appraisals of our employees



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# Promoting sustainable lifestyles

50 MILLION SHOPPERS GUIDED TOWARD SUSTAINABLE LIFESTYLES



## Our objectives

- ✦ **Promote sustainable commerce** across all of our shopping centers by showcasing the responsible products/ services of our retailers and by assessing the CSR engagement of our tenants before signing leases
- ✦ Dedicate one specific unit to **new local, responsible concepts** in our Top-50 shopping centers
- ✦ Raise our visitors' awareness of sustainable lifestyles through **responsible events** (at least 3 events/year)
- ✦ **Organize a biennial contest to support and promote three players** (one retailer, one service provider and one technical solution provider) committed to the low-carbon transition



# OUR DAY-TO-DAY INITIATIVES

Learn more about some of the initiatives undertaken by our centers. Launched under Act For Good®, they are being continued and stepped up under Act4Good.



## Tracking consumption with Deepki

We have deployed Deepki, a tool that collects data from all of our shopping centers to measure their performance, allowing us to track and assess our day-to-day performance. Thanks to this platform, center directors, technicians, regional teams and head office management can access this data and perform ongoing analysis of centers' environmental performance (energy and water consumption, waste management, GHG emissions control).



## Self-generating energy

One of the major priorities for Klépierre is meeting the challenge of energy independence. One possible solution is to increase autonomy by self-generating decarbonized electricity. In 2022, three shopping centers in Madrid began generating renewable energy, bringing the Group's total output to 3,811 megawatt-hours, 2.5 times greater than in 2021. Eleven shopping centers now produce renewable energy.



## Facilitating soft mobility to reduce greenhouse gas emissions from our visitors' transportation

All our parking lots are equipped with charging stations for electric vehicles. In 2021, Klépierre launched "Re-Energy" in the Iberia region. Following the success of the pilot project in Principe Pio (Madrid), eight centers will be fitted out with charging stations. In all, 121 charging stations will offer optimized charging times at a low price. In France, we have signed a framework agreement with three national partners to equip 21 shopping centers with additional charge points by spring 2023.



## BOOST

The BOOST program involves a two-day internal audit, at the end of which our experts work with the center's teams to develop a rigorous action plan with personalized performance objectives and a monthly review clause. BOOST programs help define concrete actions to increase energy efficiency by optimizing air conditioning (HVAC), retrofitting LED lighting and rolling out CO2 sensors.



# OUR DAY-TO-DAY INITIATIVES

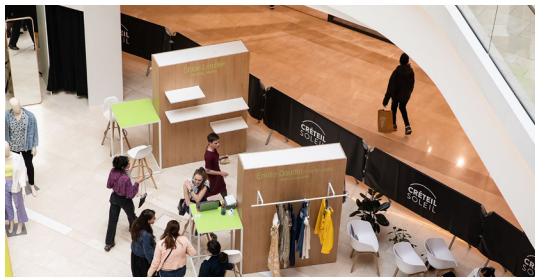
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**VIOLENCES SEXISTES ET SEXUELLES,  
REAGIR PEUT TOUT CHANGER**

## Providing a safe space for victims of abuse

Klépierre France and the French National Federation of Women's and Family's Rights Information Centers have signed a partnership agreement to establish legal information centers in the Group's shopping centers in France. Today, ten such centers country-wide – a number soon to be doubled – welcome women and families who have suffered abuse.



## Holding a second-hand fashion festival in Créteil

In 2022, we ran a dozen initiatives dedicated to second-hand goods, building awareness and showcasing simple, fun practices. We plan to hold even more of these events. Créteil Soleil, for example, hosted a second-hand fashion festival in 2022.



## Podcast

Listen to « Writing the future of responsible, socially engaged retail together » [here](#)



## Hosting job dating events in Klépierre centers

All of our centers host job fairs and play their part in helping people enter the labor market in their local territories. In Italy, the Generation project enables people having difficulties finding a job to receive sales and retail training in Klépierre centers. At the end of their training, they are recommended for jobs at center retailers. In all, 80 people have already received training under the program, with 86.5% going on to find employment.



## Welcoming sustainable and inclusive new retails in our centers

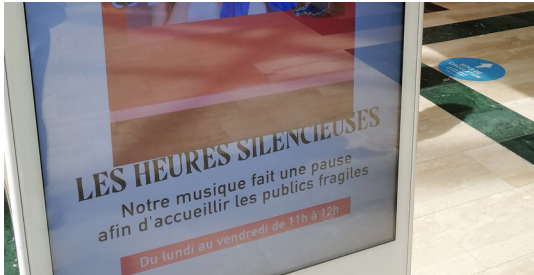
NOUS Anti-Gaspi is a social grocer selling products that have been taken out of traditional distribution channels, such as “ugly” vegetables and food close to its use-by date. Thanks to an innovative partnership model, the retailer now has outlets in some of our centers, like in Boulogne-Billancourt.



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# OUR DAY-TO-DAY INITIATIVES

Learn more about some of the initiatives undertaken by our centers. Launched under Act For Good®, they are being continued and stepped up under Act4Good.



## Providing quiet shopping time for noise-sensitive visitors

Several Klépierre shopping centers in France, Norway and Iberia have set up special time slots during which the soundscape and visual environment are adjusted to the specific needs of the elderly, people with disabilities and anyone else simply looking for peace and quiet while they shop. For example, the lighting in the centers is dimmed, the background music is turned off and scent diffusers are deactivated. In most participating centers, hypermarkets and retailers also join in to respect quiet time.



## Designing signage for the visually impaired with ColorADD

Espaço Guimarães shopping center in Portugal has rolled out an initiative to boost inclusion via a ColorADD symbol system. This project aims to ensure all visitors feel welcome through the use of non-intrusive signage. Complementing the existing color-based communication system, it makes it easier for people to find their way, improves accessibility and facilitates identification of existing services and spaces.



## Raising customer awareness of responsible consumption

In the Netherlands, the Villa Arena center has collaborated with retailers to promote their CSR initiatives by organizing “sustainable shopping routes”. In the Bruuns Galleri center (Denmark), videos were created for retailers to showcase some of their highly ambitious CSR and sustainability projects. The videos have been shared on social media and viewed by 134,000 online users. Every Tuesday on social media, Field’s (Denmark) posts a responsible initiative led by the center or one of its retailers, with the hashtag #TakeCareTuesday. And the Emporia center (Sweden) has used empty stores to create a window display featuring responsible products from different retailers.



## Forging links with local non-profits

In October 2022, while renovations were taking place, the Centre Deux shopping center (France) partnered with the city of Saint-Etienne and the Lyon Metropole Saint-Etienne Roanne Chamber of Commerce and Industry to organize a competition for current and future retailers. Designed to support local business, the event was the first of its kind. The winner received a 100-square-meter retail space at Centre Deux, with one year’s rent paid and a €50,000 budget to spend on refurbishment. The Jaude shopping center in Clermont-Ferrand has opened a special area for local stakeholders, particularly non-profit organizations. The space has featured an Emmaüs pop-up clothing store, the local soccer club, local entrepreneurs, leading social economy retailers, the French Red Cross, an expo for women designers and an international short film festival.





# INNOVATIVE METHODOLOGY

We developed our CSR strategy in close collaboration with an independent scientific committee of leading experts

To define its new CSR strategy, Klépierre surrounded itself with experts, setting up a scientific committee of nine leading figures who worked closely with the Group for a full year to help draw up a realistic yet ambitious roadmap. The Group's employees were also asked to have their say.



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**LOCAL ECONOMIES**

*Attorney, economist, professor (Bard Business School), consultant (Council Fire) and author (The Main Street Journal), specializing in the development of local economies*



**JEAN JOUZEL**  
**CLIMATE CHANGE**

*Climatologist, researcher, former Vice-Chair of the IPCC and special advisor to the French government*



**ELISABETH LAVILLE**  
**CSR & BRANDS**

*Founder and Chief Entrepreneur at Utopies*



**LUDOVIC POUTRAIN**  
**HUMAN RESOURCES**

*Founder and Chief Executive Officer of Imago Accompagnement and former head of human resources at Nhood and Kiabi*



**NATHALIE DAMERY**  
**CONSUMPTION**

*Co-founder of ObSoCo*



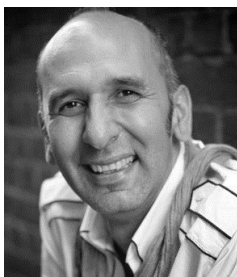
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**ENERGY**

*Head of Action for Market Transformation (A4MT), Chair of Construction21 France and former head of the French Institute for Building Performance (IFPEB)*



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