

# SUSTAINABILITY REPORT 2021



# INTRODUCTION VIA OUTLETS

# 11

ASSETS SPREAD ACROSS EUROPE

# 1,100+

STORES ACROSS 265,000M<sup>2</sup>

VIA Outlets owns and operates a network of sustainable premium fashion outlet shopping destinations throughout Europe, serving a growing consumer demand for unique shopping experiences. Guided by our 3R elevation strategy - remerchandising, remodelling, and remarketing - the maximisation of long-term value is at the core of our portfolio management activities.

As commercial retail experts, we combine showcasing premium brands, the best local food, and a sustainable environment to generate a lasting experience for the national and international customer alike. As members of both the commercial real estate industry and the retail industry, our long-term vision incorporates a sustainability journey aimed at minimising our footprint, implementing a circular business model, maximising employee and guest well-being, and increasing awareness and expectations around sustainability with brands and guests. Ultimately, we seek to contribute to the shopping environment of the future.

Currently, we operate in nine countries across Europe, each with their own unique socio-economic circumstances.



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# MESSAGE FROM THE CEO



**Otto Ambagtsheer**  
VIA Outlets, CEO

I am happy to share with you our 2021 Sustainability Report. Despite the continued COVID-19 challenges, 2021 was a very important year for us, for many reasons. We increased our GRESB score yet again and confirmed our 5-star rating; and we recertified the majority of our assets under BREEAM In-Use Part 1 and 2, increasing our score for all and achieving ratings from Very Good to Outstanding.

The highlight of 2021 came with our Green Bond issuance in November which was oversubscribed six times and allowed us to demonstrate our long-term commitment to mitigating our environmental impacts and aligning our activities with the EU Taxonomy criteria.

We are in the process of certifying our environmental management procedures under ISO 14001 and have made great strides in the implementation of our Health & Safety management procedures.

Another key workstream for us is our engagement with our brand partners and service providers on sustainability issues and our awareness generation towards our customers. In 2021 we launched two pop-up stores, in our Lisbon and Amsterdam centres, aimed at showcasing sustainable collections of existing brand partners and new beautifully local sustainable brands. It is our intention to continue working with our partners on energy

efficiency, sustainable shop-fits, and responsible consumption, as these are all topics for which collaboration is a condition to achieving our targets. All these achievements would have been impossible without the tireless dedication of our entire VIA team and the encouragement and support of our shareholder APG, who is always pushing us to think bigger and more sustainably. 2022 will again be an exciting year, as we will achieve our ISO 14001 certification, advance on our renewable energy self-generation and EV charging projects, publish the VIA Manifesto on the Outlet of the Future, and work together with our brands to continuously reset the boundaries of our sustainability ambition and standards.

If you have any questions, comments or suggestions with respect to what is explained in this report, do not hesitate to contact us through our grievance and communication channel [voice@viaoutlets.com](mailto:voice@viaoutlets.com).

## MAIN CHALLENGES & OPPORTUNITIES

### BROADER TRENDS


 Digitisation


 European Green Deal

 Ageing population


 Responsible consumption

### PORTFOLIO


 On-site renewable energy generation


 Energy efficiency of brands

 Waste management


 Guest awareness on sustainability issues


## STRATEGIC PRIORITIES MOVING FORWARD


 Energy intensity and carbon emissions pathways

 Renewable energy self-generation

 BREEAM Excellent certification for developments of all size

 Health, safety, and wellbeing of employees, brands, and guests

 Brand engagement on responsible consumption

 Guest engagement on sustainability

# 2021 HIGHLIGHTS



# 92

## GRESB SCORE FOR 2021 (5 STARS)

In 2021, we continued to increase our GRESB Score by 7% to reach 92 points across the Management and Performance sections, maintaining our 5-star status.

# 100%

## OF ASSETS CERTIFIED WITH RATINGS OF VERY GOOD OR HIGHER

Hede and Oslo are the only retail assets in Sweden and Norway, respectively, to achieve a BREEAM In-Use Outstanding rating for Part 1. 100% of the portfolio is certified in BREEAM In-Use Part 1 and 6 out of 11 centres have Part 2 certification with ratings of Very Good or Excellent. The remaining centres are due for Part 2 certification in 2022.

# GREEN BOND

## ISSUANCE

Issuance of green bonds in November, which was oversubscribed six times.

# 3.2k+

## TREES PLANTED

As part of our efforts to offset 100% of the CO<sub>2</sub> emissions generated by our corporate travel activities in 2021, through the Eden Project in Nepal.

# 87%

## OF WASTE DIVERTED FROM LANDFILL IN 2021

Achieved through focused action plans with our waste management companies and brands, in particular, developing stronger partnerships with our brand partners.

# RELOVE INITIATIVE

## GLOBAL CAMPAIGN

The launch of a global campaign to promote responsible consumption with our brands and guests, starting with two ReLove pop-ups and solidifying into a store at BSFO in October 2021.

# CORPORATE STRATEGY, GOVERNANCE & ETHICS

## STRATEGY

With a vision to redefine the outlet shopping experience, VIA Outlets combines the newest innovations with the in-person shopping experience that customers long for, to develop the shopping environment of the future. We focus on the development of our omni-channel customer experience and data-driven marketing, whilst offering a personalised shopping experience where guests are immersed in our varied and attractive entertainment and Food and Beverage (F&B) offerings.

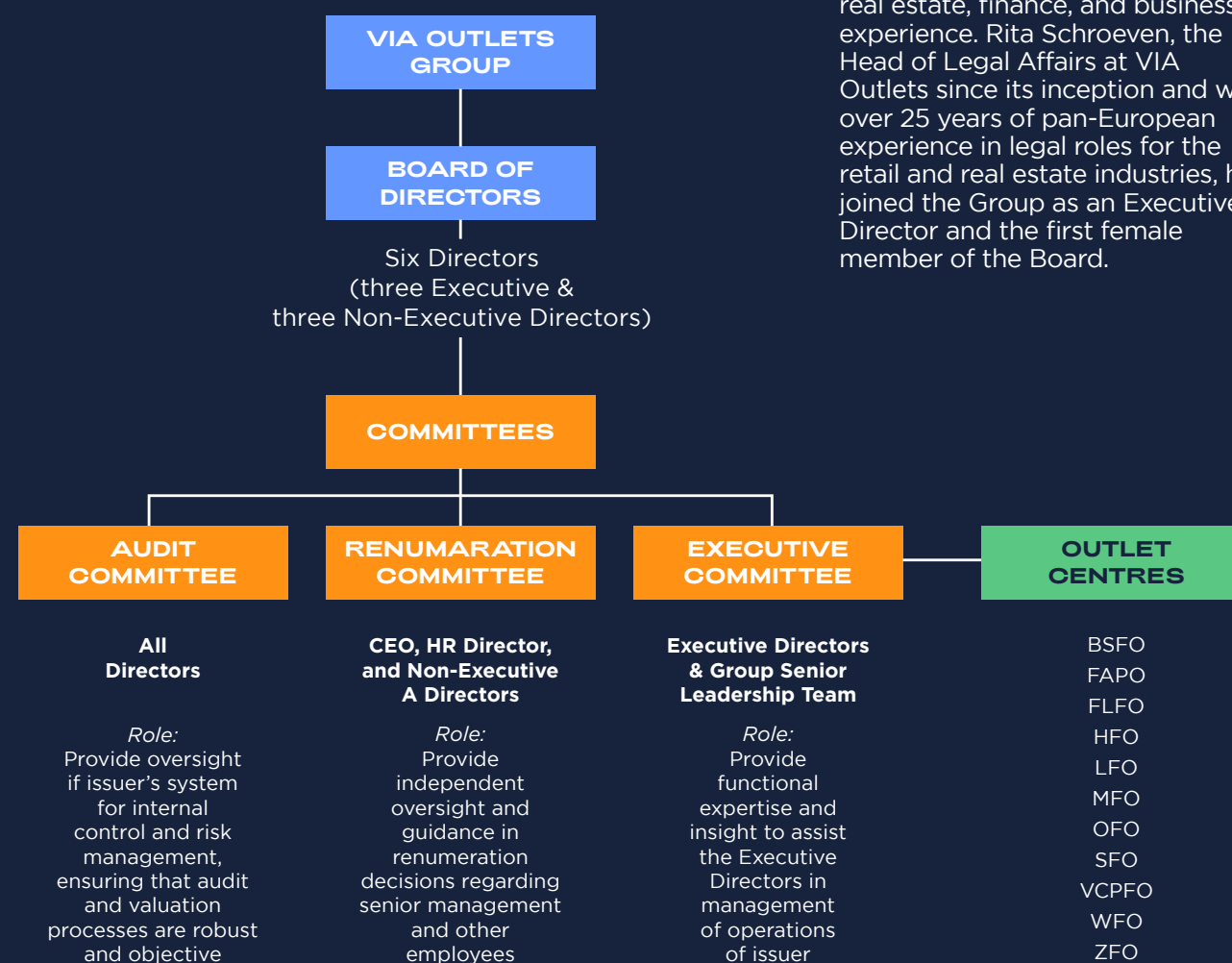
We bring this vision to life through our 3-R elevation strategy, by which we remerchandise, remodel, and remarket outlet centres, with a view to experience-led, sustainable, and beautifully local premium outlets. This strategy allows us to drive the financial appreciation of our portfolio, whilst creating value for our brands, guests, and the communities which we are part of.

VIA Outlets' short-term perspective is to grow organically, transforming our existing portfolio in line with our vision; whilst in the mid- to long-term, we will be actively pursuing acquisition prospects and repositioning underperforming assets in line with our strategy of creating value for all our stakeholders.

## GOVERNANCE

VIA Outlets operates a decentralised, matrix organisation. Dedicated resources are located at each outlet centre to drive operational performance and guest experience in a tailored fashion, with support and oversight provided by the Pan-European executive team and departmental functions as outlined to the right.

**FIGURE 2**  
Our Corporate Governance structure



Notably, two new members have been appointed to the Board of Directors. Jaap Tonckens has been appointed as a Non-Executive Director after having served as a strategic advisor to the Board and brings in over 33 years of real estate, finance, and business experience. Rita Schroeven, the Head of Legal Affairs at VIA Outlets since its inception and with over 25 years of pan-European experience in legal roles for the retail and real estate industries, has joined the Group as an Executive Director and the first female member of the Board.

## ETHICS

VIA Outlets expects its employees and partners to act with diligence, competence, and in an ethical manner in all aspects of its business. As such, our Code of Ethics brings together these values and includes sections on professionalism and confidentiality, conflicts of interest, bribery, and corruption, amongst others.

The Code of Ethics is further developed in a number of policies which apply to all employees both at Group and centre level. These are regularly reviewed to comply with the latest industry standards and best practices, such as, but not limited to, policies on Sustainability, Data Protection, Anti-Bribery, Leasing and Other Contracts, Compliance, Incidents and Crisis Management, Information and Cyber Security, IT supplier management and Access Control, which have all been updated over the course of 2020 and 2021.

All new starters at VIA Outlets are provided with extensive training on our policies and operations within the first 30 days of their employment as part of our induction plan. To ensure the continual integration of these policies within our day-to-day working environment, we provide annual refresher training to all employees, and in addition, when any important updates have been made.

In addition, all employees (permanent or temporary), contractors, secondees, agents, and directors are informed of the Anti-Bribery Policy at the start of their employment, and

Business Partners are informed upon commencement of the contractual relationship. Like with our other policies, refresher training on Anti-Bribery is organised for these stakeholders on an annual basis. Suppliers also receive the Supplier Code of Conduct to guide them through the principles and values that we expected them to comply with throughout the performance of services.

Since 2021, we began to run a series of e-learning sessions on additional key topics, including one on our Code of Ethics and department-specific topics, such as Sustainability itself. For more information about the department specific training offered to employees, please refer to page 20.

Finally, a new whistleblowing process was implemented in late 2020 which includes not only all employees, but also our stakeholders and the public. Appreciating the need for an impartial mechanism to share advice and concerns, we have developed our Speak Up platform for VIA Outlets employees and a Grievance channel for any VIA Outlets external stakeholders. Both are accessible online tools that provide confidential channels to voice any misconduct or queries, without risk of retaliation. These channels are easily accessible to all stakeholders as they are located at one click from our VIAShare/intranet homepage for our employees, as well as from our Corporate website homepage and centre websites for all others.

# SUSTAINABILITY GOVERNANCE & STRATEGY

## STRATEGY

Our sustainability strategy is structured by our “Beyond Sustainable” four-pillars approach, which encompasses key material issues that are identified as relevant for our company and our industry:



### SUSTAINABLE BUILDINGS

We aim to minimise the environmental impact of our buildings and contribute to limiting the global temperature increase to 1.5°C, having set emission reduction targets and energy intensity targets aligned with the Carbon Risk Real Estate Monitor (CRREM) tool. This involves working with all aspects of our value chain (development, operations, and brands) to become more efficient, reduce our carbon emissions, and implement innovative solutions. This allows us to effectively generate synergies and work with our partners towards a common goal.

### CONSCIOUS CONSUMERS

We strive to provide our guests with a sustainable and unique premium shopping experience. This means that we enhance the positive social and environmental impacts of the experience across all levels: transport to the centre, F&B options, recycling, reduction and phasing out of single use plastics, and sustainability of product offerings. On this last point, a key role in our brand relationships includes supporting and encouraging our brands in their sustainability initiatives, proactively working with them and our communities to promote responsible consumption, reuse, and recycling.

### RESILIENT COMMUNITIES

We take responsibility to create a resilient environment for our community – our employees, our suppliers, our brands, our guests, and our local communities – very seriously.

Therefore, we set ourselves ambitious standards in safeguarding their health, safety, and wellbeing, as well as in promoting accessibility in all our centres. We also strive to create a working and shopping environment that is inclusive and embraces diversity.

### STAKEHOLDER ENGAGEMENT

Our stakeholders take an active part in defining our sustainability strategy, which is why we continuously improve our ESG reporting, collaborate with local partners, engage with them on our targets and activities, provide training, and generate awareness around sustainability issues. We also work with partners and experts on our material sustainability issues so that we may improve in understanding our impacts and increase our efforts to create social value. Due to its all-encompassing nature, this pillar therefore crosses the boundaries of the other three pillars and acts as the foundation for our strategy.

We ensure a holistic approach to sustainability through these pillars by setting medium- and long-term targets, in addition to annual Sustainable Action Plans. Further details on these specific targets are outlined in our Goals section on page 11.



## MATERIALITY

Our materiality is defined by the two sectors we are part of, the environmental and social impacts these generate, and extending our commitment beyond regulatory compliance. The first sector is commercial real estate, where our environmental footprint, energy consumption and greenhouse gas (GHG) emissions, impact on the health and safety of our employees, brands, and guests, as well as sustainable construction are at the forefront of our strategy. Secondly, we are part of the retail sector, and as such contribute to the impact generated by our partners that make up our outlet centres. We are therefore concerned with issues such as responsible consumption, responsible fashion, as well as sustainable transport.



The basis of our materiality analysis is defined by the standards we report against, including GRESB, BREEAM In-Use, BREEAM New Construction, and the Global Reporting Initiative (GRI). This analysis is then verified through our stakeholder engagement initiatives such as our guest, employee, and tenant surveys as well as our supplier consultation initiative. With representatives of our unique local communities, we also regularly communicate on sustainability issues such as our environmental footprint, alternative transport means, biodiversity topics, and any other topics that may be relevant to specific regions in which we carry out our activities. These material issues are further paired with the relevant United Nations Sustainable Development Goals (SDGs) to align our sustainability strategies not only at the Group and centre levels, but also at the global community level.

All the issues we deem material are managed through our sustainable governance processes outlined in Figure 3 opposite, directed by our Sustainability department. The management approach to each material issue is detailed within our Sustainability Policy and re-evaluated with every updated version (the latest review being in 2021). This Policy applies to the entire portfolio, and we monitor progress on our core issues through our short, medium, and long-term goals, as outlined in our Goals section.

**OUR MATERIALITY ANALYSIS IS DEFINED BY THE STANDARDS WE REPORT AGAINST AND OUR STAKEHOLDER ENGAGEMENT INITIATIVES, DRIVEN BY OUR COMMITMENT TO THE UN SDGS.**

**FIGURE 3**  
Strategic priorities following the materiality analysis, including topic boundaries and their management approach.

CATEGORY	SUBCATEGORY	BOUNDARY	SUSTAINABLE DEVELOPMENT GOALS
<b>Environmental Performance</b>	Air quality	Portfolio	3, 7, 10, 13
	Asset design, materials, sourcing, and construction	Portfolio	9, 11, 12
	Ecological impact	Portfolio	9, 11, 12, 13, 15
	Energy efficiency and emissions	Portfolio	7, 11, 12
	Green mobility	Guests	11, 13
	Physical impacts of climate change	Portfolio	13
	Sustainable asset management	Portfolio	9, 11, 13
	Waste	Portfolio	11, 12
	Community relations	Guests	11, 13
<b>Social Capital</b>	Diversity and equality	Portfolio	5, 10
	Health, safety, and wellbeing	Portfolio	3
	Supply chain management	Critical suppliers	12
<b>Governance</b>	Business ethics	Portfolio	11, 12, 13
	Risk management	Portfolio	3, 9, 11, 13



## GOVERNANCE

The VIA Outlets sustainability strategy is defined by our CEO, Head of Strategy and Asset Management, and our Sustainability Director, and subsequently presented to our Board of Directors (which includes shareholder/Non-Executive Director representation) as part of the annual budget process.

The implementation of the sustainability strategy relies on the collective contribution across all departmental representatives for its holistic and successful rollout. Since July 2019, our strategy is governed and monitored by a Sustainability Taskforce composed of the Group Departmental Leads most relevant to our overall material issues and strategy.

The Sustainability Taskforce meets monthly to discuss overarching progresses in the

day-to-day management and implementation of the strategy as well as the achievement of our annual sustainability goals. They also oversee the approval process for any supplementary actions required to ensure reaching our long-term targets.

Each centre has a sustainability champion who is responsible for the coordination of the Centre Sustainability Action Plans, and for organising regular coordination meetings in which all departments are represented. The collaboration of each department in these meetings and their individual responsibilities are key driving forces of our sustainability progress.

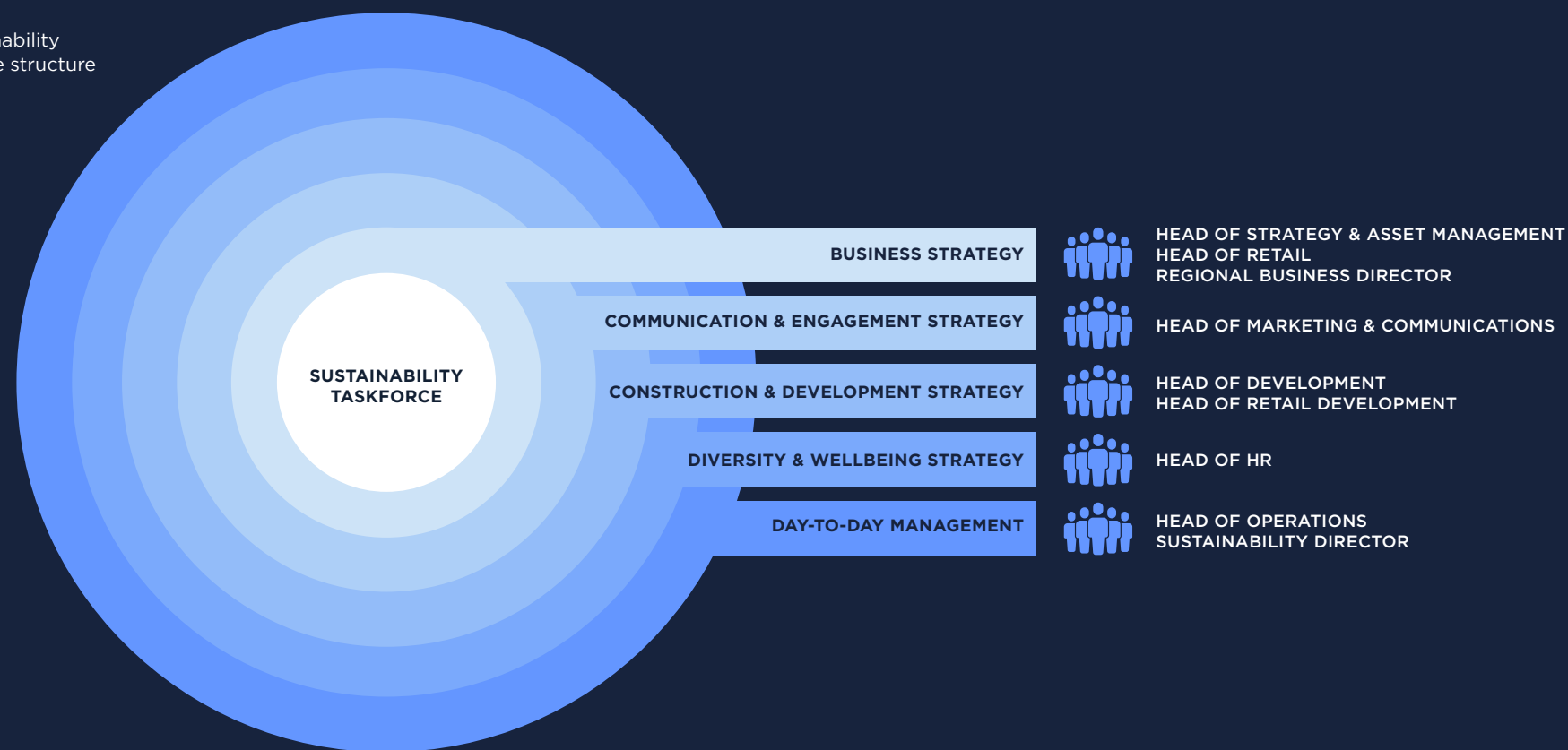
The centre's operations managers and teams play a crucial role as they are responsible for the environmental management system. This covers projects related to energy efficiency,

renewable energy generation, waste management, biodiversity, and more. The Retail and Retail Development departments are then key to engaging with brands on their shopfits and the promotion of responsible consumption. Additionally, the Marketing department ensures employees, brand partners, and guests are kept informed and involved in our sustainability strategy. Progress on the sustainability strategy and targets is reported to our shareholders on a quarterly basis.

Finally, measurable improvement towards our sustainability targets influences the annual bonus of all employees both at Group and centre levels. This ensures that the entire workforce remains responsible and engaged towards the achievement of VIA Outlets' key sustainability goals through their ownership of tailored targets.



**FIGURE 4**  
Our Sustainability Governance structure



## STAKEHOLDER ENGAGEMENT

As in our strategy pillars, our stakeholders take an active part in defining our sustainability strategy. It is of utmost importance within VIA Outlets to continuously improve our reporting, engage with stakeholders on our targets and activities, provide training, and generate awareness around sustainability issues.

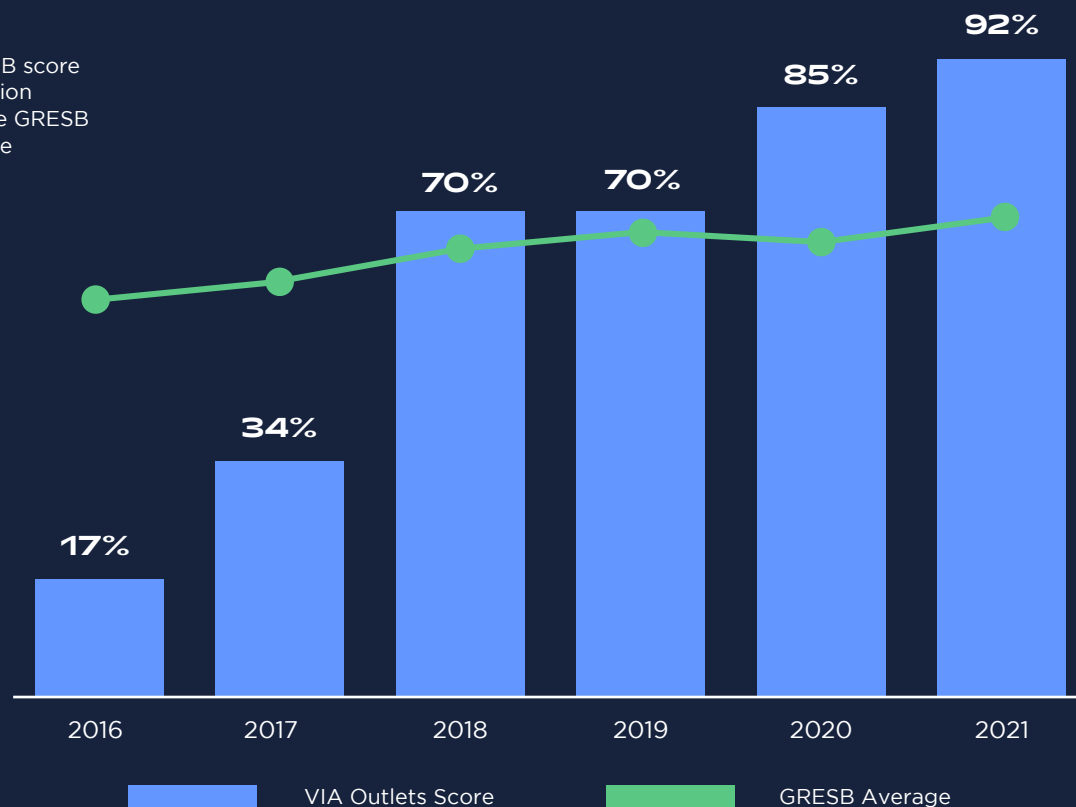
These principally include our shareholders, employees, brand

partners, guests, communities, and suppliers. Obtaining and integrating their input within our day-to-day operations is therefore a core aspect of our sustainability strategy and our overarching business plan alike.

Our stakeholders are consulted regularly through surveys and one-to-one meetings for any major decisions on materiality realignments or to the portfolio itself.

## REPORTING & BENCHMARKS

**FIGURE 5**  
Evolution of GRESB score since first submission compared with the GRESB participant average



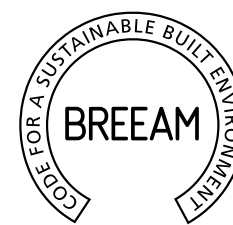
A sustainable portfolio starts with sustainable buildings. At VIA Outlets, we believe that setting goals on the basis of international benchmarks and certifications, as well as reporting in line with their requirements, are excellent indicators of overall performance.

On a portfolio level, we have benchmarked ourselves against our peers for the sixth year running through our engagement with the Global Real Estate Sustainability Benchmark (GRESB). Through diligent adjustments to our current management and operations, we

increased our scoring from 85 to 92 points, achieving a 5-star rating for the second consecutive year in the latest 2021 GRESB evaluation.

This improvement can be explained by a myriad of ESG measures across the centres, which paralleled an effort to increase BREEAM In-Use ratings upon recertification. This helped our centres improve on both environmental, social and governance features through upgrading many of our policies. The GRESB assessment process was also streamlined by our proactive one-to-one brand partner engagement sessions on topics such

as data collection, energy efficiency, and responsible consumption. Overall, we have also increased the incorporation of sustainability considerations by design in every aspect of our activities. We aim to maintain our rating in the coming years whilst continuing to set ambitious targets and staying up to date with the latest operational best practices. In addition, we endeavour to continue our alignment with internationally recognised standards and tools, ranging from the SDGs, GRI and CRREM.



GRESB  
★★★★★ 2021

On an asset level, 100% of the portfolio has been certified in BREEAM In-Use Part 1: Asset Performance, and over half of the portfolio has also obtained its Part 2: Management Performance certification. Assets certified in 2018 underwent a recertification process in 2021 to see assets certified in not only Part 1, but also Part 2, whilst substantially increasing ratings. Previous ratings averaged Good and Very Good ratings, whereas the current portfolio averages an Excellent rating. Particularly, Hede Fashion Outlet and Oslo Fashion

Outlet scored an Outstanding in Part 1 and Excellent in Part 2 - the only retail assets in their respective countries to have attained the highest BREEAM rating. Our efforts in proactively implementing a range of ESG measures, such as, but not limited to, smart meter installations, diligent policies, and tailored asset optimisation projects stemming from our energy, water and waste audits contributed towards these achievements. Remaining assets will also undergo recertification in both parts in 2022 once their current certificates expire.



## GREEN BONDS

In November 2021, we successfully placed the issuance of €600 million senior unsecured green bonds, which was oversubscribed six times and attracted 190 orders from institutional investors. Pioneering the first-ever green bond issued by an outlet owner-operator in Europe, this showcases our long-term pledge to mitigating our environmental impacts and aligning our activities with the EU Taxonomy. Additionally, it places VIA Outlets in a strong position to execute our growth strategy in the coming years.

This is not only a way to focus our investments into projects that quantifiably have a positive impact, but also to help grow the Green Finance market and meet investor demands to finance green projects. To issue and manage the Green Finance Instruments and their proceeds, we have developed a Green Finance Framework which aligns with process guidelines by the International Capital Markets Association (ICMA) and Loan Market Association (LMA).

The Framework has four key components: Use of Proceeds, Project Evaluation and Selection, Management of Proceeds and Reporting. Use of Proceeds outlines the eligibility criteria for which projects are suitable for green finance, based on measurable green building benchmarks. The Project Evaluation is a cross-functional Green Finance Committee, responsible for determining which projects meet the eligibility criteria as well as for monitoring and reviewing their compliance with the criteria. The Management of Proceeds is conducted with a portfolio approach striving to, when possible, assign the Green Finance Instrument proceeds to an eligible project within 24 months after the issuance date of the respective Green Finance Instrument. Reporting finally assesses the impact of the portfolios of Eligible Green Projects with proceeds assigned from Green Finance Instruments. Annual reporting on a portfolio basis will be publicly available on VIA Outlets' website.

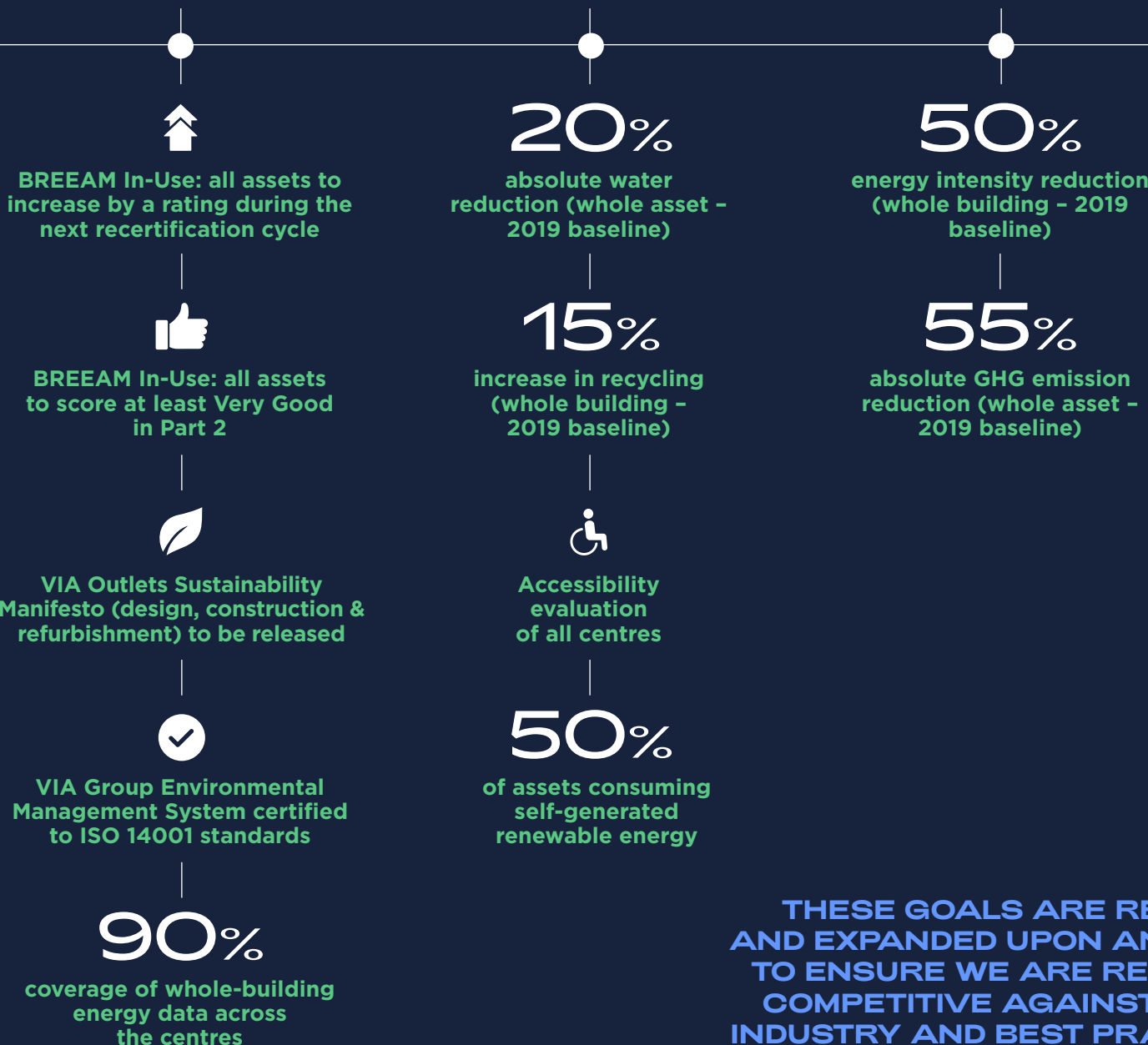


**IN NOVEMBER 2021, WE SUCCESSFULLY PLACED THE ISSUANCE OF €600 MILLION SENIOR UNSECURED GREEN BONDS, WHICH WAS OVERSUBSCRIBED SIX TIMES AND ATTRACTED 190 ORDERS FROM INSTITUTIONAL INVESTORS. PIONEERING THE FIRST-EVER GREEN BOND ISSUED BY AN OUTLET OWNER-OPERATOR IN EUROPE."**

## GOALS

**WE HAVE SET THE FOLLOWING SUSTAINABLE GOALS IN LINE WITH OUR STRATEGY AND EXPECTATIONS FOR THE FUTURE:**

**2022      2025      2030**



**THESE GOALS ARE REVIEWED AND EXPANDED UPON ANNUALLY TO ENSURE WE ARE REMAINING COMPETITIVE AGAINST LATEST INDUSTRY AND BEST PRACTICES.**

# ENVIRONMENTAL & CLIMATE CHANGE STRATEGY

## STRATEGY & GOVERNANCE

The effects of climate change are already being felt globally. As such, we are fully committed to embedding climate change into the core of our strategy and reporting on our progress alongside the Taskforce on Climate-Related Financial Disclosure (TCFD) guidelines (see Appendix A for an overview of TCFD alignment). The strategy is developed and monitored by the Board of Directors, which delegates the specific issues to two working groups: the Resilience working group and the Mitigation working group (further detailed in Appendix).

By understanding and planning for the physical risks posed by climate change we ultimately intend to create opportunities from these risks through adaptation and mitigation strategies on an asset and corporate level. This is a focal point in our business strategy, and any actions to mitigate risks have been incorporated as a priority within our budgetary planning.

As a necessary first step, we conducted ISO 14091-aligned physical-risk scenario analyses across all our centres in early 2020 (Fig.7), which allowed us to develop a sensitivity and exposure risk matrix against the predicted physical risks until 2100. We have used this analysis to enhance our internal approach to climate change, and have integrated in our pipeline a deeper analysis into the highest risk assets in 2022

to ensure we can maximise their adaptive capacity and reduce any financial burden from physical risks in the future.

Furthermore, given the large contribution of the built environment towards global emissions, we recognise it is our duty to transition to a low carbon economy. Since the CRREM tool was released in mid-2020, we have evaluated the alignment of our assets to a 1.5°C trajectory, which guided the revision of our portfolio-wide energy targets to ensure alignment by 2030 (see our energy and emissions targets on page 11). Over the course of 2021, we also produced centre-specific energy and emissions efficiency pathways by incorporating CRREM targets into our investment plans and requirements for each asset.

To increase oversight and management of the physical and transition risks which may have socio-economic implications for our asset, supply chain, and community, we are in the process of certifying all assets under the ISO 14001 standard by June 2022 and already have the Environmental Management System in place. Finally, our risk register includes environmental and climate change risks to better track any future risks that may arise with the transition to a low carbon economy and create opportunities from these risks accordingly.

**FIGURE 6**  
Results of the physical risk assessments

Risk Source	Risk Level
Inland Flooding	Low
Drought	Medium
Extreme Heat	High
Sea Level Rise	N/A
Storm / Extreme Wind	



## RISK MANAGEMENT PROCESS

VIA Outlets established a set process for identifying and assessing climate-related risks starting early 2020. A scoping exercise was carried out to determine the risks that are deemed material and should be scenario tested for their impact to our portfolio as well as our sensitivity to these risks. This analysis then resulted in supplementary stress tests that broke down action items to address a range of physical, transition, and social risks, as below.

Upon completion of a number of these actions, the results have been integrated into the sustainability section of our overarching Risk Register matrix in 2021. This outlines our 12 principal risks alongside the responsible risk mitigator within VIA Outlets, definition of each risk, level of impact, and tailored mitigation plans.

The Sustainability Risk considers the execution of our sustainability strategy. Mitigation measures

focus on ensuring alignment between the Group's and each centre's sustainability action plans, incentivising employees to contribute to identified target areas, incorporating green lease clauses, including sustainability sections in tenant manuals and handbooks, and further improving our tenant engagement strategy. The second component of the Sustainability Risk section concerns climate change risks, and we seek to ensure future

proofing by finalising the ISO 14001 certification, continuing risk analyses, and refining CRREM energy intensity and emissions targets.

The Risk Register will be updated and reviewed on a quarterly basis to adapt to any new legislation, developments, or optimisation works. This matrix forms an essential part of the business plan and is integrated into any budgetary reviews as a mandatory process.

### OVERALL STATS

**COMPLETE**  
56%

**ON GOING**  
22%

**IN PROGRESS**  
22%

**FIGURE 7**  
Climate-related Risk Management Tool

RISK	Physical	Transition: Energy Efficiency	Transition: Carbon Footprint	Transition: Supply Chain	Transition: Legislation	Transition: Transport	Social: Health and Safety	Social: Crisis Management	Social: Reputation
<b>ACTION</b>	Scenario testing along RCP4.5 and RCP8.5 trajectories until 2100 of key material risks: drought, inland flooding, sea level rise, heat stress, wind.	CRREM evaluation	CRREM evaluation	Analysis of supplier self-assessments from 2019, review of internal procurement guidelines	Legislation reviews for all countries/regions	Electric Vehicle charging stations	Review and implementation of Health and Safety policy	Review of Crisis Management Plan	Asset management meetings every month
<b>MITIGATION &amp; OPPORTUNITIES</b>	Financial impact assessment into all assets and in-depth mitigation analysis into selected centres.	New 2030 energy and emissions targets. Energy audits and other surveys to ensure alignment to with asset pathways and comply with 2030 targets conducted during 2021.	New 2030 emissions targets. Portfolio wide renewable procurement study underway. Carbon footprint scoping in 2021 and 2022 to widen Scope 3 capture. All assets to have green energy contracts in the meantime.	Revised internal screening process for procurement to reduce climate-related risks in the supply chain, deeper analysis into key suppliers in 2021.	Legislation tracker in place in 2021 and updated on a continuous basis	In 2021, an EV charging station plan was approved. This considers regulatory requirements, the evolution of the EV market, the available charging networks and needs of guests, to provide an outline for installing additional EV chargers in our centres.	Periodically revise Health and Safety policy internally and externally. Implement Health and Safety management system, carry out risk analysis, and work towards ISO 45001 certification by 2023.	Provisions for climate-related risk included within Crisis Management Plan	Any potential risks are discussed within monthly meetings and will be incorporated into the risk matrix. Continued marketing of climate-related risks through awareness events at centre level.
<b>STATUS</b>	IN PROGRESS	COMPLETE	COMPLETE	COMPLETE	IN PLACE & UPDATES ONGOING	COMPLETE	IN PROGRESS	COMPLETE	ONGOING

## METRICS & TARGETS

As we roll out our climate risk management processes, we have refined our previous targets to ensure that we are aligning with future implications posed by climate change. Using the CRREM tool as our benchmarking guidance, we have set longer-term targets to consider both our absolute Scope 1, 2, and 3 emissions, and in addition, our intensity ratios on asset and portfolio levels. Each centre's progress towards these targets is monitored on quarterly and annual bases to ensure long term alignment, and we adjust our investment plans for each

centre accordingly. As we develop our emissions scoping, we have also expanded oversight of Scope 3 emissions to increase our coverage emissions from other sources in 2021. In addition to tenant consumption and emissions, we currently focus on transport emissions from guests. Having now quantified these emissions through a preliminary analysis, we are developing a mobility strategy to identify ways of systematically mitigating this Scope 3 category which will be further analysed in 2022. For more information on our targets, please refer to page 11.



**THE CRREM TOOL HELPS US TO IMPROVE OUR UNDERSTANDING OF CLIMATE-RELATED TRANSITION RISKS IN OUR PORTFOLIO, BY ALLOWING FOR AN INSIGHTFUL COMPARISON OF OUR PORTFOLIO'S CARBON INTENSITY AGAINST TARGETS IN LINE WITH THE PARIS CLIMATE AGREEMENTS."**

# 21%

**OVERALL DECREASE OF LANDLORD ENERGY IN 2021 COMPARED TO 2019 BASELINE YEAR**

# 92%

**COVERAGE OF WHOLE BUILDING ENERGY DATA ACROSS OUR PORTFOLIO**

# 100%

**OF LANDLORD-CONTROLLED SPACES POWERED BY GREEN ENERGY SOURCES AS OF 2021**



## ENERGY & EMISSIONS

We track both the landlord and tenant energy consumption across all our centres to understand consumption trends as well as to strategise concrete actions to reduce our consumption, in line with our targets. In 2021, we remained steady with our landlord energy consumption compared with 2020 levels (0.59% increase) due to the increase in activity as COVID-19 restrictions eased across Europe. Of this consumption, the majority (88%) comes from electricity. The remainder of our energy consumption comes from district heating (8%) and natural gas (4%). Please note that the year-on-year analyses in Figures 8 and 9 utilise 2019 as the baseline, due to the substantive decrease in footfall during 2020.

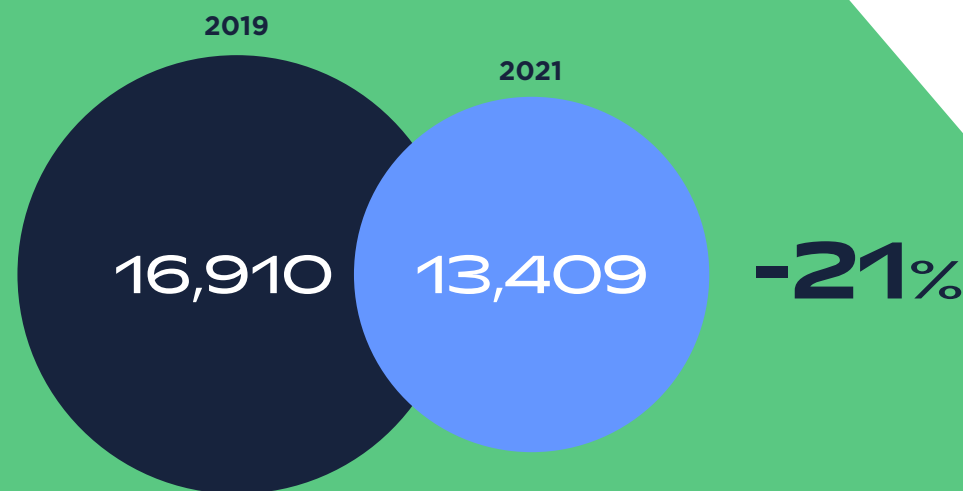
Additionally, in line with our 2022 targets to collate 90% of whole building energy data, we have successfully exceeded this target already, increasing our coverage from 69% in 2020 to 92% in 2021 through collaboration with our brands in each centre. For more information on our tenant engagement efforts, please see page 20.

Although part of this reduction is due to the centres having been closed at the beginning of the year due to COVID-19 restrictions, these are also owed to the targeted ESG investments towards improving our environmental footprint across our centres during late 2020 and 2021. This included energy monitoring measures such as the installation of smart-meters and submeters, as well as energy efficiency measures such as installing LED lighting and sensors or the replacement of heating/cooling equipment. To continue our reduction plan alongside the targets set, we will continue to explore further improvement areas in 2022 and beyond.

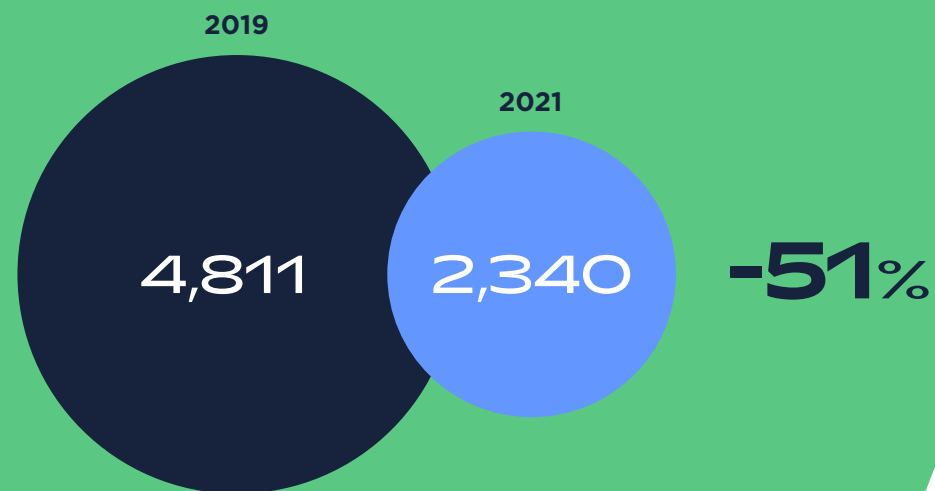
In 2021, VIA Outlets produced 2,808 tonnes of emissions in Scopes 1 and 2; a reduction of 2% compared with 2020. With the aim to reduce our emissions year-on-year, we have achieved a 100% onboarding of green energy contracts across all assets as of 2021, and have been investigating our on-site generation potentials. In 2021, PV feasibility reports were developed following desk-based PV assessments conducted across all VIA Outlets assets (excluding Portugal, where PV installation plans are already underway). The reports detailed the feasibility of PV installation from three perspectives: a detailed legislative review; an additionality analysis to review the benefits of on-site solar panels, green tariffs, and Power Purchase Agreements (PPA); and a review of installation processes. Looking forward into 2022, more detailed reviews will be conducted, with the prioritisation of assets that have higher CO<sub>2</sub> abatement potential and financial benefits, in order to proceed to tender for installation.

Our portfolio footprint is not limited to the emissions we directly produce, and we continue to increase our coverage of Scope 3 emissions year on year. Our three key contributing factors across the centres are: transport by guests, tenant activity, and employee travel. We have expanded our indirect coverage of tenant consumption data to 90% through significant sub-metering rollouts and manual quarterly readings, with our known Scope 3 tenant emissions amounting to 7,436 tonnes in 2021. Finally, we are in the process of calculating guest emissions by fine-tuning based on survey results and look to further refining our Scope 3 coverage.

**FIGURE 8**  
Total Energy Consumption in Landlord-Controlled Areas (In mWh) compared against baseline targets)



**FIGURE 9**  
Greenhouse Gas Emissions (Scopes 1 and 2) – Location Based (in TCO<sub>2</sub>e) compared against baseline targets



**WE HAVE EXPANDED OUR COVERAGE OF TENANT CONSUMPTION DATA TO 90% THROUGH SIGNIFICANT SUB-METERING ROLLOUTS AND ONE-TO-ONE TENANT ENGAGEMENT STRATEGIES.”**





## TRANSPORTATION

Shifting sustainable transportation practices has become a priority for VIA Outlets in recent years, as evidenced by our integration of transport as a transition risk in our climate-related risk stress test (see page 13). All centres are accessible by public transport, and we encourage our visitors to take these methods where possible through marketing and incentives.

While the location and nature of the centres lend themselves predominantly to car travel, we are ensuring that this demand is made sustainable through opening our centres to future mobility options. All centres boast EV charging stations, with 147 EV charging points already in full operation across the

portfolio. As aforementioned, an EV charging plan for 2021-2024 was also defined for each centre, which considers regulatory requirements, the evolution of the EV market, existing charging capacity in the region, and our guests' needs. We strive to encourage our consumers to arrive to our centres in lower carbon methods, reducing our production of Scope 3 emissions and improving the air quality for our surrounding communities.

Finally, we recognise the emissions we produce when travelling for essential business. In 2020, we enrolled in the Tree Nation scheme to offset 100% of the CO<sub>2</sub> emissions generated by our corporate travel activities. Parallel to our business travels, as well as travel

to and from work, that recommenced at different rates across Europe in 2021, we have planted a further 3,222 cebia trees as part of the Eden Project in Nepal, spanning over 3.22 hectares. These are large deciduous trees that are excellent for restoring native woodland and encouraging fauna such as pollinating birds, squirrels, and bees. We hope to continue this trend in future years to ensure our positive contribution to the planet and to local communities alike.

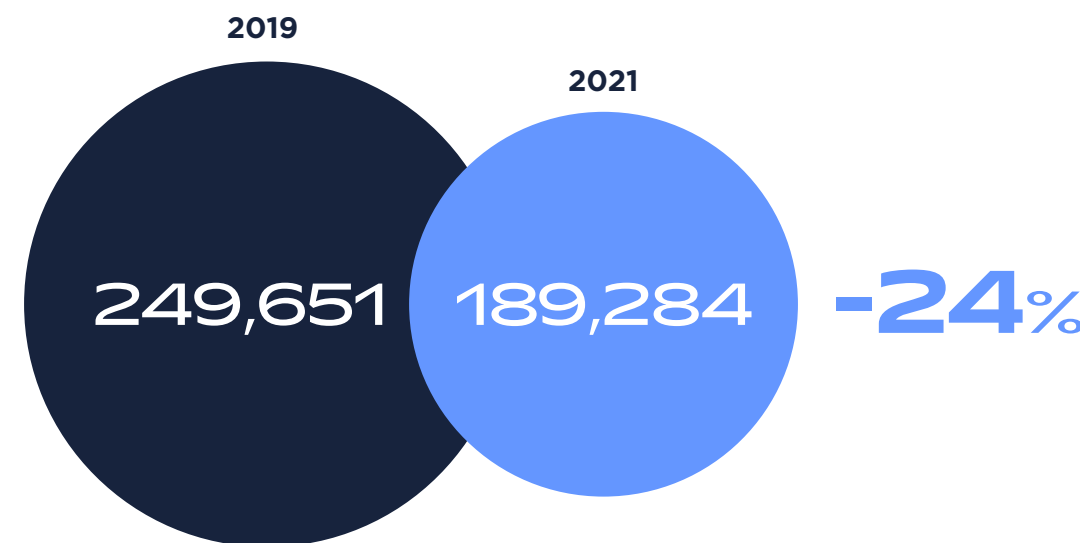


## WATER

At VIA Outlets, we are conscious of the fact that water consumption is a relevant issue in the markets with a risk of water shortage. Though not material for our portfolio as a whole, we strive to monitor and reduce our water consumption for efficient resource management. The primary sources of our water consumption are public bathrooms and irrigation. Our overall water consumption stayed constant with a 0.13% rise compared with 2020 figures. This can be attributed to a slightly greater footfall in our centres compared with the previous year; a direct result of the COVID-19 crisis. Our increased efforts in greenery also contributes to this figure. We installed additional trees, landscaping, and greenery across all centres, with water consumption in ZFO doubling due to the number of trees planted. Nevertheless, we continue to remain on track with our 2025 targets through the implementation of best practices such as upgrading sanitary equipment to lower water-use alternatives and installing rainwater harvesting systems.

Please note that the year-on-year analysis in Figure 10 utilise 2019 as the baseline, due to the substantive decrease in footfall during 2020.

**FIGURE 10**  
Total Building Water Consumption (in m<sup>3</sup>) compared with baseline targets





## CIRCULAR ECONOMY & WASTE

### WASTE

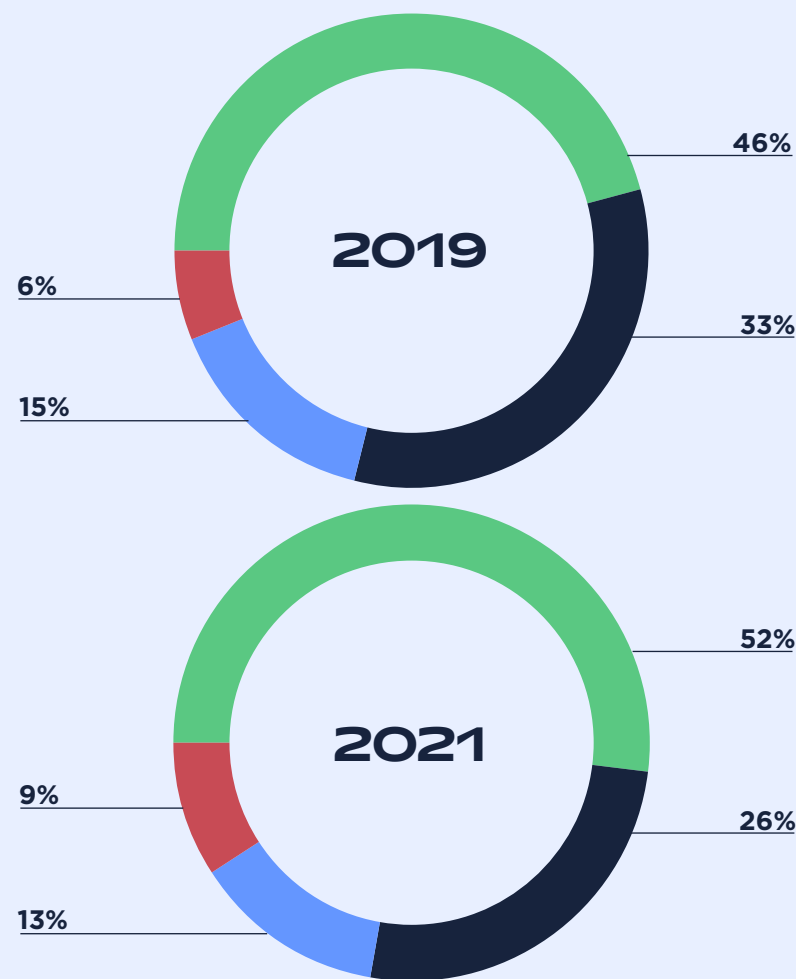
VIA Outlets is committed to increasing its recycling rates in all centres, whilst reducing the overall waste produced to increase our contribution towards the circular economy and reduce the amount of waste ending up in landfill sites. We have set recycling rate targets at Group and centre level spanning until 2025 compared with the 2019 baseline year.

2021 saw a marginal (0.18%) reduction in overall waste consumption with a 3% increase in recycling and a diversion from landfill rate of 87%. Despite a small increase in diversion from landfill rates in 2019 (85% in 2019), this is in line with our expectations due to COVID-19. As normality continues to resume over 2022, we hope to see this figure increase further.

These declines were made possible through focused action plans aimed at our waste management companies and our brands. In particular, we developed stronger partnerships with our brand partners over 2021 to better engage with our centres in reducing single-use plastic as well as plastic use in general. The following sections will outline more of these centre-specific measures in greater detail.



**FIGURE 11**  
Total Proportion of Waste by Disposal Route



2019 TOTAL: **6,640**      TOTAL CHANGE: **-29.6%**  
 2021 TOTAL: **4,675**

■ Recycled      ■ Landfill  
■ Energy Recovery      ■ Other

### RECYCLING

The enhancement of our waste management procedures inside our centres and across our supply chain, as well as improvement of our recycling rate year-on-year are persistent endeavours. We will continue engaging with employees and tenants alike to ensure that this positive trend continues in future years.

As our centres began to re-open in alignment with local COVID-19 regulations, we leveraged our public foothold to roll out a “Single-Use Plastic Campaign” in alignment with the EU single-use plastic ban which came into enforcement in July 2021. All centres worked with our tenants to communicate recycling measures, set recycling targets, and mobilise social media to raise awareness. Particularly in MFO and SFO, we engaged with our top 20 brands to ensure they set commitments to reducing single-use plastic.



### CIRCULAR ECONOMY

Promoting the importance of circular economy within retail is an increasingly material issue for us at VIA Outlets. As part of a 2021 pilot study, we launched our three-month Re.Love project in FLFO – a fashion pop up showcasing sustainable brands that share values and ideals of recycling and creating sustainable fashion. Upon seeing its success, the project was replicated across the portfolio and was solidified via the launch of a Re.Love store at BSFO in October 2021.

Additionally, following our successful engagement with Deko Eko in 2020, whereby old marketing materials were upcycled into backpacks, bumbags, and shopper bags, staff at WFO have been holding further DIY Shopping Bag workshops to raise awareness and educate office employees on how to shop ethically and sustainably, including macrame. At BSFO, we are similarly making and providing shopping bags with recycled denim. This is in addition to holding educational workshops for children on how to give clothes a second life and reduce clothing waste by customising them, in parallel with providing clothes recycling bins within the centres.

Our circular economy efforts do not stop at material items. As part of our integration of sustainable construction within our centres, we endeavour to re-use and revamp material where possible in and around the spaces within our centres. For example, in FAPO, we will be creating a dedicated chillout zone for both VIA Outlets and tenant employees at the backyard of the centre. This will utilise recycled pallets to construct benches and gazebos, allowing for a creative project which simultaneously benefits

in promoting upcycling and wellbeing. These are just a few examples of the ongoing engagement projects we have at our centres, linking sustainability and the community together in a circular way. Given their resounding successes and the importance of waste reduction and re-use in our centres, we hope to expand on these further into 2022.



“**WE WILL CONTINUE ENGAGING WITH BRANDS TO ENSURE THAT ALL PLASTICS ARE MADE FROM RECYCLED PLASTIC OR APPROVED ECO-FRIENDLY MATERIALS BY 2025.**”



**ALL OF OUR MAJOR REFURBISHMENTS AND DEVELOPMENT PROJECTS ARE CARRIED OUT IN LINE WITH THE BREEAM NEW CONSTRUCTION ACCREDITATION SCHEME."**

## SUSTAINABLE CONSTRUCTION

Construction and refurbishments within our centres are a material issue that we aim to conduct in a sustainable way. We manage our efforts through the updated works manuals, which include strict criteria on the use of materials and the installation of heating/cooling equipment, as well as asking them to report on construction waste and reuse material where possible.

Similarly, efficient environmental performance is a primary focus within our centres and expansion design process. We encourage all brands to conform to the guidelines outlined in our Tenant Works Manual when conducting any building operations or maintenance work. This portfolio-wide Manual was implemented in 2018, updated in 2020, and has since been an active part of our strategy.

All our major refurbishment, redevelopment, and expansion projects are also carried out in line with BREEAM New Construction accreditation scheme. This is an important factor for us to ensure

that our buildings are constructed to operate in the most sustainable way, both environmentally and from a health and wellbeing perspective of our building occupants and users. Such an example includes Sevilla Fashion Outlet which opted for both BREEAM and WELL certifications to evaluate their new office fit-out, achieving Very Good and GOLD certificates respectively. Sevilla is also targeting an Excellent in the BREEAM New Construction preassessment certification that they are pursuing for the centre expansion, due to be completed in 2022-2023.

In 2022, VIA Outlets will continue to work on a Sustainability Manifesto, which will represent the lighthouse for the company to use as guidance for its new construction, extension, and refurbishment activities. This Manifesto will seek to bring our ambition to become a leader in sustainable commercial real estate to life, whilst offering brands and guests the sustainable shopping environment of the future.

## BIODIVERSITY

We pride ourselves on being beautiful local centres, and that includes our biodiversity. Every centre is home to native tree, plant, and flower species designed to be resilient to the surrounding climate and attract local fauna. All centres have carried out, or will be carrying out, biodiversity surveys as part of the BREEAM In-Use recertification

process and are designing biodiversity action plans based on these surveys. Some actions already conducted to assist with encouraging wildlife rehabilitation are installing bird boxes and insect hotels at selected centres, as well as projects to build beehives at our Nordic centres and FAPO. Through these, we hope to increase the ecological value of our centres

and give back to community in various ways. Moreover, across 2020 and 2021, WFO worked with a local start up dotlenieni to plant a forest in Wroclaw. In total, WFO planted 6,000 trees within the local district which is envisioned to grow into 12,000m<sup>2</sup> of forest, producing 840kg of oxygen per day and absorbing 4,230kg of CO<sub>2</sub> per year once reached maturity.



# 6,000

TREES PLANTED IN WROCLAW

# 840<sub>KG</sub>

OF OXYGEN PRODUCED PER DAY

# 4,230<sub>KG</sub>

OF CO<sub>2</sub> ABSORBED PER YEAR

# SOCIAL CAPITAL

## HEALTH & SAFETY AND WELLBEING OF OUR EMPLOYEES, OUR SUPPLIERS, OUR BRANDS, AND OUR GUESTS

During these past two unprecedented years, the health, safety, and wellbeing of all our employees, brands and guests became our top priority. Amongst a variety of COVID-19 measures, the Bureau Veritas Safer Shopping certification was introduced to ensure a safe working and shopping environment for employees and guests. This certification evaluates health, safety, and wellbeing criteria including mental health, policies, risk assessments, amongst others. It was awarded to all centres across the portfolio in July 2020, and we have continued to ensure regular recertifications every six months.

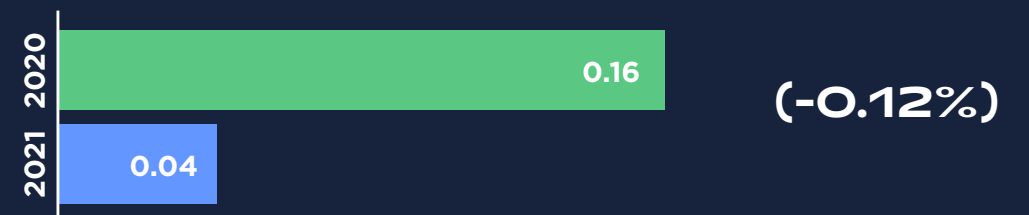
In parallel, we continue to review and revise our country and centre specific Health and Safety policies, including topics such as safety culture, procedures, and legal requirements that considers our employees, brands, contractors, and suppliers alike. In particular, our checklist which monitors training, risk assessments, and any audits required is internally reviewed every six months. Moreover, we have started to implement a Health & Safety Management system, carrying out a risk analysis and identifying improvement actions in each centre to work towards ISO 45001 certification by 2023. Key health and safety metrics are monitored on an annual basis, and the 2021 and 2020 comparative results can be seen to the right:

**FIGURE 12**  
Occupational Health and Safety Statistics in 2021 compared with 2020

### ABSENCE RATE



### INJURY RATE



### LOST DAY RATE



WE HAVE BEEN CERTIFIED AS A SAFER SHOPPING DESTINATION

## OUR EMPLOYEES

Our Corporate Strategy provides a working environment that both protects our staff and allows them to thrive by ensuring that VIA Outlets complies with international and national legislations as well as labour regulations according to the International Labour Organisation (ILO) standards and treaties.

At VIA Outlets, we aim to recruit talented and engaging individuals to be part of our Group and centre teams. Diversity and equal opportunities are key to successful talent attraction and management. Our approach to talent management and development is to focus on creating high performing teams, who deliver at their best and are engaged, committed, and successful. Our development tool "My Growth" provides development plans which support our simple talent framework which identifies high potential talent, critical roles, and successors of these critical roles. VIA Outlets conducted the first round of talent discussions in Q4 2019 with all Group Heads of Departments, Regional Business Directors, and Centre Directors, and we review our talent on a quarterly basis.

Every year, our annual employee engagement survey provides us with the opportunity to reflect on the past year and set tailored targets per department, to improve the working experience for our employees. These identified our strengths as well as areas of improvement on the mental and physical health and wellbeing of our direct employees - and accordingly, help reinforce our programme in the years to come.

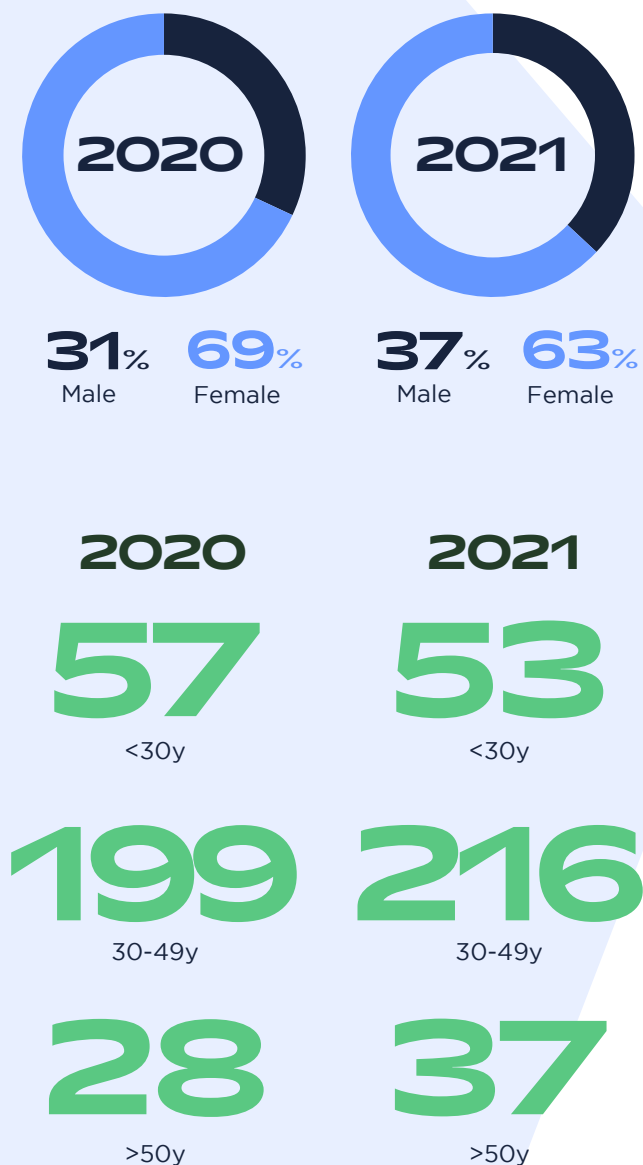
We are fully committed to ensure that all employees are empowered to take ownership of their growth and that our people managers will take

every opportunity to keep the growth conversation alive throughout the year via regular check-ins, recognition, feedback, and access to extensive online learning to support their growth journey. We also plan to focus on ensuring our teams feel they have the right work-life balance throughout 2022 to address any feedback raised during the 2021 survey.

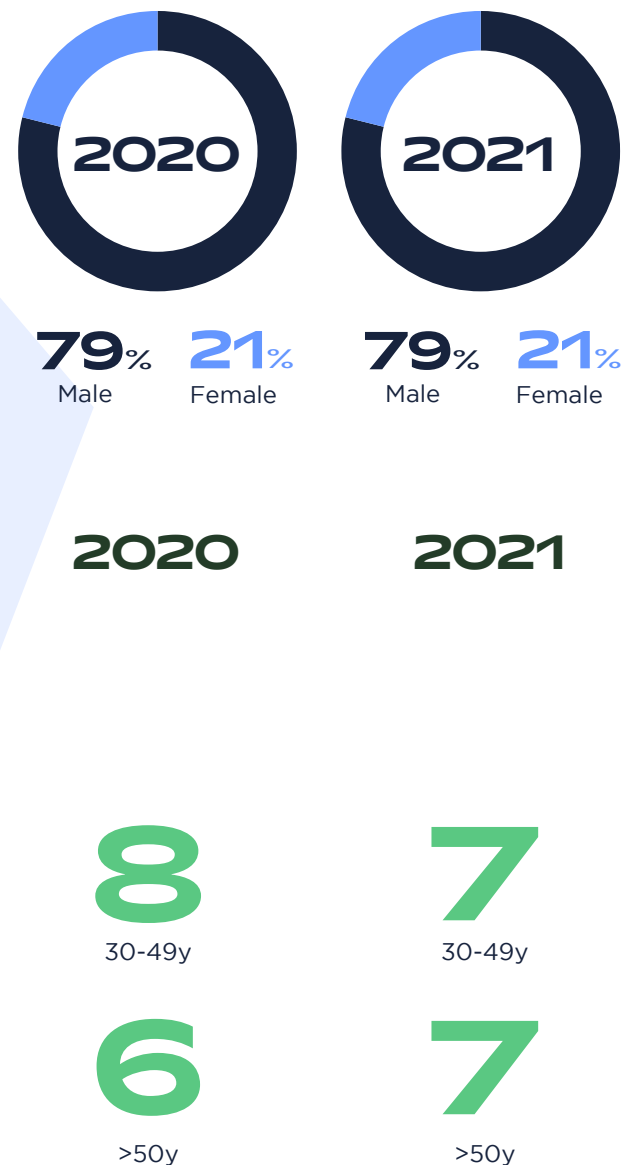
Equipping our employees with the skills needed to succeed in their roles and working environment is a key focus for us. As mentioned on page 6, all employees undergo extensive training on our policies and operations as part of the induction plan, particularly concerning Anti-Bribery training, the Code of Ethics, and online data protection training. In addition, all employees regardless of their department are offered training on our approach to sustainability, so that they can be more mindful of their actions and incorporate aspects into their day-to-day working life. Finally, as of April 2021 we launched LinkedIn learning to support dedicated learning across all business functions.

Further, in 2021, we rolled out specialised training programmes in the following courses: Anti-Bribery, Cyber Security Awareness, Display Screen Equipment, GDPR, Leasing Policies and Procedures, Legionella Awareness, New Expectant Mothers and work, Code of Ethics, and Whistleblowing. Employees spent a total of 460 hours and obtained a total of 1,537 certificates across these nine courses, averaging results of approximately 90%. Our brands are considered an essential partner to the environmental, operational, and reputational success of our centres. Consequently, we practice and promote our values through effective engagement based on positive collaboration, policies, and open communication.

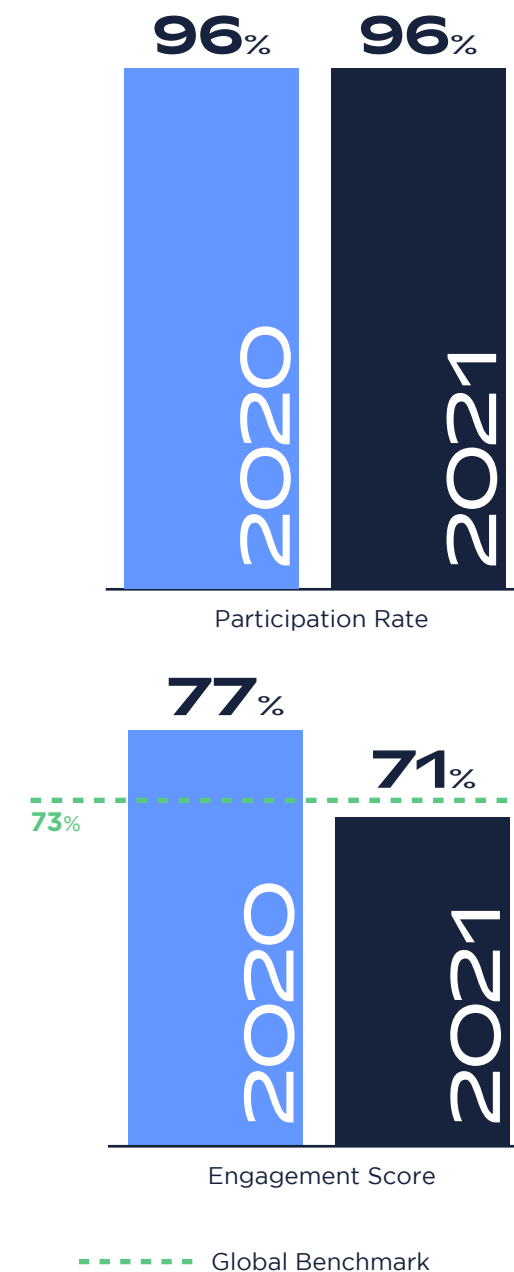
**FIGURE 13**  
Gender and Age group distribution of all employees



**FIGURE 14**  
Gender and Age group distribution of VIA Outlets' executive team



**FIGURE 15**  
Employee Engagement Survey



Please note that the statistics on Figures 13 and 14 are based on the status at end of year (31st Dec 2021), rather than the 2021 average.



## OUR BRAND PARTNERS

To maintain a collaborative forum, meetings are undertaken monthly with brands and at all centres. This facilitates discussions on any topic on the sustainability agenda, including the environmental performance of the centres. They also offer the opportunity to develop new ideas and campaigns to help collectively raise our guests' awareness on sustainability-related issues. In addition, these meetings can offer tenant training opportunities, including those on waste sorting and consumption best practices, as highlighted in the case study below.

To further cement this engagement, we regularly meet individually with our top 50 brand partners by Gross Leasable Area (GLA) to discuss data collection and monitoring of resource

consumption and sustainable fashion practices, promotion of the brands' sustainable strategy within the centres, and best practices regarding sustainable shop-fits with certain more advanced brands.

Finally, VIA Outlets is committed to ensuring that the satisfaction of our brands remains at the core of our values. We engage with our brands through surveys across the portfolio to check in on their health and wellbeing. This has allowed us to update our awareness of tenant needs and requirements. The results of these surveys allow us to develop tailored action plans to increase the satisfaction of our brands and ensure a strengthened and sustainable relationship year after year.

## OUR SUPPLIERS

In recognising that our environmental and social impacts extend far beyond the walls of our outlets, we are committed to greening the supply chain now and in the future. We therefore have an obligation to screen for sustainability within our suppliers and have integrated this process from selection to service accordingly.



Internally, we have set a variety of sustainability standards within our selection process to ensure we are contracting like-minded suppliers who contribute positively to the environment. This ranges from prioritising local procurement to requiring ISO 14001 certifications at the Group level, to the highest codes of ethics. These values are then agreed to be upheld throughout the services, and once on site, every contractor is issued a centre Induction Handbook to guide them on how to act sustainability within our outlets. As of late 2021, we also incorporated the supplier-self assessment method to better streamline this supplier selection process and ensure alignment with our overarching sustainability goals. In doing so, we exclusively partner with businesses aligning to similar sustainability goals and values, hope to minimise Scope 3 emissions, and ensure greener actions throughout the supply chain.



## OUR GUESTS AND COMMUNITIES

At VIA Outlets we believe it is our responsibility to use our influence to raise awareness on sustainable practices and how to integrate them into our day-to-day actions. On top of that, it makes good business sense to take advantage of all aspects of the consumer experience to bring greater appreciation to sustainability.

We are conscious of the impact of our centres and the value they may add within their distinct environments; that they are not just a hub for shopping and leisure, but a place where our surrounding communities can connect. 100% of assets continued to engage with their communities throughout 2021 in a variety of ways, with notable highlights including:

### MARKETING

VIA Outlets has solidified the sustainability language within our communications and marketing strategy through our “Beyond Sustainable” branding. This spreads across our reports, hoardings, vinyl, packaging, and online communication for our Corporate and centre websites. In alignment, we are consistently engaged with our marketing providers to ensure they are sourcing more sustainable materials for our marketing suite. We also established a list of “International Awareness Days” for 2022 and beyond which will be

celebrated at both Group and centre levels. Awareness activities include, but are not limited to, International Women’s Day, Global Recycling Day, Pride Month, and International Volunteer Day. Centres then select which days they would like to focus on depending on its relevance within their local communities. Through these marketing initiatives, we hope to have our employees, brands, and guests alike be further interconnected and engaged with our ESG endeavours, to collectively work towards our environmental and climate change goals.



**ACCESSIBILITY**

All centres are accessible by public transportation to major connections in the area and have well lit, secure cycle racks installed, as well as electric vehicle charging stations. In particular, WFO deployed the 15-minute city concept to evaluate how they can help their community truly thrive locally. Such a study found that within their area, there are many education facilities which they could engage with through charity activities, organic produce shops which could provide healthy, fresh meals for Office Employees, as well

as several artisan services which could be better promoted.

Moreover, BSFO has engaged with Ongehinderd, an online portal that offers disability convention, accessibility information, public space services, and accessibility audits and certifications. As a first step, we conducted an audit of the outlet, which allowed us to identify a range of improvement areas. We are currently working with these recommendations to reach at least a "Gold" accessibility status.



**PHILANTHROPY**

Giving back to the community is a high material issue at VIA Outlets. We continue to ensure that our fundraising and charitable actions remain a priority on our agenda.

Every year, MFO holds a Christmas fundraising campaign for several local and national charities through donations at a gift-wrapping service and a drawing contest between seven international schools in Mallorca, whereby each participating school involved are granted a certain sum to donate to a charity of their choice. HFO also engages with the local homeless charity, Göteborgs Räddningsmission, every year to provide support and clothes drives during the colder months. Particularly in 2021, we donated gift cards to families that could not afford gifts to their kids and one of our restaurants also invited these families for dinner during Christmas.

During 2021, HFO also collaborated with Räddningsmissionen and Kulturlabbet on "Global Recycling Day", where people with intellectual disabilities upcycled un-sellable garments that were donated from our brands. The result was a beautiful exhibition at the centre where visitors could view personal clothing in novel and unique ways.

At WFO in Poland, the centre staff team participates in an annual, nationwide charity project called "Noble Gift", aimed at healing families in a difficult financial situation. The team organises a fundraiser amongst colleagues, selects a family participating in the project to which to give funds, prepares packages in accordance with the list of family's needs, and delivers it as a Christmas gift. As part of FLFO's annual charity programme, donations are also made each year to the Alcochete Volunteer



**AS A FIRST STEP, WE CONDUCTED AN AUDIT OF THE OUTLET, WHICH ALLOWED US TO IDENTIFY A RANGE OF IMPROVEMENT AREAS. WE ARE CURRENTLY WORKING WITH THESE RECOMMENDATIONS TO REACH AT LEAST A "GOLD" ACCESSIBILITY STATUS."**

Firefighters Protocol, in addition to offering protective equipment to the firefighters as well as the National Republican Guard.

During the Single-Use Plastic Campaign period (please refer to page 17 for more details), we donated a sum to Save the Med. Here, guests at MFO and SFO had the opportunity to actively create impact as each of their sign up to VIA's "Fashion Club" contributed €5 each to the organisation during the campaign period. Equally, at WFO, we collaborated with the City Greenery Board where we donated 5 PLN for the development of the park's biodiversity per purchase in Fashion Club daily. This led to funding the planting of 10 new trees, bird cherries, and 9 insect hotels.

Charity events and activities such as these are actively pursued across all centres, and we hope to continue driving positive impacts to and with our local communities.



# SCOPE OF THE REPORT

This report covers our sustainability progress throughout 2021, with comparisons made between 2019 and 2020, and our outlook for 2022 activities. 100% of assets are covered within both our reported and like-for-like scope. The content of this report is limited to our overarching strategy, governance and environmental and social performance surrounding our material topics. For further information on our financial performance, please refer to our website.

VIA Outlets is a non-listed company with a portfolio of over €1.7bn GAV. We have 306 employees across our operations, located in eleven countries.

Data is collected on a quarterly basis with monthly iterations. Tenant data that is not directly supplied by the centre is collected on an annual basis and for the purposes of consistency of coverage, have been excluded from this report. All

data is assured via a third-party according to AA1000 Assurance Standard (AA1000AS 2008) and the Global Reporting Initiative (GRI) G4 Reporting Principles. While the content of this report has not been externally assured, it has been cross-referenced and verified by a third-party in addition to our internal teams. For further questions regarding this report, please refer to our sustainability department at [sustainability@viaoutlets.com](mailto:sustainability@viaoutlets.com).

# €1.7 BN

**GAV WITHIN THE VIA OUTLETS PORTFOLIO**

# 306

**EMPLOYEES ACROSS OUR OPERATIONS LOCATED IN 11 COUNTRIES**





GRI DISCLOSURES

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-1 Organisational details	Legal name: VIA Outlets B.V. Nature of ownership and legal form: Page 6 Location of headquarters: The Netherlands Countries of operation: Page 2
	2-2 Entities included in the organisation's sustainability reporting	VIA Outlets B.V.
	2-3 Reporting period, frequency, and contact point	Page 24
	2-4 Restatements of information	2019 and 2020 consumption for landlord-controlled energy and greenhouse gas data have been updated due to an error in reported units for gas (m <sup>3</sup> instead of MWh).
	2-5 External assurance	Page 24
	2-6 Activities, value chain, and other business relationships	Page 2
	2-7 Employees	Page 20
	2-8 Workers who are not employees	N/A
	2-9 Governance structure and composition	Pages 6 and 9
	2-10 Nomination and selection of the highest governance body	Pages 6 and 9
	2-11 Chair of the highest governance body	Pages 6 and 9
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 6 and 9
	2-13 Delegation of responsibility for managing impacts	Pages 6 and 9
	2-14 Role of the highest governance body in sustainability reporting	Pages 6 and 9
	2-15 Conflicts of interest	There have been no reported conflicts of interest in 2021.
	2-16 Communication of critical concerns	Page 6
	2-17 Collective knowledge of the highest governance body	Pages 6 and 9
	2-18 Evaluation of the performance of the highest governance body	Pages 6 and 9
	2-19 Remuneration policies	All policies, including remuneration, are publicly available on our website.
	2-20 Process to determine remuneration	All policies, including remuneration, are publicly available on our website.
	2-21 Annual total compensation ratio	N/A
	2-22 Statement on sustainable development strategy	Page 7
	2-23 Policy commitments	Page 6
	2-24 Embedding policy commitments	Page 6
	2-25 Processes to remediate negative impacts	Page 6
	2-26 Mechanisms for seeking advice and raising concerns	Page 6
	2-27 Compliance with laws and regulations	Page 6. There were no instances of non-compliance in 2021.
	2-28 Membership associations	Page 8
	2-29 Approach to stakeholder engagement	Page 7
	2-30 Collective bargaining agreements	All employees in Belgium are covered by a Collective Bargaining Agreement. This applies to three employees.

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 205: ANTI-CORRUPTION 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Page 13
	205-3 Confirmed incidents of corruption and actions taken	There were no reported cases of corruption in 2021.
<b>GRI 3: MATERIAL TOPICS 2021</b>	3-1 Process to determine material topics	Page 8
	3-2 List of material topics	Page 8
	3-3 Management of material topics	Page 8
<b>GRI 302: ENERGY 2016</b>	302-1 Energy consumption within the organisation	Page 15
	302-4 Reduction of energy consumption	Page 15
<b>GRI 303: WATER AND EFFLUENTS 2018</b>	303-5 Water consumption	Page 16
<b>GRI 304: BIODIVERSITY 2016</b>	304-2 Significant impacts of activities, products, and services on biodiversity	Page 18
	304-3 Habitats protected or restored	Page 18
<b>GRI 305: EMISSIONS 2016</b>	305-1 Direct (Scope 1) GHG emissions	Page 15
	305-2 Energy indirect (Scope 2) GHG emissions	Page 15
	305-3 Other indirect (Scope 3) GHG emissions	Page 15
	305-5 Reduction of GHG emissions	Page 15
<b>GRI 306: WASTE 2020</b>	306-1 Waste generation and significant waste-related impacts	Page 17
	306-2 Management of significant waste-related impacts	Page 17
	306-3 Waste generated	Page 17
	306-4 Waste diverted from disposal	Page 17
	306-5 Waste directed to disposal	Page 17
<b>GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016</b>	308-1 New suppliers that were screened using environmental criteria	Page 21
	308-2 Negative environmental impacts in the supply chain and actions taken	There were no reported instances of negative environmental impacts in the supply chain in 2021.
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>	403-1 Occupational health and safety management system	Page 19
	403-9 Work-related injuries	Page 19
	403-10 Work-related ill health	Page 19
<b>GRI 404: TRAINING AND EDUCATION 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 6 and 20
<b>GRI 405: DIVERSITY &amp; EQUAL OPPORTUNITY 2016</b>	405-1 Diversity of governance bodies and employees	Page 20
<b>GRI 406: NON-DISCRIMINATION 2016</b>	406-1 Incidents of discrimination and corrective actions taken	There were no reported incidents of discrimination in 2021.
<b>GRI 413: LOCAL COMMUNITIES 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 22 and 23
	413-2 Operations with significant actual and potential negative impacts on local communities	When acquiring all assets, no significant or potential negative impacts were perceived for the local community.
<b>GRI 416: CUSTOMER HEALTH AND SAFETY 2016</b>	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	There were no reported incidents of non-compliance in 2021.

GRI DISCLOSURES

TCFD ALIGNED DISCLOSURE TABLE

	DISCLOSURE	RESPONSE
<b>GOVERNANCE</b>	Describe the board oversight of climate-related risks and opportunities.	The climate change strategy for VIA Outlets is developed and monitored by the Board of Directors, which delegates the specific issues to two working groups: the Resilience working group and the Mitigation working group.
	Describe management's role in assessing and managing climate-related risks and opportunities.	The Resilience working group assesses climate change risks (physical risks, transition risks, compliance, and disclosure risks), and is composed of the Heads of Sustainability, Operations and Legal. They advise the board on any adjustments required to the strategy, risk management, budget allocation, or overarching business plan to ensure a resilient portfolio and business. The Mitigation working group, composed of the Heads of Sustainability and Operations, monitor the company's efforts towards mitigation and stakeholder engagement on all climate-related issues, in addition to investigating climate-related opportunities on an asset-level.
<b>STRATEGY</b>	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	A scoping exercise was carried out to determine the risks that are deemed material and should be scenario tested for their impact to our portfolio as well as our sensitivity to these risks. This analysis resulted in supplementary stress tests that identified action items to address a range of physical, transition, and social risks, (please refer to page X for an overview of these material risks and related opportunities). The outcomes of these actions have then been integrated into the sustainability section of our overarching Risk Register matrix. This outlines our 12 principal risks (including Legislative and Regulatory Changes, Cybersecurity, and Sustainability).
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning.	By understanding and planning for the physical risks posed by climate change we ultimately intend to create opportunities from these risks through adaptation and mitigation strategies on an asset and corporate level. This is a focal point in our business strategy, and any actions to mitigate risks have been incorporated as a priority within our budgetary planning.
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Scenario testing is being conducted along RCP4.5 and RCP8.5 trajectories until 2100 of risks that have been determined material through a prior scoping exercise, including: drought, inland flooding, sea level rise, heat stress, wind. A component of the Sustainability Risk Register section concerns climate change risks, and we seek to ensure future proofing by finalising the ISO 14001 certification, continuing risk analyses, and refining CRREM energy intensity and emissions targets.
	Describe the factoring of climate related risks and opportunities into relevant products or investment strategies.	Over the course of 2021, the CRREM targets were incorporated into our investment plans for each asset, consolidating the results of energy audits and Heating, Ventilation and Air Conditioning inventory analyses, producing centre-specific energy and emissions efficiency pathways, as well as the investments required to stay on track.
	Describe the effect of the transition to a low-carbon economy on each product or investment strategy.	A CRREM analysis led to a revision of our original energy targets set in 2019 to ensure alignment of the entire portfolio by 2030. As our physical and transition risks may have socio-economic implications for our community, such as direct damage to assets or indirect disruption to the supply chain, we also increased our oversight and management of these risks. We are in the process of certifying all assets under the ISO 14001 by June 2022 and already have the Environmental Management System in place.

TCFD ALIGNED DISCLOSURE TABLE

	DISCLOSURE	RESPONSE
<b>RISK MANAGEMENT</b>	Describe the organisation's process for identifying and assessing climate-related risks.	We conducted ISO 14091-aligned physical-risk scenario analyses across all our centres in early 2020, which identified areas of vulnerability to the implications of future climate change. From this emerged a sensitivity and exposure risk matrix against the predicted physical risks, which follows best-case and worst-case emissions scenarios until 2100. Since the CRREM tool was released in mid-2020, we have evaluated the alignment of our assets to a 1.5°C trajectory, considering the policy, technology, and market risks that would come with an inefficient building.
	Describe the organisation's processes for managing climate-related risks.	The Sustainability Risk Register considers the execution of our sustainability strategy. Mitigation measures focus on ensuring alignment between the Group's and each centre's sustainability action plans, incentivising employees to contribute to identified target areas, incorporating green lease clauses, including sustainability sections in tenant manuals and handbooks, and further improving our tenant engagement strategy.
	Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	A deeper analysis into high-risk assets will ensure we can maximise their adaptive capacity and reduce any financial burden from physical risks in the future. The Risk Register will be updated and reviewed on a quarterly basis to adapt to any new legislation, developments, or optimisation works. This matrix forms an essential part of the business plan and is integrated into any budgetary reviews as a mandatory process.
<b>METRICS &amp; TARGETS</b>	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Using the CRREM tool as our benchmarking guidance, we have set longer-term targets to consider both our absolute Scope 1 and 2 emissions, and in addition, our intensity ratios on asset and portfolio levels. Each centre's progress towards these targets is monitored on quarterly and annual bases to ensure long term alignment, and we adjust our investment plans for each centre accordingly.
	Disclose the Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	We track both the landlord and tenant energy consumption across all our centres, allowing us to disclose all Scope 1 and 2 emissions, as well as a considerable amount of Scope 3 emissions. As we develop our emissions scoping, we have also expanded our oversight of Scope 3 emissions to increase our coverage of tenant consumption and emissions from other sources in 2021. Although we do not have operational control yet, we have expanded our indirect coverage of tenant consumption data to 90% through significant sub-metering rollouts and manual quarterly readings in 2021. Emissions reporting is a sound step forwards towards developing a further holistic decarbonisation approach. For more information on our targets, please refer to page 11.
	Disclose the targets used by the organisation to manage climate-related risks and opportunities and performances against targets.	In order to ensure that actions to mitigate identified climate risks are being implemented in a timely manner, we have a range of targets areas and years to monitor our progress against, as below: <ul style="list-style-type: none"> <li>• 2030: 50% energy intensity reduction (whole building – 2019 baseline)</li> <li>• 2030: 55% absolute GHG emission reduction (whole asset – 2019 baseline)</li> <li>• 2025: 20% absolute water reduction (whole asset – 2019 baseline)</li> <li>• 2025: 15% increase in recycling (whole building – 2019 baseline)</li> <li>• 2025: 50% assets consuming self-generated renewable energy</li> <li>• 2022: whole centre Energy data coverage 90%</li> </ul> Please also refer to page 11 for more information on our targets.

# SUSTAINABILITY REPORT 2021

