



# 2020 CSR EPRA REPORT

05/07/2021



**gec1na**

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# FOREWORD

Gecina has implemented the EPRA sustainability BPR since 2012.

In addition to the detailed information published in the [2020 Universal Registration Document](#), Gecina has decided to edit this document in order to give easy access to performance measures indicators recommended by EPRA and following the EPRA Best Practices Recommendations on Sustainability Reporting Guidance of September 2017.



# ENVIRONMENTAL SUSTAINABILITY PERFORMANCE MEASURES

05/07/2021

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# Reporting scope and methodology (1/2)

## ➤ SCOPE

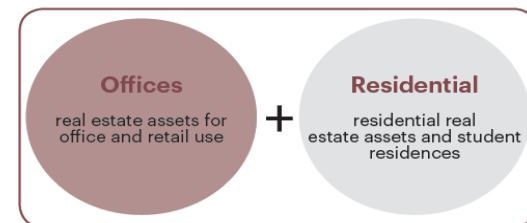
The scope covers all businesses operationally controlled by Gecina in France from January 1 to December 31 of the reporting year.

## ➤ SCOPE OF AREA

Commercial and office surface area refers to gross leasable area (GLA), in other words that means private surface area and the rented surface of communal areas;

Residential surface area refers to the net floor area (NFA) rented.

The adopted office and residential surface areas are:

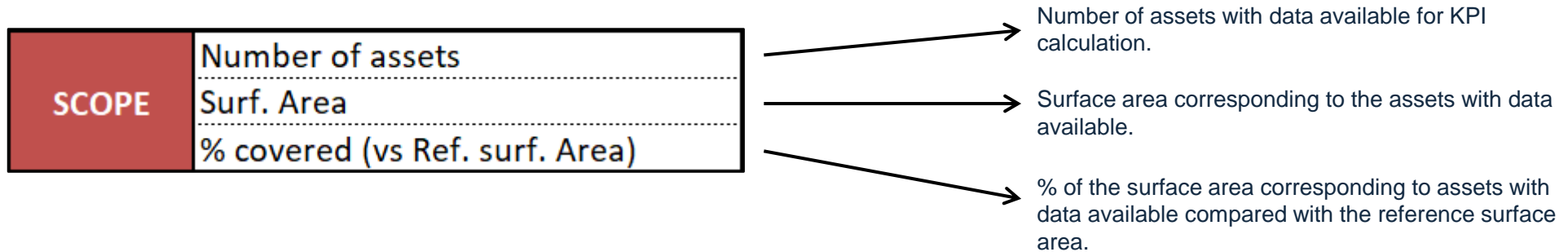


CSR REPORTING SCOPE

			GROUP		OFFICE		RESIDENTIAL	
			2019	2020	2019	2020	2019	2020
SCOPE	Surface area	Sq.m	1,693,784	1,701,279	1,275,233	1,279,182	418,551	422,097

# Reporting scope and methodology (2/2)

## ➤ KPI Scope



### Number of assets with data available for KPI calculation:

- An asset is considered in operation for Y if it is included with the properties from January 1 of year Y until December 31 of year Y and if its occupancy rate is higher than 50%. Assets sold in year Y are thus directly excluded from the scope.
- Acquisitions and deliveries that took place in year Y are only effectively taken into account as part of properties from year Y for the certification indicators.

# Energy and GHG emissions – (1/6)\*

## ➤ Further information on indicators' SCOPE

As Gecina has no control over the completeness of fluid meters, the data collection and reporting period has been shifted in order to ensure the most comprehensive monitoring possible of the relevant indicators (i.e energy consumption, GHG emissions, water consumption and waste volume). Therefore, for year Y the reporting period is from 10/01/Y-1 to 09/30/Y for these indicators.

## ➤ Methodology

Energy and GHG emissions data reported in this report are not adjusted by degree days methodology. They are based on real consumption (i.e. bills). When this is not possible, for some residential for example, EPD method is used for estimations.

Gecina reports in accordance with the GHG protocol, which breaks down the operational scope of the greenhouse gas emissions of an organization into three scopes :

- Scope 1: direct emissions linked to the combustion of fossil fuels of resources owned by the company
- Scope 2: indirect emissions linked to the purchase or production of electricity and heating and cooling
- Scope 3: indirect emissions related to energy consumed but not controlled by Gecina

Since 2015, GHG emissions factors comes from Bilan Carbone® method developed by ADEME, the French Environment and Energy Management Agency.

\* *Elec-Abs/LfL , DH&C-Abs/LfL, Fuels-Abs/LfL, GHG-Dir-Abs/LfL, GHG-Indir-Abs/LfL, Energy-Int, GHG-Int*

# Energy and GHG emissions – Group (2/6)\*

## ➤ Results (1/4)

GROUP			TOTAL						OWNER						TENANT					
Indicator			Absolute			Like-for-Like			Absolute			Like-for-Like			Absolute			Like-for-Like		
			2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		179	168	-6,1%	161	161	0,0%	118	109	-7,6%	105	105	0,0%	61	59	-3,3%	56	56	0,0%
	Surf. Area	sq.m	1 644 573	1 647 619	0,2%	1 505 536	1 505 536	0,0%	1 049 993	1 063 500	1,3%	992 715	992 715	0,0%	606 408	584 119	-3,7%	512 821	512 821	0,0%
	% covered (vs Ref. surf. Area)		100%	100%	0,0%	100%	100%	0,0%	-	-	-	-	-	-	-	-	-	-	-	-
ENERGY	Total energy consumption from electricity	kWhFE	215 219 137	211 000 417	-2,0%	196 826 392	180 486 195	-8,3%	119 461 945	102 955 322	-13,8%	118 606 052	96 691 478	-18,5%	95 757 192	108 045 095	12,8%	78 220 340	83 794 717	7,1%
	Total energy consumption from district heating and cooling	kWhFE	92 329 475	87 627 720	-5,1%	89 664 045	86 264 476	-3,8%	58 159 420	56 411 866	-3,0%	64 204 990	55 276 972	-13,9%	34 170 055	31 215 854	-8,6%	25 459 055	30 987 504	21,7%
	Total energy consumption from fuels	kWhFE	50 850 327	50 074 337	-1,5%	46 379 698	47 244 335	1,9%	33 822 487	32 527 086	-3,8%	31 069 369	29 697 084	-4,4%	17 027 840	17 547 251	3,1%	15 310 329	17 547 251	14,6%
	Building energy intensity	kWhFE/sq.m/year	218	212	-2,9%	221	209	-5,7%	201	180	-10,4%	215	183	-15,1%	242	268	10,8%	232	258	11,2%
	% of electricity consumption purchased and self-generated renewable sources	%	26	35	35,9%	26	35	34,6%	60	60	0,4%	60	60	0,0%	27	35	30,8%	27	35	29,6%
	% of energy consumption from district heating and cooling generated on and/or off site from renewable sources	%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%
GHG EMISSIONS	Total direct GHG emissions (Scope 1)	tCO <sub>2</sub> e	7 392	6 994	-5,4%	8 431	7 662	-9,1%	5 663	5 414	-4,4%	6 993	6 083	-13,0%	1 729	1 580	-8,6%	1 438	1 579	9,8%
	Total indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	11 747	7 180	-38,9%	8 245	7 089	-14,0%	8 628	5 837	-32,3%	6 753	5 749	-14,9%	3 119	1 343	-56,9%	1 492	1 340	-10,2%
	GHG emissions from non controlled buildings (Scope 3)	tCO <sub>2</sub> e	14 897	13 094	-12,1%	15 938	11 469	-28,0%	6 928	5 650	-18,4%	5 788	5 038	-13,0%	7 969	7 444	-6,6%	10 150	6 431	-36,6%
	GHG intensity from building energy (all scopes)	kgCO <sub>2</sub> e/sq.m/year	21	17	-20,0%	22	17	-19,6%	20	16	-21,4%	20	17	-13,6%	21	18	-16,0%	26	18	-28,5%

NB: - Energy and GHG emissions of Gecina's headquarter are included in the total of Owner consumption and emissions. See slide 9 to have headquarter details.  
 - GHG emissions include tenants uses and are not corrected for climate hazards.

\* Elec-Abs/LfL, DH&C-Abs/LfL, Fuels-Abs/LfL, GHG-Dir-Abs/LfL, GHG-Indir-Abs/LfL, Energy-Int, GHG-Int

# Energy and GHG emissions – Headquarter (3/6)\*

## ➤ Results (2/4)

HEADQUARTER			TOTAL		
			Absolute		
Indicator	Unit		2019	2020	% change
SCOPE	Number of assets		1	1	-
	Surf. Area	sq.m	9 772	9 772	-
	% covered (vs Ref. surf. Area)		100%	100%	-
ENERGY	Total energy consumption from electricity	kWhFE <sup>(1)</sup>	1 384 445	1 246 808	-9,9%
	% of electricity consumption from purchased and self-generated renewable sources	%	100	100	0,0%
	Total energy consumption from district heating and cooling	kWhFE <sup>(1)</sup>	667 000	615 000	-7,8%
	% of energy consumption from district heating and cooling generated on and/or off site from renewable sources	%	100	100	0,0%
	Total energy consumption from fuels	kWhFE <sup>(1)</sup>	0	0	0,0%
	Building energy intensity	kWhFE/sqm/year <sup>(2)</sup>	210	191	-9,2%
GHG EMISSIONS	Total direct GHG emissions (Scope 1)	tCO <sub>2</sub> e <sup>(1)</sup>	0	0	0,0%
	Total indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e <sup>(1)</sup>	62	29	-53,2%
	GHG emissions from non controlled buildings (Scope 3)	tCO <sub>2</sub> e <sup>(1)</sup>	56	8	-85,7%
	GHG intensity from building energy (all scopes)	kgCO <sub>2</sub> e/sqm/year <sup>(2)</sup>	12	4	-68,6%

\* Elec-Abs, DH&C-Abs, Fuels-Abs, GHG-Dir-Abs, GHG-Indir-Abs, Energy-Int, GHG-Int

# Energy and GHG emissions – Office (4/6)\*

## ➤ Results (3/4)

OFFICE			TOTAL						OWNER						TENANT					
			Absolute			Like-for-Like			Absolute			Like for Like			Absolute			Like for Like		
Indicator	Unit		2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		123	114	-7,3%	111	107	-	84	77	-8,3%	73	73	-	39	37	-5,1%	34	34	-
	Surf. Area	sq.m	1 226 668	1 220 552	-0,5%	1 031 820	1 078 469	-	740 431	756 604	2,2%	685 819	685 819	-	486 238	463 948	-4,6%	392 650	392 650	-
	% covered (vs Ref. surf. Area)		100%	100%	-	100%	100%	-	-	-	-	-	-	-	-	-	-	-	-	-
ENERGY	Total energy consumption from electricity	kWhFE	210 120 004	205 910 644	-2%	178 805 941	175 396 422	-1,9%	119 332 712	102 955 322	-13,7%	118 606 052	96 691 478	-18,5%	90 787 292	102 955 322	13,4%	73 250 440	78 704 944	7,4%
	Total energy consumption from district heating and cooling	kWhFE	55 224 000	52 561 634	-4,8%	44 974 129	51 198 390	13,8%	26 925 218	27 203 603	1,0%	34 291 892	26 068 709	-24,0%	28 298 781	25 358 031	-10,4%	19 587 781	25 129 681	22,1%
	Total energy consumption from fuels	kWhFE	19 350 517	19 142 468	-1,1%	19 350 517	16 312 466	-15,7%	10 756 500	10 017 296	-6,9%	8 003 383	7 187 294	-10,2%	8 594 017	9 125 172	6,2%	6 876 506	9 125 172	32,7%
	Building energy intensity	kWhFE/sq.m/year	232	227	-2,0%	236	225	-4,4%	212	185	-12,6%	235	189	-19,2%	263	296	12,8%	254	288	13,3%
	% of electricity consumption purchased and self-generated renewable sources	%	32	40	25,0%	33	40	21,2%	100	100	0,0%	100	100	0,0%	34	40	17,6%	34	40	17,6%
	% of energy consumption from district heating and cooling generated on and/or off site from renewable sources	%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%	70	70	0,0%
GHG EMISSIONS	Total direct GHG emissions (Scope 1)	tCO <sub>2</sub> e	4 347	3 420	-21,3%	3 011	4 088	35,8%	2 618	1 840	-29,7%	2 612	2 509	-3,9%	1 729	1 580	-8,6%	1 438	1 579	9,8%
	Total indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	3 744	3 037	-18,9%	5 928	2 946	-50,3%	2 252	1 694	-24,8%	2 251	1 606	-28,7%	1 492	1 343	-10,0%	1 492	1 340	-10,2%
	GHG emissions (Scope 3)	tCO <sub>2</sub> e	11 254	9 185	-18,4%	9 815	7 560	-23,0%	6 437	5 183	-19,5%	5 299	4 571	-13,7%	4 817	4 002	-16,9%	3 467	2 989	-13,8%
	Greenhouse gas intensity from building energy (all scopes)	kgCO <sub>2</sub> e/sq.m/year	16	13	-18,7%	18	14	-25,5%	16	12	-28,0%	15	13	-14,5%	20	15	-24,9%	20	15	-22,8%

NB: Factoring in uses and the green energy contracts of buildings under its control, the proportion of renewable energy in Gecina's energy mix is 40% (versus 38% in 2019). 40% of renewable energies in the energy mix through renewable origin guarantees and biomethane compared to 17,2% used in the traditional energy mix.

\* Elec-Abs/LfL , DH&C-Abs/LfL, Fuels-Abs/LfL, GHG-Dir-Abs/LfL, GHG-Indir-Abs/LfL, Energy-Int, GHG-Int

# Energy and GHG emissions – Residential (5/6)\*

## ➤ Results (4/4)

	RESIDENTIAL		TOTAL						OWNER						TENANT					
			Absolute			Like-for-Like			Absolute			Like-for-Like			Absolute			Like-for-Like		
	Indicator	Unit	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		56	54	-3,6%	55	54	-	34	32	-5,9%	32	32	-	22	22	0,0%	22	22	-
	Surf. Area	sq.m	417 905	427 067	2,2%	422 808	427 067	-	309 563	306 896	-0,9%	306 896	306 896	-	120 171	120 171	0,0%	120 171	120 171	-
	% covered (vs Ref. surf. Area)		100%	100%	0,0%	100%	100%	-	-	-	-	-	-	-	-	-	-	-	-	-
ENERGY	Total energy consumption from electricity	kWhFE	5 099 133	5 089 773	0%	5 099 133	5 089 773	0%	129 232	0	100,0%	0	0	100%	4 969 900	5 089 773	2,4%	4 969 900	5 089 773	2,4%
	Total energy consumption from district heating and cooling	kWhFE	37 105 475	35 066 086	-5%	35 827 067	35 066 086	-2%	31 234 202	29 208 263	-6,5%	29 913 098	29 208 263	-2,4%	5 871 274	5 857 823	-0,2%	5 871 274	5 857 823	-0,2%
	Total energy consumption from fuels	kWhFE	31 499 810	30 931 869	-2%	31 499 810	30 931 869	-2%	23 065 987	22 509 790	-2,4%	23 065 986	22 509 790	-2%	8 433 823	8 422 079	-0,1%	8 433 823	8 422 079	-0,1%
	Building energy intensity	kWhFE/sq.m/year	176	166	-6%	171	166	-3%	176	169	-4,2%	173	169	-2%	160	161	0,5%	160	161	0,5%
	% of electricity consumption purchased and self-generated renewable sources	%	20	20	3%	20	20	3%	20	20	3%	20	20	0%	20	20	3%	20	20	3%
	% of energy consumption from district heating and cooling generated on and/or off site from renewable sources	%	70	70	0%	70	70	0%	70	70	0%	70	70	0%	70	70	0%	70	70	0%
GHG EMISSIONS	Total direct GHG emissions (scope 1)	tCO <sub>2</sub> e	4 381	3 574	-18%	4 381	3 574	-18%	4 381	3 574	-18,4%	4 381	3 574	-18%	0	0	-	0	0	-
	Total indirect GHG emissions (scope 2)	tCO <sub>2</sub> e	4 507	4 143	-8%	4 507	4 143	-8%	4 507	4 143	-8,1%	4 502	4 143	-8%	0	0	-	0	0	-
	Total GHG emissions from non controlled buildings (scope 3)	tCO <sub>2</sub> e	3 643	3 909	7%	3 632	3 909	8%	491	467	-4,9%	489	467	-4%	3 152	3 442	9,2%	6 683	3 442	-48,5%
	GHG intensity from building energy (all scopes)	kgCO <sub>2</sub> e/sq.m/year	30	27	-9%	30	27	-8%	30	27	-12,0%	31	27	-13%	26	29	9,2%	26	29	9,2%

\* Elec-Abs/LfL , DH&C-Abs/LfL, Fuels-Abs/LfL, GHG-Dir-Abs/LfL, GHG-Indir-Abs/LfL, Energy-Int, GHG-Int

# Energy and GHG emissions – Analysis (6/6)

**Energy consumption for office assets decreased in 2020.** Gecina also involves its clients and suppliers in the fight against greenhouse gas emissions. The role of maintenance operators is crucial to properly configure equipment and control their energy consumption. Finally, corporate clients seek high-performance company headquarters in order to embody their own low carbon ambitions. It should be noted that the consequences of the Covid-19 crisis are making performance analysis more complex compared to last year, given the disparity of the return-to-work policies followed by our clients.

As a reminder, since 2017, to challenge our data management process, we decided to include tenants uses. The average consumption of the office properties is **227 kWhfe/sq.m/year**, representing a 2% decrease compared to 2019. The residential properties performance decreases to **166 kWhfe/sq.m/year** in 2020.

Main actions to limit energy consumption :

- Managing our performance better: 91 commercial buildings equipped with an energy monitoring system.
- 380 corrective actions have been implemented which has resulted in a reduction of 5.5% in energy consumption and 4.8% in carbon emissions for the buildings concerned.
- Mobilizing our employees: 74 best low-carbon practices to be deployed across our buildings.
- Engaging our stakeholders in a continuous improvement process: 100% buildings have ISO 50001 certification.
- 70% of residential surface areas covered by an incentive contract linked to the energy performance of the building. In 2019, 52% of covered surface areas benefited from a bonus.
- Setting up and using a Responsible Carbon (CARE) fund to stimulate low carbon innovation.
- For several years now, the replacement of energy equipment has been subject to a technical/economic analysis of the overall cost with a preference for the most energy-efficient.

Meter readings and analyses, the search for optimization between the needs of occupants, the operating time of facilities, and the continued renovation of assets are all factors that contribute to improved energy efficiency. The environmental certification of surface area in properties remains an important lever for improving energy efficiency. In 2020, Gecina continued its efforts to increase the share of renewables in its energy mix.

**GHG emissions for office and residential assets decrease in 2020.** The average GHG intensity of the office properties is **13 kgCO<sub>2</sub>e/sq.m/year**, representing a 19% decrease compared to 2019. The residential properties performance also records a decrease of 9% with **27 kgCO<sub>2</sub>e/sq.m/year** in 2020.

Main actions leading to a reduction of GHG emissions :

- 45% of buildings connected to an urban heating network.
- 28% of buildings connected to a cooling network.
- 100% of electricity paid for by Gecina was of guaranteed renewable origin. Integration of 20% of biomethane to supply the boilers of the residential and commercial property portfolio
- The review of energy requirements for building heating and cooling needs is also an influential vector, not only on performance of a property but also on its primary energy and carbon footprint.

Action plans use the results of the CSR scoring of properties on this theme are used in long-term planning of processes to be implemented in each building.

In 2021, Gecina will accelerate the deployment of its CSR policy. **Its objective is to aim for carbon neutrality in 2030 instead of 2050.**

>> see more details on pages 123 to 127 of the [Universal Registration Document 2020](#)

# Water (1/3)\*

## ➤ Further information on indicator's scope

Reported data are based on bills from municipal water consumption only.

Some properties have a rainwater collection, but no measure collect system has been implemented so far.

## ➤ Results (1/2)

GROUP			TOTAL						HEADQUARTER		
			Absolute			Like-for-Like			Absolute/Like-for-like		
Indicator		Unit	2019	2020	% change	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		140	140	0,0%	91	135	48,4%	1	1	-
	Surf. Area	sq.m	1 430 271	1 422 151	-0,6%	786 978	1 400 604	78,0%	9 772	9 772	-
	% covered (vs Ref. surf. Area)		93%	86%	-7,6%	55%	93%	69,1%	100%	100%	-
Water	Total water consumption	m <sup>3</sup>	953 952	1 005 664	5,4%	724 492	991 478	36,9%	4 434	3 898	-12,1%
	Building water intensity	m <sup>3</sup> /sq.m/year	0,67	0,71	6,0%	0,92	0,71	-23,1%	0,45	0,40	-12,1%

\* Water-Abs/LfL/Int

# Water (2/3)\*

## ➤ Results (2/2)

OFFICE			Absolute			Like-for-Like		
Indicator		Unit	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		90	88	-2,2%	84	84	-
	Surf. Area		1 042 329	990 419	-5,0%	975 977	975 977	-
	% covered (vs Ref. surf. Area)		93%	81%	-12,6%	80%	80%	-
Water	Total water consumption	m <sup>3</sup>	381 427	378 719	-0,7%	359 847	373 574	3,8%
	Building water intensity	m <sup>3</sup> /sq.m/year	0,37	0,38	4,5%	0,37	0,38	3,8%

NB: Water consumption of Gecina's headquarter are included in the total of office consumption

RESIDENTIAL			Absolute			Like-for-Like		
Indicator		Unit	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		50	52	4,0%	51	51	-
	Surf. Area		387 943	431 732	11,3%	424 627	424 627	-
	% covered (vs Ref. surf. Area)		93%	100%	8,0%	99%	99%	-
Water	Total water consumption	m <sup>3</sup>	572 525	626 945	9,5%	576 028	617 904	7,3%
	Building water intensity	m <sup>3</sup> /sq.m/year	1,48	1,45	-1,6%	1,36	1,46	7,3%

\* Water-Abs/LfL/Int

# Water (3/3)

## ➤ Analysis (1/1)

In 2020, the average consumption of the property portfolio slightly decreased compared to 2019 and reached 0.71 m<sup>3</sup> / sq.m / year.

Gecina's residential assets represent 62% of the total water consumption of the property portfolio, which justifies a slightly higher level of priority and better monitoring in the residential property than in the office properties. The consequences of the sanitary crisis and the confinements in France explain in part this increase in water consumption, in particular for residential properties

Actions performed on office assets in operation :

- deployment of a water consumption monitoring system of buildings for remote metering on commercial buildings
- installation of meters and connection of meters and sub-meters to building management systems (BMS) for close tracking of consumption and identification of any leaks;
- signing of a water savings contract with the installation of aeration units to limit throughput;
- removal of air-cooled towers.

# Waste (1/2)\*

## ➤ Further information on indicator's scope

In 2015, Gecina changed its reporting method to better reflect all the measures in place for commercial buildings concerning selective waste collection. Since 2008, Gecina had recognized only office buildings for which it had taken out a selective waste collection contract. By also including buildings in the property portfolio where tenants manage their own waste, the reporting scope now reflects the complete range of the property portfolio's selective waste collection capacity.

Residential buildings have garbage collection made by the municipal company. Hence, there is currently no system that provides data on quantities and types of waste collected.

## ➤ Results (1/2)

In 2015, Gecina has appointed the specialized consultancy, Indigo, to analyze its property portfolio, increase the number of buildings with selective waste sorting facilities and to recover an increased proportion of waste. The purpose of this forward-looking inventory was to obtain an overview of the problems encountered relating to waste management with respect to technical, legal and financial criteria. In 2020 Gecina has signed a new operating waste management contract with challenging CSR criteria to ensure that the service providers selected are the best performers in their recycling operations. From 2020, all contracts covered by Gecina guarantee 100% energy or material recycling.

Office property buildings that have a selective waste collection contract subscribed by Gecina with an occupancy rate above 50% correspond to a surface area of 736,219 sq.m (i.e. more than 60% of the office properties), representing 54 buildings. 96% of office surface areas have selective waste collection contracts subscribed independently or by Gecina and 95% of residential surface areas are equipped with a specially adapted room for this collection.

# Waste (2/2)\*

## ➤ Results (2/2)

OFFICE			TOTAL						HEADQUARTER		
			TOTAL (absolute measures)								
			Absolute			Like for like scope			Absolute/Like-for-like		
Indicator	Unit		2019	2020	% change	2019	2020	% change	2019	2020	% change
SCOPE	Number of assets		41	54	31,7%	41	41	0,0%	1	1	-
	Surf. Area	sq.m	606 723	736 219	21,3%	634 967	634 967	0,0%	9 772	9 772	-
	% covered (vs Ref. surf. Area)		33%	60%	82,8%	52%	52%	0,5%	100%	100%	-
Waste	Total waste recovered	t	1 949	1 080	-45%	1 845	964	8%	131	18	-86%
	Total not recovered waste	t	44	11	-76%	44	11	61%	0	0	0%
	% waste recovered	t	98%	100%	2%	98%	99%	-1%	100%	100%	0%
	% not recovered waste	t	2%	1%	-51%	2%	1%	-100%	0%	0%	0%

\* Waste-Abs/LfL



# Community Engagement

05/07/2021

**gec**1na

# Certification - Office HQE® Operation (1/4)\*

## ➤ Results (1/1)

Office HQE® Operation Certification/BREEAM in Use

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Surface areas certified HQE® Operations	0	0	42 806	151 955	274 351	359 813	518 684	652 986	673 858	699 911	689 425	975 542	1 036 116
Office surface area	903 037	891 815	824 466	799 673	815 758	819 582	830 091	921 005	869 629	879 846	1 171 826	1 275 233	1 301 162
% of surface areas certified HQE® Operations	0%	0%	5%	19%	34%	44%	62%	71%	77%	79,5%	58,8%	76,5%	80%

Headquarter certification HQE® Operation

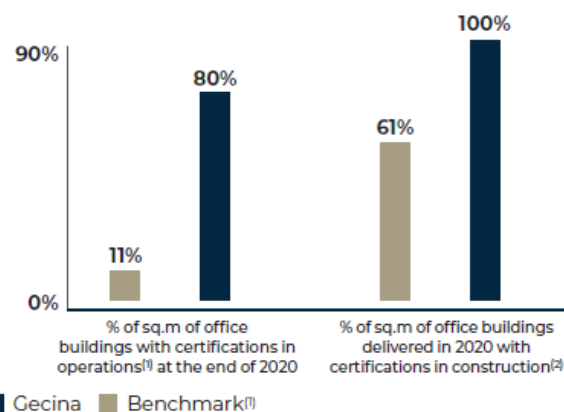
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Office surface area certified	0	0	0	0	9 772	9 772	9 772	9 772	9 772	9 772	9 772	9 772	9 772

The headquarter have been certified HQE® Operation in 2012 at the different level : Sustainable building focus = Good(Bon) / Sustainable operation focus = Excellent (Excellent)

Comparison of the operations and construction certification rate between Gecina and its market in 2020

## ➤ Further information on indicator's scope

Only the surface area that can be eligible to certification are considered in the total surface area for this item.



\* Cert-Tot

# Certification - Office HQE® Operation (2/4)\*

## ➤ Analysis (1/1)

Gecina chose the HQE® Operation certification to underscore its commitment and capitalize on the best operating practices developed for its property portfolio.

The most widespread initiative in France for office property, the HQE® Operation certification represents the most appropriate reference framework for the type of Gecina's assets as well as its property management activity. The HQE® Operation certificate guarantees the quality level of the building for tenants and investors by establishing mandatory responsible management methods and improvement of environmental performance (analyzed using objective metrics) through a progress action plan.

In addition, it ensures continuity in operating methods since 2010, when Gecina introduced an HQE® Operation Management System, audited and recognized for the properties assessed by Certivéa. By regularly intervening either through in-situ audit, or through documentary analysis, Certivéa assesses the system in place and checks the achievement of the established efficiency goals on a range of buildings submitted for certification. The certification of each asset is re-assessed every five years.

As of the end of 2020, the Gecina HQE™ Operations-certified office portfolio represents 1,036,116 sq.m, or 80% of surface areas.

in 2020, 19 assets obtained HQE Operation or BREEAM in Use certification, which enables it to achieve and exceed our objective of 75% of surface office areas certified

Gecina's headquarter represented a surface area of 9 772 sq.m, or 100% of its total surface area is HQE™ Operations certification.

HQE® Operation certification is voluntary, Gecina is not bound by any mandatory certification so far for its buildings.

# Certification - Office and Residential Development (3/4)\*

## ➤ Results (1/1)

Offices and Residential Development Certification

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Surface areas delivered with a high level of certification*	0	0	18 622	53 827	67 525	32 269	7 219	11 393	41 537	40 523	150 027	71 468	10 639
Surface areas delivered certified	31 023	0	23 675	53 827	75 350	77 956	7 219	11 393	41 537	40 523	150 027	71 468	10 639
Surface areas delivered	35 671	4 754	47 030	65 873	80 057	77 956	7 219	11 393	41 537	40 523	172 059	75 620	10 639
% of surface areas delivered with a high level of certification	0%	0%	40%	82%	84%	100%	100%	100%	100%	100%	87%	95%	100%
% of surface areas delivered certified	87%	0%	50%	82%	94%	100%	100%	100%	100%	100%	87%	95%	100%
% of surface areas delivered with a high level of certification	0%	0%	40%	82%	84%	100%	100%	100%	100%	100%	87%	95%	100%

\* Office : HQE Green Building/ LEED® Excellent or Exceptional

\* Residential : NF HQE® Habitat

NB: As a building in operation, please note that the headquarter of Gecina is not concerned by this indicator

\* Cert-Tot

# Certification - Office and Residential Development (4/4)\*

## ➤ Analysis (1/1)

Since 2005, Gecina has used the NF HQE® Commercial Buildings certification for its office buildings under development. Gecina's initial choice had proven to be relevant with its highly ambitious aspirations, seeking one of the two highest levels of certification known as the HQE® Excellent or Exceptional passport.

For its residential properties, Gecina chose NF HQE® Habitat.

Gecina seeks to complement its HQE® certification with other certifications (LEED, BREEAM®, etc.) and labels (Effinergie +, BiodiverCity, Well Building Standard, etc.), with a view to adapting its operations as closely as possible to expectations of stakeholders, current and future tenants, investors and local authorities.

In 2020, 100% of surface areas were delivered with a high level of certification for office and residential properties.

All those certifications are voluntary, Gecina is not bound by any mandatory certification so far for its buildings.

# Stakeholders engagement (1/2)

## ➤ To make progress, we create dialog with our stakeholders

Our interactions with our stakeholders enhance our strategic choices and contribute to our continuous improvement. This virtuous dialog and trust-based relationship were invaluable when faced with the turbulence of 2020 and will continue to be so in future.



## Investors and lenders

### OUR SHARED EXPECTATIONS

- Implementation of the financial strategy
- Compliance with corporate governance and financial transparency principles
- Financial, non-financial, and stock-market performance

### OUR ANSWERS

- **Total shareholder return (TSR) = +41.1% over 5 years**
- **Compliance with the AFEF-MEDEF Code**
- **Dividend of €5.30 per share in 2020**
- **Set up of virtual corporate roadshows and conferences, with numerous proactive interactions with investors along the health crisis events**



16 rue des Capucines, Paris 2

## Citizens

### OUR SHARED EXPECTATIONS

- Inclusive city, accessible to middle classes, high-quality residential rental offer
- City that meets the different uses of urban/city inhabitants close to where they live, work and leisure
- Local presence of brands and companies

### OUR ANSWERS

- **Development of the residential business via our subsidiary, and a partnership signed with Nexity**
- **Around 6,000 housing units in Paris City and the Paris Region targeting the middle classes**
- **44% of our buildings are mixed use (offices, retail, services)**



**XAVIER GUILLOT**  
Tenant,  
Tiphaine Residence,  
15<sup>th</sup> arrondissement  
Paris

“I am not eligible for social housing, my income and my status as an entrepreneur meant I could not afford to buy a flat in Paris. I found a home that is just a 10-minute bike ride from work. This contributes to my work/life balance.”

## Public authorities

### OUR SHARED EXPECTATIONS

- Contribution to the energy transition and the fight against urban sprawl, to the preservation of biodiversity and heritage, to the attractiveness of the territory and to urban renewal
- Payment of levies, taxes and contributions
- Creation of local jobs

### OUR ANSWERS

- **-53% of CO<sub>2</sub>/sq.m since 2008**
- **409,000 sq.m of surface area vegetated in-ground**
- **€100.1 million levies, taxes and contributions paid**
- **Around 3,500 indirect jobs**



**MICKAËL NOGAL**  
French Member  
of Parliament, and  
Chairman of the  
French National  
Habitat Council.

“I welcome the return of institutional investors, as it represents an opportunity for tenants and from a general interest perspective. It gives the prospect of rigorous, law-abiding management. It also represents asset management aimed at preserving and increasing the value of the building in the long term.”

## Clients

### OUR SHARED EXPECTATIONS

- Quality of the real-estate assets: centrality, comfort, high-quality CSR, available services, innovation
- Quality of customer service and continuity of customer relations
- Quality housing units in the heart of the city

### OUR ANSWERS

- **Low vacancy rate reflecting the satisfaction of our clients**
- **YouFirst relational brand for 100,000 users**
- **Deployment of the YouFirst brand and service offerings**



**KYRIL COURBOIN**  
CEO France  
of J.P. Morgan

“We didn't want to leave the heart of Paris because our talents and our candidates are attached to this centrality, the mix and the proximity of the range of activities offered by a business district in the centre of Paris. This is a necessary condition to make people want to be in the office. What's more, the premises must be enhanced with services so that you feel you're better off there than at home.”

# Stakeholders engagement (2/2)

## Rating agencies and analysts

### OUR SHARED EXPECTATIONS

- Respect for financial balance and transparency
- Exhaustiveness and comparability of financial and non-financial information
- Approachability of management

### OUR ANSWERS

- Standard & Poor's (A- stable outlook) and Moody's (A3 stable outlook)
- One of the most advanced CSR players according to analysts (maximum rating of A in the CDP ranking and 92/100 in the GRESB ranking)
- 80% of analysts recommend buying or remaining neutral
- EPRA gold award for the quality of our financial and non-financial reporting
- Integrated Report in line with the guidelines of the Integrated Reporting framework prepared by the International Integrated Reporting Council (IIRC)

### MOODY'S,

Gecina SA: Extract from the update to credit analysis – June 30, 2020

"We have assigned Gecina a score of Aa for the Market Positioning and Asset Quality rating subfactor in our scorecard, reflecting the central locations in Paris of around half of its office portfolio; the portfolio's consistently high occupancy and its fairly long-dated average lease maturities and the company's significant holdings in stable, regulated residential properties."

## Peers, competitors and professional associations

### OUR SHARED EXPECTATIONS

- Opportunities for acquisitions and disposals
- Participation in public debates and building up the profile of the sector
- Application of sectoral benchmarks, exchange of best practices

### OUR ANSWERS

- Active member of the FSIF association and of the Palladio Foundation
- Co-founder of the European real estate companies' think tank dedicated to innovation and CSR
- Investment in the Fifth Wall Ventures fund focused on innovation in real estate and in the Paris Fonds Vert fund dedicated to sustainable innovation
- Founding member of the "Re-use Booster" initiative for materials



**BERTRAND DE FEYDEAU**  
Chairman  
of the Palladio  
Foundation

"I would like to thank Gecina sincerely for its commitment to Palladio in sustaining and developing its mission in general interest. I am counting on the company and its teams to defend the Foundation's cause: that the city and places where people live should be the most human, liveable, sustainable, inclusive and value-creating spaces"

## Employees

### OUR SHARED EXPECTATIONS

- Professional development by skills, employability
- Well-being at work and professional gender equality
- Attractive compensation

### OUR ANSWERS

- 19.3 hours of training per employee
- 94/100 on the Professional Gender Equality Index
- 14.5% of total employee expenses allocated to profit-sharing/incentive schemes



**ALAIN DAMBREVILLE**  
YouFirst Manager  
in the Voullé  
residence

"I have a varied job, with a wide range of tasks – cleaning, mail, receiving parcels, commercialization, and so on, as well as high-performance tools, such as a tablet and mobile. With YouFirst, we will be able to provide even better support to families, with the provision of new services."

## Influencers, local communities, non-profit organizations, and NGOs

### OUR SHARED EXPECTATIONS

- Optimization of local impacts
- Development of societal impacts
- Reduction of the environmental footprint

### OUR ANSWERS

- €6.5 million spent on the Corporate Foundation since 2008 with local partners, including €3million with the Fondation du Patrimoine
- 200 units proposed for emergency accommodation
- Launch of UtilesEnsemble, our solidarity commitment program to the environment, to people and to the quality of life in cities



**NABIL NEFFATI**  
CEO of France  
Horizon

"For France Horizon, building solidarity actions with private partners is essential, even more so when working with private donors such as Gecina, since it allows us to welcome 52 families on premises made available free of charge!"

## Suppliers

### OUR SHARED EXPECTATIONS

- Clarity of specifications and the selection process
- Compensation and balanced relationship
- Co-construction of partnership projects

### OUR ANSWERS

- Generalization of calls for tenders
- Payment deadline of 35 days upon receipt of invoice
- Support for suppliers vis-à-vis the responsible purchasing process



157 avenue Charles-de-Gaulle, Neuilly

# Gecina support actions

## ➤ Gecina Foundation

The Gecina Foundation structures philanthropic projects around four areas of focus:

- improving living conditions for the disabled (accessibility etc.);
- protecting nature through actions to preserve or restore natural sites and promote biodiversity;
- safeguarding at-risk real estate assets;
- access to housing for the largest number possible.

In 2020, the Gecina Foundation continued to support human-scale interaction structures. The Group's employees remain at the heart of the collective projects supported by the Foundation by championing projects that they have suggested or agreed to support out of an interest in the proposed project.

The Foundation has mobilized its employees, who have participated in large numbers in each of the Foundation's actions. The Group's employees are in fact at the heart of the collective actions supported by the Foundation, acting on a voluntary and non-profit basis.

More details in [2020 Universal Registration Document](#) pages 151-153

## ➤ Supporting art and culture

In 2019, Gecina established the new direction of its artistic policy by publishing clear guidelines.

In 2020, Gecina maintained the new direction of its artistic policy through its participation in the "1 Immeuble, 1 OEuvre". (1 Building, 1 Work of Art) Club. To support French healthcare workers in the fight against Covid-19, Gecina took part in a charity auction and put up for sale two works of art. The amount collected was used in full for the benefit of nursing staff.

More details in [2020 Universal Registration Document](#) pages 153

## ➤ Supporting emergency accommodation aid

During the health crisis, Gecina has responded actively to the national solidarity effort by offering accommodation to on-duty or on-call healthcare staff of hospitals in the Île-de-France region in residences with apartments that have been vacated by students. Gecina has signed agreements with Assistance Public – Hôpitaux de Paris (AP-HP) and the Diaconesses-Croix-Saint-Simon hospital group to accommodate healthcare staff in YouFirst Campus network of residences. Following the success of this first collaboration, Gecina and AP-HP are now coming together to rent housing units to house nurses who have recently completed their professional training, facilitating their access to housing.

To offer urgent protection to women in need and their children, Gecina has partnered with the Fondation des Femmes (French Women's Foundation) and the FNSF (French National Women's Solidarity Federation) to provide furnished bedrooms in its student residences.

More details in [2020 Universal Registration Document](#) pages 153



# SOCIAL PERFORMANCE MEASURES

05/07/2021

**gec**1na

# Employee gender diversity

The professional **equality index score increased to 94/100** for the year 2020 and Gecina obtained **first place in the Ethics & Board ranking** for the feminization of management bodies for the fourth consecutive year.

In 2020, the group had :

- 50% women on the board of directors;
- 45% women on the executive committee;
- 35% of women senior managers (executive committee and board of directors);
- 59,4% of women employees.

# GENDER PAY RATIO

The wage analysis made in the context of work for professional equality between men and women is shared every year with the social partners. Since 2010, corrective measures have been taken for each unjustified difference in compensation of over 3%, at equivalent position, skills, level of qualification and work experience.

		% increase CWR + IR 2019			% increase CWR + IR 2020		
		% raise	M	W	% raise	M	W
Managers	individual raise	3,21%	3,90%	2,43%	3,49%	3,36%	3,63%
Non-managers	Company-wide raise	0,95%	0,92%	0,95%	1,14%	1,13%	1,14%
	Individual raise	2,25%	3,68%	1,82%	1,41%	1,66%	1,33%
	Total raises non managers	3,19%	4,60%	2,78%	2,55%	2,78%	2,47%
Total overall increases		3,21%	3,98%	2,55%	3,25%	3,29%	3,21%

Median wage	M	W
Manager	5 183	4 935
Non manager	3 010	3 182
Caretakers	2 549	2 286

# Training & development

Attracting and developing skills	• Internal promotion	• 28 employees promoted (for all employees on permanent contracts in 2019 and 2020)
	• Training plan	• 5.35% of employee expenses allocated to training • 19.3 hours of training per employee on average • Average amount invested per employee in training: €3,994
	• Attractive compensation	• 14.5% of employee expenses in 2019 allocated to profit-sharing and incentive schemes • Doubling of the exceptional purchasing power premium (PEPA) to €2,000
	• Increasing the number of female managers	• Board of Directors: 45% • Executive Committee: 45% • Senior management (Executive Committee and Management Committee): 33% • Maintained first place in the SBF 120 classification for increasing female representation on corporate governing bodies for the 4th consecutive year
	• Wage equality	• Professional Equality Index 2020: 94/100 (92/100 in 2019) • 6 cribs reserved for Gecina employees in the nursery.
	• Employment of persons with disabilities	• Employment rate of 6.6% (new calculation according to the OETH reform) compared to a requirement of 6% • €247,000 of expenses in the protected sector
	• Schools partnership	• Sciences-Po Paris partnership • 3-year partnership with Polytech Angers to welcome students on internships or work/study contracts • Essec Partnership

## Attracting and developing skills to ensure development of the company

**19.3**  
hours of training per employee

**28**  
employees promoted, representing 5.9% of the average indefinite-term employee headcount

**93.2%**  
of employees trained<sup>(1)</sup>

(1) On all employees on fixed-term contracts and on permanent contracts (excluding interns).

## ATTRACT AND DEVELOP SKILLS TO BECOME A “BUILDER OF HUMAN EXPERIENCE”

The objective of the policy for valuing talent development and team work is to support the transformation of the company and to increase its performance level by ensuring well-living and togetherness. The consistency of actions taken by the company around the construction of the “**Builder of Human Experience**” employer brand makes it possible to define its internal and external image. Identifying this employer brand will help to embody the quality of the client relationship, sought after in discussions with stakeholders.

The “Skills Cap” project, which began in 2019 and aims to define the skills that Gecina will need in the future to fulfill its strategy, contributes to the development of a shared culture and relies on the expertise of our employees and their diversity. The key skills defined during collaborative workshops allow the company to define its talents for the future and the training courses that will be developed using the best market standards and internal contributions. Internal and external training courses are now certified under the **YouFirst Academy**, created to support deployment of the YouFirst brand.

# Employee performance appraisal

The use of an online platform for professional interviews and annual appraisal interviews for 498 employees. This appraisal, which is formalised in a document, is an opportunity for each employee and his or her manager to review the past year, to examine, if necessary, the level of achievement of the objectives set, and then to assess the skills acquired and those still to be developed. It also enables the objectives for the following year to be determined. **This appraisal is required for all employees** who have been with the company for at least six months and is carried out each year for all employees concerned.

## Employee turnover and retention

Over the course of the year, 77 contracts were signed, compared to 116 in 2019. This recruitment was made from a pool of substitute candidates, identified in advance by the management teams. In 2020, the turnover rate brings 11.3%. The average seniority (for indefinite term) is 11.7 years in 2020.

TOTAL WORKFORCE (INDEFINITE-TERM, FIXED-TERM, WORK-STUDY)	510	513	498
Average age (indefinite-term)	45.4	43.9	44.0
Average seniority (indefinite term)	13	11.7	11.7
Turnover rate (Indefinite term)	25.8% <sup>(1)</sup>	11.5%	11.3%

# Employee health and safety

TOTAL WORKFORCE (INDEFINITE-TERM, FIXED-TERM, WORK-STUDY)	510	513	498
Number of people on sick leave for 3 days or less	154	192	162
% of people with sick leave for a period of 3 days or less	30.7%	38.1%	43.1%
Absenteeism rate due to illness	3.80%	4.39%	4.79%
Number of work accidents with time off work	9	13	12
Work accident frequency rate at Gecina	8.43	13.05	9.64
Work accident severity rate at Gecina	0.39	0.83	0.77

# Asset health and safety assessments (1/2)

Since 2006, the Gecina group has been supported by Provexi. Provexi provides Gecina with a secure web platform, where data linked to the risks for its assets in the 15 mapped areas is centralized, structured and harmonized. All the audits required by regulation (asbestos, lead paints, etc.) And those stemming from Gecina's strategic policy (flood, fire, operational safety, mobile telephony antennas, etc.) are integrated and controlled on this platform.

Dynamic dashboards make it possible to constantly monitor buildings' compliance with Gecina's regulations and strategy. The action plans to be undertaken stem from the support tool, and promote a better awareness of the risks and, once addressed, boost the efficiency of the assets.

The improvements made to the mechanism over 2017 include, in particular, an adjustment of the lead and water indicators, the establishment of periodic elevator visits (in addition to the five-year visit reports already conducted), the inclusion of summaries on asbestos per site following a new visual that allows easier access to information, the integration of the new control obligations in relation to gas and electricity facilities within the DDT (technical audit file) locations, the creation of specific access channels for those conducting audits that make it possible to establish a control and exchange work flow on audit reports before their integration into the files (extended to all areas of real estate audits), the introduction of mobile applications to facilitate the preparation of occupational risk prevention and risk assessments plans in the field, and the development of the platform in order to integrate the new Gecina organizational framework.

It covers all of the group's activities, 268 assets.

# Asset health and safety assessments (2/2)

- 3,165 checks carried out identified **240 compliance actions** to be carried out. 51% were completed in 2020. The remaining 49% have been implemented in 2021 and will be closed upon receipt of the corresponding certificates.

## RISK TREND AS AT DECEMBER 31, 2020: STABLE

Monitoring of non-compliance rates in each of the 15 areas of real estate risk did not reveal any major alerts, both in terms of the regulatory checks still to be carried out and the completion of corrective actions in progress.

In view of these factors, the net risk is assessed as stable.

- In 2020, the building risk monitoring system was strengthened in three areas:
  - Management, with the strengthening of central management and an increase in the frequency of risk monitoring
  - The implementation of new tools (dashboard, summary, details) to facilitate and improve monitoring
  - In-depth work to complete building risks by collecting, centralising and making reliable technical data.

## 2.3.3.5 NO. 7 – BUILDING COMPLIANCE RISK

### DESCRIPTION OF THE RISK

This risk pertains to the compliance of buildings with technical legislation, covering mandatory regulatory controls (elevators, fire safety, etc.), and technical diagnostics (asbestos, lead, termites, etc.).

The reporting standards for building compliance risk covers 15 risk areas, including priority areas such as asbestos, elevators, lead paint or ICPE (facilities classified for environmental protection).

The scope is complemented by the monitoring of risks pertaining to the flooding of the Seine for the assets concerned, and the carbon impact of buildings.

The management of these risks adapts to changes in regulations and Group policy. Quarterly reviews allow indicators to be monitored, and corrective action to be taken on buildings.

### PRINCIPAL RISK CONTROL PROCESSES

The system for steering and managing Building Compliance risks has been overhauled and consists of:

- centralized management at the Technical Department;
- accountability of the Technical Managers strengthened on their assets;
- support of the Business Line Advisers in their areas of expertise;
- changes to the steering and documentation platform.

The Risk, Internal Control and Compliance Department is involved in monitoring these risks with the operational departments. A detailed presentation of the statement of Building Compliance Risks is made each year to the Audit and Risk Committee.

### RISK TREND AS AT DECEMBER 31, 2020: STABLE

Monitoring of non-compliance rates in each of the 15 areas of real estate risk did not reveal any major alerts, both in terms of the regulatory checks still to be carried out and the completion of corrective actions in progress.

In view of these factors, the net risk is assessed as stable.

# Comfort and well-being of occupants

## 3.2.4.3 ACTION PLANS IMPLEMENTED FOR THE COMFORT AND WELL-LIVING OF OCCUPANTS

Key actions	Progress and results
<b>Strengthening the provisions of the specifications on well-living for restructuring</b>	<ul style="list-style-type: none"> <li>Formalization of YouFirst Experience guidelines for our office and residential clients in order to provide them with a pleasant and responsible user experience.</li> <li>100% of developments aim for the WELL® label at a minimum of Silver level (compared to 28% on the market) and the HQE &amp; LEED® certification, promoting comfort, health and well-living.</li> <li>100% of the materials installed during restructuring work are labeled A+ (very low level of emissions of volatile pollutants).</li> </ul>
<b>Strengthening the premium positioning of assets in operation</b>	<ul style="list-style-type: none"> <li>Premium positioning conducive to comfort, health and well-living (centrality, intrinsic quality of the building).</li> <li>84% of our offices are located less than 5 minutes walk from at least one public transport system (bus, metro, RER, train) with high frequency.</li> <li>Formalization of best practice sheets to identify performance thresholds and improvement actions for our 4 major topics in 2021.</li> <li>Taking account of the well-living impact of all investments.</li> </ul>
<b>Step up actions to measure and optimize air quality, lighting quality and the acoustic quality of office spaces</b>	<ul style="list-style-type: none"> <li>80% of our offices are equipped with an air quality management system through air renewal and filtering.</li> <li>100% of our deliveries in 2019 and 2020 are equipped with CO<sub>2</sub> probes and fine filters or active carbon filters.</li> <li>In 2020, 17 buildings had maintenance contracts that include air quality analyses.</li> <li>74% of our office buildings benefit from the presence of natural light for 100% of their workstations. 23% benefit from natural light for 80% of their workstations.</li> <li>96% of our office buildings benefit from protective measures for managing acoustic pollution inside (insulation of technical premises, acoustic baffles on all ducts, internal phonic insulation, etc.).</li> <li>80% of our office buildings benefit from acoustic attenuation measurement vis-à-vis the outside (acoustic joinery on façades at risk of air intake, etc.).</li> </ul>
<b>Developing a catering offer tailored to each type of building</b>	<ul style="list-style-type: none"> <li>26% of Gecina's property assets have a company restaurant.</li> <li>Creation of a working group aimed at improving the catering offer vis-à-vis current trends (new ways of working and changes in consumption methods).</li> </ul>
<b>Developing shared services</b>	<ul style="list-style-type: none"> <li>Roll-out of YouFirst Manager across 4 office buildings, key points of contact with the various company employees who occupy our living areas. Their mission is to ensure an impeccable quality of service within buildings.</li> <li>2 residences equipped with the connected parcel box service, which allow secure delivery and flexible collection for residents. More than 340 parcels have already been delivered to YouFirst connected boxes.</li> <li>Overhaul of the Gecina student residence website to bring together all processes and services offered to our student residence clients as well as their parents and guarantors.</li> <li>New service deployed in Residential that allows our clients to adapt their accommodation to their lifestyles. More than 60 requests received since the launch.</li> </ul>
<b>Developing alternative means of transport</b>	<ul style="list-style-type: none"> <li>27 office buildings and one residence equipped with electric vehicle recharge infrastructure (EVRI).</li> <li>Gecina's head office provides a fleet of electric vehicles for private hire car sharing, the profits of which are paid to a non-profit organization whose objective is to offer individual mobility solutions to people in precarious circumstances to enable them to gain autonomy.</li> </ul>
<b>Providing disabled access in our buildings</b>	<ul style="list-style-type: none"> <li>240 establishments receiving the public, at 105 buildings identified as part of the scheduled accessibility agenda. 21% are compliant or in the process of becoming compliant with the agenda.</li> <li>100% of property portfolio common areas<sup>(1)</sup> were assessed on the basis of the most stringent accessibility criteria, of which 36% are already compliant, with the others only being compliant with the Labor Code or the relevant BHC Code.</li> <li>Opening in September 2020 of the first co-working space for people with disabilities in France within a Gecina building. Signing a lease with a non-profit organization tasked with helping the professional reintegration of people with disabilities will enable nearly 3,000 workers with disabilities to work remotely per year.</li> </ul>

(1) Of the operating property assets (excluding co-ownership and single tenant).

## KEY PERFORMANCE INDICATORS

**70%**

**of Gecina office buildings** contribute more to the productivity of their occupants than standard buildings (VIBEO method), up significantly (+5 points) from 2019



# GOVERNANCE PERFORMANCE MEASURES

05/07/2021

**gec**1na

# Composition of the highest governance body (1/2)

## Our governance, a wide range of skills and profiles

Our Board of Directors brings together recognized, varied, and complementary skills. Thanks to the diligence of its members, it works effectively to develop our strategy and customer-centered transformation.

	Age	Gender	Nationality	Number of shares held in the Company	Number of corporate offices held in listed companies (outside Cécina)	Independent	Start of term	End of present term	Years of Board membership	Board meeting attendance rate	Membership of one or more Committees
<b>DIRECTORS</b>											
<b>JÉRÔME BRUNEL, CHAIRMAN</b>	66	M	French	100	0	Yes	2020	2024 GM	1	100%	•
<b>MÉKA BRUNEL, CHIEF EXECUTIVE OFFICER</b>	64	W	French	28,425	1		2014	2022 GM	7	100%	•
<b>BERNARD CARAYON</b>	71	M	French	291	0	Yes	2018	2022 GM	3	100%	•
<b>LAURENCE DANON ARNAUD</b>	64	W	French	403	3	Yes	2017	2021 GM	4	100%	•
<b>PREDICA REPRESENTED BY JEAN-JACQUES DUCHAMP</b>	66	M	French	9,993,044 (Predica)	2		2002	2023 GM	18	92%	•
<b>DOMINIQUE DUDAN</b>	66	W	French	543	2	Yes	2015	2023 GM	5	100%	•
<b>IVANHOÉ CAMBRIDGE INC., REPRESENTED BY KARIM HABRA</b>	45	M	British	11,575,623 (Ivanhoé Cambridge concert)	0		2016	2021 GM	4	92%	•
<b>GABRIELLE GAUTHEY</b>	58	W	French	300	0	Yes	2018	2022 GM	3	92%	•
<b>CLAUDE GENDRON</b>	68	M	Canadian	40	0		2014	2024 GM	6	92%	•
<b>JACQUES-YVES NICOL</b>	70	M	French	291	0	Yes	2010	2022 GM	10	100%	•
<b>INÈS REINMANN TOPER</b>	63	W	French	340	1	Yes	2012	2024 GM	8	100%	•
<b>OBSERVER</b>											
<b>CAROLE LE GALL</b>	50	W	French	10	0	NC	2021	2024 GM	0	NC	•

M: man, W: woman, NC: not concerned.

# Composition of the highest governance body (2/2)



**JÉRÔME BRUNEL**  
Chairman  
of the Board  
of Directors



**MÉKA BRUNEL**  
Director  
Chief Executive  
Officer



**BERNARD CARAYON**  
Independent director



**LAURENCE  
DANON ARNAUD**  
Independent director



**JEAN-JACQUES DUCHAMP**  
Permanent representative  
of Predica, Director



**DOMINIQUE DUDAN**  
Independent director



**KARIM HABRA**  
Permanent representative  
of Ivanhoe Cambridge Inc.,  
Director



**GABRIELLE GAUTHEY**  
Independent director



**CLAUDE GENDRON**  
Director



**JACQUES-YVES NICOL**  
Independent director



**INÈS REINMANN TOPER**  
Independent director



**CAROLE LE GALL**  
Observer

**11**  
directors

**1**  
observer

**64%**  
of independent  
directors

**50%**  
breakdown between men  
and women  
(including the Observer)

**5.8 years**  
Average  
seniority

**4 years**  
Term of office

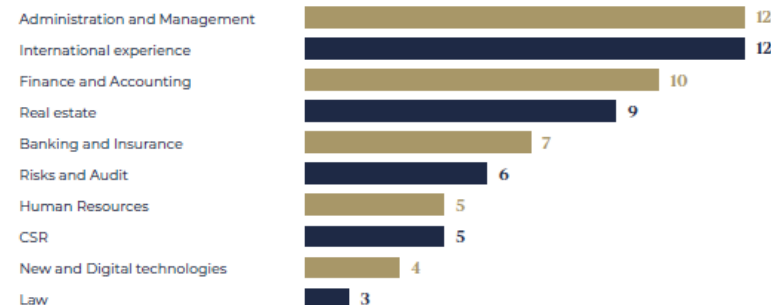
**62 years**  
Average age

The composition of our Board of Directors was strengthened during 2020 by the appointment of Mr. Jérôme Brunel, and the appointment, with effect from 2021, of Ms. Carole Le Gall as an Observer. Additionally, Ivanhoe Cambridge Inc. announced that it would change its permanent representative as of November 6, 2020, appointing Mr. Karim Habra as its new permanent representative.

These appointments increased the diversity of the Board of Directors' composition, with specific regard to qualifications and professional experience, and with new strong complementary assets.

In 2020, the directorships of Ms. Inès Reinmann Toper and Mr. Claude Gendron were also renewed.

## Areas of expertise of the Directors and the Observer



# Nominating and selecting the highest governance body (1/2)

Gecina complies with the AFEP-MEDEF Corporate Governance Code for listed companies ("AFEP-MEDEF Code"), pursuant to the decision by the Board Meeting of February 19, 2020. As at the date of preparation of this report, Gecina complies with all recommendations of this Code, which is available on the AFEP ([www.afep.com](http://www.afep.com)) and the MEDEF ([www.medef.com](http://www.medef.com)) websites.

During the 2020 financial year, the following changes were made to the structure of the Board of Directors and its Committees:

	Departure	Appointment	Renewal
<b>Board of Directors</b>	• Mr. Jérôme Brunel (Observer)	• Mr. Jérôme Brunel (Director)	• Ms. Inès Reinmann Toper • Mr. Claude Gendron
<b>Strategic and Investment Committee</b>	• Mr. Bernard Carayon	• Mr. Jérôme Brunel	x
<b>Audit and Risk Committee</b>	x	x	• Ms. Inès Reinmann Toper • Mr. Claude Gendron
<b>Governance, Appointment and Compensation Committee</b>	• Ms. Inès Reinmann Toper • Ms. Laurence Danon Arnaud	• Ms. Dominique Dudan • Ms. Gabrielle Gauthey	• Mr. Claude Gendron
<b>Compliance and Ethics Committee (creation)</b>	N/A	• Mr. Jacques-Yves Nicol • Mr. Bernard Carayon • Ms. Inès Reinmann Toper	N/A
<b>CSR Committee (creation)<sup>(1)</sup></b>	N/A	• Mr. Bernard Carayon • Mr. Jérôme Brunel • Ms. Laurence Danon Arnaud • Mr. Jacques-Yves Nicol	N/A

N/A: not applicable.

(1) From 2021 Ms. Carole Le Gall, Observer, will participate in this committee.

More details in [2020 Universal Registration Document](#) page 167

At its meeting on February 19, 2020, the Board of Directors resolved, on the recommendation of the Governance, Appointment, and Compensation Committee, to set up two new Committees, in addition to the Audit and Risk Committee, the Governance, Appointment, and Compensation Committee and the Strategic and Investment Committee, in order to strengthen the adaptation of the company's governance to legislative and regulatory changes and to the new challenges arising therefrom:

- a **Corporate Social Responsibility (CSR) Committee**;
- a **Compliance and Ethics Committee**.

## Nominating and selecting the highest governance body (2/2)

The Board of Directors ensures that each movement in its structure is compliant with this goal in order to be able to carry out its tasks under the best conditions. Accordingly, at December 31, 2020, the members of the Board of Directors :

- include two different nationalities (French and Canadian);
- respect gender parity with a 50% representation of women on the Board;
- are 60% independent Directors in accordance with the independence criteria of the AFEP-MEDEF Code;
- have a range of diverse and complementary expertise, notably in the areas of real estate, finance, accounting, management, law, CSR, risk management and new technologies.

More details in [2020 Universal Registration Document](#) page 166 to 181

# Process for managing conflicts of interest (1/2)

The internal regulations of the Board of Directors and the Directors' charter, in accordance with the AFEP-MEDEF recommendations, set out the rules to be followed by Directors in the area of prevention and management of conflicts of interests.

Each year, the Governance, Appointment and Compensation Committee devotes a point of its agenda to reviewing potential situations of conflict of interest.

For transactions for which there could be a conflict of interests (acquisition, disposal of assets, etc.), the Board of Directors ensures that the aforesaid rules are strictly followed. Furthermore, the information or documents linked to such transactions are not disclosed to the Directors in such situations of conflicts of interests, even potential ones.

To Gecina's knowledge:

- no member of the Board of Directors has been convicted of fraud in the last five years;
- none of its members have held senior positions in companies subject to bankruptcy, receivership or liquidation proceedings in the last five years and no one has been under arraignment and/or been the object of official public sanctions levied by a statutory or regulatory authority;
- none of these members have been prohibited by a Court from serving as a member of an administrative, executive, or supervisory body of an issuer or from being involved in the management of an issuer during the last five years.

To Gecina's knowledge, (i) there exist no arrangements or agreements entered into with the major shareholders, clients, suppliers or other parties, by virtue of which any of the Directors were selected, (ii) there exist no restrictions other than those, where applicable, accepted by the corporate officers concerning the sale, within a certain period of time, of stake(s) in the share capital, (iii) there exist no service contracts linking members of the administration bodies to Gecina or to any of its subsidiaries providing for the granting of benefits at the end of such a contract.

To the company's knowledge, there is no family link among (i) members of the Board of Directors, (ii) corporate officers of the company or (iii) between the persons referred to under (i) and (ii).

# Process for managing conflicts of interest (2/2)

## Ethics charter

The ethics charter was drafted in accordance with Gecina's fundamental values and ratified by the Board of Directors. It is distributed to all employees, is available via the intranet and is made public via its website. Each new employee is given the ethics charter and the practical guide on joining the company. A presentation on the charter is also added to the orientation process for new Group employees and the executive induction seminar. This presentation is part of the more comprehensive anticorruption training scheme. The ethics charter, which is appended to the internal regulations, is based around nine main challenges:

- compliance with regulations;
- Group commitments to stakeholders;
- Group corporate social responsibility;
- community involvement and political neutrality;
- work conduct;
- ethical business management;
- confidentiality;
- stock exchange compliance;
- whistleblowing mechanism.

All employees are asked to comply with and enforce this charter and, under all circumstances, to behave consistently toward their colleagues and to any other people for whom they may act as a representative of Gecina or one of its subsidiaries.

More details in [2020 Universal Registration Document](#) page 107

# Assurance

In compliance with french law – article 225 grenelle II law, all the following indicators have been assessed and audited by an Independant Third Party (Ernst & Young) with different level of assurance as follows (directly related to our materiality analysis) :

Indicator	Level of certification in 2020
Energy Consumption	Reasonable assurance : 50%
GHG Emission	Reasonable assurance : 50%
% of renewable energy in energy mix	Reasonable assurance : 50%
Waste	Detailed testing (moderate) : 25%
Certification	Detailed testing (moderate) : 25%
Headcount by gender	Detailed testing (moderate) : 25%

>> *More details in the document called Cross-reference table on the GRI Standards « Core » option on FY 2020*

Third party audit's (Ernst & Young) attestation is publicly available on page 159-161 of the [2020 Universal Registration Document](#)

In addition, Gecina's HQE® operation management system is audited by Certivéa that also assesses properties directly according to HQE® Operation certification process.

# Cross-reference table with the information required in the non financial performance statement

## 9.1.6 Cross-reference table with the information required in the non-financial performance statement

Cross-reference table between the information published in the Universal Registration Document and the information required in the non-financial performance statement.

Theme	Pages	Cross-reference with the Universal Registration Document
Overview of the business model	18-19	<b>Integrated Report</b> Create sustainable spaces dedicated to our clients
Description of the main non financial risks related to the Company's activity	102-103 120-121	2.3 Summary of the principal risk factors 2.3.5 Environmental and Social risks 3.1.4 Priority CSR risks and opportunities for Gecina
Description of policies designed to prevent, identify and mitigate the occurrence of non financial risks and the outcomes of these policies, including key indicators	123-127 128-130 130-133 137-139 141-142	With reference to the mapping of CSR risks, cross-referencing with the five priority risks: 3.2.2 Low carbon buildings (risks Nos.1 and 2) 3.2.3 Circular economy (risk No. 1) 3.2.4 Comfort and well-being of occupants (risk No. 4) 3.3.1 Our human resources (risk No. 3) 3.3.3.1 Responsible purchasing (risk No. 5)
Respect of human rights		<i>Operating exclusively in France, Gecina is not directly concerned by human rights issues</i>
Anti-corruption	106-108	2.4.3 Further information regarding the Risk, Internal Control and Compliance Department
Climate change (contribution and adaptation)	123-127	3.2.2 Low carbon buildings
Circular economy	128-130	3.2.3 Circular economy
Food waste, fight against food insecurity, respect for animal welfare, responsible, fair and sustainable food		<i>Gecina's business is not affected by this risk</i>
Collective agreements and impacts	137-139	3.3.1 Our human resources
Fight against discrimination and promotion of diversity	137-139	3.3.1 Our human resources
Societal commitments	141-142	3.3.3.1 Responsible purchasing
Fight against fraud	106-108	2.4.3 Further information regarding the Risk, Internal Control and Compliance Department