

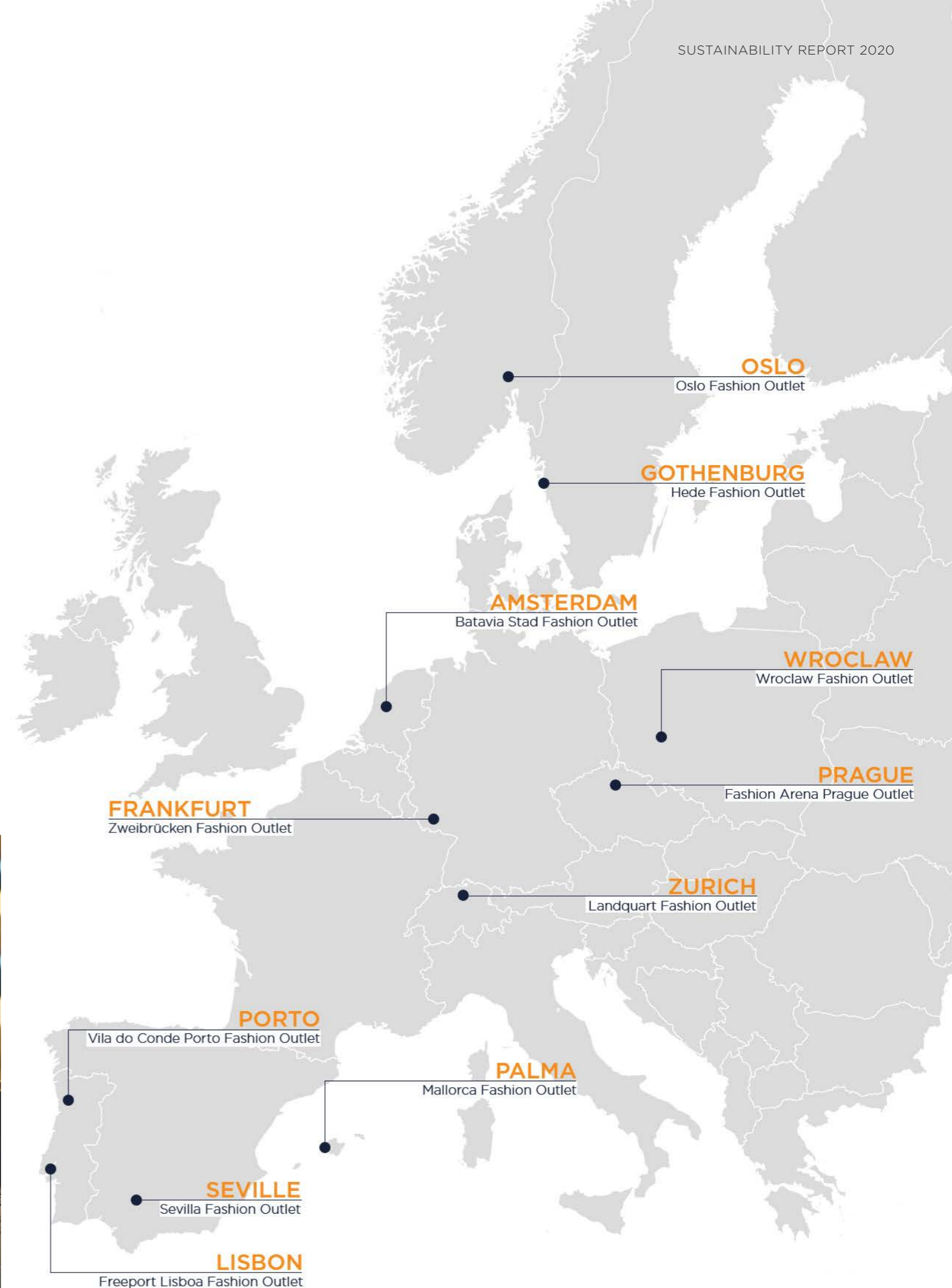


# Introduction to VIA Outlets

VIA Outlets owns and operates sustainable premium fashion outlet shopping destinations throughout Europe, serving a growing consumer demand for unique shopping experiences. Guided by our 3R strategy - remerchandising, remodelling and remarketing - we manage our portfolio maximizing long term value.

As commercial real estate and retail experts, we combine the showcasing of premium brands, the best local food and a sustainable environment to generate a lasting experience both for the national and international guest. As members of both the commercial real estate industry and the retail industry our long-term vision incorporates a sustainability journey aimed at minimizing our footprint, implementing a circular business model, maximizing employee and guest well-being and increasing awareness and expectations around sustainability with brand partners and guests, thus contributing 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

It is a great pleasure for me to present our sustainability report for 2020. Through the implementation of our 4 Pillar strategy, we have made great strides in our journey towards creating ever more sustainable and attractive outlet shopping locations for our brand partners and our guests, as demonstrated through our 5 star result in GRESB, the reduction of our environmental footprint and the setting of new ambitious climate change targets based on the industry specific and science-based carbon risk analysis CRREM.

2020 was a difficult year for our brand partners, our guests, our employees and our communities, but we adapted our activities to ensure a safe shopping experience, certifying each of our 11 Outlets under the Bureau Veritas Safer Shopping certification, and engaging with our brand partners to mitigate the negative impacts of the pandemic to the extent possible.

Despite a difficult start of the year, I am equally excited about everything that we have planned for 2021. We will be recertifying 8 of our 11 Centres under BREEAM In-Use, confident that each and every one of our Centres will improve their score, despite the more stringent standard requirements; we will be drawing out investment plans for each of our assets, aligned with our Carbon reduction pathways working towards our 2030 targets; we will be engaging more intensely with our brand partners to increase the presence of their sustainability efforts for our guests and we will be defining our long-term vision when it comes to construction and refurbishment standards in a Manifesto, aimed at creating the shopping environment of the future.

I want to thank the VIA Outlets' team and our investor APG for their tireless efforts in making VIA Outlets a leader in sustainability amongst our peers and I look forward to increasing our engagement on sustainability with our brand partners and guests, as this will undoubtedly multiply our impact and allow us to contribute to making our communities a better place to live and shop.

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 and Opportunities		Strategic priorities moving forward										
<table border="1"> <thead> <tr> <th>Broader trends</th> <th>Portfolio</th> </tr> </thead> <tbody> <tr> <td>Digitalisation</td> <td>Data Coverage</td> </tr> <tr> <td>European Green Deal</td> <td>Sustainable building</td> </tr> <tr> <td>Ageing population</td> <td>Accessibility</td> </tr> <tr> <td>Responsible consumption</td> <td>Tenant/Brand engagement</td> </tr> </tbody> </table>	Broader trends	Portfolio	Digitalisation	Data Coverage	European Green Deal	Sustainable building	Ageing population	Accessibility	Responsible consumption	Tenant/Brand engagement		Energy intensity and carbon emissions pathways Sustainable construction and refurbishment Health, safety, and wellbeing of employees, brands and guests Brand engagement on environmental footprint and responsible consumption Guest engagement on sustainability
Broader trends	Portfolio											
Digitalisation	Data Coverage											
European Green Deal	Sustainable building											
Ageing population	Accessibility											
Responsible consumption	Tenant/Brand engagement											

## 2020 Highlights

**19%**  
Total energy reduced

Excluding the impact of COVID-19, increased efficiency from almost 100% LED installations, smart meter installation rollouts, and stronger monitoring have contributed towards such stark reduction

In 2020, we increased our GRESB Score by 15% to reach 5-Star status, thanks to concerted efforts on how we manage and operate our assets in a sustainable way



**100% of assets assessed for transition and physical risks**

In early 2020, we engaged with ARUP to conduct physical climate-related risk assessments across our entire portfolio, coupled with an analysis of our stranding risk through the CRREM tool

All assets boast both a BREEAM In-Use certification in sustainable Asset Performance and a Bureau Veritas Safer Shopping certificate that is renewed every year

**100%**  
of Assets Certified

**57%**  
Emissions reduction (market based)

As of the end of 2020, 61% of our centres procured energy from renewable sources, leading to a 57% emissions reduction following the Market-Based method compared with 2019.

# Corporate

## Strategy

At VIA Outlets, we are continuously seeking to redefine the outlet shopping experience. We embrace the aspects of the physical shopping experience that guests long for, while incorporating technological and sustainable innovations which are key to creating best-in-class shopping environments of the future. We bring this vision to life through our 3-R's elevation strategy, by which we remodel, remerchandise, and re-market our outlet centres, transforming them into premium fashion outlets and creating value for our brands, guests, investors and the communities we are part of.

Remodelling involves reimagining and reinventing our physical spaces with a view to upgrading and expanding our assets, whilst future proofing our buildings in line with our operational excellence and sustainability strategy. Through a relentless focus on physical placemaking, we create welcoming spaces where our guests want to spend their time and where brands want to be. Remerchandising means elevating our brand partner mix and Food and Beverage (F&B) offering, incorporating

on-trend and aspirational brands, balancing international names with beautifully local ones. Our leasing and retail teams generate newness and excitement through a carefully curated and ever-changing brand mix reflecting the local preferences of each centres' guest profile. Remarketing entails leveraging a data and insight driven marketing strategy, developing an omnichannel retail experience and creating unique and memorable physical shopping experiences for our guests, aimed at driving qualified footfall and increasing spend per visit.

VIA Outlets' short-term perspective is to grow organically, transforming our existing portfolio in line with our vision, thus increasing Brand sales, rental income and gross asset value. Several expansion opportunities exist within the VIA Outlets' portfolio which provide ample opportunity for further value creation. In the mid-to-long term, we will be actively pursuing acquisition prospects, with a view to reposition underperforming assets in line with our strategy of creating value for all our stakeholders.






## Governance

The Group operates a decentralised, matrix organisation with employees located in each outlet centre driving operational performance and guest experience, with support and oversight provided by central Group departmental functions as outlined below.



## Ethics

VIA Outlets' reputation is built on its core values:

-  Placing our people at the heart of what we do
-  We do the right thing, always
-  We like to work in a constantly changing, fast-paced environment
-  We manage our centres with care and for a sustainable future
-  We are decisive, transparent and always collaborative

These five statements explain what is important to us and drive our behaviour and culture. 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, which are regularly updated to comply with latest industry standards and best practices, including policies on Sustainability, Data Protection, Anti-Bribery, Contracts and Compliance, Incidents and Crisis Management, amongst others, which have all been updated within the last year.

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.

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 the 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 on our key policies (internal governance: Leasing and Contracts, Compliance and Operational matters), anti-bribery and Gifts and Hospitality, Whistleblowing, Cyber Security and Data Protection and, in addition, when important changes are made to any of these policies. From 2021 onwards, we will be running a series of e-learning sessions on key topics, including one on our Code of Ethics and department-specific topics. External directors also receive the VIA Outlets' internal governance policies and their updates, in addition to our external consultants. For more information about the department specific training offered to employees, please refer to page 34.

In addition, a new whistleblowing process was implemented in late 2020 which now includes not only all employees but our stakeholders and the public as well. Appreciating the need for an impartial mechanism for advice and concerns, we have developed our Speak Up platform, an accessible online tool that provides a confidential channel to voice any misconduct or queries, without risk of retaliation. This channel is easily accessible to all internal employees as it is located on our intranet. For external stakeholders, we have a dedicated email address ([voice@viaoutlets.com](mailto:voice@viaoutlets.com)) in order to express any comments or concerns, and is found at one click from the homepage on our Group as well as all our Centre websites.

# Sustainability

## Strategy

Our sustainability strategy is based on a 4-pillar approach, which encompasses the material issues that are identified as relevant for our company and our industry:



### Sustainable Buildings

We aim to minimize the environmental impact of our buildings and contribute to limiting the global temperature increase to 1,5°C and have set emission reduction targets and energy intensity targets aligned with the Carbon Risk Real Estate Monitor (CRREM) tool. In doing so we work with all aspects of our value chain (development, operations and tenants), to become more efficient, reduce our carbon emissions and implement innovative solutions, so as to generate synergies and work with our partners towards a common goal.



### Conscious Consumers

Our strategy is to provide our guests with a sustainable and unique premium shopping experience. This means we enhance the social and environmental impacts of the experience, at different levels: transport to the centre, food & beverage options, recycling, reduction and phasing out of single use plastics, and sustainability of the products sold. On this last point, we support and encourage our brand partners in their sustainability initiatives, and we work with them and our communities to promote responsible consumption, reuse and recycling.



### Stakeholder Engagement

Our stakeholders take an active part in defining our sustainability strategy, which is why we continuously improve our reporting, 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 our understanding of 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.



### Resilient Communities

We take our responsibility towards our community - our employees, our suppliers, our tenants, our guests, and our local communities - very seriously, which is why we set ourselves ambitious standards in safeguarding their health, safety and wellbeing, and promoting accessibility in all our Centres. We also strive to create a working and shopping environment that is inclusive and embraces diversity.





































We ensure a short, medium and long-term approach, by setting long-term and medium-term targets (energy & emissions, environmental impacts related to design & construction, waste, water, health & safety, responsible consumption), with yearly Sustainable Action Plans, outlined in our Goals section.



ZWEIBRÜCKEN FASHION OUTLET

# Materiality

Our materiality is defined by the two sectors we are part of and the environmental and social impacts these generate, with our commitment extending beyond regulatory compliance. The first sector is commercial real estate, where our environmental footprint, our energy consumption and GHG emissions, our impact on the health and safety of our employees, tenants 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. All of the issues we deem material are managed through our sustainable governance processes outlined below, 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 (with the latest review being in 2020). This Policy applies to the entire portfolio, and we monitor progress on our core issues through the short, medium and long-term goals we set in the following table:

Category	Subcategory	Boundary	Sustainable Development Goals
Environmental Performance	Air quality	Portfolio	   
	Asset design, materials, sourcing, and construction	Portfolio	  
	Ecological impact	Portfolio	    
	Energy efficiency and emissions	Portfolio	  
	Green mobility	Guests	 
	Physical impacts of climate change	Portfolio	
	Sustainable asset management	Portfolio	  
	Waste	Portfolio	 
	Community relations	Guests	 
Social Capital	Diversity and equality	Portfolio	 
	Health, safety, and wellbeing	Portfolio	
	Supply chain management	Critical suppliers	
Governance	Business ethics	Portfolio	  
	Risk management	Portfolio	   

# Governance

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

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

This taskforce meets monthly to discuss overarching progress in the day-to-day management and implementation of the strategy and the achievement of our annual sustainability goals, in addition to approving

any supplementary actions required to help us reach our long-term targets. This taskforce is then split into focus groups depending on their area of expertise, who meet regularly to ensure the continuation of various projects.

A core aspect of our sustainability progress comes directly from our centres: each Centre has a sustainability champion that is responsible for the coordination and smooth running of sustainability projects, as well as informing and engaging employees and brand partners. In addition, progress on the sustainability strategy and targets are reported to our shareholders on a quarterly basis.

Finally, all employees both at Group and Centre level are subject to sustainability targets, which influence their annual bonus, thus ensuring the entire workforce contributes through its skills and responsibilities to the achievements of the group's key sustainability goals.



ZWEIBRÜCKEN FASHION OUTLET



## Stakeholder Engagement

Our stakeholders take an active part in defining our sustainability strategy, which is why we continuously improve our reporting, engage with them 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 their input and integrating that within our day-to-day operations is therefore an essential aspect of our sustainability strategy and a core part of our overarching business plan. Our stakeholders are consulted regularly through surveys and one-to-one meetings on any major decisions or materiality realignments, or to the portfolio itself.

## Reporting and Benchmarks

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 an excellent indicator of overall performance.

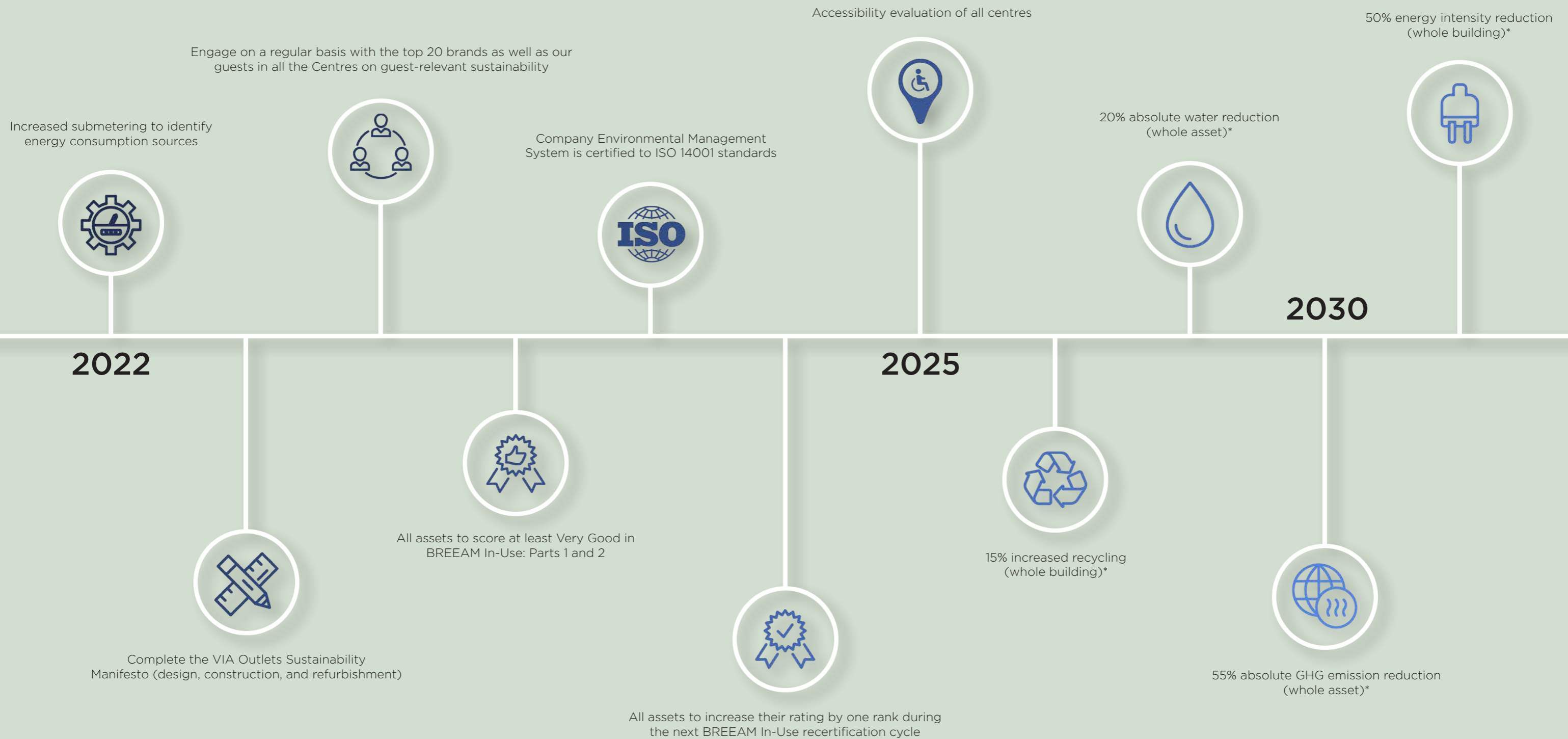


On a portfolio level, we have benchmarked ourselves against our peers for the fourth year running through our engagement with the Global Real Estate Sustainability Benchmark (GRESB). Through diligent adjustments to our current management and operations, we have reached a 5-star rating in the latest 2020 GRESB evaluation. We aim to maintain our 5-star rating in the coming years while we continue to set ambitious targets and stay up to date with the latest operational best practices. In addition, we endeavour to align ourselves to internationally recognised standards, ranging from the Sustainable Development Goals (SDGs), Global Reporting Index (GRI) and the Carbon Risk Real Estate Monitor (CRREM).

On an asset level, 100% of the portfolio has been certified in BREEAM In-Use Part 1: Asset Performance, since 2018. Post-certification, we continue to improve our assets through a variety of optimisation projects, enabling us to increase the sustainability performance of our buildings ahead of our next recertification cycles.

# Goals

We have set the following sustainable goals in line with our strategy and expectations for the future:



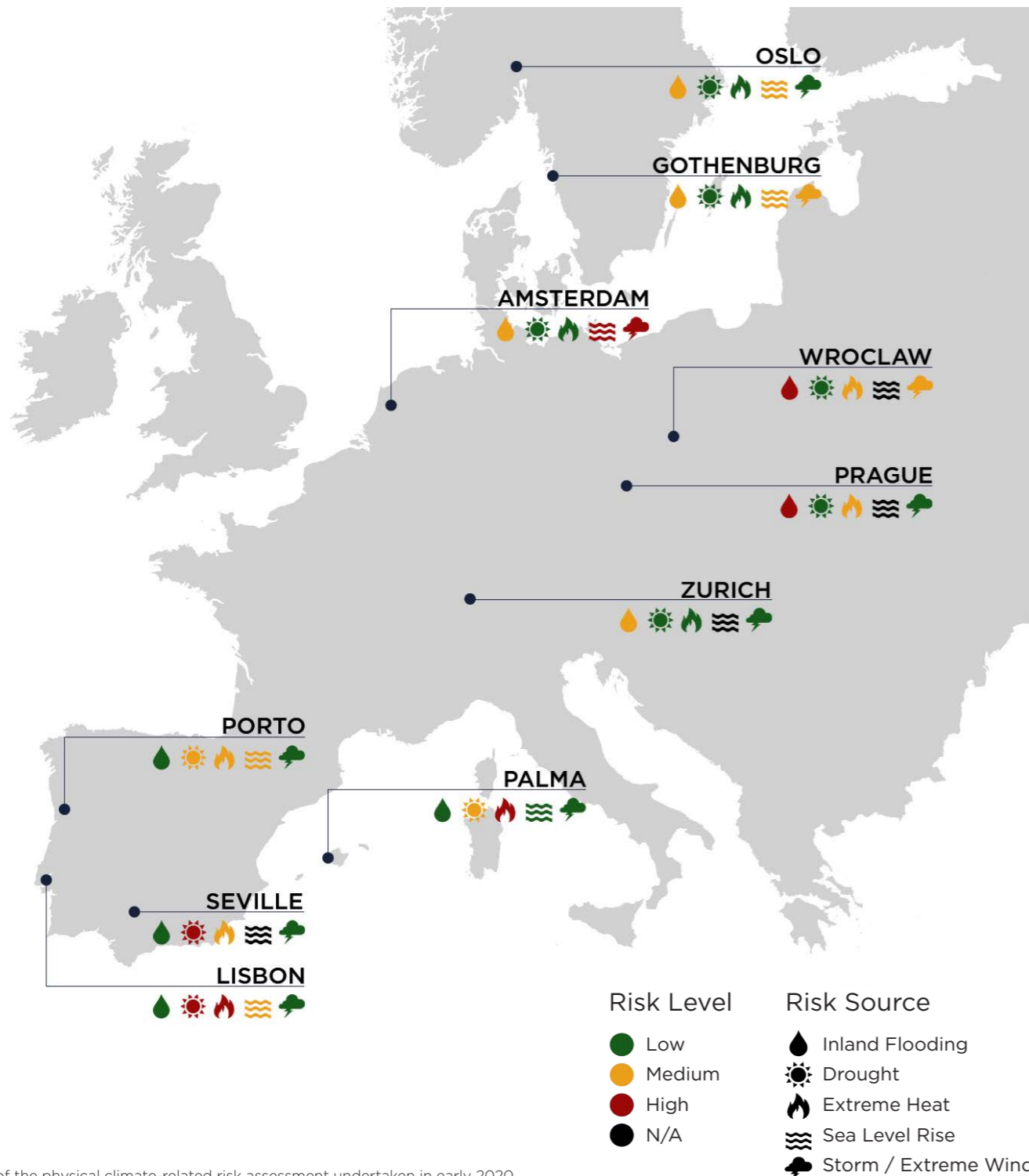
\*2019 as baseline

These goals are reviewed and expanded upon annually to ensure we are remaining competitive against latest industry and best practices.

# Environment and Climate Change

## Strategy

The impacts from climate change are already being experienced globally. We are fully committed to embedding climate change into the heart of our strategy and reporting on our progress alongside the Taskforce on Climate-Related Financial Disclosure (TCFD) guidelines. Our ultimate intention is to understand and plan for the physical risks posed by climate change whilst creating opportunities from these risks through adaptation and mitigation strategies on an asset and corporate level. This has become a focal point in our business strategy, and any actions to mitigate risks have been incorporated as a priority within our budgetary planning.



Results of the physical climate-related risk assessment undertaken in early 2020

As a necessary first step, we conducted physical climate-related risk scenario analyses across all our centres in early 2020 to identify areas of vulnerability to the implications of future climate change, in line with ISO 14091 standards. This has provided us with a sensitivity and exposure risk matrix against the predicted physical risks following best-case and worst-case emissions scenarios until 2100. We have used this preliminary analysis to enhance our internal approach to climate change (particularly our risk management process, governance and strategy), with the intention of a deeper analysis into the highest risk assets in 2021 to ensure we can maximise their adaptive capacity and reduce any financial burden from physical climate-related risks in the future.

Furthermore, we recognise our responsibility to transition to the low carbon economy given the large contribution of the built environment towards global emissions. Since the release of the Carbon Risk Real Estate Monitor (CRREM) tool in mid-2020, we have evaluated the alignment of our assets to a 1.5°C trajectory, taking into account the policy, technology

and market risks that would come with an inefficient building. This analysis has led to a revision of our original energy targets set in 2019 to ensure alignment of the entire portfolio by 2030 (see our new energy and emissions targets).

Over the course of 2021, the CRREM targets will be incorporated into our investment plans for each asset, taking into consideration the results of energy audits and HVAC inventory analyses, producing energy and emissions efficiency pathways for each one, as well as the investments required to stay on track.

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 will also be increasing our oversight and management of these risks. We have initiated a plan to certify all our assets under the ISO 14.001 and our risk register will include environmental and climate change risks to better track any future risks that may be posed with the transition to a low carbon economy and create opportunities from these risks accordingly.

## Governance

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.

The Resilience working group, composed of the Heads of Sustainability, Operations and Legal, monitors and assesses climate change risks (physical risks, transition risks, compliance and disclosure risks). This working group advises 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, as well as investigating climate-related opportunities on an asset-level.

## Risk Management Process

Since early 2020, VIA Outlets established a set process for identifying and assessing climate-related risks. A scoping exercise was carried out to determine what risks are deemed material and should be scenario tested for their impact to our portfolio and our sensitivity to these risks. This analysis then resulted in the supplementary stress tests indicated below.



Risk	Physical	Transition: Energy Efficiency	Transition: Carbon Footprint	Transition: Supply Chain	Transition: Legislation	Transition: Transport	Social: Health & Safety	Social: Crisis Management	Social: Reputation
Action	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 six weeks
Mitigation & Opportunities	Financial impact assessment into all assets and in-depth mitigation analysis into selected centres in 2021.	New 2030 energy and emissions targets. Energy audits and other surveys to ensure alignment to with asset pathways and comply with 2030 targets.	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	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	Electric Vehicle charging stations installed at every centre	Revised Health and Safety policy both internally and externally. Further Health and Safety training to come in 2021.	Provisions for climate-related risk included within Crisis Management Plan	Any potential risks are discussed within the monthly meetings and will be incorporated into the risk matrix. Continued marketing of climate-related risks through awareness events at centre level
Status	In progress	Complete	Complete	In progress	In progress	Complete	In progress	Complete	Ongoing

Once these actions are completed, the results will be compiled into an overarching risk matrix which will be updated and reviewed on a quarterly basis as new legislation, developments or optimisation works take place. This matrix will form an integral part of the business plan and will be integrated into any budgetary reviews as a mandatory process.



## Metrics and Targets

As we roll out our climate risk mapping and management processes, we have refined our previous targets to ensure that we are aligning with the future implications posed by climate change. Using the CRREM tool as our benchmarking guidance, we have set our longer-term science-based targets to take into account both our absolute emissions and our intensity ratios on an asset and portfolio level. We have also adapted our approach to not only include our Scope 1 and 2 emissions, but also the Scope 3 emissions produced by our brand partners to encompass the whole building emissions. Each centre's progress towards these targets is monitored on a quarterly and annual basis to ensure long term alignment, and we adjust our investment plans for each centre as a result. As we develop our emissions scoping, we will expand our oversight of Scope 3 emissions to include other sources as well. For more information on the targets that we have set, please refer to page 17.



55% absolute GHG emission reduction  
(whole asset)\*



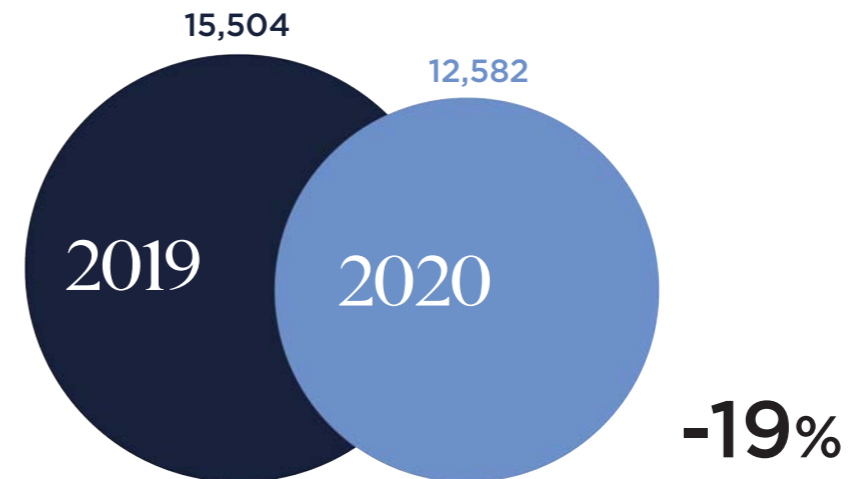
## Energy and Emissions

We track both the landlord and tenant energy consumption of all our assets with a view to understanding consumption trends and devising strategies and concrete actions to reduce our consumption, in line with our targets. Notwithstanding interruptions to standard operations as a result of COVID-19, 2020 saw an overall decrease of Landlord energy consumption of our portfolio of 19% reduction compared with 2019. When normalising the data to omit any consumption days affected by closures due to COVID-19 on a like-for-like basis, the portfolio continued to exceed its 5% reduction targets, resulting in a consumption reduction of 9% - a promising trend for future reductions. Of this consumption, the majority(84%) comes from electricity. The remainder of our energy consumption comes from district heating (14%) and natural gas (2%).

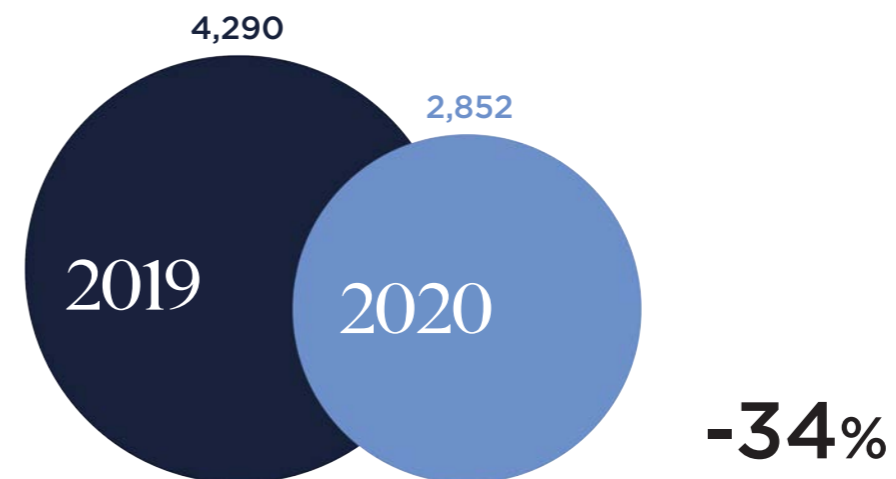
This reduction can be attributed to the many targeted investments towards improving our environmental footprint that took place at our centres during late 2019 and 2020. This included energy monitoring measures such as the installation of smart-meters and submeters, as well as energy efficiency measures such as installing LED lighting and sensors. To continue our successful reduction plan alongside the targets set, we will be continuing further specific improvements into 2021.

In 2020, VIA Outlets produced 2,852 tonnes of emissions in Scopes 1 and 2; a reduction of 34% compared with 2019. This drops to 1,585 tonnes when assessing the footprint following the market-based method, thanks to our increasing procurement of green electricity. In total, 61% of our centres are supplied by renewable energy sources, which we hope to exceed year-on-year as we investigate our onsite generation and offsite procurement potential.

**Total Energy Consumption in Landlord-Controlled Areas (In MWh)**



**Location Based Greenhouse Gas Emissions - Scopes 1 and 2 (in TCO<sub>2</sub>e)**



However, our portfolio footprint is not limited to the emissions we directly produce. We aim to increase the scope of Scope 3 emissions year on year, starting with our tenants. At present, we oversee 100% of our tenant energy consumption activity in Hede Fashion Outlet, Oslo Fashion Outlet, and Wroclaw Fashion Outlet, with an average of over 60% across all centres which we hope to increase year after year through greater tenant engagement strategies and our Green Lease Clauses, which came into inception in 2018. These clauses are a mandatory feature when signing or renewing any lease contracts, and as of the end of 2020, we successfully onboarded 28% of our tenant portfolio onto these contracts.



## Sustainable Construction

Due to our operations, construction within our centres is a material issue that we aim to conduct in a sustainable way. We manage our efforts through the updated works manual, applicable for each centre, which includes stricter criteria and training for contractors, such as asking them to report on construction waste produced and reuse material where possible.

Similarly, efficient environmental performance is a primary focus within our store design process and with any construction work that may be underway on site by our tenants. We encourage all tenants to conform to the guidelines outlined in our Tenant Design Guide when conducting any building operations or maintenance work. This Manual was implemented in 2018, updated in 2020, and will be an active part of our strategy moving forward. Any work is conducted with the vision of being operated and maintained in an environmentally sustainable manner with minimal energy and resources consumption, while maximising waste recycling during the process. By implementing this Manual, we ensure efficient environmental practices continue into our tenants' operational activities in the future.

All our major refurbishment, redevelopment and extension work are also produced in line with the

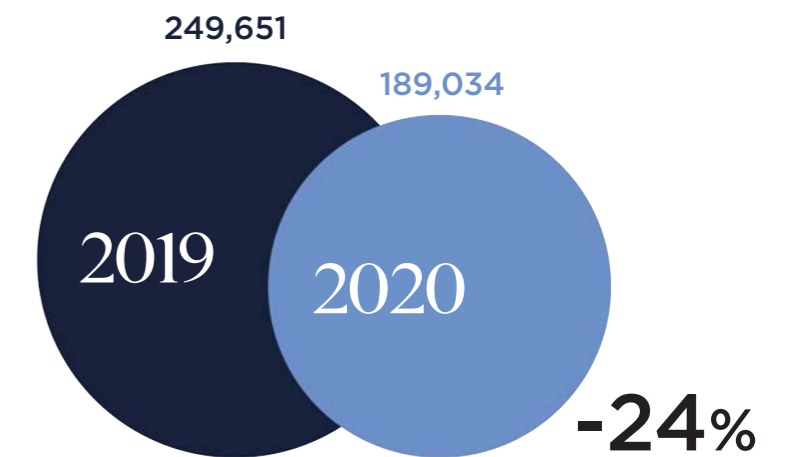
relevant accreditation schemes, be it BREEAM New-Construction, LEED or WELL. This is an important factor for us to ensure that our buildings are constructed to operate in the most sustainable way, both environmentally and from a health and wellbeing perspective of our building occupants and users. Such an example includes the remodelling and extension of Hede Fashion Outlet, completed in October 2019 and in the process of achieving LEED GOLD level. This added 2,376 sq.m of GLA and resulted in a 37% like-for-like increase in footfall during the last three months of 2019. Similarly, Sevilla Fashion Outlet opted for BREEAM and WELL certifications to evaluate their new office fit-out, achieving Very Good and GOLD certificates respectively, and is predicted 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 2021 and 2022 VIA Outlets will be working on a Sustainability Manifesto, which will represent the lighthouse the company will use as guidance for its new construction, extension and refurbishment activities, bringing our ambition to become a leader in sustainable commercial real estate to life while offering brand partners and guests the sustainable shopping environment of the future.

## Water

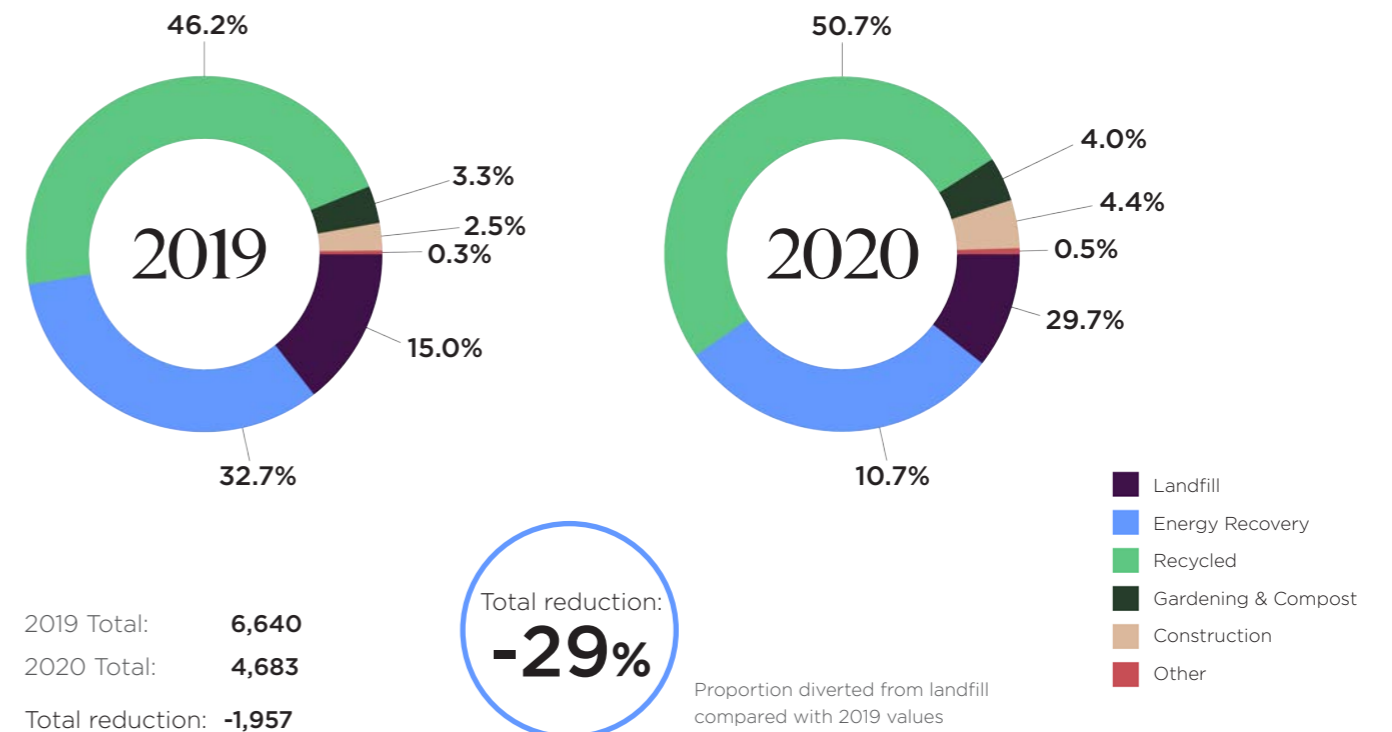
While we do not consider water consumption to be material for our portfolio as a whole, we are conscious of the fact it is a relevant issue in the markets with a risk of water shortage and we want to monitor and reduce our water consumption as a measure of efficient resource management. The primary sources of our water consumption are public bathrooms and irrigation. Our overall water consumption declined in 2020 by 24% compared with 2019 thanks to best practices such as upgrading sanitary equipment to lower water-use alternatives and installing leak detection measures.

Whole Centre Water Consumption (in m<sup>3</sup>)



## Waste

VIA Outlets is committed to increasing its recycling rates in all Centres, while reducing the overall waste produced to increase our contribution towards the circular economy and reducing 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.



Despite the rise in PPE and single-use plastics over the COVID-19 period, we are pleased to state a 29% reduction in overall waste consumption with a 9% increase in recycling rate compared to 2019, and a diversion from landfill rate of 89% in 2020.

These declines were made possible through focused action plans and workshops, especially with tenants. In particular, we developed stronger partnerships with our F&B tenants over 2020 to better engage our centres in the circular economy approach and review how we can organise our food waste more efficiently whilst discouraging plastic use in our centres. For more information on our engagement with tenants on this subject, please refer to page 35.

## Transportation

Shifting sustainable transportation practices has become a priority for VIA Outlets in recent years, and a perspective we encourage our consumers to consider, to reduce our overarching carbon footprint and improve the air quality in and around our centres. 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, such as electric vehicle charging capacity. As a result, all centres but one now boast electric vehicle charging stations to encourage this sustainable transportation method to our visits – an increase of 15% compared with last year. A specific example is Oslo Fashion Outlet, which became a pioneering centre in electric vehicles, increasing its coverage from four chargers to 44 chargers over the course of 2019. This encourages 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. As of 2020, we have enrolled in an offsetting scheme through Tree Nation to offset 100% of the CO<sub>2</sub> emissions generated by our 2020 corporate travel activities, capturing 2,256 tonnes of CO<sub>2</sub> that was otherwise emitted. 2,820 Bombax ceiba trees were planted as part of the Eden Project in Nepal, spanning over 2.82 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 as corporate travel resumes in 2021 to ensure our positive contribution to the planet.





# Social Capital

## Health, Safety, and Wellbeing

During this unprecedented year, the health, safety and wellbeing of all our employees, tenants and guests became our top priority. From February 2020 onwards, we engaged with International SOS to be able to accurately report on the status in each local area and provide the materials and training needed onsite and via eLearning platforms to keep our centres safe. Weekly calls took place with all centre managers, in addition to a separate weekly executive call to ensure the business continuity plan was kept up to date as well as tenant communications.

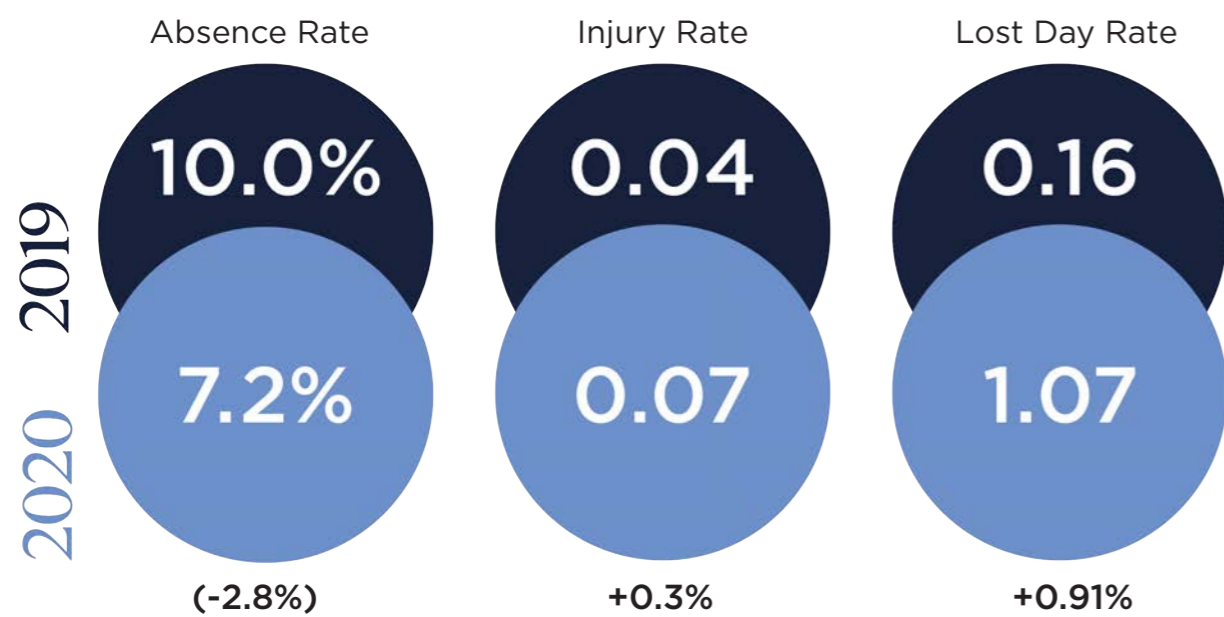
This certification evaluates health, safety and wellbeing criteria including mental health, policies, risk assessments, amongst others. It was awarded to all centres across the portfolio in July 2020, with regular recertifications every six months.

In parallel, we revised and introduced country and centre specific Health and Safety policies, including topics such as safety culture, procedures and legal requirements. To better integrate this upgraded policy, we introduced an additional checklist which monitors training, risk assessments, and any audits required. This checklist is reviewed every six months through an internal audit. Moreover, a separate health and safety policy was included within our Induction Handbook as detailed on page 35 to ensure all contractors and suppliers onsite also acted in accordance with our regulations.

Key health and safety metrics are monitored on an annual basis. The 2020 and 2019 comparative results can be seen below:



The Bureau Veritas Safer Shopping certification was introduced to ensure a safe working and shopping environment for employees and guests.



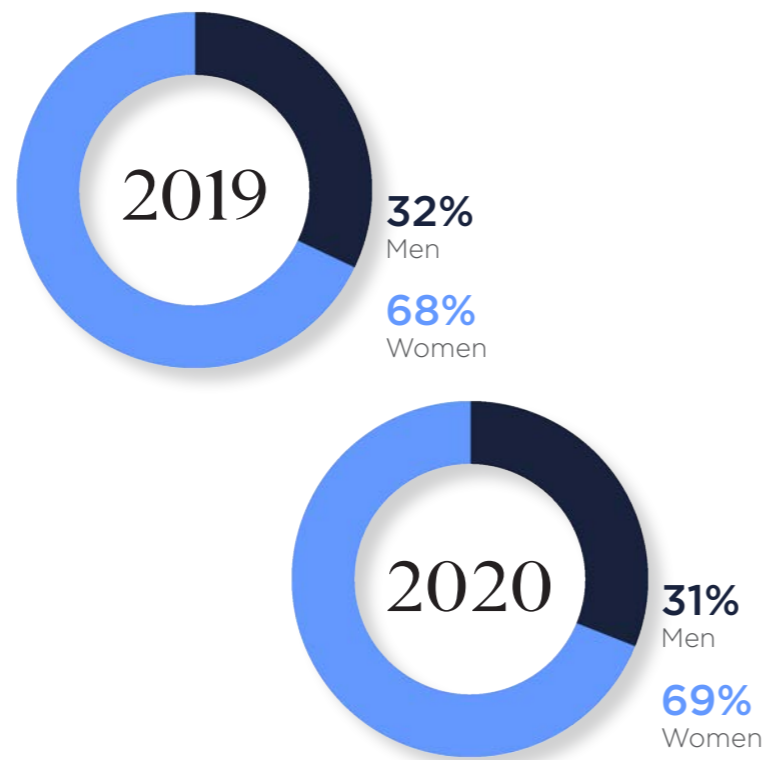
Occupational Health and Safety Statistics in 2020 compared with 2019. The increased injury and lost day rates represent two separate car incidents that occurred in 2020. Please note that the absence rate excludes long term illnesses.



## Our Employees

The VIA Outlets Corporate Strategy seeks to ensure that VIA Outlets complies with International and national legislation, labour regulation according to International Labour Organisation (ILO) standards and treaties, while providing a working environment that both protects our staff and allows them to thrive.

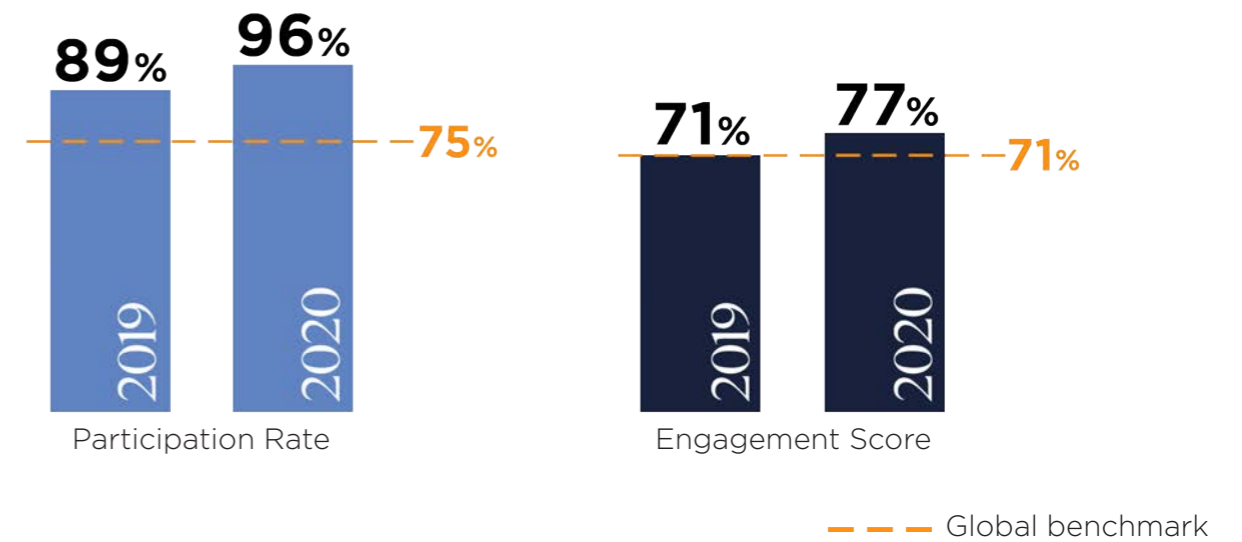
At VIA Outlets, we aim to recruit talented and engaging individuals to be part of our Group and centre teams. Diversity and equal opportunities are key to successful talent attraction and management. Our approach to talent management and development is to focus on creating high performing teams, who deliver at their best, who are engaged, committed and successful. Our simple talent framework helps the identification of high potential talent, critical roles, successors of these critical roles, and accompanying development plans under our development tool, "My Growth". 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.



Gender distribution of all employees, including executive team.

Our employee engagement programme focuses on creating sustainable careers in a sustainable environment. Every year, our annual satisfaction 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 both our strengths and areas to improve the mental and physical health and wellbeing of our direct employees, to help reinforce our programme in the years to come.

### Employee Engagement Survey



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 through regular check-ins, recognition and feedback. We also plan to focus on ensuring our teams' feel they have the right work-life balance throughout 2021 to address any feedback raised during the 2020 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 8, all employees undergo extensive training on our policies and operations

as part of the induction plan, particularly concerning Anti-Bribery training and 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, in 2020 we successfully delivered face-to-face DISC profile training for 32 employees across two locations (totalling to 96 hours), which will be resumed in 2021 after suspension from COVID-19. From 2021 we will be offering more specialised training programmes, including Health and safety, finance, and fraud.

## Our Brand Partners

We consider our brand partners an essential in the environmental, operational and reputational success of our centres, and believe they play a significant role in the transition of our centres towards a more sustainable future. As a result, we practice and promote our values through effective engagement based on positive collaboration, policies and open communication.

Meetings are undertaken monthly with all brand partners and at all centres. These provide a collaborative forum to discuss any topics on the sustainability agenda, including the environmental performance of the centre, as well as 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 have distributed an updated version of our tenant handbook to all brand partners, new and current, over 2020 so that they remain vigilant of our sustainable priorities and strategy alongside which we operate.

Finally, the satisfaction of our tenants remains at the core of our values, in 2020 more than ever due to the ongoing health crisis. Aside from weekly COVID-19 briefings, we engage with our tenants through surveys across the portfolio to ensure their health and well-being remains a top priority. 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 per centre to increase the satisfaction of our tenants 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 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. In doing this, 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 Community

At VIA Outlets, as well as making good business sense, 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. We take advantage of all aspects of the consumer experience to bring greater appreciation on sustainability.

We are conscious of the impact of our centres within the community and the value they may add; that they are not just a hub for shopping and leisure but a place where our surrounding communities can connect. As such, 2020 has been an eye-opening year - it has highlighted the vitality of community spirit when it is impossible to connect face to face.

100% of assets continued to engage with their communities throughout 2020 in a variety of ways, with notable highlights including:

### Environmental Awareness

While we have not been able to hold as many events in our centres this year due to the ongoing COVID-19 pandemic, we have made small operational changes to our centres to benefit the local community.

As mentioned on page 28, we hope to bring awareness about the importance of recycling by eliminating single-use plastics from the F&B zones and ensuring we have appropriate bins in the common areas to allow for multiple stream recycling. Taking this further, Fashion Arena Prague Outlet has created a composting and water harvesting zone in their centre for F&B biowaste management, plus a mini-retention tank which is used to water the newly created vegetable garden: the produce of which will be used by employees and brand partners.



Fashion Arena Prague Outlet - Composting and water harvesting zones

### Circular Economy

To further reduce our sector-specific impact on the environment, many centres have installed clothes bins within the centres so that guests can donate unwanted textile items. These are then upcycled or donated to charities as mentioned below. In Wroclaw Fashion Outlet in particular, they have a partnership with the Polish-Dutch brand, Deko Eko, who upcycle old marketing material. For example, one outdoor marketing balloon and four windbreakers produced 37 upcycled products, including backpacks, bumbags and shopper bags. This exercise was undertaken in parallel with their November Zero Waste challenge, as per the below.



Wroclaw Fashion Outlet - Upcycled totes



Wroclaw Fashion Outlet - Bicycle racks

### Mobility

All centres are accessible by public transportation to major connections in the area. As of 2020, every centre is equipped with sufficient electric vehicle charging stations, and we look to increase the number of these stations as demand increases.

Finally, all centres have well lit, secure cycle racks installed, providing the option to travel by bicycle.

## 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. To assist with encouraging our wildlife back to its original habitat, we have begun installing bird boxes and insect hotels at selected centres and have a projects underway to build beehives at our Nordic centres in 2021. Through these actions, we hope to increase the ecological value of our centres and give back to community in more ways than one. Moreover, in 2020 Wrocław Fashion Outlet worked with a local start up Dotlenieni and the centre's Fashion Club members to plant a forest in Wrocław. Every purchase or referral through the Fashion Club card during September 2020 led to one tree planted in Wrocław. In total, Wrocław Fashion Outlet will be planting 2,500 trees, and acquired 1,900 new members to the Fashion Club.



LANDQUART FASHION OUTLET

## Scope of the Report

This report covers our sustainability progress throughout 2020, with comparisons made between 2019 and our outlook for 2021 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 €1.5 billion. We have 284 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).

## 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 despite the ongoing pandemic, with a few prominent examples from selected centres listed thereafter. Every year, Hede Fashion Outlet engages with the local homelessness charity, Göteborgs Räddningsmission, to provide support and clothes drives during the colder months. Similarly, Mallorca Fashion Outlet holds a Christmas fundraising campaign for several local and national charities through the following actions: donations at a gift-wrapping service (raising 1,500) and a drawing contest between seven international schools in Mallorca, whereby the winner of each of the three year groups involved were granted 1,000 to donate to a charity of their choice. The rest of the participating schools

received 500 for the same purpose, resulting in a total of 6,500 raised from the campaign. At Wrocław Fashion Outlet in Poland, the centre staff team participated in an annual, nationwide charity project called "Noble Gift", aimed at helping families in a difficult financial situation. The centre team organised a fundraiser amongst colleagues, selected a family participating in the project to which to give funds, prepared packages in accordance with the list of family's needs and delivered it as a Christmas gift. A final example includes Freeport Lisboa Fashion Outlet's efforts. As part of their annual charity programme, they donate an annual sum of money to the Alcochete Volunteer Firefighters Protocol, offering also protective equipment to the firefighters as well as the National Republican Guard.

## GRI Disclosures

INDICATOR	ISSUE	REFERENCE
<b>Organisational profile</b>		
102-1	Name of the organisation	VIA Outlets B.V.
102-1	Activities, brands, products, and services	Page 1
102-3	Location of headquarters	The Netherlands
102-4	Location of operations	Page 1
102-5	Ownership and legal form	Page 7
102-6	Markets served	Page 1
102-7	Scale of the organisation	Page 33, 40
102-8	Information on employees and other workers	Page 33, 40
102-9	Supply chain	Page 35
102-10	Significant changes to the organisation and its supply chain	Page 35
102-11	Precautionary principle or approach	We apply a precautionary principle to all of our activities
102-12	External initiatives	N/A
102-13	Membership of associations	N/A
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Page 3
<b>Ethics and integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Page 8
102-17	Mechanisms for advice and concerns about ethics	Page 8
<b>Governance</b>		
102-18	Governance structure	Page 7
<b>Stakeholder engagement</b>		
102-40	List of stakeholder groups	Page 16
102-41	Collective bargaining agreements	All employees in Belgium are covered by a Collective Bargaining Agreement. This applies three employees.
102-42	Identifying and selecting stakeholders	Page 16
102-43	Approach to stakeholder engagement	Page 16
102-44	Key topics and concerns raised	Page 16
<b>Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	Please refer to our financial statement, available on our website
102-46	Defining report content and topic boundaries	Page 40
102-47	List of material topics	Page 12
102-48	Restatements of information	There have been no restatements for 2020
102-49	Changes in reporting	The 2020 annual report is publicly available and aligned to GRI's Core Standards.

102-50	Reporting period	VIA Outlet's reporting year covers 01/01/2020 until 31/12/2020. There are comparisons throughout with our performance in 2019 and references to our outlook in 2021.
102-51	Date of most recent report	Published in Q2 2021 referring to the 2020 reporting year.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	<a href="mailto:sustainability@viaoutlets.com">sustainability@viaoutlets.com</a>
102-54	Claims of reporting in accordance with the GRI standards	This report has been written in accordance with the GRI Core Option Standards
102-55	GRI Content index	Page 41
102-56	External assurance	External assurance has not been conducted for this report but the content has been externally verified by a third-party consultant and internally assured. All consumption data has been externally assured according to AA1000AS 2008 standards.

**Management approach**

103-1	Explanation of the material topic and its boundary	Page 12
103-2	The management approach and its components	Page 12
103-3	Evaluation of the management approach	Page 12

**Anti-corruption**

205-2	Communication and training about anti-corruption policies and procedures	Page 8
205-3	Confirmed incidents of corruption and actions taken	There were no reported cases of corruption during the reported year

**Energy**

302-1	Energy consumption within the organisation	Page 25
302-4	Reduction of energy consumption	Page 25

**Water and effluents**

303-5	Water consumption	Page 28
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**Biodiversity**

304-3	Habitats protected or restored	Page 39
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**Emissions**

305-1	Direct (Scope 1) GHG emissions	Page 25
305-2	Energy indirect (Scope 2) GHG emissions	Page 25
305-5	Reduction of GHG emissions	Page 25

**Waste**

306-3	Waste generated	Page 28
306-4	Waste diverted from disposal	Page 28
306-5	Waste directed to disposal	Page 28

## GRI Disclosures

### Environmental compliance

307-1	Non-compliance with environmental laws and regulations	There were no instances of non-compliance in 2020
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### Supplier environmental assessment

308-1	New suppliers that were screened using environmental criteria	Page 35
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### Occupational health and safety

403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 31
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### Training and education

404-1	Average hours of training per year per employee	Pages 8, 33, 34
404-2	Programmes for upgrading employee skills and transition assistance programmes	Pages 8, 33, 34
404-3	Percentage of employees receiving regular performance and career development news	Pages 33, 34

### Diversity and equal opportunity

405-1	Diversity of governance bodies and employees	Page 33
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### Non-discrimination

406-1	Incidents of discrimination and corrective actions taken	There have been no reported incidents of discrimination in 2020.
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### Local communities

413-1	Operations with local community engagement, impact assessments and development programmes	Page 37
413-2	Operations with significant actual and potential negative impacts on communities	When acquiring all assets, no significant or potential negative impacts were perceived for the local community

### Customer health and safety

416-1	Assessment of the health and safety impacts of product and service categories	Page 31
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of non-compliance in 2020

### Socioeconomic compliance

419-1	Non-compliance with laws and regulations in the social and economic area	There were no incidents of non-compliance in 2020
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