

AT THE HEART OF OUR INITIATIVES



INSIGHTS INTO OUR COMMITMENTS
FOR WOMEN AND MEN,
FOR TERRITORIES AND FOR THE PLANET



SHOP. MEET. CONNECT.*

CONTENTS

4

EDITORIAL

6

UNDERSTAND
ACT FOR GOOD®

8

ACT FOR THE PLANET

14

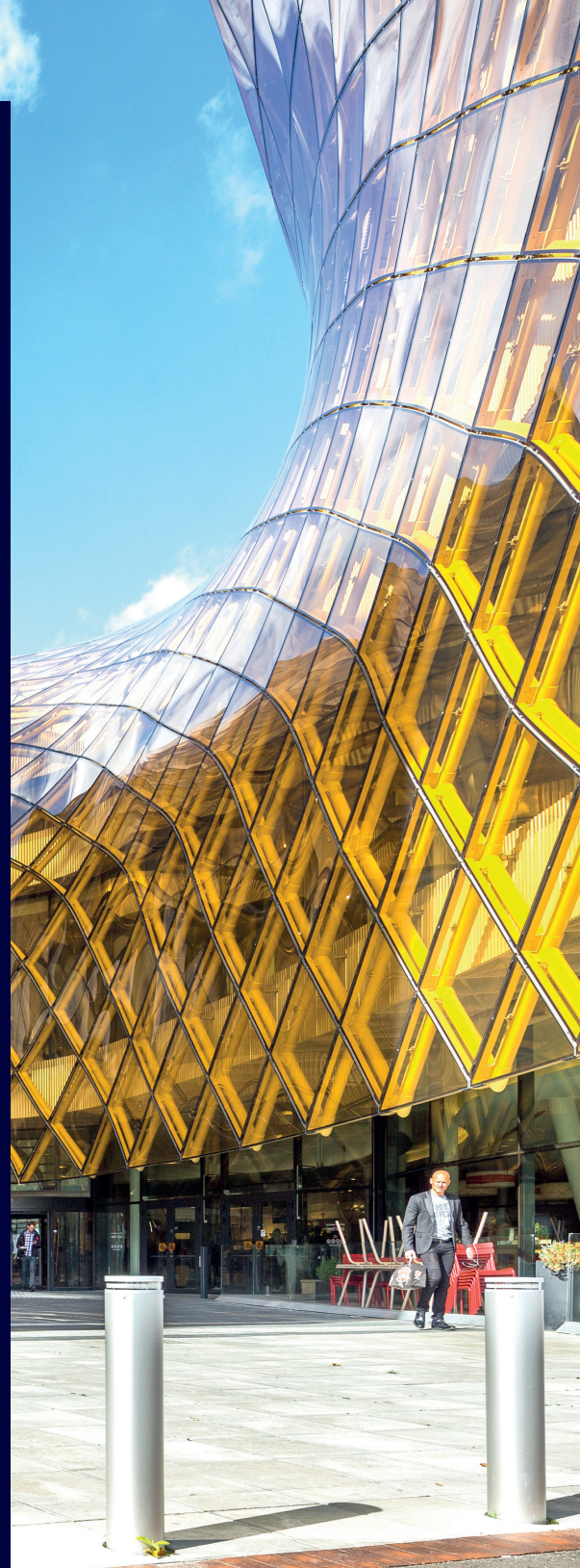
ACT FOR TERRITORIES

20

ACT FOR PEOPLE

26

WANT TO WORK WITH US?



AT WORK ACROSS EUROPE

Take a tour of
some of the most
emblematic initiatives
of our centers



Regions covered by Klépierre

1 - CAMPANIA P. 10

NAPLES (Italy)

A 600 sq.m. garden
in the heart of the mall

2 - COURIER P. 11

ANNECY (France)

Circular economy: promoting
second-hand marketplaces

3 - MARIEBERG GALLERIA P. 16

ÖREBRO (Sweden)

Empowering
local employment

4 - PLZEŇ PLAZA P. 17

PLZEŇ

(Czech Republic)
Job fair

5 - FORUM DUISBURG P. 18

DUISBURG (Germany)

Charity Run, running
for the community

6 - VAL D'EUROPE P.18

MARNE-LA-VALLÉE (France)

An outreach event unimpeded
by the health crisis

7 - LA GAVIA P. 19

MADRID (Spain)

Joining forces with
local communities

8 - CRÉTEIL SOLEIL P. 22

CRÉTEIL (France)

A special connection with
the city and its people

9 - ESPAÇO GUIMARÃES P. 23

GUIMARÃES (Portugal)

Putting health center stage



EDITORIAL

JEAN-MARC JESTIN
CHAIRMAN OF THE EXECUTIVE BOARD
OF KLÉPIERRE

Act for Good® is above all our commitment to anchor each action in our vision of a responsible corporate citizen. You can create value and reduce your environmental footprint at the same time – all it takes is that first step.

Klépierre was very quick to adopt a proactive approach to protecting the environment, and with the launch of the Act for Good® initiative in 2018, we raised the bar again to new heights of corporate social responsibility. We have combined operational excellence with a systematic quest for environmental benefits. Our goal is to contribute to and help develop the regions in which we are located and to ensure the well-being of the teams who work in our malls and of their visitors. That means monitoring and optimizing the ways in which buildings are used, working closely with entrepreneurs, associations and local players, and providing the requisite services and assistance. I firmly believe that ensuring the sustainable integration of our assets within their local environment can only strengthen their appeal.

To date, we have reduced our carbon footprint by 72% across our entire portfolio, and cut our energy consumption by 29% in 2019.

At the same time, we continue to offer our visitors the best in retail, in new concepts, new brands and new experiences. We offer space for job fairs and for sports, social and cultural association events as well as for wellness stands and initiatives and awareness campaigns. We keep our promise to provide “living” spaces where our customers can Shop. Meet. Connect.® and that, beyond their value for shopping, are and will continue to be sustainable, local and social assets.

Welcome to Klépierre.

“
ANCHORING
EACH ACTION
IN OUR VISION
OF A RESPONSIBLE
CORPORATE
CITIZEN
”

“
“LIVING” SPACES
THAT, BEYOND
THEIR VALUE FOR
SHOPPING, ARE
SUSTAINABLE,
LOCAL AND
SOCIAL ASSETS
”

PRINCIPE PIO
SHOPPING CENTER





UNDERSTAND ACT FOR GOOD®



CLÉMENTINE PACITTI, *SUSTAINABILITY SENIOR MANAGER AT KLÉPIERRE SINCE 2016,*
tells us more about the design and the future of the Group's sustainability strategy.

Can you tell us how the Act for Good® initiative first came about?

Klépierre's first formal sustainability strategy "Good Choices", which defined a series of sustainable environmental and social commitments for the Group, dates as far back as 2013. In 2017, we wanted to take things further and that clearly meant bringing all of our stakeholders to the table, both within and outside of the Group. We wanted them to be a part of the process from day one, to meet their expectations and to build the Group's new sustainability strategy together. We brought together a panel of experts on each of the most important sustainability issues for our industry, and after analyzing and drawing on the lessons learned to date, we worked together to define the key priorities going forward and the direction we wanted to take for 2022. This input was critical because it enabled us to define a more meaningful and structured approach. Once we had drawn up a first draft

for our strategy, we discussed it with the Executive Board and with the in-house teams who live out these targets on a daily basis. It is extremely important that Act for Good® is firmly rooted in the day-to-day of everyone involved. The project team then spent the following weeks presenting the strategy in greater detail to all of the business units in each of the countries in which we operate to make the transition as seamless as possible.

..... “
**BUILDING THIS
PROJECT TOGETHER
WITH OUR
STAKEHOLDERS
REALLY DID MAKE
A DIFFERENCE TO
THE DESIGN BEHIND
THE APPROACH**
..... ”


ACT FOR THE PLANET


ACT FOR TERRITORIES


ACT FOR PEOPLE

WHAT DOES KLÉPIERRE'S SUSTAINABILITY STRATEGY INVOLVE?

How is it structured?

We wanted to keep the strategy streamlined to make it quick and easy to bring our teams on board, but also to keep the message clear and simple for all our other stakeholders. The aim was to avoid an unruly assortment of concepts and commitments, and to stick to a specific process with strong goals. Act for Good® is structured around three core pillars: the first, Act for the Planet, allows us to take on ambitious targets with the aim of developing a portfolio of assets that make a positive contribution to the environment. The second, *Act for Territories*, is the new challenge that this strategy addresses. Its aim is to ensure our shopping centers are firmly anchored in their local regions and communities and to boost the creation of value at a local level. Last but not least is *Act for People*, which is about the men and women with whom we interact every day at each of our malls, whether they are there to work, shop or because they live close by. Once the structure of the strategy had been approved, the next step was to define 30 commitments with a five-year time frame and various other medium-term goals for 2030. These commitments are genuine challenges as they require deep-seated change. But that is what we wanted – an ambitious program that would shake things up and get all of our stakeholders involved.

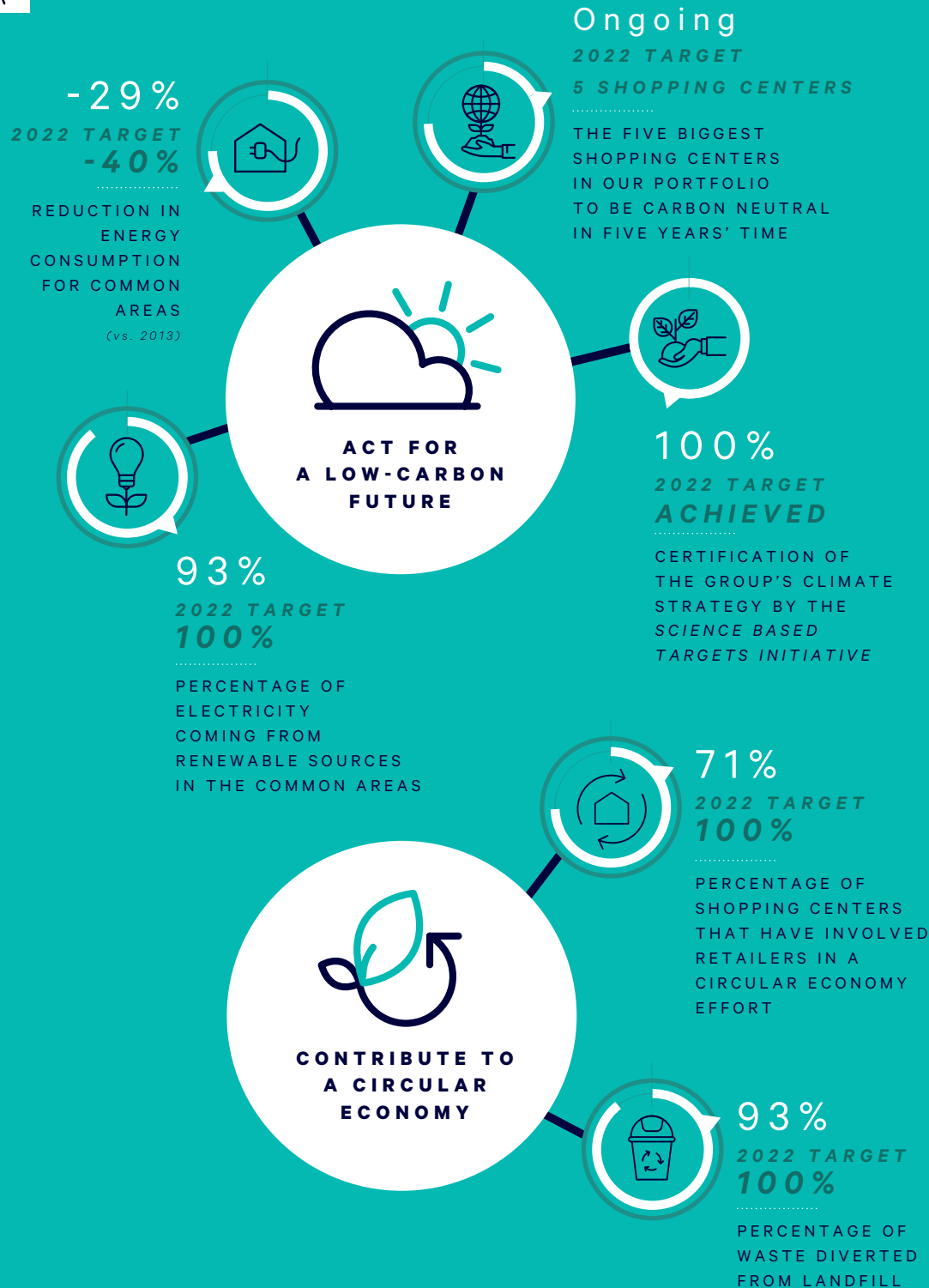
What does the strategy mean from an operational standpoint? What conclusions are you able to draw after the first year?

Act for Good® engages a range of different departments within the company, from the technical units to the teams from CSR, Marketing, Leasing, Development, Purchasing, Risk and Human Resources. It is a cross-functional initiative that is visible at each of our malls. The technical manager coordinates the building to optimize its energy efficiency and waste management, the marketing manager organizes events to promote the work of local associations and partners, and the shopping center manager works closely with the local authorities, each bringing their own contribution and expertise to the day-to-day deployment of the Act for Good® strategy. One year down the line, we are delighted with the variety and quality of the initiatives set in place by our teams as they work with retailer employees on waste sorting processes and reducing energy consumption, form partnerships with charity associations and manage new events on culture, education and more.

..... “
**EACH BRINGING
THEIR OWN
CONTRIBUTION
AND EXPERTISE
TO THE DAY-TO-DAY
DEPLOYMENT OF
THE STRATEGY**
..... ”



ACT FOR THE PLANET





ACT FOR THE PLANET

CIRCULAR ECONOMY: LINKED TOGETHER IN A VIRTUOUS CYCLE



GIANLUCA GALVANI
HEAD OF THE CAMPANIA SHOPPING CENTER
NEAR NAPLES

2019 marked the eighth anniversary of a one-of-a-kind project: “Orto Campania”, a 600+ sq.m. garden designed to raise awareness on recycling issues.

Can you give us a broad outline of the project and how it fits with the principle of a circular economy?

Our project began in 2011 when the original aim was to substantially improve the way we sort our waste at Orto Campania. We came up with the idea of a kitchen garden so that we could work from two angles: the first goal was to get our 25 restaurant chains involved in waste sorting processes and the second was to raise awareness of the importance of recycling among visitors to the mall and local communities. We wanted people to understand the value to be gained from waste and change approaches to waste management across the whole of the region. Today, for example, we are proud to be using the biowaste that comes from our restaurants as compost for the garden and to be working with lots of different local stakeholders.

Did this local commitment have an impact on the choice of fruit and vegetables that you grow?

Absolutely. We set up a program for the preservation of local fruit and vegetables in collaboration with the University of Naples. A number of varieties are all but forgotten and customers tend to buy imported fruits and vegetables that are often cheaper but of lower quality. It is important that we preserve our regional products. It is about reconnecting with our heritage, respecting the land and promoting local culture. Artichokes, tomatoes and other regional specialties are home-grown in our kitchen garden and people are starting to eat them again.

**What stage has the project reached today?
How is it evolving?**

The project has been a huge success. It has added a whole new dynamic to the mall and is an excellent way of getting the importance of healthy eating across to local communities. We have staged a number of initiatives in the center in the form of competitions, workshops and events, but most of our work focuses on tutoring students from primary

and middle schools around Naples and Caserta and getting their teachers up to speed! To date, more than 5,000 people have taken part in our theory and practical workshops, which are also open to visitors during special events over the summer. Along with the team from Orto Campania, our goal is to encourage the meaningful exchange of ideas and information and, in doing so, strengthen the social fabric around our shopping center.



**CIRCULAR ECONOMY:
PROMOTING
SECOND-HAND
MARKETPLACES**

İD KIDS offers to buy back Obaii and other branded items from its customers, with prices set by İD KIDS and the proceeds loaded onto a gift card for the selling customer. On the back of this initiative, in 2018 the Annecy Courrier mall made space available for a trial İD TROC. The event was such a success that the Obaii boutique at the Annecy center is now ranked fourth of all participating İD KIDS stores. During the İD TROC, the banner was able to promote both its products and its CSR commitments and strategy. Since then, İD TROC has become a fixture on the calendar for customers of the Annecy mall.

**“PLASTIC BAG FREE” DAYS
IN 11 SHOPPING CENTERS**

In late 2019, the Group launched the second edition of its circular economy awareness campaign for visitors. Eleven Klépierre malls across Europe were selected for their environmental performance to take part in the “Plastic Bag Free” day. With the support of more than 300 stores, the centers were able to avoid the distribution of 33,000 bags, and for each one, 50 cents was paid over to an association chosen by local consumers via a Facebook poll.



ENVIRONMENTAL PERFORMANCE COMMIT TODAY TO BUILD TOMORROW



KLÉPIERRE CERTIFIED BY THE SCIENCE BASED TARGETS INITIATIVE

The Group carefully monitors its carbon emissions, and has had its commitments to a low-carbon future certified by the Science-Based Target initiative (SBTi). The SBTi has deemed Klépierre's commitments aligned with the "1.5°C trajectory" enshrined in the 2015 Paris Agreement on climate change, recognizing Klépierre's strategy and ambition in combating climate change. Since 2013, the Group has cut greenhouse gases by 72% and is continuing to draw closer to its carbon neutrality targets on a daily basis at its head offices and centers.

GRESB, A FIVE-STAR PERFORMANCE FROM KLÉPIERRE

GRESB (or Global Real Estate Sustainability Benchmark) is the world's leading non-financial ratings agency in the real estate sector, where it assesses environmental, social and governance (or ESG) performance. Set up in 2009 at the request of investors looking for reliable, up-to-date ESG data, its results are now closely followed by more than one hundred members of the financial community around the world. The benchmark compares the performance of peer companies and awards them a star rating of between one and five. 2019 was another five-star performance from Klépierre, which achieved a score of 93 out of 100, eight points up on 2018 and the best result to date. In fact, GRESB now ranks the Group as the number two retail real estate company in Europe. This increase underlines the extent to which Klépierre is recognized by independent experts for its commitment to ESG issues.



JAMES FISHER
HEAD OF REAL ASSETS AT THE BUILDING RESEARCH ESTABLISHMENT (BRE)

The Building Research Establishment (or BRE) is a UK-based research center which issues a series of standards governing the design, construction and sustainable use of buildings. The BRE created the Building Research Establishment Environmental Assessment Method (or BREEAM), which measures the environmental performance of buildings throughout their life cycle.

What is BREEAM certification?

BREEAM certifications are quality labels awarded to all types of buildings whose design and development meet the highest standards in sustainability. There are several different categories of rating, such as BREEAM In-Use, which was created in 2009 to assess existing buildings. BREEAM In-Use certification assesses a building's excellence on three levels: the quality of the building's management processes, which include its energy performance, as well as the management of its occupants and the intrinsic quality of its construction.

Why is this certification important for a group like Klépierre?

It is very important for a European leader to commit to sustainable real estate, particularly nowadays when the retail property market faces a number of major challenges. Shopping centers welcome large numbers of visitors every day, and

today's consumers are increasingly sensitive to these commitments. The Group has a duty to set the example, both for its stakeholders and for the planet.

So the fact that Klépierre is the largest group by value on its market to have developed a portfolio of assets that are 100% certified makes a difference?

Yes. It is a mark of innovation and Klépierre is leading the way. The Group is the first in the retail sector to have made a global commitment. The retail market is very closely tied to the real estate sector, and it is an important and strategic commitment to setting a new and lasting standard. It is not only a major challenge for the Group, since it involves all of its assets, but also a big step forward in an industry where sustainability requirements are more stringent than ever.



**100%
OF KLÉPIERRE
MALLS ARE
CERTIFIED
BREEAM IN-USE**



ACT FOR TERRITORIES



97%

2022 TARGET
100%

PERCENTAGE OF CENTERS
THAT HAVE MADE
SPACE AVAILABLE FOR
A LOCAL INITIATIVE



**PARTICIPATE
IN THE
LOCAL
COMMUNITY**



100%

2022 TARGET
ACHIEVED

PERCENTAGE OF
DEVELOPMENT PROJECTS
THAT HAVE IMPLEMENTED
A BIODIVERSITY
ACTION PLAN



**INVOLVE LOCAL
ACTORS IN
DEVELOPMENT
PROJECTS**



100%

2022 TARGET
ACHIEVED

PERCENTAGE OF
DEVELOPMENT
PROJECTS CERTIFYING
THAT SUPPLIERS SIGN
A "SUSTAINABILITY
CHARTER" GOVERNING
CONSTRUCTION SITE
SUPPLY AND MANAGEMENT



100%

2022 TARGET
ACHIEVED

PERCENTAGE OF
DEVELOPMENT
PROJECTS THAT HAVE
INCLUDED LOCAL
COOPERATION AS PART
OF THE EARLY
PLANNING PROCESS

OUR

PERFORMANCE



**PROMOTE LOCAL
EMPLOYMENT
AROUND
CENTERS**



85%

2022 TARGET
100%

PERCENTAGE OF CENTERS
THAT HAVE CONTRIBUTED
TO LOCAL EMPLOYMENT



78%

2022 TARGET
100%

PERCENTAGE OF
LOCAL SERVICE
PROVIDERS FOR THE
OPERATIONAL
MANAGEMENT
OF THE CENTERS



84%

2022 TARGET
100%

PERCENTAGE OF CENTERS
THAT HAVE ORGANIZED
A DRIVE
(CLOTHES, TOYS,
FURNITURE, ETC.)
FOR THE BENEFIT OF
A LOCAL CHARITY



**PURSUE OUR
RESPONSIBLE
CITIZENSHIP**



79%

2022 TARGET
100%

PERCENTAGE OF
CENTERS THAT HAVE
SUPPORTED A
CITIZEN'S INITIATIVE
ORGANIZED BY
A RETAILER
IN THE CENTER



ACT FOR TERRITORIES

MAXIMIZING OUR IMPACT ON LOCAL EMPLOYMENT

..... “
**JOB SEEKERS
MEET POTENTIAL
EMPLOYERS
IN PERSON**
..... ”

JOINT INTERVIEW

MARIA BERNTDSSON AND JONAS TRIUMF

For several years now, Sweden's Marieberg Galleria shopping center has been holding a job fair based on speed interviews, in collaboration with a number of retailers and the local employment agency.

Maria Berndtsson, manager of the shopping center's The Body Shop, and Jonas Triumf, employment officer at the Swedish employment agency, spoke to us about the event.

What was your reaction when you heard about the speed interview event?

Jonas Triumf: I was immediately on board. This type of event is a great opportunity for all of the participants. For job seekers, it allows them to meet potential employers in person, which is rarely the case when you're job hunting. And for retailers looking to hire, it gives them the chance to meet a large number of applicants in a short amount of time. In the end, everyone wins.

How was the event organized?

Maria Berndtsson: Klépierre asked us and all the other retailers in the shopping center if we wanted to take part in the job fair. They then advertised the event in the local media and on the website to attract job seekers. Around 20 of us retailers attended the afternoon speed interview session, where we met 500 job applicants.

Do you think the job fair was a success?

JT: We chatted with the applicants and retailers who took part after the event. They were all really enthusiastic about it. The job fair gave them a chance to meet applicants in person, meaning they were able to identify the right person for the job much more quickly and more naturally than would otherwise have been the case. It saved precious time for retailers.

..... “
**APPLICANTS
FEEL MORE
RELAXED IN THE
FRIENDLY, FAMILIAR
ENVIRONMENT
OF THE MALL**
..... ”



375
APPLICANTS
HIRED
IN 5 YEARS

What advantages do you think the shopping center has when it comes to promoting local employment?

MB: The mall's main advantage is that it's centrally located. Everyone knows where it is, and it's the perfect middle ground for an event like this. The applicants feel more relaxed in the friendly, familiar environment. And for the retailers, it's a real efficiency booster because they're already on-site. Plus, it gives a more direct, human touch to the recruitment process.

Will the partnership be continued?

JT: Yes, because it's a win-win situation. We've been working with Klépierre and the retailers for five years



as part of this job fair. It's now a well-known event that people look forward to every year. So it goes without say that we plan to continue working together at the start of next year.

KLÉPIERRE IS STEPPING UP ITS LOCAL RECRUITMENT INITIATIVES

Porta di Roma in Italy works in partnership with Generation, a non-profit organization that helps companies find and train suitable young people for specific career paths. As part of the alliance, 50 job applicants were invited to a day of interviews with participating retailers in the mall.



50
INTERVIEWS
IN A SINGLE DAY

A job fair was also held at the **Plzeň Plaza** shopping center in the Czech Republic, in partnership with the city of Plzeň. This type of event is common in France and the rest of Europe, where several Klépierre shopping centers have staged similar initiatives.



**OVER
30**
**PARTICIPATING
BUSINESSES**

The **Espace Coty** shopping center in Le Havre, France, is home to the Lab'O Boutique. Thanks to this unique organization in France, young entrepreneurs supported by the Mission Locale Le Havre incubator get the chance to test out their concepts in real-world conditions before they take the plunge and start their own business.



111 sq.m.
**DEDICATED TO
LOCAL
EMPLOYMENT**



TERRITORY STAKEHOLDERS AND SHOPPING CENTERS: A PERFECT MATCH



AN OUTREACH EVENT UNIMPEDED BY THE HEALTH CRISIS

Early in the year, the «Daffodils for Curie» appeal at Val d'Europe raised €4,500 to fight cancer. Unable to adopt the same format over the summer due to the public health restrictions in place, the mall came up with a novel way to continue its partnership with cancer research organization Institut Curie: selling fabric masks to raise funds.

CHARITY RUN AT FORUM DUISBURG – RUNNING FOR THE COMMUNITY

In Duisburg, Germany, the Forum Duisburg shopping center held a charity run to help underprivileged children in the area. The three-day event was supported by 18 local sports clubs, and saw 212 participants, including eight Klépierre employees, run a cumulative 1,389 km. The event was in aid of ZebraKids, a charity that gives children the opportunity to attend matches by their favorite team, the Duisburg Zebras. The runners raised a total of €4,455, which the Group donated to the charity at the end of the event.



COMMUNITY SEWING WORKSHOP

The Rybnik Plaza mall in Poland organized a “sewing marathon” to make pillowcases for a local hospital. Over one day, staff from Rybnik’s pediatric center, parents, grandparents and children stitched more than 160 pillowcases and around ten duvet covers for patients of the clinic.

GONÇALO RUIPEREZ

REPRESENTATIVE OF THE VILLA DE VALLECAS COMMUNITY,
NEAR THE LA GAVIA SHOPPING CENTER IN MADRID



Can you tell us what Klépierre does for the community?

Klépierre provides assistance in three ways. First, it helps children born into poverty by giving food and milk to their families. We receive and distribute more than 30 tons of food donations every month. Second, it provides training subsidies and the resources needed to set up tutoring schemes and physical activities like football and dance. This is crucial for getting the kids off the street and giving them structure.

And third, particularly through the La Gavia shopping center, Klépierre gives the community a warm welcome and a sense of belonging. Young people are always welcome at the mall, and that is really important for a segment of our community that is used to being rejected. Another example is the €10 and €20 gift

vouchers the young people receive to buy their parents Christmas presents, go to the movies, or have a Christmas meal.

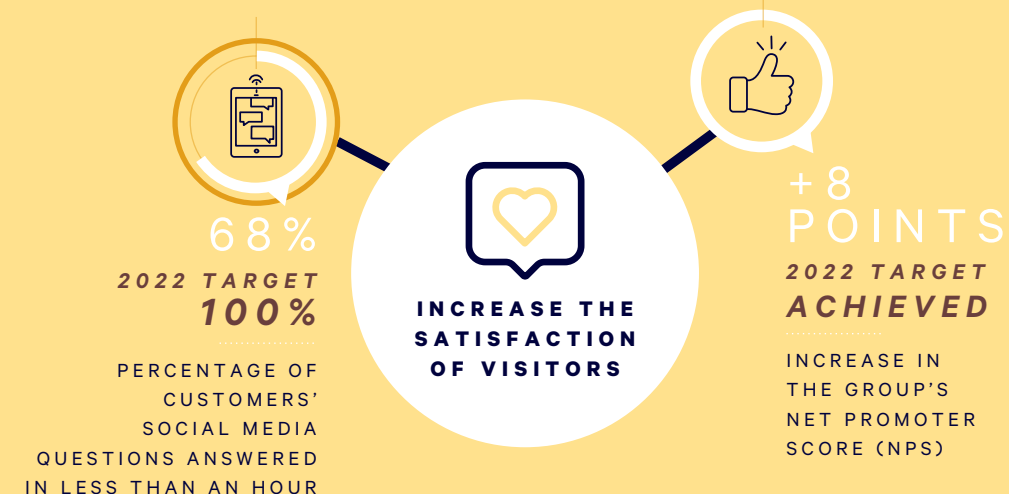
What impact do these initiatives have on the young people’s future?

They prevent them from falling into the classic traps of street life and motivate them to find a job. The tangible support we receive from Klépierre allows us to work effectively. But that’s not all. Klépierre’s events and volunteers also create a caring environment for these young people. At the moment, we’re also working on a sponsorship project to enable several of them to pursue higher education. Klépierre is able to grant scholarships to encourage the youth of Vallecas to aim high – and that’s excellent news for their future.

“
THE SHOPPING
CENTER IS
SOMEWHERE THESE
YOUNG PEOPLE
FEEL WELCOMED
”

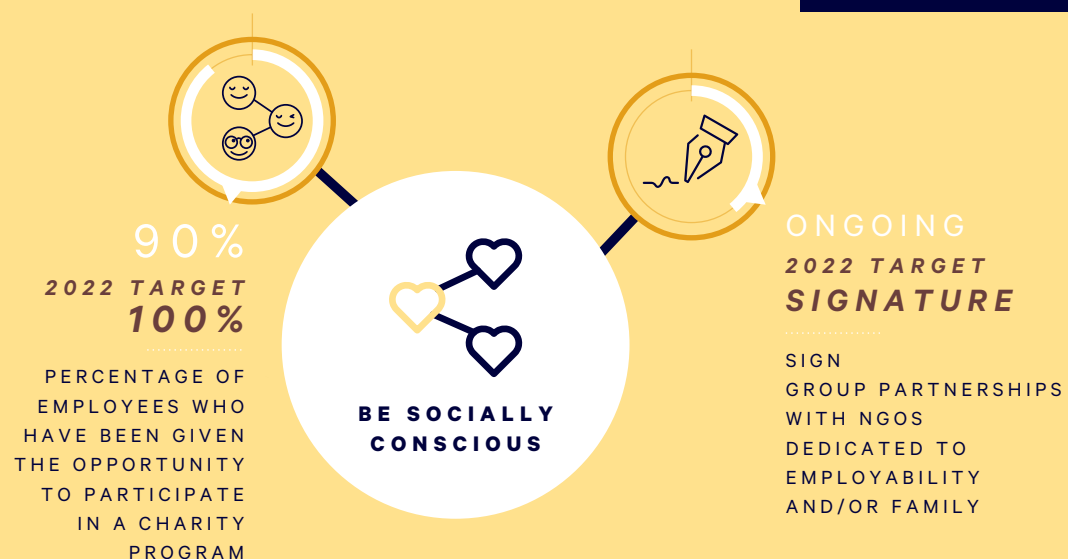


ACT FOR PEOPLE



OUR

PERFORMANCE





ACT FOR PEOPLE

WHEN SHOPPING MALLS MEET SOCIAL REQUIREMENTS AND VARIOUS PURPOSES



CRÉTEIL SOLEIL, A LOCAL STAKEHOLDER

As one of the largest shopping centers in eastern Paris, Créteil Soleil has forged a special connection with the city and its people. In 2012, the mall introduced the Grants for Excellence scheme, each year awarding four high school students from disadvantaged backgrounds a scholarship in recognition of their outstanding academic performance, contribution to school life and conscientiousness. The initiative was expanded in 2014 with the introduction of Grants for Sporting Excellence. Every two years, three young athletes who have demonstrated both sporting prowess and academic merit are awarded a grant to cover the cost of their education or training.

Other outreach projects that Créteil Soleil supports include the annual Calipso walk organized by the nearby Henri Mondor University Hospital to raise funds for cancer research. Naturally, cultural initiatives also feature prominently at Créteil Soleil. A vibrant social hub, the mall collaborates with local non-profits, street artists, dancers, the Créteil MAC cultural center, the Créteil and Val-de-Marne national center for choreography (CCN), the local council and more to host events catering to all tastes. In partnership with the Créteil and Val-de-Marne CCN, Créteil Soleil took part in the Kalypso dance festival, which kicked off on the center's central plaza. Créteil Soleil also held a youth talent show for the occasion, presented by two well-known hip-hop artists, MC Philémon and DJ Tismé. Another calendar highlight since 2015 is the Urban Days event, a four-day celebration of urban culture featuring, breakdancing, boardsports, double dutch and more.



ROSELYNE SKARA

DIRECTOR OF THE SAINT-JACQUES MALL IN METZ

The Saint-Jacques mall in Metz has today become one of the city's most attractive places, and customer satisfaction plays a key role in this achievement.

Can you tell us more about customer satisfaction and the NPS?

The Net Promoter Score (or NPS) is a rating system that measures customer satisfaction based on whether the respondent is a «promoter» or «detractor» of the mall. The system gives us the lay of the land, enabling us to understand how the customer journey is being experienced by our visitors. But the NPS goes beyond mere customer satisfaction,

measuring how likely each visitor is to recommend the shopping center to their friends and family. When used with other tools, the NPS helps us to continually improve our services.

What tools do you use to improve customer satisfaction?

Every morning, I start my day by opening Critizr, our customer feedback tool. I make sure that I reply to each and every comment. We can immediately take corrective action, such as sending in a cleaner, and get fast results. We also use #JustAsk, a chat tool where we commit to responding to visitors' questions within the hour on Messenger. That helps us align ourselves as closely as possible with their needs and expectations.

What specific initiatives do you organize?

We're running a lot of initiatives to promote health and well-being. In 2019, we partnered with La Messine, a women's race to support breast cancer research. The route went right through the mall, meaning the 10,000 participants ran about 10% of their race there. We also organized a local cancer screening awareness event called «Pink October», with a presentation at the shopping center in partnership with a cancer research charity. And we regularly support the Naturalia banner's healthy nutrition workshops. Our goal is to be present everywhere so we can satisfy the needs of everyone - our partners, our employees and above all our customers.

AMANDA: GETTING THE ATMOSPHERE JUST RIGHT

For four hours every first Thursday of the month, the Amanda shopping center in Norway changes its sound and visual environment to adapt to the specific needs of its elderly visitors, those with disabilities and those who just need a bit of peace and quiet while they shop. From 4pm to 8pm, the lighting is dimmed, the background music is switched off, and scents are no longer diffused. All stores in the mall participate in this initiative to create a calm atmosphere and enhance the visitor experience: in Klépierre's centers, customer care is guaranteed for all.



ESPAÇO GUIMARÃES, PUTTING HEALTH CENTER STAGE

In January 2019, Portugal's Espaço Guimarães shopping center, north of Porto, completed a major project with the opening of a unit of the Trofa Saúde hospital under its roof. Spanning over 4,000 sq.m., the clinic provides treatment in more than 30 areas of medicine. The new unit reflects the Group's ambition to make its shopping centers welcoming practical hubs where visitors find new and unique services as well as the pleasure of shopping.





EMPLOYEE EXPERIENCE: COMBINING WELL-BEING, TRAINING AND MOBILITY

ACT FOR PEOPLE, THE GROUP'S COMMITMENT TO ITS CURRENT AND FUTURE EMPLOYEES

The Act for People pillar of Klépierre's sustainability strategy is designed to reflect the Group's responsible and committed approach to employees and job applicants. For our employees, this means tailored career management, mobility opportunities, training plans, measures to improve work-life balance, programs to enable employees to take part in cross-functional projects and more. With regard to external stakeholders – especially candidates, Act for People is a perfect way to boost the Group's attractiveness. In addition, Klépierre is stepping up the implementation of its Human Resources strategy to offer even more opportunities to its current and future employees.

HAPPY TRAINEES FOLLOWING INTERNSHIPS AT KLÉPIERRE

For the second year in a row, Klépierre received the French "Happy Trainees" certification, which recognizes companies whose interns report a satisfaction rate of above 75%. Among the 70 interns employed by Klépierre between September 2018 and July 2019, 84% took the anonymous survey and 83% of respondents said that they would recommend the Group, a score rarely achieved for the label. Klépierre also garnered excellent results for the career development and motivation criteria, with scores of 82% and 87%, respectively. This outstanding performance by Klépierre crowns the tangible initiatives put in place to improve its recruitment, training and management support policy.



LET'S SATURDAY! ONBOARDING

Convinced of the benefits to overall cohesion of providing insights for its retailers into the daily workings of a shopping center and its teams, our Italian teams have set up the "Let's Saturday" onboarding program. Under this initiative, two or three employees from the center's retailers spend the whole of Saturday working alongside the operations teams. This job share promotes dialogue and enhances understanding of the challenges and responsibilities of each role, and has proven to be a truly pioneering management initiative.

METIN ASUTAY LEASING MANAGER



Metin Asutay is a Leasing Manager at Klépierre. He initially joined the Group as an intern, and has since held a variety of different positions. We spoke to him about his career path.

You work as a Leasing Manager at Klépierre. What does that involve?

I have two main responsibilities as part of my job. First, I support a portfolio of retailers in contract negotiations, from store launch to follow-up. I'm their main point of contact for technical, legal and marketing matters. Second, I manage leasing for the stores in my scope to ensure the best possible retail mix.

You weren't always a Leasing Manager. Tell us about your career path.

I joined Klépierre for my final-year internship. I was part of the investment team, where I oversaw the operational integration of the Corio group, which had been acquired by Klépierre a few years earlier. Then I worked as an Asset Manager with the teams in Turkey as part of an international work experience volunteer placement. Here my work was split between two activities: representing Klépierre in Turkey and overseeing all of the Group's

assets in the country, which involved drawing up a business plan adapted to retail and shopping-center challenges in the region and implementing it following approval by management.

You have changed positions and locations several times at Klépierre. In your opinion, what are the benefits of mobility for employees and for companies?

Mobility gives you a fresh perspective on how you work, because people reason differently depending on their culture. But it also gives you a chance to mix things up, as issues vary so widely from country to country. It's an opportunity for employees to become more adaptable, which is also a huge asset for companies. What's more, from an operational standpoint, when employees who have been on a mobility assignment change position, they have a better overall understanding of things, making them more efficient and, as a whole, more competent in their work.

..... “
**MOBILITY
GIVES YOU
A FRESH
PERSPECTIVE ON
YOUR JOB**
..... ”





YOU



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Joint-stock corporation (société anonyme)
with an Executive Board and Supervisory Board
and share capital of €440,098,488.20.
Registered on the Paris Trade and Companies Registry
under number 780 152 914.

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