

SUSTAINABILITY  
**REPORT**  
| 2021

becoming  
**g.re.a.t.**

**igd** **SIIG**  
SPAZI DA VIVERE

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## LETTER TO STAKEHOLDERS

## LETTER TO STAKEHOLDERS (GRI 102-14)

Dear Stakeholders,

We would like to present our 12<sup>th</sup> Sustainability Report referring to 2021, a year of transition for our sector. We ended 2020 aware that the sustainability process we had undertaken was the right approach even when facing the unpredictable challenges brought about by the pandemic. It represented our way of being: in our opinion those whose intention is to remain in a business following a long term approach cannot exempt themselves from contributing towards a low carbon economy, from putting people, their health and safety at the centre of their own way of working, from acting in an ethical manner in decision making and towards all those they dialogue with, ensuring at the same time that their structures are more attractive than ever following an approach based on cooperation with all stakeholders, even in local contexts, like those in which we ourselves operate. In short, we maintained our belief in our strategy which we called «Becoming GREAT», considered today as being as contemporary as ever, even in a period of uncertainty like the one we are currently experiencing.

Our awareness was heightened even further in 2021. All around us we noticed an increase in focus placed on sustainability issues at global

level (the echo from COP 26 was something that no similar event had ever experienced), at European level (with the new Taxonomy and other regulations with an impact also on our sector) and at national level (with the approval of the National Recovery and Resilience Plan in which substantial investments are allocated to the transition towards a more sustainable economy from an environmental and social perspective). Furthermore, we have noticed, whilst dialoguing with you, our stakeholders, how increasingly close to your hearts these issues are.

2021 was the year in which we planned our future commitments, with the definition of our new **2022-2024 Business Plan**.

When drawing it up, we took into account both the regulatory framework and your recommendations.

Because of this, when we started we were certain of one thing: a Business Plan that intends to see IGD through the post pandemic period could only be based on a decision to allocate a very significant part of its investments in order to make its business even more environmentally and socially sustainable. For this reason, the new Business Plan envisages an investment of approximately 13 million euros to finance the 41 targets introduced. These targets are

measurable and every year we will report on the level of achievement for each of them. We also felt it was necessary to clearly lay out the directions we intend to take and our priorities up to 2030. We have called them «**ambitions**» and they represent 22 guidelines which we will work on so as to make our contribution to the sustainable development strategies defined by the United Nations with the SDGs.

Furthermore, in this Sustainability Report we have also included a detailed account of the last 3 years. Indeed, 2021 was the last year of the 2019-2021 Plan.

When we defined the contents, we could not then have imagined that 2 of the 3 years would be marked by a global pandemic, with significant repercussions both on the company's investment capability and on the possibility to organise events with gatherings in our Shopping Centres. For this reason we were not able to reach all the targets which we had set ourselves. However, we have undertaken the commitment to work on them in the next Plan. We consider it important, however, to highlight the level of achievement for each target we set so as to be transparent and open with all of you: sustainability, in our view, also means this.

Our strategy also involves the management of **risks related to sustainability**. Every year we monitor them, analyse the results obtained and describe them in the Report. Year after year we have perfected the so-called «dashboard»: in 2021 we added new risks related to contingent factors (like for example the increase in energy costs) and we defined, for each risk, **the related opportunities**.

At the same time, we consider it appropriate to set our sustainability process within the framework of international best practices.

Our Report is carried out in line with EPRA and GRI standards. On this topic, in 2021 we received for the 7<sup>th</sup> year the «EPRA sBPR **Gold Award**» for our Sustainability Report and for the 4<sup>th</sup> year the «EPRA BPR Gold Award» for our Consolidated Financial Statements.

Furthermore, after joining **the United Nations' Global Compact** in 2020, in this Report we have included «Communication on progress», the annual report on the policies and the actions carried out in 2021 in reference to the Principles identified by the United Nations regarding human rights, labour, the environment and the fight against corruption. Likewise, for the third year, we responded to the recommendations of the Task Force on climate-related financial disclosures (**TCFD**).

Overall, we are satisfied with the results we obtained in 2021. Also our performance, especially environmental performance, when compared to the pre-pandemic period, improved considerably.

On this point, with regard to **climate change**, in 2021 we continued to invest in energy efficiency, as described in section «**Green**».

With the **1.2 million euros** which we **invested in Italy in energy efficiency** improvement (in addition to the **620,000 invested in Romania**), we reached an overall investment equal to 5.8 million euros over the 3 year timespan of the Plan, exceeding the target we had set ourselves (5 million). Thanks to these structural investments, as well as greater focus placed on management and the constant monitoring of performance, **there was a fall in energy consumption** during the year, which was not a result of the Malls being less operative due to the restrictions. Indeed, we are pleased to report that in the last 7 months of the year we reduced energy consumption by 14% compared to the same period in 2019. One of the results of the investments carried out was the continuous increase in the proportion of energy produced from **photovoltaic panels**, installed in 8 of our Shopping Centres, currently standing at approximately **7% out of the total**

energy consumed during the year (it was 3.4% in 2019). **LED lighting**, which is installed in 19 of our Malls, also enabled us to reduce energy consumption: if we had not invested in this, in 2021 we would have **consumed 6.5% more** (the energy saved is equal to consumption in a medium-large Shopping Centre).

In addition, starting from this year, our reporting includes the so-called **Scope 3**, that is, **emissions indirectly linked to our business**. The assessment of these emissions, alongside the assessments of Scope 1 and 2 emissions which we have been reporting for several years now, will enable us to be **fully aware** of our environmental impact.

In 2022 we will assess our performance and, in line with international best practices, we will identify specific reduction targets which are «**Science-Based**», or rather, those aimed at limiting global warming to 1.5°, as recommended by the 2015 Paris Agreement on climate change. We will work, therefore, so that the targets are validated by the Science-Based Targets Initiative (SBTi), one of the most distinguished international networks active on this issue.

In addition to the environmental aspect, our sustainability strategy places people at its core. For this reason, we intend to act in a

responsible manner both with regard to our employees and to the people that are present in our structures.

In section «**Responsible**» therefore, we report not only on **employment stability and quality** which we continued to guarantee over the year, but also on **investments** which we carried out both with regard to the establishment of the new Information Technology corporate role and with regard to the development of our employees' skills. On this topic, we would like to highlight how focus on training, especially in a rapidly changing context like the one we are witnessing now, is strategic for the near future. For this reason we decided to **increase our investment in training**, focusing on soft skills and digital skills.

We also continue to place great attention on the issue of **wellbeing**, both that of our employees (100% of them made use of the advantages offered by corporate Welfare) and that of those who work in or who visit our structures. With regard to this, in 2021 we decided to follow the **Bio Safety Certification scheme** developed by the accreditation board RINA, the first management model introduced into the market which is designed to prevent and mitigate the spread of infections to protect the health of individuals from biological

agents, like, in particular, those connected to the current Covid-19 situation.

Up to now, 7 of our Shopping Centres, in addition to the headquarters, have been certified. By the end of 2024 this certification process will involve all our Malls.

Once again in 2021 we confirmed how ethics and legality are two ineradicable factors in our approach to business («**Ethical**»).

After obtaining **ISO37001** certification, the international standard of reference for anti-bribery management systems, during the year we audited our actions and we identified, amongst the adjustments to be made, one with regard to the purchasing process, with a view to achieving an increasingly responsible management of our supply chain (one of the targets which we will be working on in the next Plan). Our commitment to ensure our **governance** is in line with the best practices at national level was acknowledged during the year by two important recognitions: our «governance risk» was awarded the best score possible in the ISS (*Institutional Shareholder Services*) assessment and we were included in the first 5 of the extra top 100 listed companies in the Integrated Governance Index, developed by Etica News.

We also continued to be committed to making our Shopping Centres even more attractive («**Attractive**»). During the year we implemented several new aspects which are also features of our new Business Plan: new **merchandising mix** to adapt our retail offer (34 new brands introduced, the highest number in the last few years); focus on **people's health**, with the opening of the first medical clinic in one of our Shopping Centres and with the creation of two vaccination hubs which gave approximately 400,000 people in Ravenna and Palermo the possibility to be vaccinated; implementation of opportunities offered by digital evolution so as to constantly increase interaction with the visitors, putting into practice what had already been envisaged in our **Digital Plan**.

In order to handle this phase in the best way possible, we continued to engage with you, our stakeholders, constantly communicating and working with you («**Together**») following an approach based on cooperation. The over 1,000 meetings organised with our tenants, the 17,000 visitors and non visitors that were heard by means of specific surveys, as well as the 89 investors met (25 of these new ones) all bear witness to our commitment on this matter.

Undertaking a sustainability process, for us, has also always meant **participating in debates** on these issues at national and international level, with particular focus on what is happening in our sector. For this reason, in 2021 we promoted and participated in the «**Sustainability Manifest**» of the *Consiglio Nazionale dei Centri Commerciali* (National Association of Shopping Centres), in virtue also of the roles we have in this Association, which are both the general Chair of the Association and the

Chair of the ESG Commission. We continued to be a member of the Sustainability Groups of both EPRA (European Public Real Estate Association) and ECSP (European Council of Shopping Places), overseeing the proposals of European legislation so as to analyse them, assess them and, with the cooperation of the other companies in the sector, propose together any amendments.

At the end of our third Business Plan, where we worked to integrate sustainability into the

way in which we conduct business, we can consider ourselves satisfied with the results obtained.

Being assessed in 2021 by **11 Rating companies** focused on ESG parameters, whose appraisals of us continue to improve year after year, is a sure indication that we are on the right track.

// Chair

**Rossella Saoncella**



// Chief Executive Officer

**Claudio Albertini**



stakeholders



## METHODOLOGICAL PREFACE

## METHODOLOGICAL PREFACE (GRI 102-45;102-46;102-48;102-49;102-50;102-51;102-52;102-54)

### GENERAL INFORMATION

IGD's Group, hereinafter also referred to as the Group or IGD, twelfth Sustainability Report, refers to 2021 and reports on the Group's environmental, social and governance (ESG) performance, both in Italy and in Romania.

The structure of this Report is that of a layout by issue involving various stakeholders, reporting on the 12 material issues that emerged from the materiality analysis and which were confirmed in 2021.

The material issues have been grouped together into 5 areas (Green, Responsible, Ethical, Attractive, Together), which represent the 5 sections in this document (for further details on the materiality analysis please refer to section "Sustainability strategy").

The identification of the content of this Report was a result of:

- the recommendations of the company's top management;
- a benchmark with competitors at international level;
- the development of the indicators required by GRI Standards and European Public Real Estate Association (EPRA) international standards;
- the materiality analysis.

### SUSTAINABILITY REPORT STRUCTURE

The Report, which is introduced by the Chair and Chief Executive Officer's «Letter to Stakeholders», is divided into three parts:

1. Introduction part, with methodological and strategic references (including reporting on performance with regard to short, medium and long-term sustainability targets of the 2019-2021 Plan and the presentation of the new targets set in the 2022-2024 Business Plan), the analysis of sustainability risks, focus on the recommendations of the Task Force on Climate Related Financial Disclosures (TCFD) and the «UN Global Compact Communication on Progress 2021».

2. Part regarding performance.

The latter is made up of 5 sections relating to the reporting areas, each of which includes the following:

- Main actions carried out in 2021 related to each area
- Performance in 2021 compared to the previous two-year period

3. Appendix, with the GRI, EPRA and SDGs tables, as well as the «Limited audit report on the 2021 Sustainability Report» compiled by PricewaterhouseCoopers.



**SUSTAINABILITY REPORT BOUNDARY**

The economic-financial information present in this Report is in line with the information reported in IGD Group's Consolidated Financial Statements and corresponds to all the fully consolidated companies specified in the corporate structure as at 31.12.21; instead with reference to all the other information present in this Report, the boundary coincides with the fully consolidated companies, with the exception of:

- Porta Medicea Srl;
- Arco Campus Srl;
- RGD Ferrara 2013.

As they are not considered as being material with regard to the impact produced by the business, since their activities, as stated in their purpose of corporation, are not related to the management of Shopping Centres or they are related to the management of a Shopping Centre not under IGD management (RGD Ferrara 2013).

This report describes the performance of the Group's freehold Shopping Centres and those in master leasing, managed by consortiums in which IGD holds or does not hold a stake.



The complete list of Shopping Centres, where it is stated if they are excluded from the reporting boundary, can be seen below:

SHOPPING CENTRE	PLACE	EXCLUSION
CentroSarca	Sesto San Giovanni (Milan)	
Gran Rondò	Crema (Cremona)	
I Bricchi	Isola d’Asti (Asti)	
Centro Luna	Sarzana (La Spezia)	
Mondovicino	Mondovi (Cuneo)	
Millennium	Rovereto (Trento)	
Clodi	Chioggia (Venice)	
Centro Piave	San Donà di Piave (Venice)	
Conè	Conegliano (Treviso)	
La Favorita	Mantua	
Centro Borgo	Bologna	
Lame	Bologna	
Centro Nova	Villanova di Castenaso (Bologna)	
Darsena	Ferrara	Yes (see previous page)
Leonardo	Imola (Bologna)	
Le Maioliche	Faenza (Ravenna)	
ESP	Ravenna	
Puntadiferro	Forlì (Forlì-Cesena)	
Lungo Savio	Cesena (Forlì-Cesena)	
Porta a mare	Livorno	
Fonti del Corallo	Livorno	
Maremma	Grosseto	
Tiburtino	Guidonia (Rome)	
Casilino	Rome	
PortoGrande	Porto d’Ascoli (Ascoli Piceno)	
Città delle Stelle	Ascoli Piceno	
Centro d’Abruzzo	San Giovanni Teatino (Chieti)	
Le Porte di Napoli	Afragola (Naples)	
Katanè	Gravina di Catania (Catania)	
La Torre	Palermo	

**ITALY**

SHOPPING CENTRE	PLACE
Winmarkt GALATI	GALATI
Winmarkt PLOJESTI - Big shopping Center	PLOJESTI
Winmarkt PLOJESTI - Grand Center Shopping	PLOJESTI
Winmarkt CLUJ	CLUJ
Winmarkt BRAILA	BRAILA
Winmarkt RAMNICU VALCEA	RAMNICU VALCEA
Winmarkt TULCEA	TULCEA
Winmarkt BUZAU	BUZAU
Winmarkt PIATRA NEAMT	PIATRA NEAMT
Winmarkt ALEXANDRIA	ALEXANDRIA
Winmarkt SLATINA	SLATINA
Winmarkt TURDA	TURDA
Winmarkt BISTRITA	BISTRITA
Winmarkt VASLUI	VASLUI

**ROMANIA**

In compliance with EPRA international standards on environmental data reporting, the reporting boundary regarding the latter is different to that described above. For detailed specifications, please refer to “Methodological preface for environmental data” shown below.



### CHANGES TO HISTORICAL DATA

The information present in this Report, but which refers to previous Reports, has not undergone any changes caused by:

- mergers or acquisitions;
- exchange rate of the year or base period;
- nature of the business.

The following indicators have been restated:

- Section 1 Green - Scope 1 referring to 2019 and 2020, as the calculation of company car emissions has also been included;
- Section 2 Responsible - Ratio salary male/female

### REFERENCES AND GUIDELINES

This Report has been drawn up in compliance with:

- GRI Standards issued by the Global Reporting Initiative, responding to the core option and analysing, in particular, those referring to the real estate sector (“Sustainability Reporting Guidelines - Construction and Real Estate Sector Supplement”). Reference to the GRI indicators is reported in each section;
- The third edition of EPRA (“Best Practices Recommendations on Sustainability Reporting”), published in September 2017.

A list of the GRI Standards and a summary table of the EPRA indicators can be found in the appendix at the end of this Report.

This Report describes the actions carried out by IGD in order to contribute to the achievement of 10 of the 17 Sustainable Development Goals (SDGs) defined by the United Nations. A summary table at the end of this document reports the references in relation to the presence of SDGs in the sections.

### EXTERNAL VERIFICATION

The data and the information included in this Report are, for the fifth year running, subject to Limited Assurance in accordance with the procedures set out in ISAE 3000 by PricewaterhouseCoopers, which expresses the results, on the basis of the analysis carried out, regarding the compliance of the Sustainability Report with the GRI Standards.

## METHODOLOGICAL PREFACE FOR ENVIRONMENTAL DATA

This methodology refers to the environmental data included in Section 1 «Green».

### REPORTING BOUNDARY

The “operational control approach”, as described in the GHG Protocol, has been used to define the reporting boundary. This approach better reflects IGD’s environmental impact as it portrays utilities acquired directly by the organisation inasmuch as it is the owner of the assets concerned. The 26 assets included in the reporting boundary are the Italian Shopping Malls and they represent (in number) 96% of the freehold Malls, with a value of 1.45 billion euros.

The following are not included:

- Centro Nova, Centro Piave and Fonti del Corallo Shopping Malls (Malls in Master Leasing);
- Darsena (IGD has no management role);
- Hypermarkets and supermarkets (Not relevant with regard to the “operational control approach”);
- The other property units (IGD has no management role with regard to these).

The data regarding energy consumption in the Malls in Master Leasing, Darsena and the hypermarkets and supermarkets, is included, from 2021 onwards, in the calculation of Scope 3.

The data regarding the headquarters and Romania is reported separately.

The performance indicators are reported according to two different procedures:

- Absolute: regarding the entire reporting boundary (26 Shopping Centres).
- Like-for-like: the assets that were bought or sold or that were undergoing restyling, extension or remodelling work of internal spaces during the reporting year and the assets that were not open during the entire reporting year (2021) or during the whole year of comparison (2020) are not included. Therefore, Casilino Shopping Mall is not included (as work was carried out in 2021). The Lfl data is calculated exclusively for the years 2021 and 2020. In order for a comparison to be made between performance in 2021 and performance in the last year prior to the Covid-19 pandemic, 2019 data has also been reported in the absolute environmental indicators.
- The intensity indicators refer only to absolute data.

**EXTENT: PROPERTY CONSUMPTION AND TENANTS' CONSUMPTION**

IGD reports on the environmental impact of its assets by means of environmental performance indicators required by EPRA and GRI Standards international standards. With regard to the latter, the indicators reported are those referring to material aspects for IGD (for further details please refer to «Sustainability strategy»).

The environmental impacts reported concern:

- Direct energy consumption\* (fuel consumption)
- The data refers to 16 Shopping Centres that use methane gas for heating. 5 Centres that use district heating, 3 Centres that use heat pumps, Porta a Mare which uses marine geothermal energy and Clodi retail park are not included. The data includes tenants' consumption purchased by the property. The data supplied by the Shopping Centres is in cubic metres and it is taken from the utility bill: the conversion factor from m<sup>3</sup> to kWh is 10.5 m<sup>3</sup>/kWh.
- Indirect energy consumption\* (electricity, district heating and cooling).

The data refers to energy produced by and purchased from a third party and converted into electricity or flows. It includes:

- that required for lighting, heating and cooling the common areas;
- hot and cold flows supplied to the tenants;
- car park electricity consumption

The electricity consumption refers to 26 Shopping Centres and it does not include consumption in the retail parks; there are 5 Centres that use district heating and cooling. In both cases the consumption data is taken from the utility bill.

Direct and indirect greenhouse gas emissions (GHG):

Calculated on the energy consumption of the Centres included within the boundary. Direct GHG emissions refer to energy purchased and consumed on site (fuel). For the calculation of CO<sub>2</sub>e GHG Protocol parameters are used (updated in May 2015, the factors derive from the IPCC Guidelines for National GHG Inventories 2006). This source has a standard emission factor for methane gas, for all countries, equal to 1 m<sup>3</sup> equivalent to 0.001891 tCO<sub>2</sub> eq.

For the calculation of CO<sub>2</sub>e indirect emissions:

- for electricity, the GHG Protocol parameters are used. The emission factor for Italy is equal to 1 MWh equivalent to 0.385 tonnes of CO<sub>2</sub> eq. Instead for Romania 1 MWh of electricity is equal to 0.481 tonnes of CO<sub>2</sub> eq. The factors in question were updated in 2012;
- for district heating: for Italy the source of the *Agenzia Nazionale Efficienza Energetica* (National Energy Efficiency Agency) is used, which reports a value equal to 0.30 kg of CO<sub>2</sub>/kWh, the calculation of which was carried out consistent with the factors for conversion to primary energy laid down in the Ministerial Decree of 26 June 2015 “minimum requirements”. For Romania the conversion factor applied is: 0.22 Kg of CO<sub>2</sub>/Kwh updated in 2017, extracted from the Romanian legislative source Ordinul 2641/2017 M.Of. 252 din 11-apr-2017.

From 2021 onwards, reporting also includes indirect emissions generated by the corporate value chain (Scope 3). With regard to the percentage of physical data (that is consumption from the utility bill) used in the calculation method, the following percentages were estimated:

- Cat 13 – Downstream leased assets ITALY: 39% of the emissions are based on physical data
- Cat 13 – Downstream leased assets ROMANIA: 41% of the emissions are based on physical data
- Cat 15 – Investments ITALY: 79% of the emissions are based on physical data

For cat 1 – Purchased goods and services, emissions for Shopping Centres are based on expenses values estimated as budget 2021, whereas emissions for the headquarters are based on consolidated values at 31 December 2021. For all other categories, 100% of the emissions are based on physical data (consumption, volume, km) or are spend-based (cat 1, cat 2).

- Water consumption\*

The data refers to all the Centres that fall within the reporting boundary and includes water consumption both in common areas and by tenants. Water consumption is taken from the utility bill.

- Waste

The data referring to 8 Shopping Centres is not available as waste disposal is carried out directly by the Municipalities who do not provide any useful data; for this reason it is not included.

### STANDARDISATION FOR INTENSITY CALCULATIONS

The intensity indicators provide a measure of absolute and like-for-like performance which can be used for comparisons in the long term.

As required by EPRA Best Practices Recommendation (BPR) on Sustainability Reporting, the intensity indicators are calculated on the entire reporting boundary (absolute), using the values of the above mentioned indicators (marked with an asterisk\*). The only exception is the calculation of energy intensity, where car park electricity consumption is not included (estimated for 12 Centres where the data is not available). For the Shopping Centres, the sum of m2 of common areas and GLA to which common utilities are supplied, is used as the denominator whereas for Clodi Retail Park only the sum of m2 of common areas is used. IGD considered it appropriate to use these values, despite the partial misalignment between numerator and denominator, due to the presence of hot and cold flows supplied to the tenants.

### CHANGES TO HISTORICAL DATA

The quantification of Scope 1 for the years 2019 and 2020 has been changed, as from 2021 this also includes the calculation of company car emissions which is based on the total number of kilometres travelled.



## INTRODUCTION: ABOUT IGD AND BRIEF OUTLINE ON ECONOMIC PERFORMANCE

## INTRODUCTION: ABOUT IGD AND BRIEF OUTLINE ON ECONOMIC PERFORMANCE

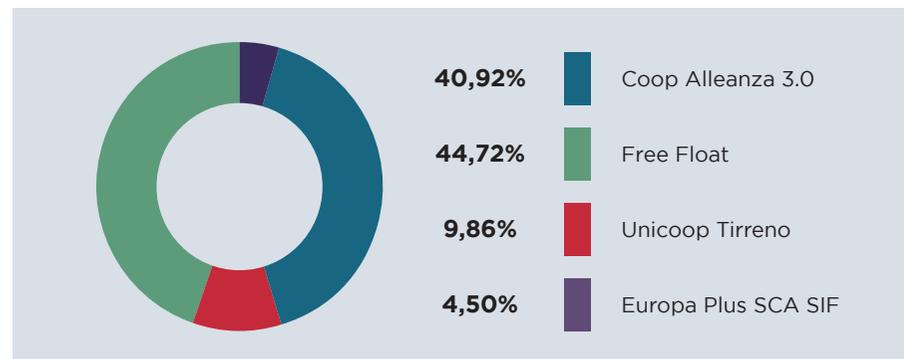
### IGD'S ORGANISATIONAL PROFILE (GRI 102-1; 102-2; 102-3; 102-4; 102-5; 102-6; 102-7; 102-10)

IGD Group is the biggest Italian group in the retail real estate sector in Italy. It owns and manages Shopping Centres, both in Italy and Romania. Its headquarters are located in Bologna.

The group was founded in 2000 subsequent to the transfer of part of Coop Adriatica's (now Coop Alleanza 3.0) and Unicoop Tirreno's real estate portfolio, which today are still the majority shareholders. The Company with Immobiliare Grande Distribuzione SiiQ S.p.a, as the holding company, has been listed on the STAR segment of *Borsa Italiana* (the Italian Stock Exchange) since 2005.

As at 31 December 2021 the real estate portfolio, excluding the «leasehold» properties, was valued at 2.140 billion euros.

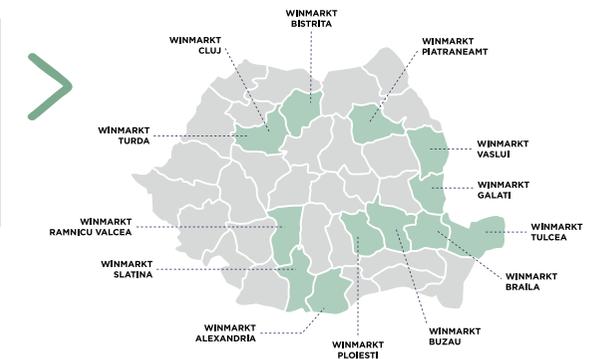
As at 31.12.2021 the shareholders were made up as follows:



**54** property units in  
**12** Italian regions:  
**27** malls and retail parks  
**19** hypermarkets and supermarkets  
**1** plot of land for direct development, **1** property for trading and **6** other real estate properties



**14** Malls and **1** Office Block in **13** Romanian cities



The 3 main activities of the Group are:

**1. Real estate investments**

Being a property company, IGD purchases retail properties, both up and running and those newly created (shopping centres, hypermarkets, supermarkets and malls) from which value is generated in the long term thanks to rental activities. Occasionally, the Company assesses the possible disposal of freehold real estate in order to be in possession, at any given moment, of an optimal portfolio structure by means of a correct asset rotation strategy;

**2. Management**

The most important activity for IGD consists in asset management, which regards all the Group’s freehold assets in Italy and Romania and three malls belonging to third parties. The main objective is to guarantee and to increase the value of the portfolio in the medium to long term by means of:

- restyling work, renovations and remodelling work carried out in the spaces, in addition to maintenance activities (ordinary and extraordinary);
- business policies and marketing initiatives that make the malls more attractive.

**3. Services and trading:** providing services to the owners and the tenants of the hypermarkets, supermarkets and stores present in the malls.

**TABLE 1 - SCALE OF THE ORGANISATION AS AT 31/12/2021**  
(GRI 102-7)

Indicator	2021
Number of Employees	135 Italy - 31 Romania
Number of activities/ Quantity of products or services	54 property units in Italy and 14 in Romania
Operating revenues	151.540.447 €
Market capitalisation	425.919.744 €



### WHAT HAPPENED IN 2021:

#### January-May

Due to the growing number of Covid-19 infections, new restrictions were defined in Italy for Shopping Centres which at the weekends and on bank holidays and pre-bank holidays could remain open only for «essential» activities. In Romania, area lockdowns came into force based on healthcare conditions, in addition to the restrictions already in place in sectors like restaurants/bars, cinemas and entertainment.

#### April

On 20<sup>th</sup> April 2021, the IGD Board of Directors, appointed during the Shareholders' AGM on 15th April 2021 for the 2021 - 2023 three-year period, appointed Rossella Saoncella as Chair of the Board of Directors and confirmed Claudio Albertini as Chief Executive Officer.

#### May/December

From the month of May, with the loosening of restrictions, there was a progressive improvement in the tenants' operational performance in the IGD Shopping Centres in terms of footfalls and sales. In the period from June to December tenants' sales were substantially flat compared to 2019.

On 30<sup>th</sup> September 2021 the rating agency Fitch Ratings Ltd confirmed the Investment Grade BBB- rating modifying the outlook from Negative to Stable; the review of the outlook was based on the improved exposure of rental income, helped by the gradual recovery of footfalls and tenants' sales in the IGD Shopping Centres.

On 25<sup>th</sup> November 2021 IGD signed a contract with Intermediate Capital Group for the disposal, by IGD, of a hypermarket/supermarket real estate portfolio equal to the value of 140 million euros. This portfolio consisted of 5 hypermarkets (located in Livorno, Schio, Lugo, Pesaro and Senigallia) and 1 supermarket (in Cecina). As a result of this transaction IGD cashed in approximately 115 million euros; these financial resources enabled IGD Group to reduce its Loan to Value and, along with the liquidity already available, to have already almost entirely covered its financial maturities for the whole of 2022.

On 14<sup>th</sup> December the 2022-2024 Business Plan was approved.

**IGD'S MEMBERSHIPS** (GRI 102-12; 102-13)

The list of organisations which IGD is a member of in various capacities can be seen in the table below.

MEMBERSHIPS 2021			
ORGANISATION	Membership with payment of membership fee	Participation in projects and committees	Participation in governance bodies
European Public Real Estate Association (EPRA)	x	x	x
Consiglio Nazionale dei Centri Commerciali (National Association of Shopping Centres)	x	x	x
Assonime	x	x	x
Impronta Etica	x	x	
Unindustria Bologna	x		
Legacoop Romagna	x		

IGD is a member of the Consiglio Nazionale dei Centri Commerciali (National Association of Shopping Centres) which, as one of its institutional activities, also has the task of supporting the motions of its members. To do this, it engages companies specialised in the sector of political-intelligence lobbying and public affairs.

**SUPPLY CHAIN** (GRI 102-9)

As part of its activities, IGD cooperates with two different categories of suppliers: service suppliers (cleaning, communication, security, for example) and construction and maintenance suppliers. The relationship between IGD and its suppliers is administered both by means of local contracts (entered into with the Consortiums of the Shopping Centres), and by means of contracts negotiated in a centralised manner. In numerical terms, the overall number of suppliers is equal to 1,825, of which 45% are local (see section 5.2 for further details on local suppliers).

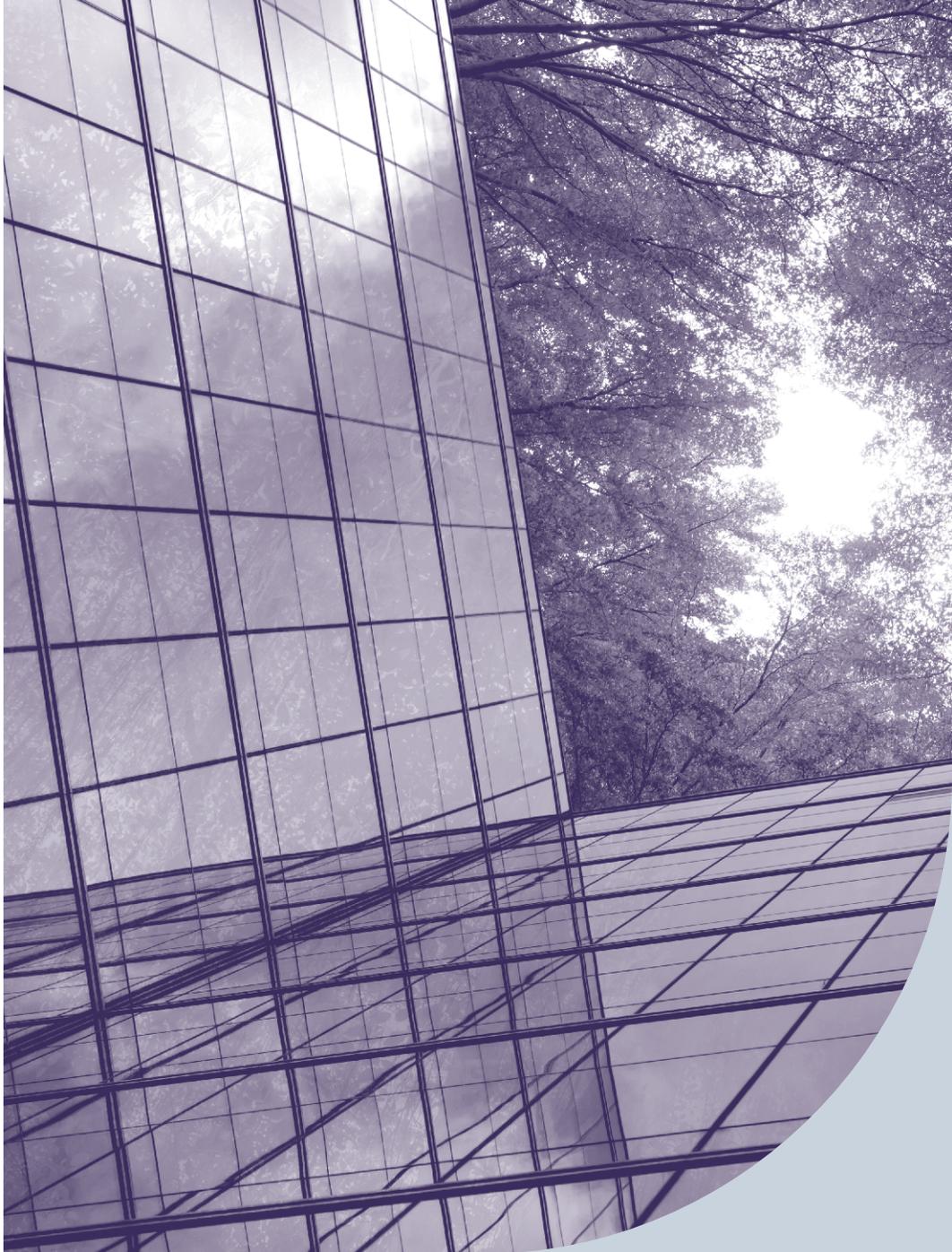
**PRECAUTIONARY APPROACH** (GRI 102-11)

IGD's precautionary approach can be attested by the implementation of its risk management system, consisting of the Enterprise Risk Management model (ERM - see section 3 of this Report) and of the identification and management of sustainability risks (see section Strategy). It also activated the UNIENISO14001 certified Environmental Management System (<https://www.gruppoigd.it/en/sustainability/our-sustainability-strategy/csr-governance/>) and it UNI ISO 37001 certified its anti-bribery management system.

## TAXATION (GRI 207-1; 207-2; 207-3; 207-4)

IGD Group aligns its conduct regarding taxation to comply with the laws in force. Furthermore, in accordance with the principle of responsibility, as stated in the Group's Code of Ethics, transparency and legality are the driving forces behind its fiscal approach and the fulfilment of its tax obligations. In addition, the holding company IGD SiiQ Spa included tax violations in its Organisational Management Model ex Legislative Decree 231/01. With a view to sustainable development, fully aware that revenue deriving from taxes contributes to the social and economic development of the area in question, IGD pays taxes exclusively in the countries in which the Company operates (Italy and Romania). Every year the Company reports its taxes in its financial statements. Ordinary tax management activities and relations with the Tax Authorities, in Italy, as at 31 December 2021, are the responsibility of the Administration, Legal and Corporate Affairs Division of IGD SiiQ S.p.a.; decisions regarding extraordinary management are defined by the Operating Management of IGD SiiQ S.p.a. In Romania, relations with the Tax Authorities are managed directly by the subsidiaries Winmarkt Management Srl and WinMagazin SA.

TAX REGIME	ITALY	ROMANIA
Description of tax regime	Please refer to paragraph 2.8 in the report on management as at 31.12.2021 and to paragraph 5.6.2.23 in the notes to the separate Financial Statements of IGD SIIQ as at 31.12.2021	Ordinary regime: 16% flat corporate income tax rate
Corporate area responsible for tax affairs	The Administration, Legal and Corporate Affairs Division is responsible for all tax affairs. More specifically, this is carried out by the Administrative Procedures and Accounting Systems Tax Office	The Tax & Internal Control Manager is responsible for all tax affairs
Analysis of risks related to the tax regime	Please refer to paragraph 2.12 in the report on management as at 31.12.2021	Please refer to paragraph 2.12 in the report on management as at 31.12.2021
Assurance process on tax policy	All the statements regarding direct and indirect taxes, with the exception of IMU (Italian property tax), are prepared by the Administration Office and reviewed by the Administrative Procedures and Accounting Systems Tax Office with the support of external consultants if required	All the statements regarding direct and indirect taxes are prepared by the Administration Office and reviewed by Tax & Internal Control Manager with the support of external consultants if required
EBIT (€/000)	86,504*	2,197**
Taxes (€/000)	2,650*	352**
% tax	3.1%*	16%**
Disclosure	*Collective data regarding the Group's Italian companies	**Collective data regarding the Group's Romanian companies



# SUSTAINABILITY STRATEGY

## STRATEGY

IGD’s sustainability strategy is directly connected to its business model: being the owner of the properties means it has the power to take action on the structural aspects of the assets; being responsible also for the management of the assets, means it can define and implement actions affecting the day to day life of the Shopping Centres. IGD positions itself as a player in the retail real estate market with a long-term outlook: this was why the decision was made, starting from 2011, to define and implement a process aimed at sustainability, working on 5 strategic aspects, which since 2017 have been encapsulated into «Becoming Great»:

**GREEN:** reduce environmental impact,

**RESPONSIBLE:** act in a responsible manner towards people,

**ETHICAL:** conduct business in an ethical manner,

**ATTRACTIVE:** make its structures attractive

**TOGETHER:** work together with its stakeholders



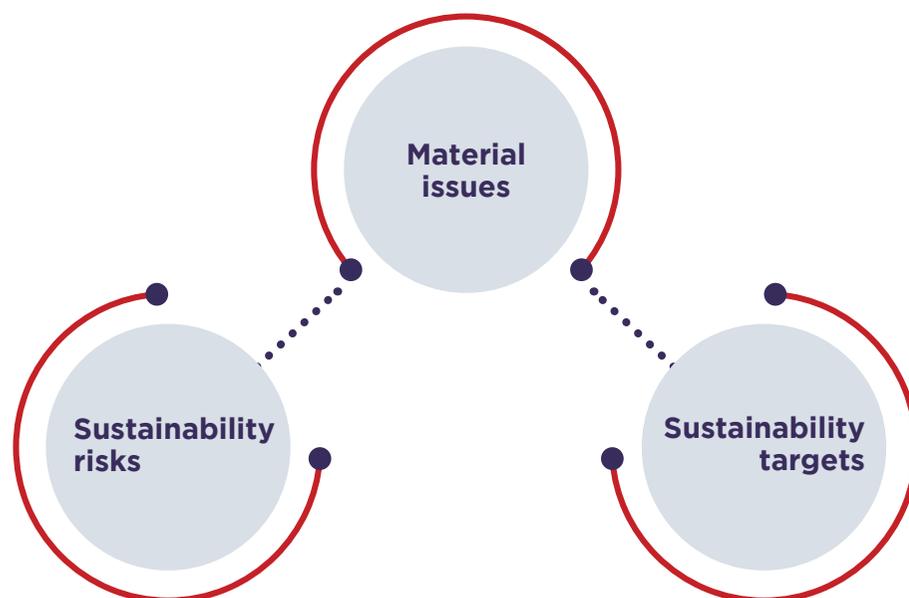
green responsible ethical attractive together

## THE MILESTONES



IGD's sustainability strategy has been an integral part of corporate business planning since the 2014-2016 Business Plan. It was included in the 2019-2021 Strategic Plan, within the section «Innovation and operational excellence». With the new 2022-2024 Business Plan, approved by the Board of Directors on 14<sup>th</sup> December 2021, sustainability planning has been included in the operational fields of activities.

Material issues are at the core of IGD's sustainability strategy. After identifying these, the company then defined both the risks and opportunities related to the sustainable management of its business as well as the targets to be reached during the plan timespan (2022-2014) and by 2030.



The impact of the Covid 19 pandemic, which affected both Italy and Romania starting from the months of February/March 2020, was also highly significant in 2021. Indeed, until May, the Italian Shopping Centres were closed at weekends and on bank holidays and pre-bank holidays (with the exception of activities considered to be «essential») and restrictions, although less severe, were also in place in Romania. In the following months, with a loosening of restrictions, a gradual return to relative normality could be seen (still however affected by the course of the virus). In this situation of uncertainty, IGD, in Italy, decided primarily to prioritise the so-called non-deferrable investments and proceed with restyling work in two Shopping Centres (Portogrande and La Favorita), work which will be mostly carried out in 2022. The pandemic situation also directly influenced the sustainability strategy: although, on the one hand, the material issues were indeed confirmed (slightly revised in 2020) and reporting of the new pandemic risks, introduced the previous year, was underway, on the other, the health situation affected the achievement of the targets defined in the sustainability plan. Indeed, it was not possible to reach the targets regarding the Shopping Centres' social/meeting place aspect as the organisation of events, awareness raising campaigns etc. were postponed and deferred.

## MATERIALITY (GRI 102-32; GRI 102-47; 103-1)

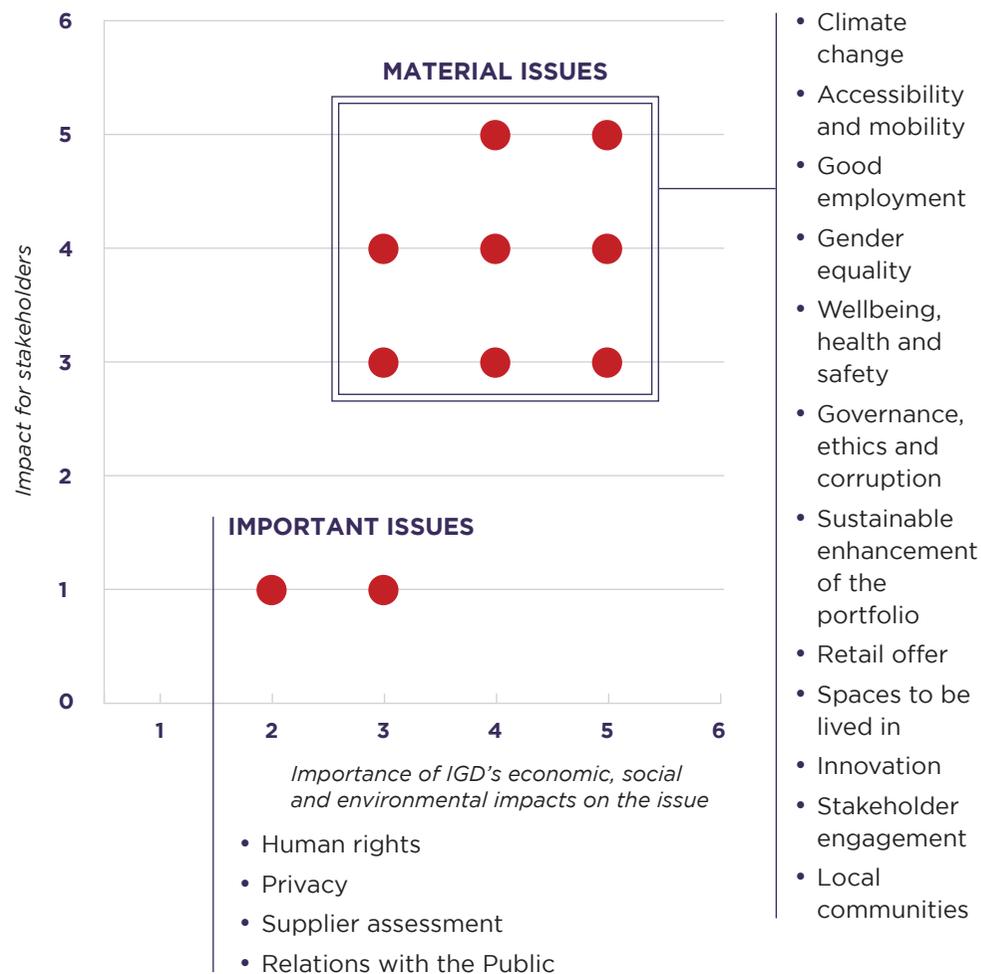
### IDENTIFICATION OF THE MATERIAL ISSUES

In line with the provisions defined by the GRI Standards, IGD identified, in 2017, its material issues, by means of an analytical process involving the CSR office and the Sustainability Committee and with the official approval of the company's top management. Every year the company assesses any necessary adjustments, taking into account both any important matters connected to its business as well as issues emerging during discussions with its stakeholders, in a process which to begin with involves the Sustainability Committee and, in the event of any substantial changes compared to the previous year, the entire top management.

In 2021 the company proceeded along two lines:

1. It decided it was appropriate to confirm the 12 material issues and the 4 important ones defined in 2020, which already took into consideration the issues related to the pandemic;
2. It carried out a thorough analysis of the emerging issues, with the purpose of defining those upon which to base the new Sustainability Plan valid for the 2022-2024 period (with ambitions up to 2030). Consequently, from 2022 the issues identified will be integrated with those already present in the current materiality matrix, modifying them where necessary.

### MATERIALITY 2021



## 2019-2021 SUSTAINABILITY TARGETS

2021 was the third and last year of the 2019-2021 Plan. The actions carried out during the year in order to reach the targets and the levels of achievement of the targets during the Plan timespan are reported below. The overall level of achievement of targets was 80%.

**KEY**  
LEVEL OF  
ACHIEVEMENT OF  
TARGETS:



FULLY  
ACHIEVED



ACHIEVED IN  
SIGNIFICANT  
PART



ACHIEVED IN  
SMALL PART



NOT  
ACHIEVED

TARGET	ACTIONS CARRIED OUT IN 2021	LEVEL OF ACHIEVEMENT OF TARGET IN THE 2019-2021 PLAN
 <b>Zeroing of co2 emissions:</b> Italy portfolio Nearly Zero-energy Building <b>by 2030</b>	Confirmed use of 100% energy from renewable sources.	
 Obtain <b>BREEAM certification for 80% of the fully-owned Malls in Italy by 2030</b>	Breem certification renewed for Le Porte di Napoli and Katanè. Currently 30% of the Italian Malls are Breem certified.	
 <b>Continuation of installation of photovoltaic systems</b>	No new photovoltaic systems installed caused by the block/deferral of investments due to the pandemic.	
 <b>Awareness raising</b> aimed at visitors by means of campaigns in the shopping centres and the carrying out of <b>across-the-board events regarding ESG issues</b>	Awareness raising campaigns carried out on environmental issues at Shopping Centre level. No across-the-board event was carried out due to the difficulty in organising events with gatherings	

\* Other BREEAM certified Shopping Centres: Sarca, Tiburtino, Katanè, Esp and Puntadiferro.

## 2019-2021 SUSTAINABILITY TARGETS

TARGET	ACTIONS CARRIED OUT IN 2021	LEVEL OF ACHIEVEMENT OF TARGET IN THE 2019-2021 PLAN
 <p>Obtain <b>UNI EN ISO 14001 certification for 95% of the portfolio by the end of 2020</b></p>	Target to certify 95% of the fully-owned Malls, in addition to the Bologna headquarters, achieved in 2020. Improvement actions identified are in the process of being carried out	
 <p><b>5 million of investments</b> in the <b>2019-2021 three-year period</b> to <b>improve energy efficiency</b></p>	Altogether 1.2 million invested during the year	 <p>Altogether approximately 5.8 million invested in the three-year period, of which 3.4 million in 2019, 1.2 million in 2020 and 1.2 million in 2021</p>
 <p>Installation of <b>LED lighting systems in the entire Italian portfolio by the end of 2022</b></p>	Altogether 19 Shopping Centres are equipped with LED lighting systems	
 <p><b>Transition from the experimental phase to the operational one</b> of the <b>Waste2value</b> project and assessment of other projects on the issue of circular economy</p>	A composter was purchased and the garden was created under the Waste 2 Value project at Centro Nova in Bologna	
 <p><b>Headquarters to be plastic free by the end of 2020</b></p>	The Bologna headquarters became plastic free following the elimination of plastic bottles and cups in 2020	

## 2019-2021 SUSTAINABILITY TARGETS

TARGET	ACTIONS CARRIED OUT IN 2021	LEVEL OF ACHIEVEMENT OF TARGET IN THE 2019-2021 PLAN
 Definition of individual targets linked to <b>CSR</b>	During the year a target linked to CSR was identified for the Directors. The aim of the next Plan will be to define sustainability targets also for other corporate roles	 3/4
 <b>Training:</b> focus on <b>soft skills</b> and on the importance of <b>cross-functional work</b>	Soft skills activity aimed at corporate Directors and Managerial staff carried out	 4/4
 Advertising of available jobs on the <b>corporate website</b> and on <b>LinkedIn</b>	Job posting initiated on the website and on LinkedIn in 2020, in 2021 altogether there were 4,163 views of the posts.	 4/4
 <b>Third internal atmosphere assessment</b>	Because of the ongoing changes linked to the handling of the pandemic, the internal atmosphere assessment was postponed and included in the new Sustainability Plan.	 1/4
 <b>Corporate welfare: increase in services</b>	There was an increase in the services offered (in particular, travel and health services)	 4/4
 <b>Wellbeing:</b> definition of overall project	Bio Safety Certification obtained for 7 Shopping Centres, in addition to the headquarters	 3/4 Due to the pandemic, the «wellbeing» project was revised and modified, with focus on the health and safety of the Shopping Centre visitors.
 Continuation of projects regarding the <b>safety of the structures</b>	Monitoring activities continued with regard to the «dome skylights» project and to anti-seismic improvement in one Shopping Centre	 3/4 During the three-year period the lifelines project regarding safety routes and fall protection systems and the anti-ram bollard project were completed. The project regarding the assessment of the safety conditions of the dome skylights was launched and anti-seismic improvement work continued

## 2019-2021 SUSTAINABILITY TARGETS

TARGET	ACTIONS CARRIED OUT IN 2021	LEVEL OF ACHIEVEMENT OF TARGET IN THE 2019-2021 PLAN
 <b>Obtain ISO37001:2016 certification in Italy in 2020.</b>	Certification obtained on 20 <sup>th</sup> April 2020. In 2021 an audit was carried out as per the procedure and the appropriate actions to be implemented were defined	
 <b>Legality Rating: confirm maximum score (3 stars) on the occasion of the two-year renewal</b>	Legality Rating renewed with the maximum score in 2020.	
 <b>Global compact: participation</b> , bearing witness to IGD's commitment to <b>implement, circulate and promote the ten universal principles of the United Nations</b> on human rights, labour, environmental sustainability and the fight against corruption	Participation formalised at the end of 2020.	
 <b>Sustainable enhancement of the portfolio:</b> carry out restyling activities with improvement in the environmental impact of 10 more Shopping Centres by 2030	Restyling work was started in Portogrande in San Benedetto del Tronto (Ascoli Piceno) and La Favorita in Mantua Shopping Centres	
 Definition of <b>national campaigns</b> to raise awareness in the Shopping Centres' visitors on issues in line with IGD's values	Campaigns not carried out due to the difficulty in organising events in the Shopping Centres. Individual charity initiatives associated with competitions were held with local associations	
 <b>Innovation: definition of the «digital strategy»</b>	The Digital Plan was defined and the definition of the identified tools was completed. First lead generation targets achieved	

## 2019-2021 SUSTAINABILITY TARGETS

TARGET	ACTIONS CARRIED OUT IN 2021	LEVEL OF ACHIEVEMENT OF TARGET IN THE 2019-2021 PLAN
 <b>Listening project regarding the expectations of millennials in relation to the Shopping Centre of the future</b>	Listening activity carried out in cooperation with Nomisma, the aim of which was to understand the needs and requirements of high school students regarding the pandemic period	
 <b>Tenant engagement on sustainability issues</b>	Engagement activity postponed until the 2022-2024 Plan.	
 <b>Shopping Centre in the role of civic centre: cooperation with the local area fostering involvement and co-planning activities</b>	The «Social Borgo» project (inside Centro Borgo in Bologna) was suspended due to the pandemic, the aim being to implement it as soon as health and safety conditions allow so.	

## THE 2022-2024 SUSTAINABILITY PLAN AND THE AMBITIONS UP TO 2030

### THE DECISIONS BEHIND THE NEW PLAN

The definition of new sustainability targets was carried out by taking into account factors that were both internal and external to the company. The internal ones included the strategic decision to identify sustainability as one of the Business Plan's core drivers to which a substantial part of the overall investments was to be assigned; included in the external ones was the overall increase in focus that all the Company's stakeholders placed on Sustainability issues (in particular institutions, investors and financial community), accompanied by the development and change in the regulatory framework with specific measures on ESG issues both at national and European level. Given the evolving situation, IGD decided to structure the Planning activities by defining quantitative targets for the 2022-2024 period and by identifying strategic targets (so-called «ambitions») with a timeframe up to 2030.

### THE PREPARATION METHOD FOLLOWED

Starting from the material issues and the analysis of the targets achieved/not achieved in the 2019-2021 Plan, the identification of the issues for the new plan was carried out in two phases:

- an initial documentary analysis regarding the risks and trends over the next ten years, in order to identify the contents which were needed for the definition of the Targets up to 2030;
- a thorough analysis regarding the emerging trends in the short/medium-term period, which were identified both by participating in specific discussion groups on Sustainability at national and European level, and by analysing the legislative initiatives in place (including the National Recovery and Resilience Plan) and the best practices of comparable and non-comparable companies.

### THE PREPARATION PROCESS AND THE INVOLVEMENT OF THE BOD

The definition of the plan's targets involved the Sustainability Committee, by means of the CSR office, in the first step for the analysis and identification of the most important issues, which were then discussed and examined during specific meetings with the Company Management.

The targets thus identified were shared with the Board of Directors during the process that led to the approval of the Business Plan and they were therefore then approved, being part of the new Business Plan, by the Board itself on 14<sup>th</sup> December 2021.

### THE CONTENTS OF THE PLAN

22 «Ambitions» up to 2030 and 41 quantitative targets for the 2022-2024 period were identified. An extract of the contents can be seen below. For the complete version please refer to the website <https://www.gruppoigd.it/en/sustainability/>

## 2022-2024 SUSTAINABILITY PLAN (SEVERAL TARGETS)

becoming  
**g.re.a.t.**

The fulfilment of the targets included in the Sustainability Plan will entail an overall investment of approximately **€13 million** in the 2022-2024 three-year period

### green

- 100% green energy purchased
- x2 energy produced from renewable sources
- 15% reduction in energy consumption Location based «baseline 2018»
- BREEAM + 9 assets certified
- Biodiversity projects in 4 Centres
- 100% Italian portfolio with EV charging stations

### responsible

- Training: 100% Italy and Romania employees every year
- 1 internal atmosphere survey and 2 «pulse surveys»
- «Sustainability Innovation Award»
- A target related to ESG issues for part of the corporate workforce
- +1 service each year in the corporate Welfare Plan
- 100% «BiosafetyTrust Certification»

### ethical

- Corporate Cybersecurity strategy
- System for the assessment of suppliers along the supply chain with regard to sustainability
- Legality Rating with the maximum score (maintain)
- UNI ISO 37001 (maintain)

### attractive

- 4 key Restyling / Remodelling projects
- Strategic and commercial adaptation to community needs
- 1 specific annual plan on CSR regarding 100% of the assets
- 1 across-the-board initiative regarding 50% of the portfolio on CSR issues

### together

- Investor/CSR day and roadshows based on ESG issues
- Involve at least 50% of tenants in the sharing of data on energy consumption
- 100% assets with monthly engagement with NPOs
- Annual initiatives in at least 25% of assets to foster job hunting

## SEVERAL AMBITIONS UP TO 2030

becoming  
**g.re.a.t.**

**green**

- 100% of Italian Shopping Centres with zero carbon emissions (scope 1 and 2)
- Reduction in indirect emissions (scope 3)
- 100% of assets in Italy BREEAM certified
- Zero wastage
- At least 1 asset carbon positive

**responsible**

- Gender equality in roles of responsibility
- Improvement in wellbeing and skills of employees

**ethical**

- Best-in-class for corporate governance and legality
- CSR policies integrated into the corporate supply chain
- Guarantee total control and protection over privacy and cybersecurity

**attractive**

- Up to 10 restyling work projects carried out to renovate and enhance the portfolio in a sustainable manner
- 100% with projects to increase the visitors' wellbeing

**together**

- Partnering with tenants on sustainability issues
- Partnerships with NGOs to work together on common causes

## SUSTAINABILITY RISKS AND OPPORTUNITIES (GRI 103-2; 103-3)

IGD monitors and manages its risks in an integrated manner by means of its Enterprise Risk Management system (see Section 3). This system, which is updated every year, includes both financial and non-financial risks, some of which are related to sustainability (regarding climate change, ethics, good employment and safety). Other risks, which are important for corporate business, are reported below. They are linked to each material issue, to the policies and the actions identified in order to limit the risk, to the indicators used to monitor the effectiveness of the actions undertaken and to the opportunities. The two systems are destined to become more and more integrated, as envisaged in the 2022-2024 Plan. Internally, the Company assesses every year the level of effectiveness of the actions undertaken to mitigate each risk and, at the same time, it assesses whether any modifications to existing risks are required. In 2021 there were two main activities with regard to change that were carried out (and reported in the table below):

- Several risks were modified, adapting them to changes and to new needs (for example, the increase in costs of raw materials);
- The “opportunities” related to a careful management of risks were introduced.

Material issue	Why the issue is material	Risks and possible impacts	Short/medium /long term	Associated policies and action plans	Main associated indicators, described in this Report	Opportunities
Climate Change	The Shopping Centres, by their very nature, are energy-intensive structures with an environmental impact. IGD is committed to operating in such a way as to reduce these impacts (with their economic repercussions), by identifying actions that are increasingly effective both during the construction/restyling phase of the Centres and in the management of the structures themselves	Increase in energy consumption and costs and damages to assets due to unexpected environmental factors (flooding, temperature increase)	Medium	- Structural actions (photovoltaic systems, LED lighting systems) and asset analysis aimed at fostering both energy efficiency of the structures and resilience to weather conditions	- Investments in energy efficiency (insurance, certifications, technical assessments) and in the prevention of damages caused by flooding; - No. of photovoltaic systems installed; - % of energy from photovoltaic systems out of total electricity consumption - Number of Shopping Centres equipped with led lighting - Energy consumption (see section 1 Green)	Reduce operating costs and greenhouse gas emissions by promoting the use of renewable energy
		Increase in management costs due to a rise in prices of fossil fuel	Short	- Structural actions (photovoltaic systems, LED lighting systems) and asset analysis aimed at fostering both energy efficiency of the structures and resilience to weather conditions - Continuous monitoring of electricity consumption by means of divisional meters and monthly internal reporting; integrated monitoring system pilot project carried out - Management actions also in line with UNI EN ISO 14001 and BREEAM certification requirements	- Number of divisional meters - Energy consumption - Co2 saved thanks to actions carried out (see section 1 Green)	
		Sanctions related to the increasingly stringent environmental regulations	Medium	- EMS (Environmental Management System ) UNI EN ISO 14001 certified both with regard to the headquarters and to 24 Shopping Centres	- Environmental sanctions due to non-compliance with the law (see section 1 Green)	
		Risk regarding non-compliance to new European/national laws on environmental issues	Medium/long	- Constant vigilance regarding initiatives by means of active participation in the ECSP Sustainability Committee and in the ESG Commission of the CNCC	- Number of meetings in which IGD participated during the year (see section Sustainability Strategy)	Increase the reputation as a Company that is active on sustainability issues both at national and international level
		Reputational fall due to a lack in management/ investments with regard to environmental issues	Short	- UNI EN ISO 14001 certification; - Breeam and Breeam in Use certification obtained for key assets. The possibility for other Shopping Centres to be certified is currently under assessment; - Investments to improve energy efficiency; - 100% energy from renewable sources; - Awareness raising activities regarding visitors, tenants and employees; - Circular economy: “Waste2Value” project and “And” project	- % of portfolio UNI EN ISO 14001 certified - Number of Shopping Centres Breeam and Breeam in Use certified; - Invested to improve energy efficiency (see section 1 Green)	

Material issue	Why the issue is material	Risks and possible impacts	Short/medium/long term	Associated policies and action plans	Main associated indicators, described in this Report	Opportunities
Accessibility and mobility	IGD is committed to developing both easy access for vehicular traffic around a Shopping Centre as well as the new trends for sustainable mobility. It is committed, therefore to making it possible for all visitors to travel to the Shopping Centres in the most suitable way possible for them, in line with their needs	Impossibility of satisfying the different needs in terms of mobility of the various target visitors (with reputational fall and drop in visitors)	Medium	<ul style="list-style-type: none"> <li>- EV charging stations installed in 20 Shopping Centres;</li> <li>- Feasibility project to promote cycling is currently under assessment.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of EV charging stations for cars and bicycles installed;</li> <li>- % of Shopping Centres reachable by bicycle. (see section 1 Green)</li> </ul>	Reduce indirect emissions
		Non-compliance with the introduction of legislation regarding the compulsory installation of EV charging stations	Medium			
Good employment	IGD is committed to fostering “good employment”, where continuous skills development and the promotion of these are two of its main undertakings	Low attractiveness with regard to new talent	Short	<ul style="list-style-type: none"> <li>- New approach in the recruitment section on the website;</li> <li>- Professional use of social networks, also by means of creating corporate brand ambassadors.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of CVs inserted in the specific section on the website or arrived by means of social networks. (see section 2 Responsible)</li> </ul>	Attract and maintain the best resources
		Increase in staff turnover	Medium	<ul style="list-style-type: none"> <li>- Corporate Welfare Plan aimed at all employees on permanent contracts;</li> <li>- Monitoring of internal atmosphere and definition of follow up actions;</li> <li>- Development of internal skills to manage any replacements without drawing on the external market.</li> </ul>	<ul style="list-style-type: none"> <li>- Outgoing turnover;</li> <li>- Number of employees involved in Corporate Welfare;</li> <li>- Corporate Welfare utilisation rate;</li> <li>- Rate of participation in internal atmosphere assessment (see section 2 Responsible)”</li> </ul>	
		No updating of skills in relation to the evolution of the sector and of the regulations	Medium	<ul style="list-style-type: none"> <li>- Implementation of training programmes for professional development;</li> <li>- Internal information sharing groups.</li> </ul>	<ul style="list-style-type: none"> <li>- Average hours of training per employee;</li> <li>- Percentage of revenues invested in training;</li> <li>- Costs incurred for training. (see section 2 Responsible)</li> </ul>	
Gender equality	As described in the Corporate Code of Ethics, the Company conforms its actions and activities to the principle of impartiality with regard to its employees, guaranteeing full compliance with the principle of equal opportunities	Non-compliance with legislation	Short	<ul style="list-style-type: none"> <li>- Impartiality towards all employees and guarantee of equal opportunities (as described in the Code of Ethics).</li> </ul>	<ul style="list-style-type: none"> <li>- Breakdown of staff by gender and position;</li> <li>- Ratio between basic salary + occupational allowance for females compared to males. (see section 2 Responsible)</li> </ul>	
		Reputational fall linked to the failure to comply with corporate values	Medium			

Material issue	Why the issue is material	Risks and possible impacts	Short/medium/long term	Associated policies and action plans	Main associated indicators, described in this Report	Opportunities
Well-being, health and safety	IGD acts in such a way as to ensure that the employees (its own and those of its tenants) work in the best possible conditions, in compliance with all the legal requirements and with full respect for their wellbeing. It also places the same attention on the visitors to the Malls, by implementing all the safeguards so as to ensure that they can make the most of everything that its Shopping Centres have to offer in complete safety	Inability to guarantee a safe environment for employees and for those that experience the Shopping Centre life	Short	<ul style="list-style-type: none"> <li>- Every year the Prevention and Protection Service Manager carries out an inspection to assess the safety measures in place, after which a report is drawn up stating compliance/non-compliance;</li> <li>- Specific projects: lifelines (safety routes and fall protection systems created in all the Shopping Centres), anti-ram bollards (installation of fixed or retractable anti-ram posts), anti-seismic (voluntary project regarding the anti-seismic improvement of the structures launched, with the experimentation of innovative technology);</li> <li>- Introduction of specific measures aimed at limiting the pandemic risk (see section 2.2.);</li> <li>- Bio Safety Certification obtained in 7 Shopping Centres, in addition to the headquarters.</li> </ul>	<ul style="list-style-type: none"> <li>- % of assets where impacts on health and safety are assessed or inspected with regard to compliance or improvement throughout the year;</li> <li>- Number of cases of non-compliance with health and safety regulations or voluntary standards;</li> <li>- Number of outbreaks in IGD Centres;</li> <li>- Number of Shopping Centres Bio Safety certified. (see section 2 Responsible)</li> </ul>	Make the Shopping Centres safe and inform visitors about this
		Non-compliance with legislation	Short	<ul style="list-style-type: none"> <li>- Safety at Work Management System adopted, in accordance with Article 30 of Consolidated Safety Act 81/2008.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of training hours on safety provided;</li> <li>- Number of people involved in training on safety;</li> <li>- Costs incurred for training on safety. (see section 2 Responsible)</li> </ul>	
		Increase in injury at work rate (with repercussions on corporate efficacy)	Short	<ul style="list-style-type: none"> <li>- Training on safety: general training for new employees, refresher course every five years for persons-in-charge, refresher course every five years for workers, refresher course for Workers' Safety Representatives; Fire prevention course.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of training hours on safety provided;</li> <li>- Number of people involved in training on safety;</li> <li>- Costs incurred for training on safety. (see section 2 Responsible)</li> </ul>	Guarantee a good working atmosphere based on trust and awareness
		Inadequate provision of technological devices for employees in smart working to carry out their duties in the best conditions	Short	<ul style="list-style-type: none"> <li>- Devices provided for headquarter employees in smart working;</li> <li>- Agreement signed with trade unions regarding smart working.</li> </ul>	<ul style="list-style-type: none"> <li>- % of headquarter employees in smart working. (see section 2 Responsible)</li> </ul>	

Material issue	Why the issue is material	Risks and possible impacts	Short/medium/long term	Associated policies and action plans	Main associated indicators, described in this Report	Opportunities	
Governance, ethics and corruption	In line with the content of the Corporate Governance Code, IGD has an effective governance system. This is a very important issue for investors and the financial community. IGD undertakes both to personally act in an ethical manner, in accordance with its inspirational principles, and to positively influence the context in which it operates.	Lack of counter measures against corruption with legal implications and an impact on reputation	Medium	<ul style="list-style-type: none"> <li>- IGD guarantees compliance with the laws in force by abiding by the protection measures included in the Organisational Model ex Legislative Decree 231/01 and in the Code of Ethics (reviewed in 2020);</li> <li>- UNI ISO 37001 - Anti Bribery Management Systems certification obtained both in Italy and in Romania;</li> <li>- IGD obtained and confirmed the Legality Rating awarded by the Antitrust Authority (AGCM) with the maximum score"</li> </ul>	- Iso 37001 certification obtained. (see section 3 Ethical)	Guarantee relations with its stakeholders based on equal opportunities, on fairness and on transparency	
		Reputational risk in the event of non-compliance with the Code of Ethics	Medium	- System defined regarding the reporting of breaches (so-called Whistleblowing) of the principles of the Code of Ethics and/or of the operating procedures which make up the Organisational, Management and Control Model adopted by IGD in accordance with Legislative Decree 231/2001	- Number of reports received by the Compliance Committee. (see section 3 Ethical)		
		Data breach and cybersecurity failure	Medium	<ul style="list-style-type: none"> <li>- IGD became aligned with the GDPR Regulation, with the purpose of assuring its stakeholders that the data they provide to the Company is properly protected;</li> <li>- Cyber Security: IGD implemented a process to regulate the management and the use of IT tools supplied to the Group's employees, so as to guarantee greater data security. The entire workforce received training on this issue.</li> </ul>	- Number of data breach cases during the year. (see section 3 Ethical)		
		Impossibility of keeping the members of the Board of Directors up-to-date	Short	<ul style="list-style-type: none"> <li>- Promotion of seminars to thoroughly examine issues relating to the role of Board Director;</li> <li>- The "Board review", a self-assessment process for the Board of Directors to assess their own performance, was assigned to the Independent consultancy firm Egon Zehnder.</li> </ul>	- Number of seminar meetings promoted during the year. (see section 3 Ethical)		Guarantee a cooperative environment amongst the various corporate bodies
		Low ESG ratings	Medium	- Participation in sector and non-sector ESG questionnaires, with the definition of improvement targets.	- Non-financial ratings scores (CDP, Vigeo; ISS, MSCI, etc.). (see section Sustainability Strategy)		Obtain access to sustainable finance tools
Sustainable enhancement of the portfolio	In order to be constantly competitive, the Shopping Centres need to be continuously adapted. For this reason, IGD plans actions aimed at enhancing its portfolio, and sustainability takes on an important role becoming one of the main drivers in the planning and construction of a new Centre, as it is during restyling and extension work	Reduction in the attractiveness of the structures with possible results being a decrease in footfalls, marketing difficulties and a decrease in investor interest	Medium/long	- Sustainability as an integral part of restyling work and extensions in all the Shopping Centres where restyling work and extensions are carried out.	- Number of Shopping Centres in which sustainability activities have been carried out during restyling work/extensions since 2014 (when the first restyling work was carried out in IGD Centres). (see section 4 Attractive)	Maintain high attractiveness of the Shopping Centres using sustainability as one of the innovation drivers	
Retail offer	To ensure the quality of the retail offer available in its Shopping Centres, IGD continuously updates its merchandising and tenant mix, in order to meet the visitors' needs and new consumer trends	Difficulty in identifying and introducing appealing tenants	Medium	- Management of existing tenant portfolio and scouting to identify new brands.	- New brands introduced each year; - % of new brands out of brands under contract during the year. (see section 4 Attractive)		

Material issue	Why the issue is material	Risks and possible impacts	Short/medium/long term	Associated policies and action plans	Main associated indicators, described in this Report	Opportunities
Spaces to be lived in	As per its payoff "Spaces to be lived in", IGD is committed to ensuring the continuation of the social role of its Shopping Centres. For this reason, it organises events of various kinds: from sports events to cultural ones, from recreational events to solidarity ones, with particular focus on the local area	Inability to offer the visitors other drivers with regard to choice, in addition to the retail offer	Medium	- Programming of marketing initiatives in an increasingly omnichannel approach that are capable of engaging visitors on issues regarding sustainability.	- % of social-environmental events. (see section 4 Attractive)	
	In order to constantly remain in line with the evolution of trends, IGD works continuously to innovate its spaces and the services offered	Inability to respond to the impact of e-commerce, the numbers of which are increasing due to the pandemic Inability to seize the opportunities offered by the development in technology	Medium Long	- Innovation Project launched in 2016 with annual planning, implementation, monitoring and fine tuning phases; - Implementation of actions as per the Digital Plan, defined at the end of 2020.	- Number of new projects planned during the year; - Number of new projects carried out during the year. (see section 4 Attractive)	
Stakeholder engagement	Stakeholder engagement makes it possible for IGD to establish a dialogue with its interlocutors aimed at understanding ongoing changes	Investing in activities that are not material for the stakeholders and/or not guaranteeing a suitable offer due to lack of information regarding their expectations	Medium	- Creation of an engagement plan involving all the stakeholders, both with regard to business issues and with those relating more to social responsibility; - A specific engagement plan defined for the Shopping Centre visitors.	- Meetings with banks and financiers; - Individual conference calls, one to one meetings, roadshows for investors and analysts, participation in sector conferences, field trips; - Participants in conference calls; - Total and new institutional investors; - Shopping Centres under analysis; - Tenants met. (see section 5 Together)	Establish a relationship of mutual trust with its stakeholders
Local communities	The Shopping Centre not only takes on a significant role regarding shopping, but it also becomes a producer of economic development and a place in which to get together for the local community	Being perceived as an "outsider" compared to the local community	Medium/long	- IGD is committed to having a positive impact on the local community in three ways: <ul style="list-style-type: none"> <li>• Employment, with regard to those that work there and to the suppliers. On this subject, the corporate policy of supplier rotation is aimed at favouring local suppliers especially with regard to those services where the knowledge of the local area, speed of execution and physical presence on site are a competitive advantage;</li> <li>• Commercial: IGD is committed to introducing into its Malls those tenants that are more appealing at a local level, in line with the location of the Shopping Centre in its catchment area;</li> <li>• Social/meeting place: Each Centre operates so that contact with the local community is heightened and intensified over time, the aim being to enhance and favour inclusiveness</li> </ul> - The project "Social Borgo, towards a collaborative Shopping Centre" was promoted with the aim of enhancing the civic role of Borgo Shopping Centre in Bologna within the urban area in which it is situated (momentarily suspended due to the pandemic).	- Number of people employed in the IGD Shopping Centres; - % of local suppliers out of total suppliers; - Weight of local tenants on IGD's total revenues; - % of local events out of total; - Number of local associations received in the IGD Centres; - Sponsorships and donations made by the Consortiums to local bodies and associations for events (€). (see section 5 Together)	Increase the credibility, and consequently the attractiveness, of the Shopping Centre, as an active player in local development

## FOCUS RECOMMENDATIONS OF THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

IGD responds to the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD, <https://www.fsb-tcf.org/publications/final-recommendations-report/>) the aim being to provide its stakeholders with all the necessary information in order to assess the Company's approach to climate change, examining in detail the 4 required areas: governance, strategy, risk management and metrics/targets related to this issue. References to the TCFD recommendations are included in this Sustainability Report and are examined in-depth on the corporate website.

TCFD AREA	ISSUES	REFERENCES IN THE SUSTAINABILITY REPORT AND NOTES
<b>GOVERNANCE</b>	<b>Describe the Board's oversight of climate-related risks and opportunities.</b>	<ul style="list-style-type: none"> <li>• Overall description of Enterprise Risk management: see section 3 GOVERNANCE, ETHICS AND CORRUPTION: Risk management</li> <li>• In-depth examination of Sustainability risks: see section SUSTAINABILITY STRATEGY: Sustainability risks and opportunities</li> </ul>
	<b>Describe the management's role in assessing and managing climate-related risks and opportunities</b>	<ul style="list-style-type: none"> <li>• Overall description of Enterprise Risk management: see section 3 GOVERNANCE, ETHICS AND CORRUPTION: Risk management</li> <li>• Sustainability management system in IGD: see section SUSTAINABILITY STRATEGY: Internal organisation of CSR</li> </ul>
<b>STRATEGY</b>	<b>Describe the climate-related risks and opportunities the company has identified over the short, medium and long term.</b>	<ul style="list-style-type: none"> <li>• See section SUSTAINABILITY STRATEGY: Sustainability risks and opportunities</li> </ul>
	<b>Describe the current and potential impacts of climate-related risks and opportunities on the company's economic activity, strategy and financial planning.</b>	<ul style="list-style-type: none"> <li>• Assessment of impacts and actions carried out: see section 1 GREEN: IGD's commitment to reduce environmental impacts;</li> <li>• Definition of risks and actions/policies identified: see section SUSTAINABILITY STRATEGY: Sustainability risks and opportunities</li> </ul>

## FOCUS RECOMMENDATIONS OF THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD AREA	ISSUES	REFERENCES IN THE SUSTAINABILITY REPORT AND NOTES
<b>STRATEGY</b>	<b>Describe the resilience of the company's strategy taking into consideration different climate-related scenarios including a 2° C or lower scenario.</b>	<ul style="list-style-type: none"> <li>• Restyling activity undertaken, aimed at adapting the Shopping Centres following a sustainable approach: see section 4 ATTRACTIVE: Sustainable enhancement of the portfolio;</li> <li>• For environmental actions taken in 2021: see section 1 GREEN</li> <li>• Environmental actions taken over the last 3 years: see section SUSTAINABILITY STRATEGY: 2019-2021 Sustainability targets</li> <li>• For future strategy: see section SUSTAINABILITY STRATEGY: The 2022-2024 sustainability plan and the ambitions up to 2030</li> </ul>
<b>RISK MANAGEMENT</b>	<b>Describe the company's organisational processes for identifying and assessing climate-related risks and how these processes are integrated into the organisation's overall risk management.</b>	<ul style="list-style-type: none"> <li>• Overall description of Enterprise Risk management: see section 3 GOVERNANCE, ETHICS AND CORRUPTION: Risk management</li> <li>• In-depth examination of sustainability risks: see section SUSTAINABILITY STRATEGY: Sustainability risks and opportunities</li> </ul>
<b>METRICS AND TARGET</b>	<p><b>Describe the metrics used by the company to assess climate-related risks and opportunities.</b></p> <p><b>Disclose Scope 1 and Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.</b></p>	<ul style="list-style-type: none"> <li>• Description of indicators linked to sustainability risks: see section SUSTAINABILITY STRATEGY: Sustainability risks and opportunities</li> <li>• Sustainability KPIs: see section 1 GREEN</li> </ul>
	<b>Describe the targets used by the company to manage climate-related risks and opportunities and performance against these targets.</b>	<ul style="list-style-type: none"> <li>• 2019-2021 Plan targets: see section SUSTAINABILITY STRATEGY: 2019-2021 Sustainability targets</li> <li>• Future strategy: see section SUSTAINABILITY STRATEGY: The 2022-2024 sustainability plan and the ambitions up to 2030</li> </ul>

## UN GLOBAL COMPACT: COMMUNICATION ON PROGRESS

Following the formalisation of IGD's participation in the UN Global Compact in 2020, the policies and the actions carried out by IGD in 2021 in reference to the Principles identified by the United Nations are reported below.



	PRINCIPLES	POLICIES	ACTIONS CARRIED OUT IN 2021
HUMAN RIGHTS	<p><b>PRINCIPLE I:</b> Businesses should support and respect the protection of internationally proclaimed human rights in their areas of influence.</p> <p><b>PRINCIPLE II:</b> Businesses should make sure they are not complicit, not even indirectly, in human rights abuses</p>	<p>IGD Group's Code of Ethics, section 5.1.12 Protection of individual personality and human dignity  <a href="https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/">https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/</a>            The company's values:  <a href="https://www.gruppoigd.it/en/who-we-are/what-makes-us-different/mission/">https://www.gruppoigd.it/en/who-we-are/what-makes-us-different/mission/</a></p>	<ul style="list-style-type: none"> <li>• Measures to safeguard legality: see Sustainability Report section 3.3 «Anti-corruption and other actions to safeguard legality»</li> <li>• Legality Rating: <a href="https://www.gruppoigd.it/en/governance/business-ethics/legality-rating/">https://www.gruppoigd.it/en/governance/business-ethics/legality-rating/</a></li> </ul>
LABOUR	<p><b>PRINCIPLE III:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p><b>PRINCIPLE IV:</b> Businesses should support the elimination of all forms of forced and compulsory labour</p> <p><b>PRINCIPLE V:</b> Businesses should support the effective abolition of child labour</p> <p><b>PRINCIPLE VI:</b> Businesses should support the elimination of discrimination in respect of employment and occupation</p>	<p>IGD Group's Code of Ethics, section 5.2.4 Employees  <a href="https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/">https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/</a>            The company's values:  <a href="https://www.gruppoigd.it/en/who-we-are/what-makes-us-different/mission/">https://www.gruppoigd.it/en/who-we-are/what-makes-us-different/mission/</a></p>	<ul style="list-style-type: none"> <li>• Collective labour agreement: see Sustainability Report section 2.1 «Good employment»</li> <li>• Absence of discriminatory policies: see Sustainability Report section 2.2 «Gender equality» and section 2.3 «Wellbeing, health and safety – policies aimed at employees»</li> <li>• Legality Rating: <a href="https://www.gruppoigd.it/en/governance/business-ethics/legality-rating/">https://www.gruppoigd.it/en/governance/business-ethics/legality-rating/</a></li> </ul>

## UN GLOBAL COMPACT: COMMUNICATION ON PROGRESS

	PRINCIPLES	POLICIES	ACTIONS CARRIED OUT IN 2021
ENVIRONMENT	<p><b>PRINCIPLE VII:</b> Businesses should support a precautionary approach to environmental challenges</p> <p><b>PRINCIPLE VIII:</b> Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>PRINCIPLE IX:</b> Businesses should encourage the development and diffusion of environmentally friendly technologies</p>	<p>IGD Group's Code of Ethics, section 5.2.6 Environment:  <a href="https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/">https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/</a>            Environmental sustainability in IGD:  <a href="https://www.gruppoigd.it/en/sustainability/our-priorities/green/">https://www.gruppoigd.it/en/sustainability/our-priorities/green/</a></p>	<ul style="list-style-type: none"> <li>• Identification and management of environmental risks:</li> </ul> <ol style="list-style-type: none"> <li>1. <a href="https://www.gruppoigd.it/en/sustainability/our-sustainability-strategy/sustainability-risks/">https://www.gruppoigd.it/en/sustainability/our-sustainability-strategy/sustainability-risks/</a></li> <li>2. Sustainability Report section «Sustainability strategy», Focus: Task Force on Climate Related Financial Disclosures</li> <li>3. Sustainability risks: see Sustainability Report section Sustainability strategy - Sustainability risks and opportunities</li> </ol> <ul style="list-style-type: none"> <li>• Environmental performance and awareness raising activities: see Sustainability Report section 1.1 «Climate change» and section 1.2 «Accessibility and mobility»</li> </ul>
ANTI-CORRUPTION	<p><b>PRINCIPLE X:</b> Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>IGD Group's Code of Ethics, section 5.1.2 Anticorruption:  <a href="https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/">https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/</a>            Anticorruption policy:  <a href="https://www.gruppoigd.it/en/governance/business-ethics/anti-corruption/">https://www.gruppoigd.it/en/governance/business-ethics/anti-corruption/</a></p>	<ul style="list-style-type: none"> <li>• Measures to safeguard legality: see Sustainability Report section 3.3 «respect for human rights, anti-corruption and other actions to safeguard legality»</li> </ul>

## INTERNAL ORGANISATION OF CSR (GRI 102-32)

3 bodies are involved in Corporate Social Responsibility in IGD: the Sustainability Committee, the Operating Management and the Board of Directors

BODY	MEMBERS	ROLE IN CSR
<b>SUSTAINABILITY COMMITTEE</b>	Chief Operating Officer, Director of Planning, Control and Investor Relations, Head of Investment Analysis and Planning, Technical Area Asset Manager, Head of Marketing and Social Responsibility	It formulates proposals regarding strategies and targets and the operational application of these. It is also responsible for managing reporting activities on CSR performance.
<b>OPERATING MANAGEMENT</b>	Chair, Chief Executive Officer, Chief Operating Officer, Directors of the various Divisions/ Services	It approves the strategies and recommends the guidelines
<b>BOARD OF DIRECTORS</b>	<a href="https://www.gruppoigd.it/en/governance/board-of-directors/">https://www.gruppoigd.it/en/governance/board-of-directors/</a>	It is the promoter of the Company's commitment to CSR, it annually assesses social-environmental performance and it approves the Sustainability Report (since 2015)

The following issues were dealt with in 2021 during the meetings held by the Sustainability Committee:

- Legislative updates at national and European level
- Process for the new Sustainability Plan
- Environmental certifications (ISO 14001 and Breeam In Use): process of results obtained and programming of next steps
- Updates on sustainability projects currently underway
- IGD's participation in the work of national and international associations on CSR issues: sharing of the most important issues that emerged
- Indices and ratings in which IGD is assessed: updates and results obtained

Following the early retirement of the Chief Operating Officer on 31st December 2021, the role of Sustainability Committee Coordinator was taken over by the Director of Planning, Control and Investor Relations. Furthermore, the decision was taken to expand the membership of the Committee to include representatives of each Division, in view of the increasingly greater integration of ESG issues into every aspect of the Group's business.

## PARTICIPATION IN NATIONAL AND INTERNATIONAL ORGANISATIONS AND EVENTS ON SUSTAINABILITY



IGD has been a member of the EPRA Sustainability Committee since 2018. In 2021 it participated in the two meetings organised online. The main issues discussed were:

- Activities of the association on sustainability (sBPR, Epra database, relations with other stakeholders on CSR issues);
- Updates regarding European regulations with impact on CSR, with particular focus on EU Taxonomy.



The Chair of the ESG Commission, which met 11 times in 2021, is assigned to IGD. During the year the Association's Sustainability Manifest was defined, the possible points of interest for the sector with regard to the National Recovery and Resilience Plan were identified, the process to increase the dissemination of ESG practices amongst the members was defined, a process on decarbonisation was structured and the main new changes in European legislation were analysed.



IGD has been a member of the Sustainability Group representing the *Consiglio Nazionale dei Centri Commerciali* - CNCC (National Association of Shopping Centres) since it was founded in 2020. The main issues discussed included those relating to the risks and opportunities arising from European legislation in the field of CSR, with the relevant tracking of regulation processes.



IGD has been a member of ([www.improntaetica.org](http://www.improntaetica.org)) since 2010. Amongst other activities in 2021, IGD contributed to the Association's 2030 Manifest (on the occasion of its 20th anniversary), it participated in the role of speaker at "The European SDG Summit 2021» organised by CSREurope on the issue of circular economy, and it held a speech describing its own experience during the seminar on Sustainability Communication.

## RICONOSCIMENTI E BENCHMARK INTERNAZIONALI



IGD received the «EPRA sBPR Gold Award» for the 7<sup>th</sup> year, for its 2020 Sustainability Report.



IGD received the «EPRA BPR Gold Award» for the 4<sup>th</sup> year, for its 2020 Consolidated Financial Statements



Score obtained: C.

### RATING AGENCIES SPECIALISED IN CSR

In 2021 IGD underwent independent and unsolicited assessments carried out by 10 companies (compared to 6 in 2020): Bloomberg, FTSE Russell, Gaia, GRESB (public disclosure), ISS, MSCI, Refinitiv S&P Global-Trucost, Sustainalytics, Vigeo Eiris.

IGD defined an internal process in order to cooperate with rating companies so that the information required for their activities could be readily identified.

With regard to the comparable assessments obtained, 4 recorded an improvement in their rating and 2 remained unchanged compared 2020.

### STOCK MARKET INDICES

Nel 2021 IGD risulta inclusa in 8 indici borsistici con focus sulla sostenibilità. Erano 5 sia nel 2019 che nel 2020. L'incremento è collegato sia alla nascita di nuovi indici sul mercato borsistico che all'aumento della diffusione delle pratiche di sostenibilità di IGD sul mercato finanziario (anche collegata ai rating di cui l'Azienda è oggetto)

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green

# what we did ✓ in 2021

- ✓ Altogether **1.2 millions** euros were invested to improve energy efficiency in the structures in Italy and **620,000 euros** in Romania
- ✓ Reporting on **Scope 3** was begun
- ✓ Certification renewed for 2 **Breem In Use** certified assets, with an improvement in the evaluation
- ✓ **Energy consumption** was maintained at levels that were significantly lower compared to 2019, even in the months where opening restrictions were not in place
- ✓ The roll out plan for the installation of 22 kw EV charging stations was concluded. There are now 20 Shopping Centres with this type of charging station and **35 charging stations installed**
- ✓ Work on mobility: work was completed on the **cycle path** to reach Clodi Retail Park and a bus stop was created near Katanè Shopping Centre

## 1.1 IGD'S COMMITMENT TO REDUCE ENVIRONMENTAL IMPACTS

### ACTIONS CARRIED OUT

IGD works on **6 aspects** to improve the energy performance of its portfolio and to mitigate its environmental impact.

In 2021 the Group invested 1.2 million euros in actions to improve the environmental sustainability of its structures in Italy and 620,000 euros in Romania.

Aspect	Actions carried out in 2021	Impact
<b>PHOTOVOLTAIC</b>	No new photovoltaic system was installed, consistent with the block on investments considered as being deferrable. The 8 systems which have been installed so far in 7 Shopping centres have an overall power of 2.1 MWp.	<p>The Shopping Centres equipped with photovoltaic systems consumed on average 84.7% of the energy they themselves produced.</p> <p>Compared to 2020, the energy produced by photovoltaic systems in 2021 increased by 20.4% (with the photovoltaic system in the ESP car park functioning the entire year). This led to an increase in the energy produced by photovoltaic systems out of the total, going from 6% to 6.9% during the year.</p>
<b>100% ENERGY FROM RENEWABLE SOURCES</b>	In line with the aim to achieve zero CO2 emissions by 2030, during the year IGD confirmed the purchase of energy coming exclusively from renewable sources. The 2020 energy mix (latest available) certified by the supplier, was made up as follows: 30% hydroelectric, 10% solar, 20% wind, 40% biomass.	Thanks to the use of green energy, 17,200 tonnes of CO2 were not emitted into the atmosphere in 2021.

Aspect	Actions carried out in 2021	Impact
<p><b>LED TECHNOLOGY LIGHTING</b></p>	<p>New LED lighting system installed in the Mall on the first floor of Casilino Shopping Centre in Rome, completing the transformation of the whole lighting system, started during the first phase of the restyling work which was completed in 2019.</p> <p>Therefore, there are 19 IGD Shopping Centres equipped with LED technology lighting systems.</p>	<p>The presence of LED lighting resulted in a decrease of approximately 23% in electricity consumption regarding lighting*. If this lighting system had not been installed, the IGD Centres, in 2021, would have consumed 6.5% more compared to what they did. The electricity saved corresponds to the annual electricity consumption of a large Shopping Centre, like Puntadiferro in Forlì.</p> <p>Thanks to the installation of the LED lighting system in Sarca Shopping Centre, in 2017 (in reference to 2016 when Energy Efficiency Certificates were requested) IGD obtained white certificates (Energy Efficiency Certificates) with an economic benefit for IGD Group of 125,385 over the five year period.</p>

\*Source: Research commissioned by IGD to an external company to verify the real reduction in consumption in the Shopping Centres in which these types of actions have been taken, comparing the actual pre and post relamping lighting consumption

Aspect	Actions carried out in 2021	Impact
<p><b>MANAGEMENT AND ENVIRONMENTAL CERTIFICATIONS</b></p> <p>(GRI CRE8) (SEE FOCUS ON FOLLOWING PAGE)</p>	<p><b>ISO14001</b> Following the conclusion of the certification process of 95% of the portfolio in 2020, in 2021 an audit was carried out regarding the renewal and preservation of UNI EN ISO 14001 certification for 8 Shopping Centres in addition to the headquarters in Bologna. The outcome of this process was positive as no non-compliances were detected, only some observations arose which will be settled in the next audit in 2022.</p> <p><b>BREEAM IN USE</b> In 2021 the BREEAM IN USE certification was renewed for two key assets: Katanè and Tiburtino Shopping Centres. The former improved its score both with regard to «asset performance» and with regard to «building management» compared to 2020, reaching respectively the level of «very good» and «excellent»; whereas the latter improved from «good» to «very good» in asset performance and it maintained the level of «very good» in «building management».</p>	<p>Greater efficiency in the environmental management of the buildings</p> <p>Improvement in the monitoring phase of energy performance</p> <p>Opportunity to constantly adapt the environmental strategy of the buildings, by identifying targets that are increasingly ambitious, in line with the market's best practices</p>

## FOCUS CERTIFICATIONS (GRI CRE 8; EPRA CERT-TOT)

### UNIENISO14001

24 Shopping Centres are UNIENISO14001 certified, corresponding (with regard to the reported scope) to:

- 89% in number;
- 95% of the total m<sup>2</sup>;
- 95% of the overall value.



### BREEAM

The 8\* Breeam certified Shopping Centres (7 of which Breeam In Use 2015 and 1 Breeam 2009 Europe Commercial: Retail) represent (with regard to the reported scope):

- 30% in number
- 45% of the total m<sup>2</sup>
- 54% of the overall value



#### BREEAM IN USE - ASSET PERFORMANCE

(with regard to the reported scope):

- EEXCELLENT: 10.6% of the value and 8.8% of the m<sup>2</sup>
- VERY GOOD: 35.2% of the value and 29.8% of the m<sup>2</sup>

#### BREEAM IN USE - BUILDING MANAGEMENT

- VERY GOOD: 29.3% of the value and 25.1% of the m<sup>2</sup>
- GOOD: 16.5% of the value and 13.4% of the m<sup>2</sup>

IGD SHOPPING CENTRE	PLACE	UNI ISO 14001	BREEAM IN USE	
			Asset performance	Building management
Centro d'Abruzzo	Chieti	x		
Centro Borgo	Bologna	x		
Casilino	Roma	x		
Città delle Stelle	Ascoli Piceno	x		
Clodi	Venezia	x		
Conè	Treviso	x	Very good	Very good
ESP	Ravenna	x	Very good	Good
ESP Ampliamento	Ravenna	x	Excellent	Good
La Favorita	Mantova	x		
Gran Rondò	Crema (CR)	x		
I Bricchi	Asti	x		
Katanè	Catania	x	Excellent	Very good
La Torre	Palermo	x		
Centro Lame	Bologna	x		
Le Maioliche	Faenza (RA)	x		
Le Porte di Napoli	Napoli	x	Very good	Very good
Leonardo	Imola (BO)	x	Very good	Very good
Centro Luna	Sarzana (SP)	x		
Lungo Savio	Cesena	x		
Maremà	Grosseto	x		
Mondovi	Mondovi (CN)	x		
Porto Grande	San Benedetto del Tronto (AP)	x		
Punta di Ferro	Forli	x	Very good	Good
Sarca	Milano	x	Certificato Bream - Pass	
Tiburtino	Roma	x	Very good	Very good
Head office	Bologna	x		

\*For ESP Shopping Centre, two certifications were obtained: one for the part before the 2017 extension and one for the extension.

Aspect	Actions carried out in 2021	Impact
<b>ENERGY EFFICIENCY IMPROVEMENT MEASURES</b>	<p><b>ITALY</b></p> <ul style="list-style-type: none"> <li>• 6 new Cooling Units were installed in 5 Shopping Centres</li> <li>• 4 high efficiency air-conditioning systems were installed in 3 Shopping Centres</li> <li>• 5 air handling units (AHU) to regulate and circulate air were replaced in 2 Shopping Centres</li> <li>• One central heating system was upgraded in one Shopping Centre</li> </ul> <hr/> <p><b>ROMANIA</b></p> <ul style="list-style-type: none"> <li>• 5 new Cooling Units were installed in 5 Shopping Centres</li> <li>• 3 high-efficiency boilers were installed in 3 Shopping Centres</li> </ul>	<p>Reduction in energy consumption</p>
<b>MONITORING OF CONSUMPTION</b>	<p>Following the installation of 11 divisional meters in Casilino Shopping Centre in Rome, currently there are 20 Shopping Centres equipped with these devices (248 in total), used to continuously monitor electricity consumption.</p> <hr/> <p>The first results came in regarding the project carried out in Puntadiferro Shopping Centre to monitor energy consumption, using the sensors already present. The system enabled action to be taken in real time in the event of anomalies in the data recorded. Monitoring will be extended to 6 other Centres in 2022.</p> <hr/> <p>The project regarding the introduction of artificial intelligence devices so as to optimise energy consumption was defined. This project will involve 4 Shopping Centres in 2022.</p>	<p>Identification of wastage and reduction in inefficiency caused by system malfunctioning or management factors.</p>

## 1. CLIMATE CHANGE

**ACTIONS CARRIED OUT IN 2021:**

No new systems were installed during the year

**IMPACTS:**

Production of 6.9% of total electricity, with an increase of 0.9 p.p. compared to 2020 and 3.4 p.p. compared to 2019

There are currently 8 photovoltaic systems installed in 7 Shopping Centres, with overall power equal to 2.1 MWp

100% of the Shopping Centres use green energy

**ACTIONS CARRIED OUT IN 2021:**

Agreement signed to acquire green certificates (G.O. Guarantee of Origin), in line with last year

**IMPACTS:**

In 2021 17,200 tonnes of CO2 were not emitted into the atmosphere.

**ACTIONS CARRIED OUT IN 2021:**

1 New LED lighting system in the Mall on the first floor of Casilino Shopping Centre

**IMPACTS:**

The presence of LED lighting resulted in a 6.5% saving in consumption, corresponding to the annual consumption of a large Shopping Centre like Puntadiferro in Forlì

Currently there are 19 IGD Shopping Centres equipped with LED technology lighting systems

**ACTIONS CARRIED OUT IN 2021:**

11 new divisional meters were installed in one Shopping Centre and the first positive results of the pilot project in Puntadiferro were recorded

**IMPACTS:**

Identification of wastage and reduction in inefficiency caused by system malfunctioning or management factors

- There are currently 248 divisional meters in 20 Shopping Centres
- Pilot monitoring project in Puntadiferro Shopping Centre

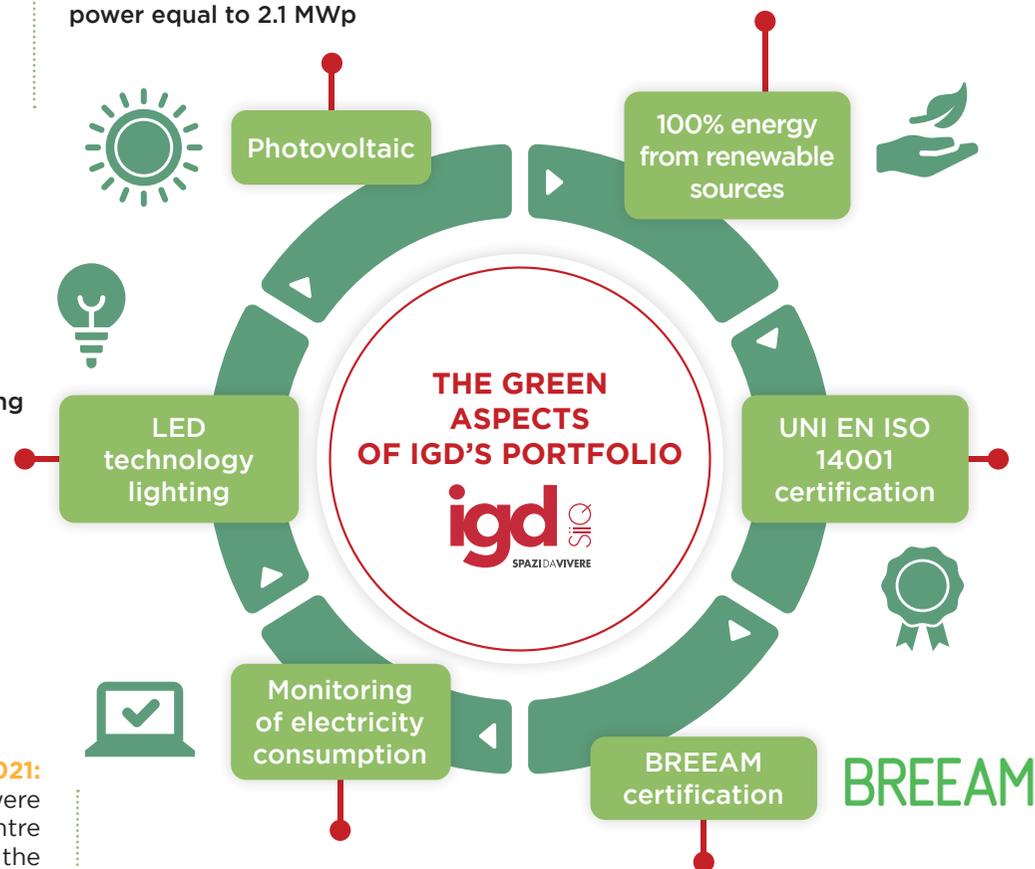
There are currently 8 BREEAM certified Shopping Centres, corresponding to:  
30% of IGD Shopping Centres  
45% of the m2 of the portfolio  
54% of the overall value of the freehold Malls

**ACTIONS CARRIED OUT IN 2021:**

The certifications for Katanè and Tiburtino Shopping Centres were renewed for three years, with an improvement in the score for both

**IMPACTS:**

Assurance of compliance with strict sustainability standards

**ACTIONS CARRIED OUT IN 2021:**

Audit carried out in 8 Shopping Centres and the Bologna headquarters.

The outcome of this process was positive and no non-compliances were detected.

**IMPACTS:**

More efficient method to manage the properties from an environmental point of view, resulting in an improvement in the energy performance of the buildings

## 1.2 RESULTS OBTAINED: ENERGY CONSUMPTION

**TABLE 1 - ELECTRICITY CONSUMPTION** (GRI 302-1)

Electricity consumption (kwh)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy - Abs	38.858.817	37.367.433	44.635.792	4,0%	-12,9%	-16,3%
Italy - Lfl	37.638.416	36.414.298		3,4%		
Romania	16.464.600	15.828.008	19.791.583	4,0%	-16,8%	-20,0%
Headquarter* (including common costs)	235.669	258.577	296.812	-8,9%	-20,6%	-12,9%
Headquarter offices	106.079	95.998	106.985	10,5%	-0,8%	-10,3%

**TABLE 2 - DISTRICT HEATING AND COOLING CONSUMPTION** (GRI 302-1)

District heating (kwh)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy - Abs	9.911.790	8.949.814	9.596.400	10,7%	3,3%	-6,7%
Italy - Lfl	9.911.790	8.949.814		10,7%		
Romania	19.850	309.645	595.077	-93,6%	-96,7%	-48,0%
Headquarter	324.533	271.174	347.348	19,7%	-6,6%	-21,9%

**TABLE 3 - FUEL CONSUMPTION** (GRI 302-1)

Fuel	Unit of measure	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy - Abs	kwh	14.907.858	13.747.041	15.067.973	8,4%	-1,1%	-8,8%
Italy - Lfl	kwh	14.549.976	13.463.237		8,1%		
Romania	kwh	3.870.562	3.729.596	3.398.192	3,8%	13,9%	9,8%
Italy - Abs	Gj	53.668	49.489	54.245	8,4%	-1,1%	-8,8%
Italy - Lfl	Gj	52.380	48.468		8,1%		
Romania	Gj	13.934	13.427	12.233	3,8%	13,9%	9,8%

Compared to 2019, the last year that was not affected by the pandemic, electricity consumption in Italy and in Romania fell. For Italy this is so both in the first 5 months (with closures at weekends, bank holidays and pre-bank holidays), with a decrease of 12%, and in the last 7 months (-14%). This demonstrates that the energy efficiency improvement measures carried out over the last few years guarantee an improvement in the environmental performance of the structures.

The fall in district heating consumption recorded in Romania was due to one Shopping Centre having to resort to the supply of gas.

Fuel consumption was in line with 2019 as the Shopping Centres were always heated so as to ensure that the visitors using the essential activities felt comfortable. The slight decrease was due to the installation of a heat pump in one Shopping Centre.

## 1. CLIMATE CHANGE

TABLE 4 - TOTAL ENERGY CONSUMPTION (302-1)

Energy consumption - Location based	Unit of measure	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy - Abs	kwh	63.678.465	60.064.288	69.300.165	6,0%	-8,1%	-13,3%
Italy - Lfl	kwh	62.100.182	58.827.349		5,6%		
Romania	kwh	20.355.012	19.867.249	23.784.852	2,5%	-14,4%	-16,5%
Headquarter offices	kwh	430.612	367.172	454.333	17,3%	-5,2%	-19,2%
Italy - Abs	Gj	229.242	216.231	249.481	6,0%	-8,1%	-13,3%
Italy - Lfl	Gj	223.561	211.778		5,6%		
Romania	Gj	73.278	71.522	85.625	2,5%	-14,4%	-16,5%
Headquarter offices	Gj	1.550	1.322	1.636	17,3%	-5,2%	-19,2%

Energy consumption (made up of electricity, district heating and cooling and fuel consumption) recorded a slight increase compared to 2020 (due also to the 87 days in all of closure) but a considerable decrease compared to 2019.

TABLE 5 - BUILDING ENERGY INTENSITY (GRI 302-3; CRE-1; ENERGY-INT)

Energy intensity (kwh/m <sup>2</sup> ) - Location based	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy	130,5	121,8	140,3	7,2%	-6,9%	-13,2%
Romania	230,7	225,2	269,6	2,5%	-14,4%	-16,5%
Headquarter offices	38,5	34,8	38,8	10,5%	-0,8%	-10,3%

CHART 1 - ENERGY INTENSITY ITALY SINCE 2013 (KWH/M<sup>2</sup>)

## 1.3 RESULTS OBTAINED: GREENHOUSE GAS EMISSIONS SCOPE 1 AND 2

**TABLE 6 - GREENHOUSE GAS EMISSIONS (GRI 305-1; 305-2) - SCOPE 2 LOCATION BASED**

GHG emissions (Tonnes Co2e)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy direct emissions	2.685	2.476	2.714	8,4%	-1,1%	-8,8%
Italy direct emissions - business cars	183	173	243	6,3%	-24,6%	-29,1%
Italy direct emissions (Scope1) - Abs	2.868	2.648	2.957	8,3%	-3,0%	-10,4%
Italy indirect emissions (Scope2) - Abs - Location based	17.934	17.071	20.064	5,1%	<b>-10,6%</b>	<b>-14,9%</b>
<b>Italy total GHG emissions - Absolute</b>	<b>20.802</b>	<b>19.720</b>	<b>23.021</b>	<b>5,5%</b>	<b>-9,6%</b>	<b>-14,3%</b>
Italy direct emissions	2.620	2.425		8,1%		
Italy direct emissions - business cars	183	173		6,3%		
Italy direct emissions (Scope1) - Lfl	2.804	2.597		8,0%		
Italy indirect emissions (Scope2) - Lfl - Location based	17.464	16.704		4,5%		
<b>Italy total GHG emissions - Like for like</b>	<b>20.085</b>	<b>19.129</b>		<b>5,0%</b>		
Romania direct emissions	697	672	612	3,8%	13,9%	9,8%
Romania direct emissions - business cars	22	18	23	24,9%	-4,9%	-23,9%
Romania direct emissions (Scope1)	719	689	635	4,3%	13,2%	8,5%
Romania indirect emissions (Scope2)	7.924	7.681	9.651	3,2%	-17,9%	-20,4%
<b>Romania total emissions</b>	<b>8.643</b>	<b>8.371</b>	<b>10.286</b>	<b>3,3%</b>	<b>-16,0%</b>	<b>-18,6%</b>
<b>Headquarters - total emissions</b>	<b>40,84</b>	<b>36,96</b>	<b>41,19</b>	<b>10,5%</b>	<b>-0,8%</b>	<b>-10,3%</b>

*Italy: the absolute boundary of GHG Scope 2 emissions calculated with the market based method coincided with the like for like boundary. Romania: market based and location based coincided. For this reason only location based data have been reported (Residual mix for Italy: 458,57 gCO2/kWh)*

**TABLE 6B - GREENHOUSE GAS EMISSIONS (GRI 305-1; 305-2) - SCOPE 2 MARKET BASED**

GHG emissions (Tonnes Co2e)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy direct emissions (Scope1) - Abs	2.868	2.648	2.957	8,3%	<b>-3,0%</b>	<b>-10,4%</b>
Italy indirect emissions (Scope2) - Abs - Market based	4.030	3.640	4.042	10,7%	<b>-0,3%</b>	<b>-9,9%</b>
<b>Italy total GHG emissions</b>	<b>6.715</b>	<b>6.116</b>	<b>6.756</b>	<b>9,8%</b>	<b>-0,6%</b>	<b>-9,5%</b>

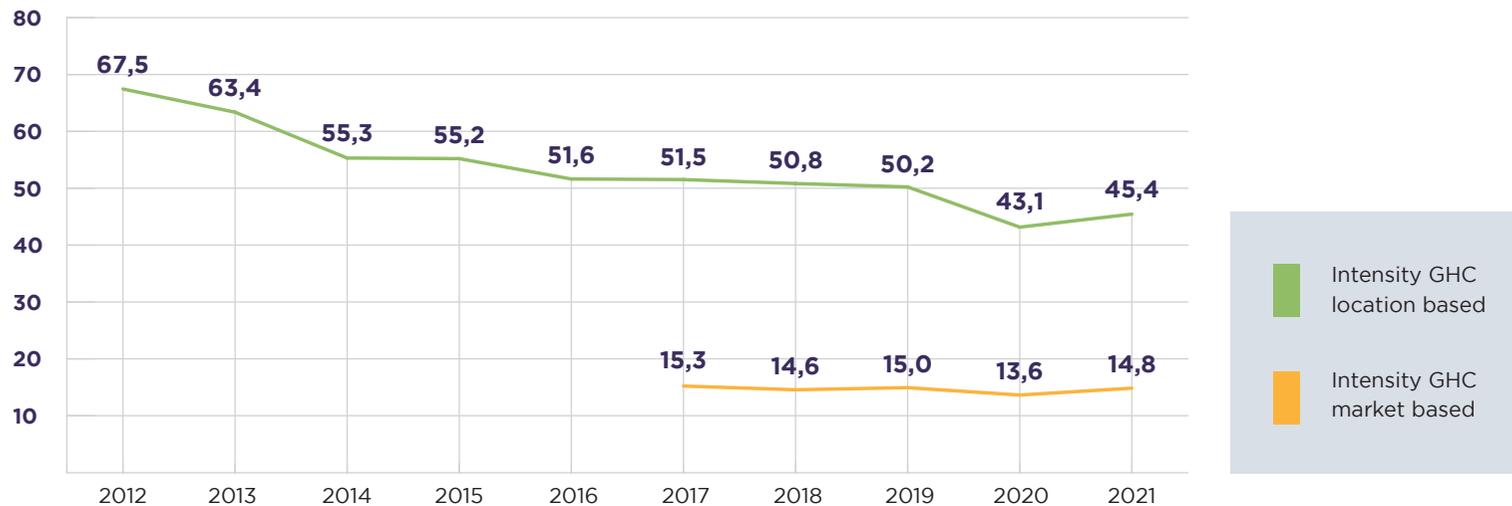
## 1. CLIMATE CHANGE

TABLE 7 - GREENHOUSE GAS EMISSIONS INTENSITY - LOCATION AND MARKET BASED (GRI 305-4; CRE3)

GHG emissions intensity (Kg Co2e/m2 common areas + GLA)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy GHG intensity (Scope 1)	5,9	5,5	6,0	8,4%	-1,1%	-8,8%
Italy GHG intensity (Scope 2) - Location based	39,5	37,6	44,2	5,1%	-10,6%	-14,9%
<b>Italy total GHG intensity</b>	<b>45,4</b>	<b>43,1</b>	<b>50,2</b>	<b>5,5%</b>	<b>-9,5%</b>	<b>-14,2%</b>
Italy GHG intensity (Scope 1)	5,9	5,5	6,0	8,4%	-1,1%	-8,8%
Italy GHG intensity (Scope 2) - Market based	8,9	8,0	8,9	10,7%	-0,5%	-10,1%
<b>Italy total GHG intensity</b>	<b>14,8</b>	<b>13,5</b>	<b>14,9</b>	<b>9,8%</b>	<b>-0,7%</b>	<b>-9,6%</b>
Romania GHG intensity (Scope 1)	7,9	7,6	6,9	3,8%	13,9%	9,8%
Romania GHG intensity (Scope 2)	89,8	87,1	109,4	3,2%	-17,9%	-20,4%
<b>Romania GHG intensity</b>	<b>97,7</b>	<b>94,7</b>	<b>116,3</b>	<b>2,3%</b>	<b>-16,7%</b>	<b>-18,6%</b>
<b>Headquarters indirect GHG intensity</b>	<b>14,8</b>	<b>13,4</b>	<b>15,0</b>	<b>10,5%</b>	<b>-0,8%</b>	<b>-10,3%</b>

NB: starting from 2021 the calculation of company car emissions have also been included in the Scope 1 calculation. For this reason the data referring to 2019 and 2020 have been restated. Company car emissions have not not included in the intensity calculation

CHART 2 - REDUCTION IN GREENHOUSE GAS EMISSIONS INTENSITY - LOCATION AND MARKET BASED (KG CO2/M²)



### 1.3 RESULTS OBTAINED: GREENHOUSE GAS EMISSIONS – SCOPE 3

IGD reports on 10 out of the 15 categories identified by the GHG Protocol standard and it follows the calculation method for Scope 3. The 5 categories that are not reported were considered as being not important or not applicable. As this is the first year in which reporting on scope 3 has taken place, only data referring to 2021 is shown. The emissions regarding the categories identified, represent altogether 82% of corporate emissions when Scope 2 emissions are calculated using the market based system and 70% when Scope 2 emissions are calculated using the location based method.

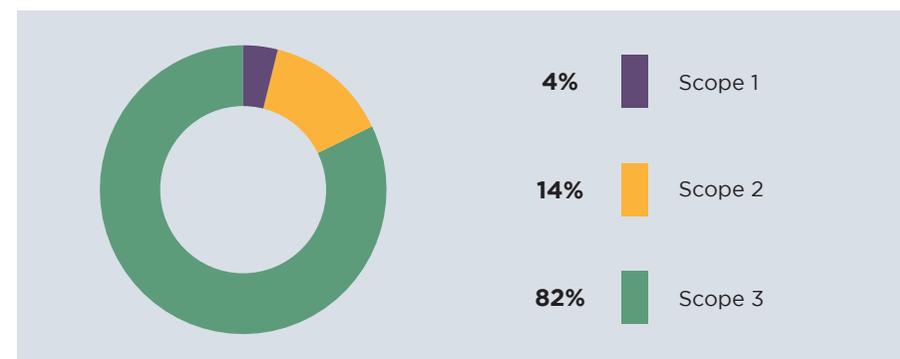
**TABLE 8 – EMISSIONS SCOPE 3 (GRI 305-3)**

GHG emissions (Tonnes Co2e)	2021
Italy indirect emissions (Scope3)	59.205
Romania indirect emissions (Scope3)	8.927
<b>Italy total indirect emissions Scope3</b>	<b>68.132</b>

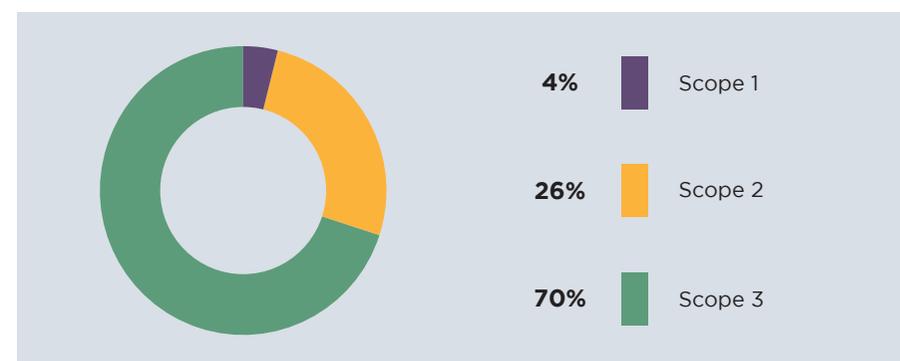
*The emissions from the 10 categories that are reported can be seen on the following page.*

NB: for the method used please refer to «Methodological Preface for Environmental Data» in section «Methodological Preface»

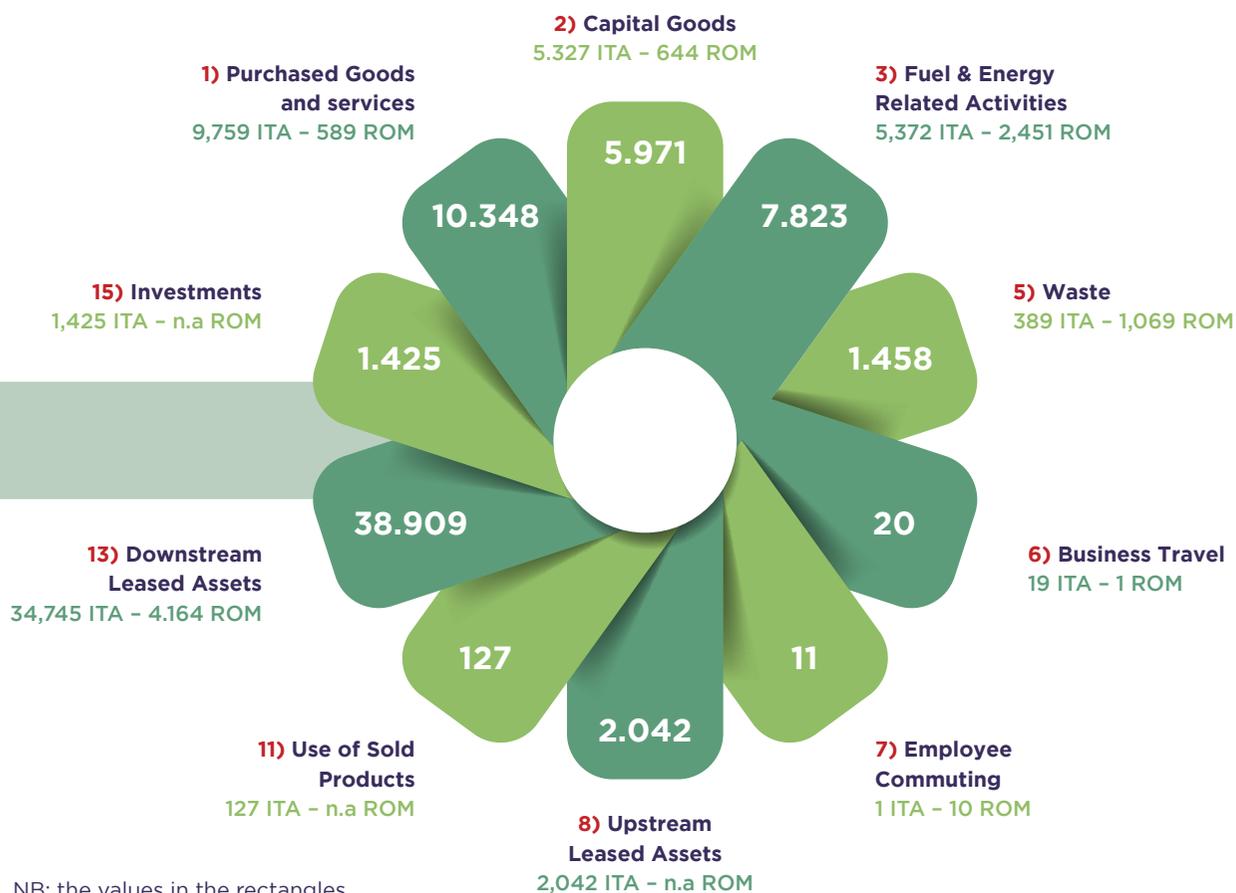
**CHART 3 – WEIGHT SCOPE 1-2-3 ON TOTAL CO2 EMISSIONS (MARKET BASED), ITALY AND ROMANIA (GRI 305-3)**



**CHART 4 – WEIGHT SCOPE 1-2-3 ON TOTAL CO2 EMISSIONS (LOCATION BASED), ITALY AND ROMANIA (GRI 305-3)**



**CHART 5 - EMISSIONS BY GHG PROTOCOL CATEGORY (IN TONNES CO2EQ), ITALY + ROMANIA (GRI 305-3)**



The elements with greater impact in IGD's Scope 3 calculation are those related to retailers and to the supply chain. More specifically:

- **Retailers consumption** weighs 65% on the total Scope 3 emissions. IGD included in its 2022-2014 Business Plan the aim to increase cooperation with its tenants in order to reach the target regarding the reduction in the overall environmental impact of its Shopping Centres. IGD, even though it considers the issue of sustainable mobility to be material and takes action to raise awareness about it, decided not to include the emissions deriving from the visitors' vehicles in its calculation of Scope 3, as these are based on dynamics related to other industrial/market sectors which cannot be influenced in any way whatsoever by IGD's business.
- The **purchased goods and services** (17.5% out of the total), correspond to the costs sustained both by the headquarters and the individual Shopping Centres to purchase goods (stationery, small equipment) and services (cleaning, security, maintenance, consultancy etc.).

The overall calculation of Scope 1, 2 and 3 emissions will enable IGD, in 2022, to launch the process to certify quantitative environmental impact reduction targets which are Science-Based.

## 1.4 RESULTS OBTAINED: WATER CONSUMPTION

TABLE 9 - WATER CONSUMPTION (GRI 303-1)

Water consumption (m <sup>3</sup> )	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
<b>Italy water consumption - Abs</b>	<b>496.499</b>	<b>443.407</b>	<b>593.935</b>	<b>12,0%</b>	<b>-16,4%</b>	<b>-25,3%</b>
Of which from water mains	482.499	426.046	579.276	13,3%	-16,7%	-26,5%
Of which from groundwater	14.000	17.361	14.659	-19,4%	-4,5%	18,4%
<b>Italy water consumption - Lfl</b>	<b>441.269</b>	<b>401.535</b>	<b>508.658</b>	<b>9,9%</b>	<b>-13,2%</b>	<b>-21,1%</b>
Of which from water mains	427.269	384.174		11,2%		
Of which from groundwater	14.000	17.361		-19,4%		
<b>Romania water consumption</b>	<b>45.658</b>	<b>44.511</b>	<b>65.066</b>	<b>2,6%</b>	<b>-29,8%</b>	<b>-31,6%</b>
Of which from water mains	45.658	44.511	65.066	2,6%	-29,8%	-31,6%
<b>Headquarters water consumption</b>	<b>1.665</b>	<b>1.643</b>	<b>2.944</b>	<b>1,3%</b>	<b>-43,4%</b>	<b>-44,2%</b>
Of which from water mains	1.665	1.643	2.944	1,3%	-43,4%	-44,2%

Water consumption is directly related to the use of water by the Shopping Centre visitors. The decrease recorded, therefore, was due to the reduced number of visitors during the year.



## 1. CLIMATE CHANGE

TABLE 10 - BREAKDOWN OF WATER CONSUMPTION BY USE (M<sup>3</sup>)

Area	Water consumption (m <sup>3</sup> )	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy - Abs	Drinking water	416.390	368.703	465.763	<b>12,9%</b>	<b>-10,6%</b>	<b>-20,8%</b>
	Irrigation	18.073	24.207	67.374	-25,3%	-73,2%	-64,1%
	Fire prevention	15.933	18.535	16.158	-14,0%	-1,4%	14,7%
	Other uses	36.279	31.962	48.942	13,5%	-25,9%	-34,7%
Italy - Lfl	Drinking water	362.073	332.496		<b>8,9%</b>		
	Irrigation	18.073	23.474		-23,0%		
	Fire prevention	14.120	18.535		-23,8%		
	Other uses	36.279	27.030		34,2%		

The drop in water consumption compared to 2019 was a direct result of the decrease in the use of drinking water by Shopping Centre visitors.

TABLE 11 - BUILDING WATER CONSUMPTION INTENSITY

Water consumption intensity (m <sup>3</sup> /m <sup>2</sup> )	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Italy	1,09	0,98	1,31	12,0%	-16,4%	-25,3%
Romania	0,52	0,50	0,74	2,6%	-29,8%	-31,6%
Headquarters	0,60	0,60	1,07	1,3%	-43,4%	-44,2%

TABLE 12 - HEADQUARTERS WATER CONSUMPTION INTENSITY (M<sup>3</sup>/PERSON)

Headquarters	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Intensity	17,5	17,6	17,7	-0,4%	-1,0%	-0,6%

The headquarters water consumption intensity fell slightly, continuing the downward trend for the third year running.

## 1.5 RESULTS OBTAINED: WASTE DISPOSAL AND CIRCULAR ECONOMY

TABLE 13 - WASTE AND DISPOSAL METHOD (GRI 306-2)

Area	Disposal method (tonnes)	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019	Weight 2021	Weight 2020	Weight 2019
Italy - Abs	Recycling	1,994	1,929	1,948	3,4%	2,4%	-1,0%	73%	77%	69%
	Incinerator	-	-	-				0%	0%	0%
	Landfill	742	571	877	30,0%	-15,4%	-34,9%	27%	23%	31%
	<b>Total</b>	<b>2.736</b>	<b>2.500</b>	<b>2.825</b>	<b>9,4%</b>	<b>-3,2%</b>	<b>-11,5%</b>			
Italy - Lfl	Recycling	1,957	1,896		3,2%			73%		
	Incinerator	-	-					0%		
	Landfill	742	571		30,0%			27%		
	<b>Total</b>	<b>2.699</b>	<b>2.466</b>		<b>9,4%</b>					
Romania	Recycling	305	167	156	82,8%	94,9%	6,6%	12%	7%	5%
	Landfill	2,274	2,096	2,858	8,5%	-20,4%	-26,6%	88%	93%	95%
	<b>Total</b>	<b>2.579</b>	<b>2.263</b>	<b>3.014</b>	<b>13,9%</b>	<b>-14,4%</b>	<b>-24,9%</b>	<b>96%</b>		
Headquarters	Recycling	2,13	1,46	4,63	45,6%	-54,1%	-68,5%	60%	41%	53%
	Landfill	1,43	2,08	4,13	-31,1%	-65,3%	-49,7%	40%	59%	47%
	<b>Total</b>	<b>3,56</b>	<b>3,54</b>	<b>8,77</b>	<b>0,5%</b>	<b>-59,4%</b>	<b>-59,6%</b>			

The percentage of material collected which was sent to recycling was confirmed at around 75% in Italy; the weight of waste sent to landfill in Romania fell, where different regulations are in force compared to Italy.

## 1. CLIMATE CHANGE

TABLE 14 - WASTE SORTING

Area	Type	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019	Weight 2021	Weight 2020	Weight 2019
Italy - Abs	Paper and cardboard	908	873	902	4,0%	0,7%	-3,2%	33%	34,9%	31,9%
	Plastic	112	148	92	-24,1%	22,8%	61,7%	4,1%	5,9%	3,2%
	Organic	44	91	86	-52,1%	-49,3%	6,0%	1,6%	3,6%	3,0%
	Unsorted	616	442	386	39,3%	59,7%	14,7%	22,5%	17,7%	13,7%
	Mixed	756	785	1.100	-3,8%	-31,3%	-28,6%	27,6%	31,4%	38,9%
	Glass	36	88	122	-59,4%	-70,8%	-27,9%	1,3%	3,5%	4,3%
	Wood	21	-	2	0,0%	1143,0%	-100,0%	0,8%	0,0%	0,1%
	Other	244	72	136	238,1%	79,2%	-47,0%	8,9%	2,9%	4,8%
	<b>Total</b>		<b>2.736</b>	<b>2.500</b>	<b>2.825</b>	<b>9,5%</b>	<b>-3,1%</b>	<b>-11,5%</b>		
Italy - Lfl	Paper and cardboard	908	873		4,0%			34%		
	Plastic	112	148		-24,1%			4,2%		
	Organic	44	91		-52,1%			1,6%		
	Unsorted	616	442		39,3%			22,8%		
	Mixed	719	752		-4,4%			26,6%		
	Glass	36	88		-59,4%			1,3%		
	Wood	21	-		0,0%			0,8%		
	Other	244	72		238,1%			9,0%		
	<b>Total</b>		<b>2.699</b>	<b>2.466</b>		<b>9,5%</b>				
Romania	Paper and cardboard	289	157	150	84,5%	92,8%	4,5%	11,2%	6,9%	5,0%
	Plastic	14	10	6	42,5%	122,7%	56,3%	0,6%	0,4%	0,2%
	Aluminium	1	-	-	0,0%		-	0,1%	0,0%	0,0%
	Unsorted	2.274	2.096	2.858	8,5%	-20,4%	-26,6%	88,2%	92,6%	94,8%
	<b>Total</b>	<b>2.579</b>	<b>2.263</b>	<b>3.014</b>	<b>13,9%</b>	<b>-14,4%</b>	<b>-24,9%</b>			
Headquarters	Paper and cardboard	1,97	1,36	4,43	44,5%	-55,6%	-69,3%	55%	38,4%	50,5%
	Plastic	0,16	0,1	0,20	59,6%	-21,6%	-50,9%	4%	2,8%	2,3%
	Unsorted	1,43	2,08	4,13	-31,1%	-65,3%	-49,7%	40%	58,8%	47,2%
	<b>Total</b>	<b>3,56</b>	<b>3,54</b>	<b>8,77</b>	<b>0,5%</b>	<b>-59,4%</b>	<b>-59,6%</b>			

TABLE 15 - PAPER CONSUMPTION BOLOGNA HEADQUARTERS

Paper consumption Bologna headquarters	2021	2020	2019	Difference 2021/2020	Difference 2021/2019	Difference 2020/2019
Number of printed sheets of paper	494.332	453.523	651.395	9,0%	-24,1%	-30,4%

## FOCUS CIRCULAR ECONOMY: «WASTE 2 VALUE» PROJECT



«Waste2value» is a pilot project on circular economy within a Shopping Centre in Bologna (Centro Nova), and it was created thanks to the cooperation of IGD, Camst, the Italian food and beverage company, Coop Alleanza 3.0, and Impronta Etica, with the support of the Municipality of Castenaso (Bologna). The aim of the project is to create a circular economy model starting from food waste (orange peel, coffee grounds) which will be collected by a local social Cooperative, transferred into a composter, transformed into soil conditioner and then used for the upkeep of a garden at the entrance of the Centre itself. Following the study and planning phase, involving students and members/employees of the organisations involved and after being awarded a grant by the Emilia Romagna Region Authorities, in 2021 the composter was purchased and installed and the garden was prepared.

In 2022 the project will become operative, with the first waste being collected and transferred and with the organisation of educational events in cooperation with local entities.

For further information, please refer to the website <http://wastetovalue.it/>

### FOCUS CIRCULAR ECONOMY: «AND CIRCULAR» PROJECT

A project which was launched with the cooperation of La Fraternità social cooperative and IGD led to both the opening of an “AND” store in Centro Borgo in Bologna and the introduction of “intelligent” collection bins for the collection of second hand clothes in 3 Bolognese Shopping Centres: Centro Lama, Centro Nova, as well as Centro Borgo itself. The AND store is the first store to be opened as part of this project, with the aim of bringing together, in a unique concept expressing quality and sustainability, realities that are different but complementary with one common objective: offer a second opportunity to clothes and also to people. The store, which offers employment to 4 people, one of whom with frailties, reported good sales results.

In the 3 “intelligent” collection bins, the visitors introduced 1.9 tonnes of used clothes, and, on the basis of the principle “the more you give, the more value you create” they were offered small rewards made available by the Mall tenants or the social economy operators supporting the project.

The project is sponsored by the Municipality of Bologna and the ER Region and it is supported by IGD SIIQ Spa and Manageritalia Emilia Romagna, the association representing 2,330 managers in the area.

For further information, please refer to the website <http://www.lafraternita.com/>



## 1.6 BIODIVERSITY

IGD launched a process aimed at preserving and enhancing the biodiversity that can be found around its Shopping Centres.

### THE OBJECTIVES

Create standardised planning of the actions already carried out over the last few years (for example the green wall in Porte di Napoli-Naples);

Be aligned with the reward standards as required by Breeam In Use certification;

Plan specific actions regarding biodiversity in relation to several assets with short, medium, long-term targets.

### THE ACTIONS CARRIED OUT

Between 2020 and 2021, the «Biodiversity Plan» was defined for 3 Breeam In Use certified Shopping Centres: Conè (Conegliano-Treviso), Tiburtino (Rome) and Katanè (Catania). This involves carrying out an assessment of the environmental quality surrounding the Shopping Centres and recommending improvement actions in relation to external areas and in particular green areas

### THE NEXT STEPS (2022-2024)

Analysis and subsequent definition of a specific action plan on biodiversity, with the involvement of specialised technical experts.



At the beginning of 2019, 52 flower boxes were installed along the external walls of Porte di Napoli Shopping Centre, the aim being to create a green wall capable of stimulating a better internal climate as well as ensuring that the Shopping Centre continues to play an increasingly active role in the environmental context surrounding it. 4 climbing plants were planted in each flower box. Total covering is expected between 2026 and 2027.

## 2.1 SUSTAINABLE MOBILITY: ACTIONS CARRIED OUT AND FUTURE PROJECTS\_1

### ELECTRIC VEHICLES

IGD launched the «Electric vehicle charging project» in 2017, and, up to now, the following results have been achieved:

- 2021 saw the completion of the programme for the installation of EV charging stations as per the agreement signed between IGD and EnerHub in 2019. 20 Shopping Centres are now equipped with 22kw charging systems, with a total of 35 EV charging stations installed. Thanks to the energy supplied, it was possible to prevent 14.4 tonnes of CO2 from being emitted into the atmosphere, which is the amount that would have been produced in one year by a traditional car travelling the same number of kilometres\*.
- 3 Shopping Centres are currently equipped with a Tesla «Supercharger» station, including the one inaugurated in 2021 in Katanè Shopping Centre;
- There is a Ionity «High Power Charging Station» installed in Puntadiferro Shopping Centre

Following the agreement signed in 2021 with these two companies, over the next few years the Shopping Centres with Fast Charging Stations will become 10.



\* Source: Enerhub research using the WLTP procedure, with the assumption of approximately 7,000 km annually (driven by electric vehicle owners)

sustainable  
mobility

## 2.1 SUSTAINABLE MOBILITY: ACTIONS CARRIED OUT AND FUTURE PROJECTS\_2

### BICYCLES

With the aim of improving the journey for those that wish to reach the Shopping Centres by bicycle, IGD takes action (where possible due to the position of the Shopping Centre):

1. to ensure that it is possible to safely reach the structure. With regard to this, more than half of the Shopping Centres can be reached by cycle paths. Furthermore, the new cycle path which enables Clodi Retail Park to be reached from Chioggia (Venice) city centre was inaugurated in 2021;
2. to ensure e-bike charging is possible: Indeed, in 17 Shopping Centres it is possible to charge e-bike batteries within the Malls; furthermore, an e-bike charging station powered by a photovoltaic system has also been installed in Clodi Retail Park.



### LOCAL PUBLIC TRANSPORT

IGD continued to work in order to facilitate access to its Shopping Centres, also by means of public transport. Currently most of the Shopping Centres have a public transport stop within 200 metres of their entrance. In 2021 a new bus stop was created near Katanè Shopping Centre.



sustainable  
mobility

becoming  
**g.re.a.t.**

**r**

responsible

# what we did ✓ in 2021

- ✓ The new **Information Technology** corporate role was defined
- ✓ Training activities regarding **soft skills** for corporate directors and managerial staff were carried out as were those regarding digital skills for Shopping Centre Managers
- ✓ **Covid policies** regarding employees were updated: a smart working agreement was signed and employees were given the possibility to receive their vaccination with the creation of a hub in agreement with the National Health Service, so as to accelerate the vaccination process
- ✓ 100% of employees used the **corporate welfare** services
- ✓ **Bio Safety Certification** obtained for 7 Shopping Centres as well as the headquarters

## 1.1 WORKFORCE

CHART 1 - CORPORATE WORKFORCE FLOW (GRI 102-8)

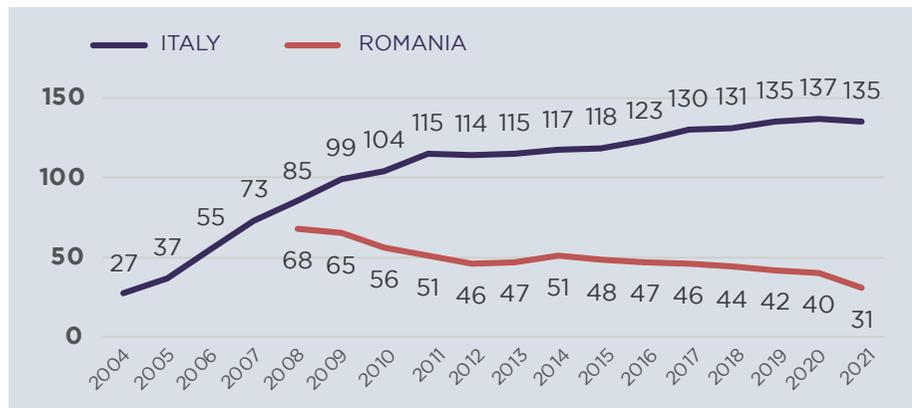


CHART 2 - STAFF BY AGE GROUP (ITALY AND ROMANIA) (GRI 405-1)



During the year 2021 the workforce **in Italy** remained stable, with a slight decrease due both to retirements and to the conclusion of contracts covering maternity leave.

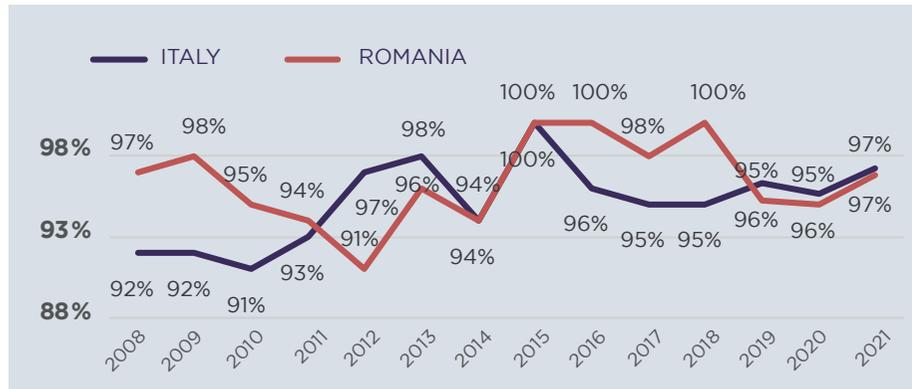
In line with the objective declared in 2020 regarding the internalisation of Information Technology services, an IT Manager was hired and this position was flanked by an internal resource with the role of IS Project. In 2022 information technology services will continue to be internalised, reinforcing protection regarding the analysis of risks linked to cybersecurity.

**In Romania** the decrease in the workforce, which was more substantial compared to previous years, was due to two retirements and several organisational changes involving both the headquarters and the network. With regard to the headquarter offices, a decision was made to delegate legal affairs to external consultants, whereas internally positions were developed aimed at professional growth. At the same time, a reorganisation of the network was launched, involving a decrease in the roles of Shopping Centre Managers with the aim of advancing the professional roles of the Area Managers, assigning the management of more Shopping Centres to them.

The average age both in Italy and Romania increased by one year in 2021 compared to 2020, arriving at **45 years of age**.

1. GOOD EMPLOYMENT

**CHART 3- PERCENTAGE OF EMPLOYEES WITH PERMANENT CONTRACTS (ITALY AND ROMANIA)**

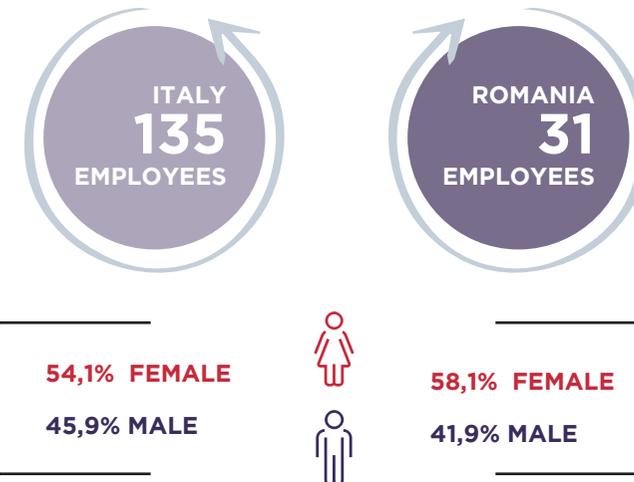


Both in Italy and Romania the percentage of employees on permanent contracts increased, confirming the intention to maintain a steady level of employment. At the end of 2021, 97% of IGD and Winmarket employees had a permanent contract.

A university internship contract was introduced during the year in Italy.

**TABLE 1 - STAFF BY CONTRACT TYPE (ITALY AND ROMANIA)**  
(GRI 102-8)

	2021 (n)	2020 (n)	2019 (n)
<b>Fixed term contracts Italy</b>	4	6	5
<i>Of which female</i>	3	2	1
<i>Of which male</i>	1	4	4
<b>Permanent contracts Italy</b>	131	131	130
<i>Of which female</i>	70	69	70
<i>Of which male</i>	61	62	60
<b>Fixed term contracts Romania</b>	1	2	2
<i>Of which female</i>	1	2	2
<i>Of which male</i>	0	0	0
<b>Permanent contracts Romania</b>	30	38	40
<i>Of which female</i>	17	22	22
<i>Of which male</i>	13	16	18

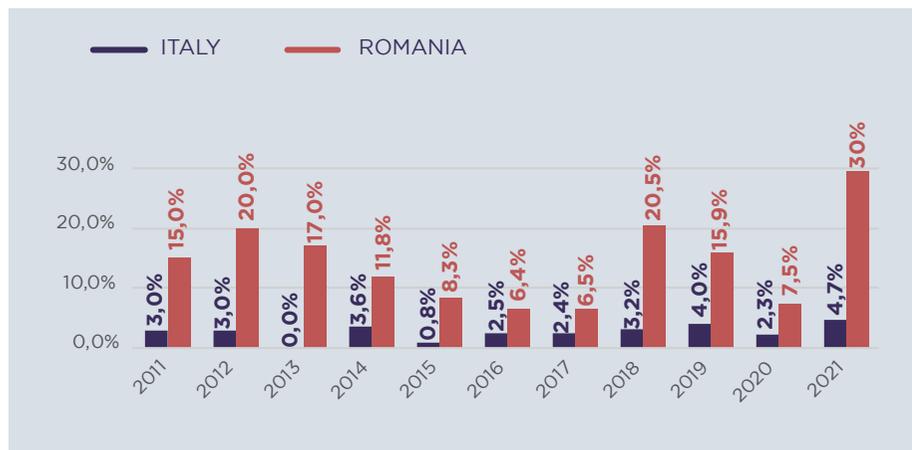


## 1. GOOD EMPLOYMENT

CHART 4 - TOTAL PART-TIME AND BY GENDER (ITALY)



The number of **part-time contracts** continued to increase, related, in the majority of cases, to specific requests by employees. In 2021 in particular, two of the three new part-time contracts were granted to satisfy the employees' needs, whereas the third referred to a new employee hired on this type of contract.

CHART 5 - OUTGOING TURNOVER (ITALY AND ROMANIA)\*  
(GRI 401-1; EPRA EMP-TURNOVER)

The **turnover** rate increased both in Italy and in Romania. In Italy this was due to 6 resignations and the same amount of new recruitments (please see the following page for more details). In Romania the increase from 7.5% to 30% was due to 13 resignations and 4 recruitments. In line with the organisational changes previously described, the aim is to nurture internal resources and promote individual growth.

The turnover is calculated as number of contract terminations (excluding those fixed term) / total employees (excluding those fixed term) as at 31.12 of the previous year.

**TABLE 2 - RECRUITMENTS AND RESIGNATIONS  
(ITALY AND ROMANIA) (GRI 401-1; EPRA EMP-TURNOVER)**

	2021 (n)	2020 (n)	2019 (n)
<b>Assunzioni Italia</b>	6	5	11
Tasso assunzioni Italia	4,4%	3,6%	8,1%
<b>Dimissioni Italia</b>	6	3	7
Tasso dimissioni Italia	4,4%	2,2%	5,2%
<b>Assunzioni Romania</b>	4	1	5
Tasso assunzioni Romania	13%	3%	11,9%
<b>Dimissioni Romania</b>	13	3	7
Tasso dimissioni Romania	41,9%	7,5%	16,7%

The increase in the recruitment and resignation rate in 2021 compared to the previous year was also due to the **recovery in the job market following the pandemic**.

At the same time, the activity of job posting was rendered even more structured and effective. Proof of this can be seen in the number of views of jobs advertised on the corporate website and on LinkedIn: respectively 503 and 3,701, with 257 applications overall sent to the Company for the 3 job searches carried out.



**TABLE 2B- NEW RECRUITMENTS BY GENDER, AGE GROUP AND ROLE (ITALY AND ROMANIA)** (GRI 405-1; EPRA DIVERSITY-EMP; EPRA-EMP TURNOVER EMPLOYEE)

Year 2021 - Italy	RECRUITMENTS	RESIGNATIONS	RECRUITMENT RATE	RESIGNATIONS RATE
<b>By gender</b>				
Male	2	4	33%	67%
Female	4	2	67%	33%
<b>By age group</b>				
Under 30	1	0	17%	0%
30-50	5	4	83%	67%
Over 50	0	2	0%	33%
<b>By position</b>				
Directors	0	0	0%	0%
Managerial Staff	1	2	17%	33%
Department Heads	2	2	33%	33%
Office workers	3	2	50%	33%

**The recruitments in Italy** involved 2 males and 4 females, of these, one female was under 30 and 2 males and 3 females belonged to the 30-50 age group. These recruitments referred to one member of managerial staff, two department heads and three office workers. Instead the resignations involved two members of managerial staff, two department heads and two office workers. In the breakdown by role, the difference between recruitments and resignations was due to changes in the corporate organisational structure. The resignations involved 4 people in the 30-50 age group and 2 in the over 50 age group (regarding retirements), and referred to 2 females and 4 males.

Year 2021 - Romania	RECRUITMENTS	RESIGNATIONS	RECRUITMENT RATE	RESIGNATIONS RATE
<b>By gender</b>				
Male	1	4	17%	67%
Female	3	9	50%	150%
<b>By age group</b>				
Under 30	0	0	0%	0%
30-50	3	8	50%	133%
Over 50	1	5	17%	83%
<b>By position</b>				
Directors	0	0	0%	0%
Managerial Staff	0	1	0%	17%
Department Heads	1	3	17%	50%
Office workers	3	9	50%	150%

There were 4 recruitments in Romania, of these, 3 were between 30 and 50 years of age and 1 was over 50. One was hired as a department head, 3 as office workers. Three females and one male were hired.

The resignations, with regard to the headquarter offices, were due to two retirements and to the decision to assign legal affairs to an external provider for continuous consultancy services.

**TABLE 3 - COLLECTIVE LABOUR AGREEMENTS  
(ITALY AND ROMANIA) (GRI 102-41)**

	2021 (%)	2020 (%)	2019 (%)
Employees covered by collective labour agreements - Italy	100%	100%	100%
Employees covered by collective labour agreements - Romania	100%	100%	100%

In Italy and in Romania all work contracts are regulated by the national collective labour agreement. The National Labour Agreement for consumer cooperatives (the relevant contract for IGD's employees in Italy) governs the following main aspects regarding employment:

- **Trade union/workers' safety representatives rights;**
- **Employment regulation:**
  - Job market: apprenticeships, fixed-term work, part-time work, telework;
  - Contractual Welfare;
  - Establishment of employment relationship: classification of staff, recruitment, promotion, trial period;
  - Development of employment relationship: work hours, weekly rest, holidays, time off and paid leave, illness and injury, business trips and transfers, maternity and paternity, rules of conduct;
  - Salary: remuneration elements, national basic pay;
  - Termination of employment relationship: withdrawal, employee severance indemnity.

In compliance with the National Labour Agreement, a **Corporate Trade Union Representative** is present in IGD who is elected by the workers and whose role is to encourage an exchange of dialogue between the employees and the Company with regard to:

- Workers' motions;
- Matters relating to the Enterprise Bargaining Agreement, like wages, variable pay, business trips etc.;
- Collective procedures (like the furlough scheme or Wage Subsidy Funds) and collective redundancies.

In 2020, the Company, the Corporate Trade Union Representative and the Workers' Safety Representatives established a Covid-19 Committee with the purpose of supervising the application and effective implementation of the "Precautionary Measures aimed at preventing Covid-19 infection within the workforce", summarised in IGD Group's document bearing the same name and carried out in compliance with the laws in force. In 2021 the Committee continued its monitoring activities, helping to define the measures described in paragraph 3.1 COVID POLICIES - SAFETY MEASURES FOR THE PROTECTION OF STAFF.

## 1.2 TRAINING

**TABLE 4 - TRAINING (ITALY)** (GRI 404-1; EPRA EMP-TRAINING)

	2021 (n)	2020 (n)	2019 (n)
Employees that took part in training activities (N)	129 (96,3% out of total)	138 (99,3% out of total)	134 (95,71% out of total)
Costs incurred for internal and/or external training (€)	76.539	44.773	47.023
Training hours	2.046	1.120	1.899
Average hours of training per employee	15,2	8,2	14,1
Percentage of revenues invested in training (€)	0,05%	0,03%	0,03%

### ITALY

In 2021, specific training activities were organised based on the target population, so as to respond to emerging needs in the company. The overall increase was due to the organisation of an activity focused on soft skills involving the management and middle management, the aim of which was to identify motivational tools and cognitive preferences in learning.

Training was carried out mainly in digital form, resulting in easier access and greater content. With this method, activities aimed at increasing and updating skills in specific fields were organised, for example, fiscal or linguistic fields or those regarding marketing management.

**TABLE 5 - TRAINING (ROMANIA)** (GRI 404-1)

	2021	2020	2019
Training hours (N)	108	388	744
Number of employees trained (N)	15	22	44
Average hours of training per employee	3.5	9.7	17.7
Costs incurred for training (€)	1,605	5,000	14,760

### ROMANIA

In 2021, due to the pandemic, it was not possible to organise the company convention, the traditional occasion in which the entire workforce is normally involved in training activities. Therefore, a more general activity was organised involving mainly the commercial department, as well as two specific training activities regarding marketing and legal areas. The company convention will be organised once again in 2022.

**TABLE 6 - BREAKDOWN OF AVERAGE HOURS OF TRAINING (ITALY AND ROMANIA)** (GRI 404-1; EPRA EMP-TRAINING)

AVERAGE HOURS OF TRAINING	2021 (ITALY)	2020 (ITALY)	2019 (ITALY)	2021 (ROMANIA)	2020 (ROMANIA)	2019 (ROMANIA)
employee_female	12,3	7,7	12,2	4,0	6,8	18,0
employee_male	18,5	8,7	16,1	2,8	14,0	12,4
<b>total</b>	<b>15,2</b>	<b>8,2</b>	<b>14,1</b>	<b>3,5</b>	<b>9,7</b>	<b>17,7</b>
employee_directors	23,6	23,2	26,2	-	-	-
employee_managerial staff	25,9	8,9	30,1	8,7	13,3	22,7
employee_department heads	17,6	7,2	11,0	4,0	17,5	17,1
employee_office workers	6,6	7,5	8,9	1,1	3,8	16,8

In 2021 the average hours of training increased compared to 2020, becoming more in line with pre-pandemic figures.

The increase in training hours for department heads was due to the organisation of two specific activities for Shopping Centre Managers: one on hard and soft skills, focusing on digital skills; the other on the structure and methods of use of Customer Relationship Management and Area Plus (see section 4 Innovation for further details).

**CHART 6 - INVESTMENT IN TRAINING PER CAPITA (IN EUROS)**



## 1.3 INTERNAL COMMUNICATION\_THE TOOLS

### COMPANY CONVENTION\_ ANNUAL



In **December 2021**, after one year of deferment due to the pandemic, the company **convention** was once again **organised with on-site attendance**, with all the necessary safety regulations being followed. The New Business Plan was presented to all the employees on this occasion.

### NEWSLETTER\_ QUARTERLY



During the year this tool took on a **new look and new function**: its name and logo was altered (now «Igd news&views»), a **yearly Editorial Plan** was defined (modifiable as and when required) and its circulation was increased by means of social networks (in particular LinkedIn). This gave the Company the possibility to circulate even more its contents which were mainly focused on:

- Economic-financial performance and results
- Breaking news on sustainability and innovation
- Interviews given by the top management on specific topics

### PRESS RELEASES\_ AD HOC



In 2021, **28 press releases** were sent to all employees, 19 of which regarding price-sensitive information and the other 9 regarding the main results achieved and the actions undertaken

### COMPANY INTRANET\_ CONTINUOUS



In addition to its normal use, the company intranet was the tool used by the company in 2021 to circulate **information concerning measures taken with regard to the pandemic**. Provisions were constantly updated on the basis of the rules in force, the infection rate and the decisions made by the company. Furthermore, a document was circulated containing the answers to the main **FAQ** of the employees.

## 1.4 ASSESSMENT AND DEVELOPMENT

**TABLE 7 – SKILLS ASSESSMENT (ITALY)** (GRI 404-3; EPRA EMP-DEV)

	2021				
	% of males out of total employees	% of females out of total employees	% of managerial staff out of total employees	% of department heads out of total employees	% out of total employees (N)
EMPLOYEES THAT REGULARLY UNDERGO SKILLS ASSESSMENT	33%	23%	14%	41%	56%
	2020				
	% of males out of total employees	% of females out of total employees	% of managerial staff out of total employees	% of department heads out of total employees	% out of total employees (N)
EMPLOYEES THAT REGULARLY UNDERGO SKILLS ASSESSMENT	32%	24%	18%	39%	56%

**“Management By Objectives”** (the incentive scheme active in Italy and Romania) assigns targets that are common to all the company and/or specific targets to offices or to individual employees on permanent contracts. Reaching these targets has an impact on variable pay.

In 2021, in Italy, 127 employees on permanent contracts were assigned company and individual targets. The variable pay distributed during the year, referring to the targets assigned in 2020, represented 53% of the total payable amount.

The annual assessment on performance involved 75 employees, corresponding to 56% of the workforce, in line with 2020. Of these, 33% were female and 23% male, 14% were managerial staff and 41% department heads.

Despite the lingering impact of Covid-19, not only were the schedules of the previously launched development programmes adhered to and the deadlines met, with 3 of them being completed, but a further 5 new programmes were launched in 2021 regarding roles with new responsibilities as well as new roles.

In Romania, 14 merit pay rises were granted, the identification process of which also took into consideration the commitment demonstrated by the employees during the pandemic as an additional assessment factor when comparing with results achieved.

## 2.1 GENDER DATA

**TABLE 8 - BREAKDOWN OF STAFF BY GENDER AND POSITION (ITALY)** (GRI 102-8; 405-1; EPRA DIVERSITY-EMP)

POSITION	GENDER	2021	% PER POSITION 2021	2020	% PER POSITION 2020	2019	% PER POSITION 2019
Directors	Male	5	100%	5	100%	5	100%
Directors	Female	0	0%	0	0%	0	0%
Managerial staff	Male	14	64%	16	67%	15	65%
Managerial staff	Female	8	36%	8	33%	8	35%
Department Heads	Male	31	53%	29	52%	31	53%
Department Heads	Female	28	47%	27	48%	27	47%
Office workers	Male	12	24%	16	31%	13	27%
Office workers	Female	37	76%	36	69%	36	73%
<b>Total</b>	Male	<b>62</b>	<b>46%</b>	<b>66</b>	<b>48%</b>	<b>64</b>	<b>47%</b>
<b>Total</b>	Female	<b>73</b>	<b>54%</b>	<b>71</b>	<b>52%</b>	<b>71</b>	<b>53%</b>
<b>Total</b>		<b>135</b>		<b>137</b>		<b>135</b>	

**TABLE 9 - BREAKDOWN OF STAFF BY GENDER AND POSITION (ROMANIA)** (GRI 102-8; 405-1; EPRA DIVERSITY-EMP)

POSITION	GENDER	2021	% PER POSITION 2021	2020	% PER POSITION 2020	2019	% PER POSITION 2019
Directors	Male	-	-	-	-	-	-
Directors	Female	-	-	-	-	-	-
Managerial staff	Male	2	33%	2	33%	2	33%
Managerial staff	Female	4	67%	4	67%	4	67%
Department Heads	Male	7	70%	9	69%	11	73%
Department Heads	Female	3	30%	4	31%	4	27%
Office workers	Male	4	27%	5	24%	5	24%
Office workers	Female	11	73%	16	76%	16	76%
<b>Total</b>	Male	<b>13</b>	<b>42%</b>	<b>16</b>	<b>40%</b>	<b>18</b>	<b>43%</b>
<b>Total</b>	Female	<b>18</b>	<b>58%</b>	<b>24</b>	<b>60%</b>	<b>24</b>	<b>57%</b>
<b>Total</b>		<b>31</b>		<b>40</b>		<b>42</b>	

**TABLE 8B - BREAKDOWN OF STAFF BY GENDER, POSITION AND AGE (ITALY)** (GRI 102-8; 405-1; EPRA DIVERSITY-EMP)

POSITION	GENDER	2021	% UNDER 30	% 30-50	% OVER 50
Directors	Male	5	0%	40%	60%
Directors	Female	0	-	-	-
Managerial staff	Male	14	0%	71%	29%
Managerial staff	Female	8	0%	63%	38%
Department Heads	Male	31	0%	68%	32%
Department Heads	Female	28	0%	61%	39%
Office workers	Male	12	33%	58%	8%
Office workers	Female	37	5%	65%	30%
<b>Total</b>	Male	<b>62</b>	<b>6%</b>	<b>65%</b>	<b>29%</b>
<b>Total</b>	Donne	<b>73</b>	<b>3%</b>	<b>63%</b>	<b>34%</b>
<b>Total</b>		<b>135</b>	<b>4%</b>	<b>64%</b>	<b>32%</b>

**TABLE 9B - BREAKDOWN OF STAFF BY GENDER, POSITION AND AGE (ROMANIA)** (GRI 102-8; 405-1; EPRA DIVERSITY-EMP)

POSITION	GENDER	2021	% UNDER 30	% 30-50	% OVER 50
Directors	Male	-	-	-	-
Directors	Female	-	-	-	-
Managerial staff	Male	2	-	100%	-
Managerial staff	Female	4	-	50%	25%
Department Heads	Male	7	-	100%	-
Department Heads	Female	3	-	100%	0%
Office workers	Male	4	-	25%	75%
Office workers	Female	11	-	91%	9%
<b>Total</b>	Male	<b>13</b>	<b>-</b>	<b>77%</b>	<b>23%</b>
<b>Total</b>	Female	<b>18</b>	<b>0%</b>	<b>83%</b>	<b>11%</b>
<b>Total</b>		<b>31</b>	<b>0%</b>	<b>81%</b>	<b>16%</b>

The weight of the female component grew by 2 percentage points compared to 2020, due to changes in the workforce which took place during the year. The number of female Shopping Centre Managers remained steady at 12, unchanged compared to 2020.

In Romania the male/female breakdown of the workforce changed slightly, with an increase of 2 percentage points in the male component and consequently a decrease in the female component due to the resignation of 5 office workers and one department head.

## 2.2 REMUNERATION

**TABLE 10 - RATIO BETWEEN BASIC SALARY + OCCUPATIONAL ALLOWANCE FOR FEMALES COMPARED TO THAT FOR MALES (ITALY)** (GRI 405-2 - EPRA DIVERSITY-PAY)

EMPLOYEE CATEGORY	2021	2020	2019
DIRECTORS	-	-	-
MANAGERIAL STAFF	1.00	0.98	0.98
DEPARTMENT HEADS	0.97	0.98	1.00
OFFICE WORKERS	1.02	0.98	0.95

The principles of equal treatment and of fairness are the basis upon which remuneration is assigned to employees and it is calculated by taking into account objective factors like the level of responsibility, role and length of service and not aspects associated to gender. This is demonstrated again in 2021 by the ratio between remuneration for females compared to that for males which is equal for managerial staff and office workers and is close to equal for department heads.

**TABLE 11- RATIO BETWEEN BASIC SALARY + OCCUPATIONAL ALLOWANCE FOR FEMALES COMPARED TO THAT FOR MALES (ROMANIA)** (GRI 405-2 - EPRA DIVERSITY-PAY)

EMPLOYEE CATEGORY	2021	2020	2019
DIRECTORS	n/a	n/a	n/a
MANAGERIAL STAFF	0.69	0.69	0.70
DEPARTMENT HEADS	1.07	1.27	1.31
OFFICE WORKERS	0.89	0.85	0.84

In Romania the variable pay is represented by the achievement of both personal targets and corporate ones, with individual variations depending on the role. The ratio referring to managerial staff and office workers remained stable, whereas that referring to department heads fell due to the terminations which occurred during the year.

### 3.1 COVID POLICIES – SAFETY MEASURES FOR THE PROTECTION OF STAFF

Also in 2021, as was the case in 2020, the organisation of corporate activities underwent changes due to the pandemic. IGD continuously kept a close eye on the situation, alternating and varying the on-site presence of its employees in the headquarters on the basis of the rise or fall in infections and adapting to and complying with the regulations in force. Starting in the month of October, when it became mandatory for all to present their green pass in order to enter the workplace, IGD implemented a verification system for all employees and external visitors, in addition to the system for body temperature measurement and the other protocols already in place.

In agreement with its holding company, IGD also gave its employees the possibility to receive their vaccinations in a hub created specifically by the company in agreement with the National Health Service so as to accelerate the vaccination process. 29 people, in particular the younger ones, signed up for this campaign without them personally having to sustain any additional costs.

In the second half of the year IGD and the Trade Unions signed an Agreement to formalise smart working as an experimental process for 9 months, starting from January 2022.

**Smart working** is intended for the headquarter employees and it is on a voluntary basis. This Agreement establishes an alternation between remote working and on-site working in the headquarters, for a maximum of 2 working days in each working week. For the network employees, whose work requires them to be on-site in the Shopping Centres, exceptional cases are taken into consideration for those that request individual days and for particular needs.

### 3.2 POLICIES AIMED AT EMPLOYEES

The Company adopted a Safety at Work Management System (*Sistema di Gestione della Sicurezza sul Lavoro - SGSL*), in accordance with Article 30 of Consolidated Safety Act 81/2008, a system which defines all the activities that the Company is required to perform.

**TABLE 12 - TRAINING ON HEALTH AND SAFETY (ITALY)**

	2021	2020	2019
Number of training hours on safety provided (N)	403	121	268
Number of people involved (N)	48	14	37
Costs incurred for training ( € )	5,704	1,773	4,870

In 2021, in Italy, 48 employees were involved in training activities regarding safety. More specifically, the activities involved:

1. training for new employees;
2. refresher course recurring every five years for workers;
3. refresher course for Workers' Safety Representatives;
4. refresher course for high fire risk operators;
5. refresher course for persons-in-charge;
6. first aid refresher course.

## 3. WELLBEING, HEALTH AND SAFETY

**TABLE 13 - CAUSES OF ABSENTEEISM (ITALY)**

(GRI 403-2 AND EPRA H&amp;S-EMP)

	TOTAL			MALE			FEMALE		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Injuries	1	1	2			0			2
Injury rate	4.4	4.5	9.6	9.2	-	-	-	9.2	19.5
Lost days rate	0.04	0.69	0.13	0.09	-	-	-	1.42	0.26
Absenteeism rate	2.0%	2.6%	1.7%	1.2%	-	1.2%	2.8%	3.9%	1.7%
Number or work related deaths	0	0	0		0	0	0	0	0

The indicators relating to injury were in line with the data of the previous year. The injury reported occurred on the journey to/from work.

Instead, the lost days rate decreased. This rate had, in 2020, been affected by absences caused by long quarantine periods due to close contact with people infected with Covid.

**TABLE 14 - CAUSES OF ABSENTEEISM (ROMANIA)**

(GRI 403-2 AND EPRA H&amp;S-EMP)

	TOTAL			MALE			FEMALE		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Injuries	0	0	2	0	0	0	0	0	0
Injury rate	0	0	0	0	0	0	0	0	0
Lost days rate	0	0	0	0	0	0	0	0	0
Tasso di assenteismo	0.9%	1.3%	3.9%	1.1%	1.0%	5.4%	0.7%	1.5%	2.9%
Number or work related deaths	0	0	0	0	0	0	0	0	0

The absenteeism rate also fell in Romania.

CHART 7 - WELFARE SERVICES USED

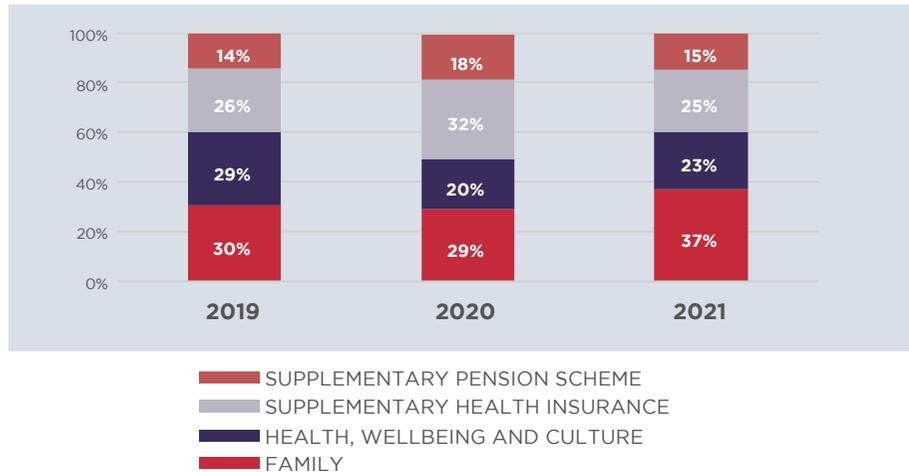


TABLE 15 - CORPORATE WELFARE (ITALY)

	2021	2020	2019
Number of employees involved	127	126	123
Utilisation rate	100%	98%	100%

## CORPORATE WELFARE

### WHAT IT IS

Since 2017 IGD has provided a Corporate Welfare Plan, which enables employees to access a series of services made available by the company.

### ITS AIM

The aim is to increase the individual wellbeing of the employees and of their immediate family and to have a positive influence on the atmosphere within the company.

### HOW IT WORKS

All employees on permanent contracts (with the exception of the Directors) are allocated their own budget (which is the same for all and in proportion with regard to full time and part time) which they can use during the year by way of the Portal which is accessed by using their personal credentials.

The Portal contains refund packages and vouchers regarding education and training, recreation, supplementary pension scheme, social and health care.

### 2021 RESULTS

In 2021, 100% of the employees made use of corporate welfare.

Compared to 2020:

- A new supplier of supplementary health insurance was introduced, offering a service which was more widely appreciated by the employees;
- With the aim of making corporate welfare more and more in line with the needs of its users, the services offered were increased (for example, travel) and the possibility to receive refunds for expenses incurred, but not included in those envisaged on the Portal, was also formally adopted.
- The percentage used for “family” increased. Indeed, this category is the one most appreciated by the employees.

### 3.3 COVID POLICIES – SAFETY MEASURES FOR THE PROTECTION OF WORKERS AND VISITORS IN THE SHOPPING CENTRES

The measures adopted in 2020, following the first wave of the pandemic, were extended into 2021, proving to be effective seeing that for the second year running there were no outbreaks.



#### BIO SAFETY CERTIFICATION

In October 2021 IGD obtained the Management System BIOSAFETY TRUST CERTIFICATION regarding 7 Shopping Centres and its headquarters in Bologna.

This certification scheme, developed by the accreditation body RINA, is the first management model introduced into the market which is designed to prevent and mitigate the spread of infections to protect the health of individuals from biological agents, like, in particular, those connected to the current Covid-19 situation.

The Shopping Centres involved were those belonging to the large asset category of the Group, more specifically, “Sarca” in Sesto S. Giovanni (Milan), “Conè” in Conegliano (Treviso), “ESP” in Ravenna, “Punta di Ferro” in Forlì (Forlì-Cesena), “Tiburtino” in Guidonia Montecelio (Rome), “Le Porte di Napoli” in Afragola (Naples) and “Katanè” in Gravina di Catania (Catania).

**The aim of the company is to extend this certification process to 100% of its assets, so that all are certified by the end of 2024.**

### 3.4 SAFETY POLICIES IN THE SHOPPING CENTRES

**TABLE 16 - HEALTH AND SAFETY CHECKS IN THE SHOPPING CENTRES (ITALY)** (416-1/416-2 AND EPRA H&S-ASSET/H&S-COMP)

	2021	2020	2019
Percentage of assets (Shopping Centres) where impacts on health and safety are assessed or inspected with regard to compliance or improvement throughout the year	100%	100%	100%
Number of cases of non-compliance to health and safety regulations or voluntary standards	0	0	0

**TABLE 17 - HEALTH AND SAFETY CHECKS IN THE SHOPPING CENTRES (ROMANIA)** (416-1/416-2 AND EPRA H&S-ASSET/H&S-COMP)

	2021	2020	2019
Percentage of assets (Shopping Centres) where impacts on health and safety are assessed or inspected with regard to compliance or improvement throughout the year	0%	0%	0%
Number of cases of non-compliance to health and safety regulations or voluntary standards	0	0	0

Focus placed on safety in its structures is a fundamental prerequisite for IGD, both with regard to compliance with regulations in force and with regard to the definition of internal procedures and policies which are necessary for this issue to be correctly managed. All the Shopping Centres have indeed been built in full compliance with safety regulations (Legislative Decree 81/2008 and Ministerial Decree 10/03/1998 – general criteria for fire prevention and the handling of emergencies in the workplace).

Furthermore, safety is also guaranteed by the Shopping Centres' security staff who keep the buildings under surveillance during their opening hours.

Security and fire prevention staff are, in most cases, also qualified in first aid in the event of accidents or sudden illness involving customers or workers. In addition, every year as a further guarantee, the Prevention and Protection Service Manager carries out, in each Shopping Centre, one or more inspections in order to assess the safety measures in place. Once the inspection has been completed a report is drawn up stating the compliance/non-compliance of the Centre.

In 2021 IGD continued the process started in 2020 for an even more effective management of health and safety in the Shopping Centres. Indeed, a new governance system was defined, with more local control assigned to the Prevention and Protection Service Managers and a new monitoring role was assigned to the Area Managers. This process will be completely implemented in 2022, with the identification of an external safety consultant who will have the role of coordinating the operational activities carried out at local level by the Prevention and Protection Service Managers.

### 3.5 SPECIAL PROJECTS TO IMPROVE SAFETY IN THE STRUCTURES

#### DOMES SKYLIGHTS (ITALY)



The company had already initiated assessment and mapping activities regarding **the conditions of the dome skylights in its properties**, in order to ascertain whether they were compliant with the required safety standards and to verify any necessary actions to be taken. In 2021 monitoring activities continued, leading to the planning of the first actions to be carried out in 2022 in two Shopping Centres, whereas in 5 others the work schedule is currently being defined.

#### ANTI-SEISMIC (ITALIA)



Following the earthquake which affected Emilia Romagna in 2012, the Company defined a voluntary project regarding the **anti-seismic improvement** of its structures. In 2021 work was completed in the mall of La Favorita Shopping Centre in Mantua.

#### UPKEEP OF SAFETY IN STRUCTURES (ROMANIA)



In 2021 Winmarkt implemented the following measures which were necessary in order to render its portfolio fully compliant in terms of safety issues:

- **Fire prevention**, where work was completed (even though the roll-out at macro level had already been carried out in the previous years) on the structures' fire extinguishing devices, in order to obtain the updated fire prevention certifications for those assets that had undergone commercial layout changes in the previous years. This commitment is constantly monitored by the Company management, also because of the high commercial turnover which affects the structures.
- Introduction of an outsourced service, so as to **ensure that emergency situations** are dealt with during opening hours, following national regulations introduced in 2020 regarding the implementation of safety and prevention criteria in emergency situations in public and private buildings that are open to the public.

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# what we did ✓ in 2021

- ✓ **Strategic guidelines** including those regarding Sustainability were shared with the new Board of Directors during 3 induction sessions with the participation of the Company's Management;
- ✓ **Second audit cycle** was carried out for the UNI ISO 37001:2016 "Anti bribery management system" certification, with the identification of areas of adjustment
- ✓ The Top Management's variable remuneration was anchored to **performance targets regarding ESG issues**
- ✓ **Positive assessments were obtained from external companies** (proxy advisors) with regard to governance risk and the integration of sustainability into governance

## 1.1 GOVERNANCE

### GOVERNANCE STRUCTURES AND THEIR COMPOSITION (GRI 102-18;102-22;102-23;102-32;405-1;EPRA GOV-SELECT)

IGD's governance structure is based on the traditional model and it is made up of the following bodies: Shareholders' Meeting, Board of Directors and Board of Statutory Auditors. Account auditing is assigned to an auditing firm.

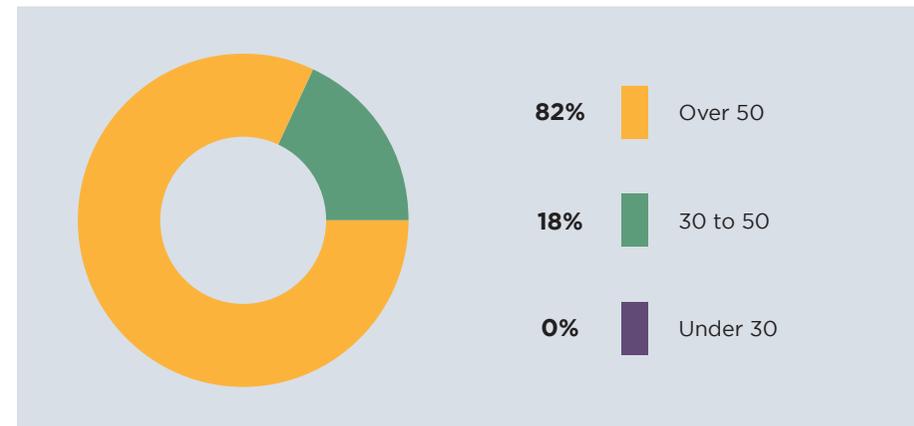
The Board of Directors in office was appointed by the Shareholders' Meeting on 15<sup>th</sup> April 2021 by means of the "list voting" system. The Board is made up as follows:

- 11 Directors
- 7 Independent Directors, amongst which the Chair, representing 64% of the total
- 1 role of Executive Director assigned to the Chief Executive Officer, the recipient also of proxies regarding the internal control and risk management system
- 3 Directors elected by the minority

The shareholder Coop Alleanza 3.0 put forward the name of Rossella Saoncella as the candidate to fill the role of Chair, taking into account the guidance expressed by the outgoing Board of Directors as well as Rossella Saoncella's experience gained during her time as Vice Chair of the outgoing Board in the previous mandate.

- 5 Directors belonging to the least represented gender: the female percentage out of the total number of Directors is equal to 45%. On 5<sup>th</sup> November 2020 the Company's Board of Directors had already modified the Articles of Association in order to bring it in line with expectations on the matter of gender balance. The Company has not deemed it necessary thus far to adopt its own diversity policy, as the structure of the current Board complies with the criteria for diversity. The average age is 57 (as at 31/12/2021), with the following breakdown by age group:

CHART 1 - BREAKDOWN OF BOARD OF DIRECTORS BY AGE GROUP



## 1. GOVERNANCE, ETHICS AND CORRUPTION

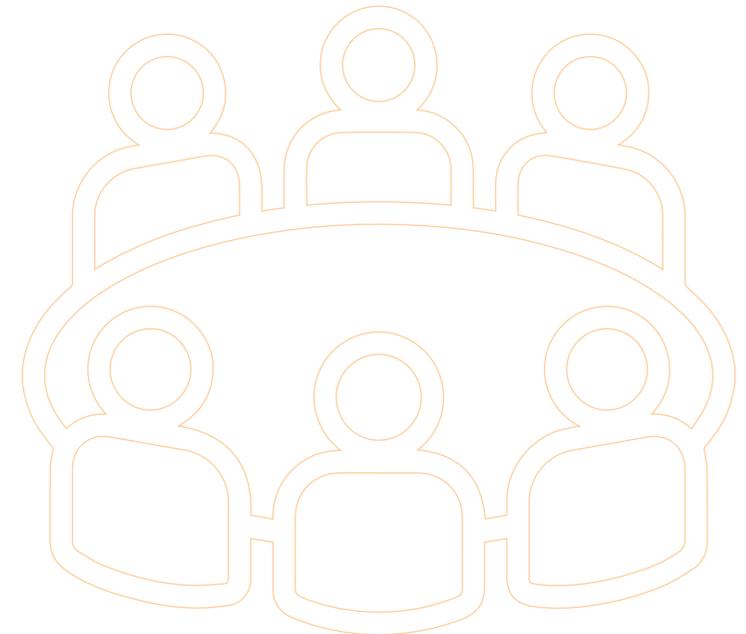
In accordance with article 23.2 of the Articles of Association and with article 150 of the Consolidated Finance Act (TUF), the Board of Directors and the Board of Statutory Auditors are informed about the activities carried out, the company's general operating performance, its expected developments and the most important economic, financial and asset related transactions, in terms of magnitude or features, carried out by the Company or by its holdings. In particular, the delegated body makes a report at least every quarter during the meetings of the Board of Directors. This information is given in conjunction with the approval of the draft Statutory and Consolidated Financial Statements, the half year Financial Report and the Interim Operating Reports.

The Board of Directors, in full compliance with the recommendations set out in the Corporate Governance Code, established, within the Board itself, committees with propositional and advisory functions, which are: (i) Control and Risks Committee, (ii) Nomination and Compensation Committee which incorporates the functions that the Code attributes to the Nomination Committee and to the Compensation Committee) and (iii) Committee for Related Party Transactions.

The Committees are exclusively made up of Independent Directors.

In accordance with Legislative Decree 231/2001, IGD adopted the Organisational, Management and Control of Risks Model, approved by the Board of Directors as far back as May 2006, and appointed the Supervisory Board as the body which is responsible for monitoring and controlling the performance, effectiveness, adequacy and compliance of the Model. The current Supervisory Board in office, appointed by the Board of Directors on 20<sup>th</sup> April 2021, is made up of 3 external members.

For further information on IGD's Board of Directors and corporate governance, please refer to the company website <https://www.gruppoigd.it/en/governance/>



**ROLES AND EXPERTISE OF THE BOARD OF DIRECTORS (GRI 102-26; 102-27; 102-28)**

The Board of Directors is responsible for carrying out and accomplishing its corporate objective, except for those acts that are reserved, by law or by the Articles of Association, to the Shareholders' Meeting. More specifically, it has a decisive role in the determination, approval and updating of the Company's values, mission, strategies, policies and targets. The Board of Directors, amongst other things:

- assesses the Company's general operating performance;
- engages and encourages the management, whose activities are deemed to be of fundamental importance in order to reach the Group's targets;
- defines the nature and level of risk, compatible with the strategic targets of the Group in terms of medium to long-term sustainability of corporate activity.

On 25<sup>th</sup> February 2021 the Board of Directors approved the Sustainability Report in conjunction with the Consolidated Financial Statements. On this occasion the level of achievement of the sustainability targets included in the 2019-2021 Plan was analysed and the results obtained in 2020 were presented.

The new Board of Directors, appointed on 15<sup>th</sup> April 2021:

- took part in three induction sessions together with the management in order to:
  1. understand the corporate governance system as well as the type of business and relevant market;
  2. contribute to the preliminary and preparatory phases in the drawing up of the Business Plan. With regard to this, the Board of Directors, in an initial meeting, analysed the proposal for a strategic structure of the new Plan, with a singular focus dedicated to sustainability, an integrating part of the Plan itself, and then in a subsequent session, it examined more thoroughly targets, resources used and possible medium-term scenarios.
- approved the Business Plan on 14<sup>th</sup> December
- and, in compliance with the Corporate Governance Code and taking into consideration the recommendations of the Corporate Governance Committee, it also carried out once again in 2021 the «Board Review» which is a self-assessment on the aspect, the composition and the performance of the Board itself and of its Committees, with the assistance of the consultancy firm Egon Zehnder.

## 1. GOVERNANCE, ETHICS AND CORRUPTION

**RISK MANAGEMENT (GRI 102-29-102-30-102-31)**

IGD adopted an Internal Control and Risk Management System which was integrated into the more general organisational and corporate governance structures. The Board of Directors, consistent with the strategic approach of the Company, defined the key principles of the Internal Control System.

**CHART 2 - CORPORATE BODIES INVOLVED IN RISK MANAGEMENT**

In accordance with ISO37001 standard, the Top Management and the Compliance Function for the prevention of corruption are also involved.

In 2010 IGD defined and implemented an integrated risk management process, which is updated every year, based on the internationally recognised standards in the field of Enterprise Risk Management (ERM). Each corporate risk is prioritised on the basis of three drivers:

- Crossover aspect Ability of the risk to impact other risks and expand to other corporate areas
- Velocity Time it takes for the risk to have a significant impact (shock) on the Company's business
- Recovery Company's ability to absorb the shock
- (see <https://www.gruppoigd.it/en/governance/internal-control-and-risk-management-system/>)

Every year the risks, which have been identified and organised into "strategic", "operational", "financial" and "compliance" categories, are then analysed during specific meetings with the Managers in charge of the main operating and functional areas; the effectiveness of the existing mitigation measures in place for each of them is then assessed.

## 1. GOVERNANCE, ETHICS AND CORRUPTION

In 2021 the ERM project was structured on 2 main levels;

1. Benchmark activity was carried out at international level to understand the methods used regarding the identification, classification and assessment of risks especially in light of the Covid-19 health emergency; this activity was followed by an update in the Risk Assessment process, to assess the risks and safeguards and the Key Risks dashboard was also then revised.
2. An in-depth analysis was carried out on 2 operational risks (large-scale premises performance and e-commerce penetration) with a possible significant impact on the company's core business. In both cases the mitigation measures put in place by IGD were illustrated and analysed.

On the basis of the assessments of the bodies in charge of control, the Board of Directors was able to determine the adequacy, effectiveness and actual performance of the Internal Control and Risk Management System in relation to the characteristics of the company and to its risk profile.

**REMUNERATION AND INCENTIVES (GRI 102-35; 102-36)**

IGD's remuneration policy serves the purpose of pursuing sustainable success for the Company and it takes into account the importance of having, retaining and motivating people with skills and expertise required by the roles held.

In particular, the remuneration of key management roles aims to:

- attract, retain and motivate high level professional management;
- engage and stimulate the management;
- promote the creation of value for the shareholders in the medium to long term;
- create a close connection between remuneration and performance.

The Ordinary Shareholders' Meeting held on 15<sup>th</sup> April 2021 approved the first section of the Report on remuneration policy and compensation paid, the subject of which was the remuneration of the members of the Board of Directors and the Board of Statutory Auditors and the Top Managers with strategic responsibilities for the 2021 financial year.

For the first time, the Board of Directors included a target regarding sustainability performance as one of the assessment factors for the Top Management.

Further details on the remuneration policy are available on the company website:

<https://www.gruppoigd.it/en/governance/remuneration/>

## 1.2 ETHICS

### THE CODE OF ETHICS (GRI 102-17)

The Code of Ethics is a key factor in the definition of the corporate identity of the entire IGD Group, bringing together and establishing the values by which it is inspired and upon which it shapes its conduct in relations with its stakeholders.

The Code of Ethics was introduced into IGD in 2006, when the company was listed on the Italian Stock Exchange, and over the years it has been updated following developments in corporate operations and in regulations.

In 2020 the Board of Directors approved a new version of the Code of Ethics which had become necessary due to the adoption by the Company of new corporate procedures and policies (anti-corruption, privacy, whistleblowing, corporate welfare, etc.), in addition to emerging requirements of compliance with external regulations and laws. The Code also contains the new version of the Charter of Values, the element that inspires corporate behaviour. The Supervisory Board is responsible for verifying the existence of any potentially unlawful behaviour reported by stakeholders by means of the whistleblowing procedure. In 2021 no notification was received by the Supervisory Board by means of this procedure.

For further details on the Code of Ethics please refer to <https://www.gruppoigd.it/en/governance/business-ethics/code-of-conduct/>

### VALUES (GRI 102-16)

The new Charter of Values, defined when the Code of Ethics was reviewed in 2020, identifies the values that determine and characterise IGD's business, both within the Company and towards external stakeholders.

It is made up of the following Values:

- » RELIABILITY
- » AUTONOMY
- » FAIR COMPETITION
- » CORRECT CONDUCT
- » EXCELLENCE AND CONTINUOUS IMPROVEMENT
- » IMPARTIALITY
- » INTEGRITY
- » FAR-SIGHTEDNESS
- » HONESTY
- » RESPONSIBILITY
- » CONFIDENTIALITY
- » SERIOUSNESS
- » SUSTAINABILITY
- » TRANSPARENCY
- » OPTIMISATION

For further details on each value please refer to <https://www.gruppoigd.it/en/who-we-are/what-makes-us-different/mission/>

<https://www.gruppoigd.it/en/governance/business-ethics/>

## 1. GOVERNANCE, ETHICS AND CORRUPTION

**FOCUS ON MANAGEMENT OF CONFLICTS OF INTEREST  
(GRI 102-24; EPRA GOV-COL)**

The Company has identified the following measures to avoid situations of conflicts of interest:

1. Organisational, Management and Control Model adopted in accordance with Legislative Decree no. 231/2001, of which the Code of Ethics is an integral part;
2. Supervisory Board, which periodically monitors and controls the existence of situations or circumstances that could undermine the full independence of the Company (through their own management and/or top figures) deriving from suppliers, service providers, clients or partners, as well as the absence of conflicts of interest towards these subjects.
3. Anticorruption policy adopted by the Company when UNI ISO 37001 – Anti Bribery Management Systems was adopted;
4. A thorough due diligence process, in accordance with the procedure adopted by the Company with UNI ISO 37001 certification, is carried out with regard to staff, selection of suppliers of goods and services, contractors, consultants and professionals, sponsorships/donations/ charities and members of the administrative bodies.
5. The “Procedure for transactions with Related Parties” approved by the Board of Directors, the scope of which is to define the rules, methods and principles designed to ensure transparency and substantive and procedural fairness of the transactions with Related Parties carried out by the Company.

**SUSTAINABILITY PROTOCOL IN WINMARKT**

In 2012 Winmarkt adopted the “Protocol to promote business sustainability”, which is a document that is appended to the contract committing new suppliers to behave in such a manner that is consistent with the ethical principles in the document itself, and failure to do so constitutes a breach of contract.

The Protocol operates on two levels: initially the Shopping Centre Management is involved, called on to identify potential critical situations and to notify the supplier in question (who is required to find the right solutions); secondly, the involvement required is that of the Supervisory Committee\*, which supervises the tenders/purchases and expresses its view on formal and substantive aspects. Between 2012 and 2021 a total of 351 Sustainability Protocols were signed, actively contributing to the dissemination of respect for workers’ rights in Romania.

With particular reference to 2021, no company was entered on Winmarkt’s black list, that is, the list of suppliers resulting non-compliant with corporate processes and which therefore will be excluded from future competitive tenders and/or selections.

**TABLE 1 - SUSTAINABILITY PROTOCOL PERFORMANCE (ROMANIA)**

	2021	2020	2019	2018
NUMBER OF SUSTAINABILITY PROTOCOLS SIGNED	17	27	11	9

\* composed of Property Manager, Asset Manager, Legal Manager, Corporate Accounting Manager and Tax&Control Manager

## 1.3 RESPECT FOR HUMAN RIGHTS, ANTI-CORRUPTION AND OTHER ACTIONS TO SAFEGUARD LEGALITY

IGD's commitment, defined in its Charter of Values and consequently in its Code of Ethics, to guaranteeing human rights and compliance with legality resulted in the Company joining Global Compact in 2020, the highest reference at international level on issues of respect for human rights and labour conditions and on active policies against corruption. Every year IGD reports on progress made with regard to the principles identified by the United Nations (see Section «Sustainability Strategy»)

The most closely monitored areas of action and the measures introduced to safeguard legality can be seen below:

### LABOUR STANDARDS

- Inclusion of a clause in the rental and/or lease contracts which expressly requires the tenants to comply, with regard to their employees, with labour standards laid down by the National Collective Labour Agreement;
- Inclusion of the obligation to issue a surety in service contracts (cleaning and security), also to guarantee the use of legal forms of employment;
- Inclusion of the obligation to present, during the prequalification stage in tender contracts, documentation regarding compliance with laws (with particular attention to labour legislation, demonstrating compliance regarding payment and contributions).

### BACKGROUND OF INTERLOCUTORS

- Due diligence is carried out, regarding customers, tenants, suppliers, business partners, as well as staff, before signing the relative contract and/or agreement, in order to assess the nature and entity of the risk of corruption;
- A general system of supplier rotation is envisaged, in order to ensure continuous control of the requisites;
- Express termination clauses are included in tender contracts in the event of non-compliance with the traceability of financial flows procedure;
- Inclusion of an express termination clause in tender contracts and contracts with tenants in the event of violation of the regulations and the procedures included in the Organisational and Management Model and/or in the relative Code of Ethics and/or in the Anticorruption Policy (for further details please refer to <https://www.gruppoigd.it/governance/etica-dimpresa/>);
- Express termination clauses are present in tender contracts and contracts with tenants in the event of conviction, even if it has not yet become final, for Mafia association felonies against the contracting firm itself and/or its corporate representatives.

**ANTI-CORRUPTION AND UNI ISO 37001 CERTIFICATION (GRI 102-25; EPRA GOV-COL)**

IGD is committed to constantly monitoring the protection measures and safeguards in place designed to tackle all forms of corruption, active and passive, direct and indirect.

The Company undertakes to comply with the laws in force, both in relations with the private sector and in those with the Public Administration, abiding by the protection measures included in the Organisational Model ex Legislative Decree 231/01 of which the Code of Ethics is an integral part. To further consolidate this commitment, it aligned its own anticorruption management system to the UNI ISO 37001 – Anti Bribery Management Systems standard, issued in 2016, which, to date, is the only model recognised at international level that enables a management system, designed to prevent and combat corruption in corporate settings, to be implemented, and that specifies the measures and controls that an organisation can adopt in order to monitor its corporate activities and increase effectiveness in the prevention of this phenomenon.

In light of this, IGD adopted its Anti-Corruption Policy, the objective of which is to contribute towards guaranteeing compliance with laws and with international best practices in order to effectively implement the culture of legality and the prevention and fight against corruption.

Certification was issued in 2020 by RINA Services S.p.A upon completion of a voluntary verification process.

In 2018, its Romanian subsidiary Win Magazin Sa had already obtained the same certification.

With aim of constantly improving and adapting its Anti-Corruption Management System, as required by the certification, the Company outsourced the Compliance Function, which has the role, amongst others, of supporting the Company in the definition of actions needed to reduce the risk of corruption, starting from the so-called «sensitive areas».

In 2021, for the second time, the certifying body carried out an audit identifying several areas of improvement, upon which the company took action to determine the most effective solutions. In the subsequent internal audit, carried out by the appointed office in charge, the activities identified following the certifying body's audit were then analysed and several recommendations were defined along with an idea for improvement which the company is currently working on and which will be monitored during the 2022 audit process.

Training on the matter of corruption risks and the relative protection measures and safeguards continued in 2021 by means of e-learning platforms and involved all newly hired employees.

Further information on the Anti-Corruption Policy can be found on the IGD website <https://www.gruppoigd.it/en/governance/business-ethics/anti-corruption/>

**RECOGNITIONS: LEGALITY RATING AND THE INTEGRATED GOVERNANCE INDEX AND THE «ISS QUICKSCORE COVERAGE UNIVERSE»**

IGD obtained the **Legality Rating**, shown on the Company's Chamber of Commerce registration details, for the first time in 2016, and it was then renewed both in 2018 and in 2020. On all three occasions it obtained the maximum score, corresponding to 3 stars. In Italy, only 8% of the over 9,200 organisations which have obtained the Rating have the maximum score. The Rating is a reward system indicating a company's compliance with the law and it is intended as an element to promote market security and competitiveness.

In 2021, IGD was included, for the first time, in the Top 5 for the listed companies not belonging to the first 100 in terms of market capitalisation, in the **Integrated Governance Index**. This Index, promoted by Etica News (<https://www.eticanews.it/>), now in its sixth edition, is the only model of quantitative analysis of the degree of integration of ESG factors into corporate strategies. In 2021, 80 of the leading Italian companies (of which 62 listed) joined this project.

Since December 2015 ISS (Institutional Shareholder Services) has included IGD in the "ISS QuickScore coverage universe", a tool on governance risk that investors use to measure the potential of such risk within their investment portfolios. The elements analysed are: the structure of the Board, remuneration, shareholders' rights and audits. In the last review referring to 2021 IGD confirmed the result obtained in 2020, with a risk assessment equal to 1, on a scale where 1 is the value associated to the lowest risk and 10 to the highest.



**CYBERSECURITY**

IGD cybersecurity is connected to the cybersecurity of Coop Alleanza 3.0, which manages its IT systems, by means of outsourcing. The aim of Coop Alleanza 3.0's IT security is to identify a strategy for «sustainable information security» (sensitive that is to the risk/cost of mitigation ratio), in support of the ongoing changes and favouring an evolution in the corporate approach to IT threats, leading it in a direction that is even more proactive and precautionary. For this reason, monitoring activities, were carried out along with those regarding the protection against possible IT attacks, by means of periodic risk analyses (vulnerability assessments), the updating of production systems and monitoring by the Security Operation Center (SOC).

From 2022, with the internalisation of IT systems from Coop Alleanza to IGD, the Company will be provisioned with its own cybersecurity management strategy.

**GDPR**

IGD continued in 2020/2021, with a view to accountability, the development of its privacy management model. Following the introduction of national regulations regarding the Covid-19 emergency, one of the activities carried out by the Company was to regulate the consequent processing of personal data, followed by the implementation and adaptation of relevant documentation. Various audit sessions were conducted (with particular focus on progress made regarding contractual aspects, also in relation to the processing of personal data following the adoption of the Covid-19 protocol). Furthermore, several sessions were held regarding the mapping of data protection to be submitted to DPIA - Data Protection Impact Assessment - in order for the consequent activities to be pursued. Following the Schrems II ruling and the resulting invalidation of Privacy Shield, mapping activity was carried out of personal data processing which could lead to the transfer of personal data to Non EU countries. No data breaches occurred. No instances were reported of people being affected.



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# what we did ✓ in 2021

- ✓ **Two vaccination hubs** were created in two freehold Shopping Centres, with over 400,000 people being vaccinated since they were opened
- ✓ **Scouting activities** for new brands continued with the introduction of 34 new tenants in the Italian Shopping Malls. The first medical clinic in an IGD Shopping Centre was also introduced.
- ✓ **Marketing activity** resumed, with focus on experience, omnichannel and loyalty
- ✓ The **Digital Plan** was developed, which integrated tools that were already present with new ones created during the year, so as to give the visitors the possibility to get in touch with the Shopping Centres both in a digital and physical manner during the so-called customer journey.

## 4.1 ACTIONS CARRIED OUT AND RESULTS OBTAINED

Between 2014 and 2019 IGD invested overall approximately 90 million euros to carry out extensions, restyling or modelling work in 11 Shopping Centres. Whilst carrying out this work, the opportunity was taken to improve energy efficiency. Indeed, when comparing 2014 and 2021 data, the portfolio of those Shopping Centres that had undergone restyling/remodelling work\* recorded a 12 p.p. drop in energy consumption which was more marked when compared to the decrease recorded in the portfolio of Italian freehold Malls during the same period. Furthermore, whilst carrying out this work, actions were taken to make the Shopping Centres even more attractive and welcoming. The following were the most common:

- Brightness was improved, by using natural light (where possible) and led lighting and by raising the shop windows or, for example, in the case of extensions, increasing the height of the ceilings;
- The external facades were upgraded, where appropriate (like in Centro Casilino in Rome or in Centro Borgo in Bologna), improving the visual impact of the building in the urban setting;
- The colours of the interiors were changed, making them warmer and lighter;
- Renovation work in the public restrooms was planned in order to make them more comfortable;
- In some cases (like for example in Centro Sarca in Milan) relaxation areas were created so as to improve the time spent in the Mall.

\*the data excludes the extension of Centro ESP in Ravenna (already doubled in 2017)

### NEXT STEPS

In 2021, IGD assigned the «Next Steps» project to an internal across-the-board work group, their aim being to identify innovative proposals so as to standardise the process of change already underway in the Shopping Centres and accelerated by the pandemic. The work group analysed the trends in place, thanks also to surveys involving 17,000 Shopping Centre visitors and non-visitors, and defined 4 areas of action, which were initially examined in an induction session with the Board of Directors and then included in the operational lines of action in the 2022-2024 Business Plan.

The following are the defined areas of action, to be structured according to cluster of visitors and individual Shopping Centre:

1. Merchandising mix increasingly in line with the new trends of the moment
2. External and internal lay outs capable of seizing the new opportunities that emerged with the pandemic on issues regarding work, sport, food, pets;
3. Digital Marketing Plan (please refer to paragraph 4 of this Section)
4. Events (please refer to paragraph 3 of this Section)

In 2022 these areas of action, proposed in an integrated physical-digital format, will be effectively structured following the particularity of each Shopping Centre.

## 4.1 FOCUS VACCINATION HUBS

With the aim of making its own contribution in order to speed up the vaccination campaign, IGD, like other companies operating in the Italian retail real estate sector, decided to identify several areas within its own structures and, in agreement with the local health authorities, use them to create vaccination hubs. During the year IGD opened two vaccination hubs in two of its structures (La Torre in Palermo and ESP in Ravenna) and it worked together with the owners of two other Shopping Centres which are managed by IGD (Poseidon in Carini-Palermo and Perla Verde in Riccione-Rimini), so as to open two more.



In **La Torre Shopping Centre in Palermo** an area of 1,800 m<sup>2</sup> was made available.

Since it was inaugurated on 26th May, approximately **150,000 people** have been vaccinated in the hub, with an average of over 650 vaccinations a day.

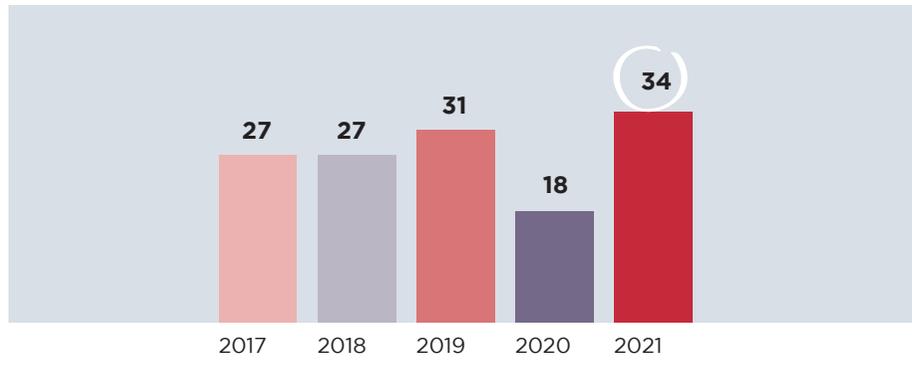


One of the two vaccination hubs in the city was inaugurated in **Centro Esp in Ravenna** on 2nd August in a 900 m<sup>2</sup> area.

Altogether **280,000 people** have been vaccinated, with an average of approximately 1,600 vaccinations a day.

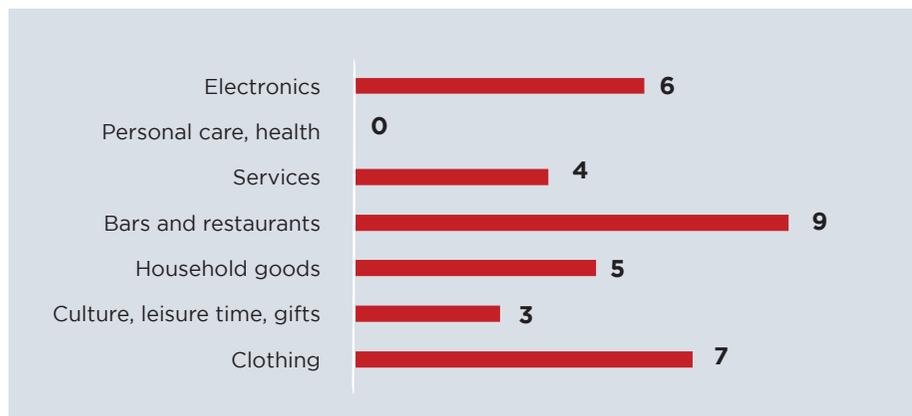
## 4.2.1 ADAPTING THE MERCHANDISING MIX (ITALY)

CHART 1 - NEW BRANDS INTRODUCED EACH YEAR (ITALY)



Scouting activities for new brands in 2021 were focused on the necessity to adapt the merchandising mix to satisfy the new needs of the visitors, which were changing due to the pandemic. 34 new brands of various merchandising categories were introduced (an increase compared to the pre-pandemic period), which right from the start recorded good results.

CHART 2 - NEW BRANDS BY MERCHANDISING TYPE



The new brands introduced in 2021 meant that the retail offer could be updated with the introduction of tenants with new formats (especially in the “Household” category) or with a new merchandising offer (especially in the bar and restaurant category and in electronics) or that were focused on personal services. Examples are the pharmacies that were opened and the inauguration in the month of August of the Dyadea therapeutic diagnostic centre in Centro Borgo in Bologna, the first in an IGD Shopping Centre, in which it is possible to have medical check ups and access to other health services.

## 4.2.2 ADAPTING THE MERCHANDISING MIX (ROMANIA)

The aim in 2021 was to maintain a **balanced merchandising mix** in line with consumer trends, with a slight increase in the clothing and footwear retail offers:

- With regard to the **clothing category**, the new openings enabled the requirements of diversified targets to be satisfied, like top-of-the-range, children, youngsters, sport. Worth mentioning is the opening carried out by a new tenant that specialises in footwear and accessories and which collaborates with European shoe manufacturers.
- With regard to the **personal care category**, a tenant that supplies medical devices for respiratory problems was introduced, confirmation of the objective to have a retail offer aligned with the needs of the local communities, along with a fitness centre in Piatra Neamt.

By the end of 2021, the weight of international tenants had increased slightly (39% out of the total portfolio) and consequently there was a decrease in local ones (43%).



## 4.3.1 MARKETING AND EVENTS\_ITALY

TABLE 1 - EVENTS HELD IN THE SHOPPING CENTRES

	2021	2019	2018
TOTAL NUMBER OF EVENTS	338	716	530

*No data was recorded in 2020 due to the significant restrictions caused by the pandemic and, consequently, difficulty in organising events in the malls.*



*Total expenditure in Euros for the organisation of events in 2021 (excluding communication)*

Compared to 2020, a year in which all types of events were suspended in the Shopping Centres (with the partial exception of commercial ones), in 2021, particularly from the second half onwards, **greater social interaction** was demanded following the lockdown period, and a significant spread of digital formats was witnessed.

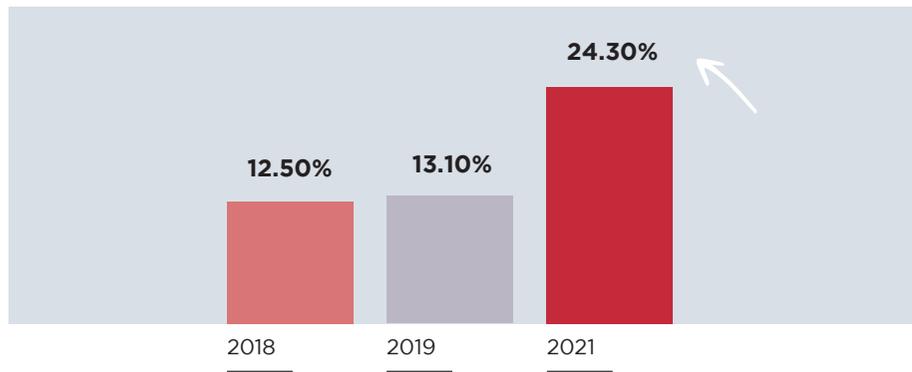
For these reasons, IGD structured the Marketing Plans of the individual Shopping Centres taking into account the following 3 paths:

1. **EXPERIENCE:** development of actions in cooperation with the Mall tenants in order to offer the visitors experiential moments so that they feel even more personally involved in activities carried out in the structures (purchases, events etc.);
2. **OMNICHANNEL:** Increase in drive to store activities, with events and actions that enable the visitor to experience the Shopping Centre on and off line;
3. **LOYALTY:** a commercial initiative to reward the visitors' loyalty and to encourage them to return.

The initiatives carried out, which were understandably lower in number compared to the pre-pandemic period, took into account, therefore, the trends and the paths identified, making the most of possibilities offered by the Digital Plan (please refer to paragraph 4).

### 4.3.1 MARKETING AND EVENTS\_ITALY

CHART 3 - SOCIAL-ENVIRONMENTAL EVENTS - % OUT OF TOTAL (ITALY)



No data was recorded in 2020 due to the significant restrictions caused by the pandemic and, consequently, difficulty in organising events in the malls.

The increase in the weight of social-environmental events on the total can be linked to two factors:

1. The decrease in events involving gatherings (like meetings with artists, musical/theatrical performances etc.);
2. Increasing focus on these issues both by the Malls' visitors and by the organisers of the events themselves.



Centro d'Abruzzo, «Centro al Centro» event

## 4.3.2 MARKETING AND EVENTS\_ROMANIA

In 2021 Winmarkt invested € 100,000 in its marketing plan, carrying out 90 events and campaigns, the most important of which are described below:

- **34 co-marketing** campaigns (18 voucher campaigns and 16 personalised co-branding campaigns);
- **8 fairs**, based on traditional festivals, on charity or recreational issues;
- **1 special event** involving snapshots for the promotion of the tenants' activities and collections in the Shopping Centre in Ploiești;
- **1 event organised in partnership** with a local association which included a collection for charity of groceries and products destined for children with hardships. Winmarkt contributed by doubling the amount donated;
- **A variety of events** carried out in cooperation with Winland and Gameland which are present in the Shopping Centre in Ploiești.

**TABLE 2 - SUPPORT GIVEN TO LOCAL EVENTS (ROMANIA)**

SUPPORT GIVEN TO LOCAL EVENTS (ROMANIA)	2021	2020	2019
CONTRIBUTIONS FOR SPONSORING EVENTS	8,714	2,500	7,600



### 4.4.1 AREAS OF WORK

IGD uses a matrix approach to manage innovation: the one shown below, referring to the actions in 2021, cross-references the 4 areas which the Company has decided to work on (technological, social-environmental, service and digital innovation) with the PLAN-DO-CHECK-ACT approach. It is constantly updated and enables the work in progress to be continuously monitored.

	TECHNOLOGICAL INNOVATION	SOCIAL/ENVIRONMENTAL INNOVATION	SERVICE INNOVATION	DIGITAL INNOVATION
PLANNING		<ul style="list-style-type: none"> <li>- Artificial intelligence sensors to monitor energy consumption</li> </ul>		
IMPLEMENTATION	<ul style="list-style-type: none"> <li>- 30 led walls installed in 13 Shopping Centres in the first 4 months in 2021</li> <li>- DAS systems (infrastructure for the distribution of wireless signal) installed in 4 Shopping Centres</li> </ul>	<ul style="list-style-type: none"> <li>- Social Borgo: see section 5</li> <li>- Waste to Value: see section 1</li> <li>- Progetto AND: see section 1</li> </ul>	<ul style="list-style-type: none"> <li>- 35 EV charging stations in 20 Shopping Centres</li> <li>- Amazon Lockers in 23 (+1 in 2021) Shopping Centres</li> </ul>	<ul style="list-style-type: none"> <li>- Restyling of all the Shopping Centre websites carried out</li> <li>- The tools upon which the Digital Plan is based were created, with the organisation of the Customer Relationship Management system connected to 5 touchpoints</li> </ul>
MONITORING		<ul style="list-style-type: none"> <li>- E-bike charging station connected to the photovoltaic system in Clodi Retail Park</li> </ul>	<ul style="list-style-type: none"> <li>- E-bike and mobile phone charging points in 17 Shopping Centres: constant monitoring of performance</li> </ul>	
FINE TUNING				<ul style="list-style-type: none"> <li>- Analysis of the results regarding the new approach to the management of social networks: common guidelines at Group level and management at individual Shopping Centre level</li> </ul>

## 4.4.2 WEB\_CORPORATE

IGD, by means of web channels at corporate level, is committed to communicating with its stakeholders in a prompt and transparent manner on matters regarding corporate policies as well as those regarding the main events that have occurred and any new relevant developments. The main channels used are: the website ([www.gruppoigd.it](http://www.gruppoigd.it)), Twitter (by means of its account @igdSiiq) and LinkedIn.

### WEBSITE

**TABLE 3 - WEBSITE NUMBERS (source: Google Analytics)**

WEBSITE	2021	2020	2019	DIFFERENCE 2021/2020	DIFFERENCE 2020/2019
Number of visits	55,479	43,106	109,302	29%	-61%
New visitors	39,474	24,423	90,959	62%	-73%
Minutes spent on website (average)	1.58	2.54	1.28	-38%	98%
Visitors that return	5,835	5,939	6,483	-2%	-8%

In 2021 IGD reached 12<sup>th</sup> position, out of the Italian listed companies that use online communications, in the Webranking research that is carried out annually by Comprend in cooperation with Lundquist. This is the best position the company has ever reached since 2009, when it joined the pool of companies to be assessed. The evaluation of 4 stars was again confirmed. Furthermore, IGD was included in the 2021 “Best Improver” group of companies, thanks to an increase of 8.5 points in its overall score.

This result is the outcome of actions taken over the years to continuously improve the corporate website, the aim being to make it become more and more the main vessel for all corporate information, which the other communication tools refer to. This cross channelling approach resulted in an increase both in the number of visits compared to 2020 (+29%) and in the number of visitors (+62%).

### LINKEDIN

**TABLE 4 - LINKEDIN NUMBERS (source: LinkedIn Analytics)**

LINKEDIN	2021	2020	2019	DIFFERENCE 2021/2020	DIFFERENCE 2020/2019
Page views	10,384	10,538	4,800	-1%	120%
Number of visits (single visitors)	3,719	3,501	1,974	+6%	77%

Activity on LinkedIn increased during the year (+9% number of posts compared to 2020). The number of views remained stable compared to the previous year whereas engagement increased: comments doubled and those recommending the contents increased.

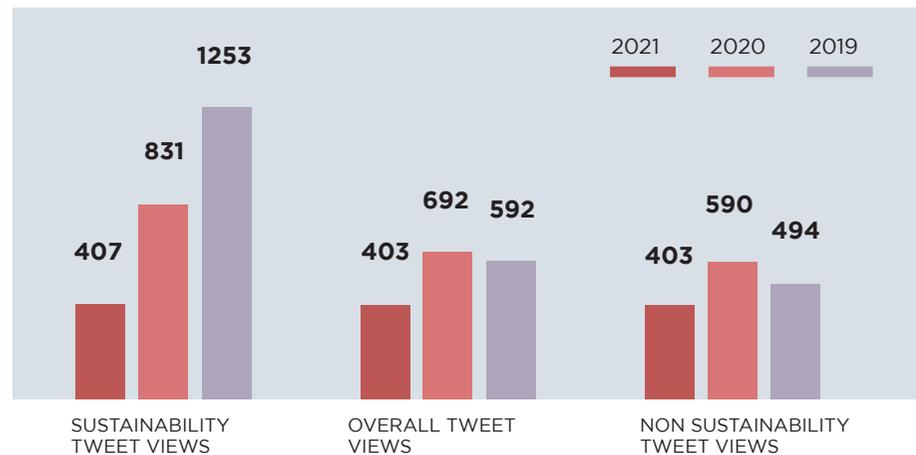
## TWITTER

TABLE 5 - TWITTER PERFORMANCE (source: Twitter Analytics)

WEBSITE	2021	2020	2019	DIFFERENCE 2021/2020	DIFFERENCE 2020/2019
Number of tweets	88	99	116	-11%	-15%
Number of sustainability tweets	18	16	15	13%	7%
Tweet views	35,428	62,249	68,706	-43%	-9%
Sustainability tweet views	7,321	13,289	18,797	-45%	-29%

IGD uses Twitter to communicate institutional news, including news regarding sustainability. With the growing development of LinkedIn as an additional means of communication on social networks at corporate level, the number of overall tweets decreased.

CHART 4 - AVERAGE VIEWS (source: Twitter Analytics)

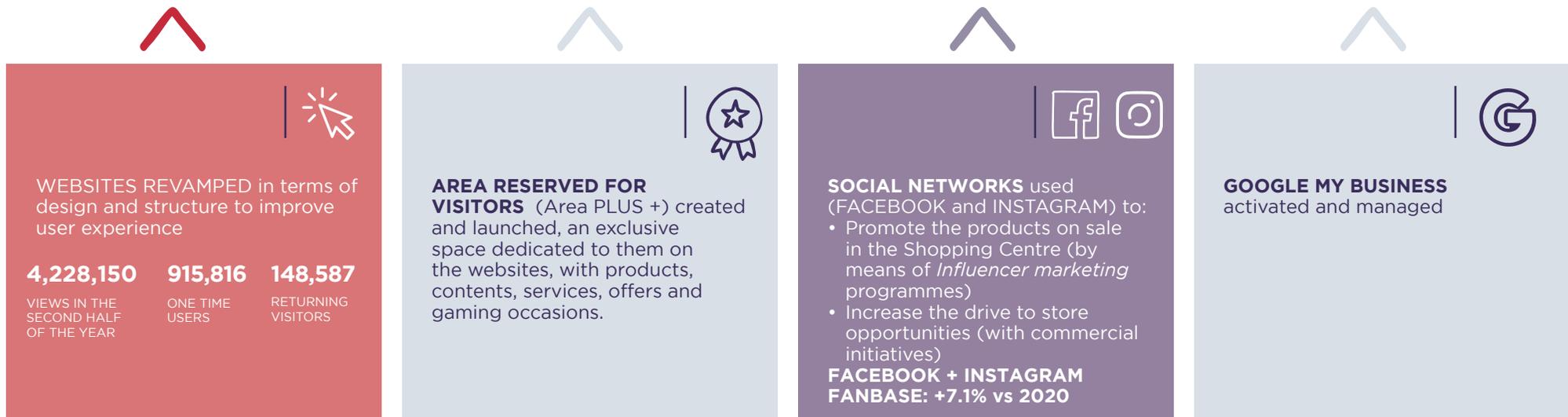


The tweets on sustainability issues, by means of which IGD communicated information throughout the year regarding initiatives carried out, interviews given or results/awards obtained, were viewed to an extent that was in line with all the corporate Tweets. The decrease, compared to 2019, was due to the fact that it was impossible to physically attend events on CSR.

### 4.4.3 WEB\_SHOPPING CENTRES

The presence of the IGD Shopping Centres on the web is developed in such a way as to constantly increase interaction with the visitors, taking into account the opportunities arising from digital evolution. With regard to this, the Digital Plan was defined in 2020, the aim being to identify actions and services with an approach towards visitors based on customer relations, loyalty and personalisation of the retail offer. In 2021 the Plan integrated the various existing tools and introduced others, in order to give the visitors the possibility to get in touch with the Shopping Centre both in a digital manner and a physical one during the so-called customer journey. The implementation of the Customer Relationship Management system formed the foundation upon which the work was carried out, an element uniting the various tools which have been coordinated so as to communicate in a direct or indirect manner with the CRM itself.

THE **CUSTOMER RELATIONSHIP MANAGEMENT (CRM)** SYSTEM WAS DEVELOPED, CONNECTED TO PHYSICAL AND DIGITAL TOUCHPOINTS (TOTEMS PRESENT IN THE MALL, WI-FI SYSTEM, EVENTS, WEBSITE AND AREA PLUS) AND USED TO MANAGE COMMUNICATION WITH VISITORS



NEW TOOLS CREATED OR USED FOR THE FIRST TIME IN 2021

TOOLS RENEWED IN 2021

TOOLS ALREADY IN USE BEFORE 2021

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together

# what we did ✓ in 2021

- ✓ Structured **engagement was carried out with all stakeholders** in order to understand their expectations;
- ✓ **Engagement activities were carried out with the banking system** also in order to assess the tools regarding sustainable finance. On this point, the Company started to organise the relevant frameworks;
- ✓ Increased **discussions were held with investors on CSR issues** (an increase, for example, in the meetings organised during the Italian Sustainability Week of Borsa Italiana - The Italian Stock Exchange)
- ✓ Engagement activities were carried out with approximately **17,000 Shopping Centre visitors** and non visitors and, in cooperation with Nomisma, with **5,000 students between the age of 12 and 19**;
- ✓ **Cooperation with 201 local associations and NPOs was maintained**; the Shopping Centres also contributed to local projects in the form of €140,000

## 1.1 STAKEHOLDERS (GRI 102-40)

The Company's stakeholders are the people, the companies and the other organisations that add value to IGD, they are influenced by its activities or are otherwise interested in them. The Company continuously listens to and interprets the main needs of its stakeholders, assessing, in light of its own material issues, whether to integrate them into the strategies or into the business activities.



Stakeholder engagement is an integral part of IGD's strategy, bearing witness to the importance that the company gives to structured relations with those, that for different reasons, enter into contact with the company. Each individual Division is responsible for implementing and monitoring the initiatives regarding its own area, following a functional approach to business.

## 1.2 ACTUAL ENGAGEMENT AND THE RESULTS OBTAINED FOR EACH STAKEHOLDER (GRI 102-42; 102-43; 102-44)

### FINANCIAL INSTITUTIONS

#### Stakeholders engaged

IGD worked with 9 credit institutions, which report to 6 banking groups. 5 of these are classified in the top 6 banking groups in Italy (source: Milano Finanza). The concentration of banks in larger banking groups led to a decrease in number of institutions engaged, which in 2020 were 12.

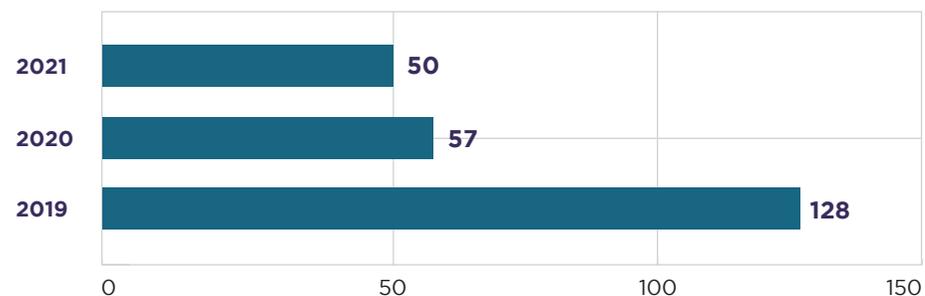
#### Time period

Throughout 2021.

#### Methods used

- 50 conference calls or virtual meetings.

#### CHART 1 - MEETINGS WITH BANKS



#### Objectives

- Identify possible solutions to refinance in advance the debt maturities scheduled in the plan timespan.
- Increase knowledge regarding sustainable finance tools
- Assess the best conditions to access credit

#### Was engagement carried out for the Sustainability Report?

No.

#### Results

Minimisation of financial risks and average cost of debt, which touched the lowest level reached by the company.

In 2021, IGD interacted with the banking system and with investors to assess the opportunities on the capital markets and banking market with regard to its next refinancing activities. In order to assess the tools regarding sustainable finance, in the 4<sup>th</sup> quarter work was begun on the organisation of the relevant frameworks.

Meetings with banks

## 1. STAKEHOLDER ENGAGEMENT

## INVESTORS AND ANALYSTS

## Stakeholders engaged

Italian and foreign investors, analysts and specialised press.

## Time period

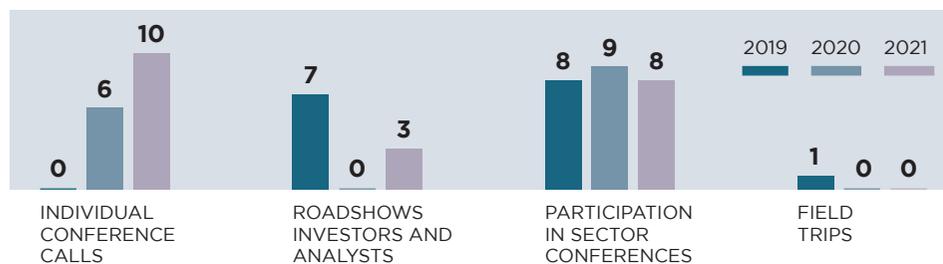
Throughout 2021.

## Methods used

- Conference calls, roadshows for investors and analysts, fieldtrips and participation in specific financial conferences.

In 2021 the company participated in the second edition of Italian Sustainability Week, the evolution of Italian Sustainability Day, organised for the first time in 2017, to respond to the need to share ideas and to discuss sustainability issues and sustainable finance. On this occasion, IGD carried out discussions with 10 investors, a higher number than in previous years, examining in-depth the sustainability strategy and related KPIs both of the company itself and of the entire retail real estate sector.

## CHART 2 - SUMMARY OF INVESTOR RELATIONS ACTIVITIES



## TABLE 1 - CONFERENCE CALL PARTICIPANTS

	2021 (N)	2020 (N)	2019 (N)
Number of participants	160	149	105
of which Italian	117	98	67
of which foreign	43	51	38
of which investors	99	94	52
of which analysts	27	37	25
other (credit institutions, consultants and IGD employees)	34	18	28

With regard to investor relations, 2021 witnessed a marked return of interest in the sector, especially in the second half of the year. This led to a larger pool of investors, a fact that was also facilitated by the possibility of holding meetings online. On these occasions, greater focus was placed on issues regarding sustainability, which is becoming an increasingly important driver for the creation of initial contact between the company and investors, also in light of the results of the ESG ratings, which have increased in number year after year, with a continuous improvement in evaluation. (please refer to Section Strategy for further details).

## 1. STAKEHOLDER ENGAGEMENT

**Objectives**

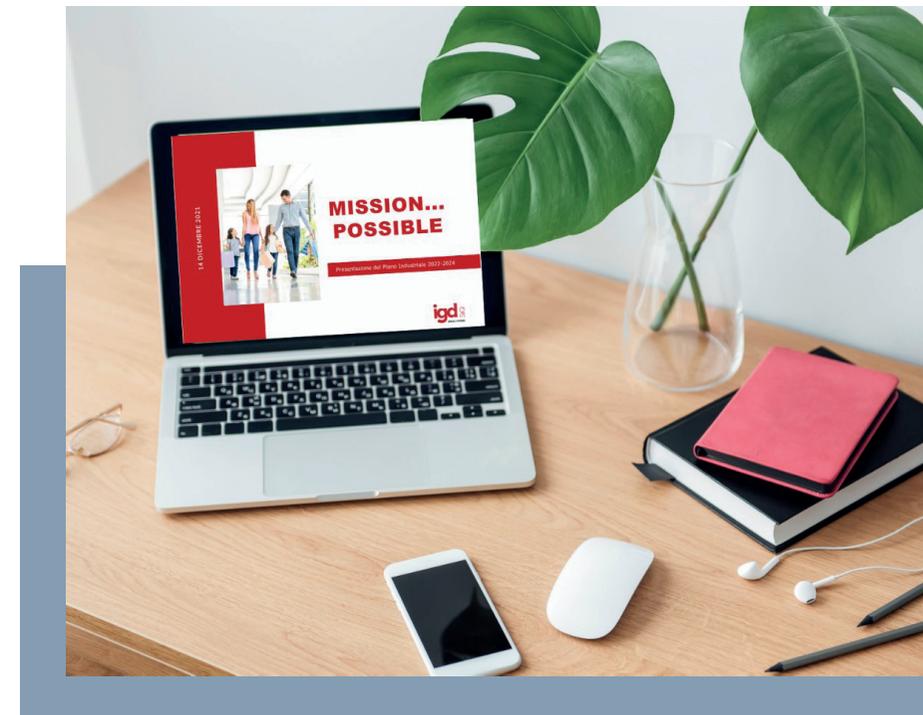
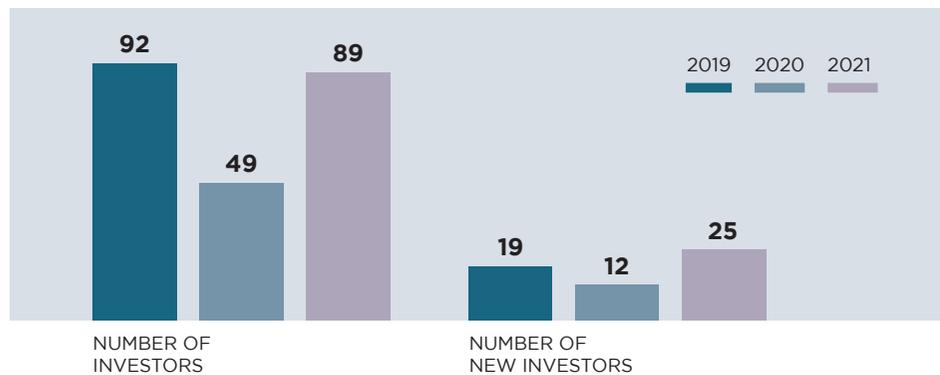
- IShare information in a transparent and direct manner, in addition to providing answers that can help reach a better understanding of IGD's business
- Share IGD's vision with investors on issues regarding the company's core business, including the Company's response to the new emergencies arising from the handling of the pandemic

**Was engagement carried out for the Sustainability Report?**

No.

**Results**

In 2021 IGD met with 89 investors, of which 25 were new, an increase in numbers compared to both 2020 and 2019.

**CHART 3 - TOTAL AND NEW INSTITUTIONAL INVESTORS**

## VISITORS TO THE CENTRES

### Stakeholders engaged and time period

- 8,100 visitors and non-visitors in 13 IGD Shopping Centres in February 2021 and 9,000 in 14 Shopping Centres in September 2021
- 5,000 students between 12 and 19 years of age, end of 2020

### Methods used

- CAWI (Computer Assisted Web Interviewing) and CAPI (Computer Assisted Personal Interviewing).

### Objectives of the visitor survey

- Understand the visitors' expectations in two specific periods in 2021: the period with restrictions (before the complete reopening of the Shopping Centres occurring on 18th May) and the following period, once the Shopping Centres were completely reopened. More specifically, the purpose of the surveys was to:
  - Understand the level of appreciation regarding the safety measures introduced by IGD in the Shopping Centres;
  - Assess any changes in level of loyalty;
  - Identify future expectations;
  - Examine more thoroughly specific issues like online buying, food and beverage services, the inclination to go to the cinemas and to attend events in the Shopping Centres

Different results emerged, both with regard to their perception of the pandemic period and with regard to their expectations in the post-pandemic period – the results varied in relation to different age groups.

### Objectives of the student survey

IGD cooperated with GEN Z MONITOR, Nomisma's monitoring unit aimed at youngsters between the age of 12 and 19 to examine their habits and lifestyles. In particular, the monitoring unit carried out a survey on the following issues:

- Environment and sustainable behaviour
- Technology and social networks
- Nutrition and eating habits
- Sports and physical activities

The results of this survey, which touched issues on consumer propensity, highlighted the awareness of this age group on the issue of social and environmental sustainability and also their interest in healthy lifestyles.

### Was engagement carried out for the Sustainability Report?

No.

The trends and needs that emerged were analysed on two levels: on the one hand, each Shopping Centre examined the factors relating to their catchment area, and on the other, the trends and needs were used in an initial analysis regarding the Next Steps project (please see Section Attractive 4.1).

**TENANTS****Stakeholders engaged**

700 tenants

**Time period**

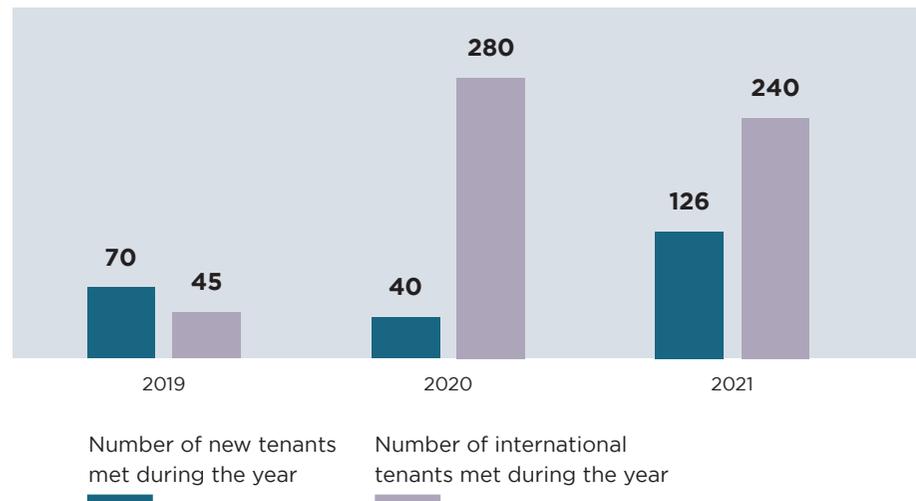
Throughout 2021.

**Methods used**

- 1,025 one to one meetings.

**Was engagement carried out for the Sustainability Report?**

No.

**CHART 4 - MEETINGS WITH NEW TENANTS AND INTERNATIONAL TENANTS****Objectives**

The more than 1,000 meetings organised during the year, which involved 700 tenants, were, in the majority of cases, carried out online, the aim being to define the best conditions to manage the pandemic period and the post-pandemic period.

In 2021 IGD once again participated in Mopic, which had been temporarily suspended in 2020 and which is the most important trade fair in the sector, organised both at national and international level. In the Italian edition 107 tenants were met (in line with the 108 in 2019); in the international edition, which was held two months later in Cannes, 50 tenants were met, less when compared to the 97 in 2019 (the proximity of the dates between then two events had an impact on the number of tenants met)

The need to adapt the merchandising mix in the Malls to satisfy new demands led to an increase in the meetings carried out with new tenants, which reached 126 in number, the highest in the last 5 years. This data bears witness to the interest shown towards the IGD Malls by new tenants, whose characteristics are in line with the trends currently in place for example in the medium sized cities.

**Results**

- High occupancy level was maintained (Italy): 95.2% as at 31.12.21
- 34 new brands were introduced during the year (see Section 4.2)

## 2 LOCAL COMMUNITIES

Each Shopping Centre establishes and maintains continuous relations with its local community, which can be measured on 3 aspects:



## 2.1 SOCIAL/MEETING PLACE ASPECT

**TABLE 3 - SHOPPING CENTRES IN WHICH ENGAGEMENT PROCESSES WERE INITIATED AT LOCAL LEVEL (ITALY AND ROMANIA)**  
(GRI 413-1 AND EPRA COMTY-ENG)

	2021	2020	2019
Percentage of IGD Shopping Centres in which engagement processes were initiated at local level	97%	93%	100%
Percentage of Winmarkt Shopping Centres in which engagement processes were initiated at local level	46%	14%	46%

*The data reports the number of Shopping Centres in which cooperation actually took place with at least one entity at local level*

Relations with the local area are managed, by each individual Shopping Centre, by following a defined procedure. In the first instance, each single asset identifies, within its own Marketing Plan, the guidelines that it will follow in order to liaise in a structured manner with the surrounding community. This document is then discussed and approved both with regard to the budget and to the final costs by the governing body of each Consortium (the legal entity identified for the management of the individual Shopping Centres).

Once approved, each individual Shopping Centre carries out the activities identified, involving the network of associations (see table 5), the local Authorities and the individual citizens. At the same time, it continues to actively consult with these local stakeholders in order to understand their specific needs and identify what response the structure can offer so as to transform them, where feasible, into events (see table 4), fundraising activities, initiatives etc. of a more temporary or less temporary nature.

The activities carried out are reported annually both at local level during the general meetings and at corporate level when data is collected for the sustainability report.

This process is usually carried out in all the IGD Shopping Centres. Due to the pandemic, only 2 Shopping Centres in 2020 and 1 in 2021 did not involve any local entity whatsoever (see table 3).

**TABLE 4 - PERCENTAGE OF LOCAL EVENTS**

Events held in the centres	2021	2020	2019
Cultural, recreational-sports events held with local associations	78	/	223
% of local events out of the total	23%	/	31%

*Data not reported in 2020 due to the difficulty in organising events in the Shopping Centres*

**TABLE 5 - ASSOCIATIONS AND OTHER NON-PROFIT ORGANISATIONS RECEIVED (ITALY)**

Associations and other non-profit organisations received	2021	2020	2019
Local associations involved	138	97	272
Other non-profit organisations	63	43	95
<b>Total</b>	<b>201</b>	<b>140</b>	<b>367</b>

**TABLE 6 - SPONSORSHIPS AND DONATIONS MADE BY THE SHOPPING CENTRES AND BY THE HEADQUARTERS (ITALY)**

Sponsorships and donations made by the shopping centres and by the headquarters (Italy)	2021	2020	2019
Sponsorships and donations made by the Consortiums to local associations for events	144,126 €	124,394 €	288,568 €
Donations made by the headquarters	10,700 €	11,000 €	37,904 €
<b>Total</b>	<b>154,826 €</b>	<b>135,394 €</b>	<b>326,472 €</b>

In 2021, the processes launched so as to engage people at local level led to the organisation of 78 events in cooperation with local associations. The drop in the proportion of these out of the total was due to the increase in social and environmental events (see Section 4.3 Attractive).

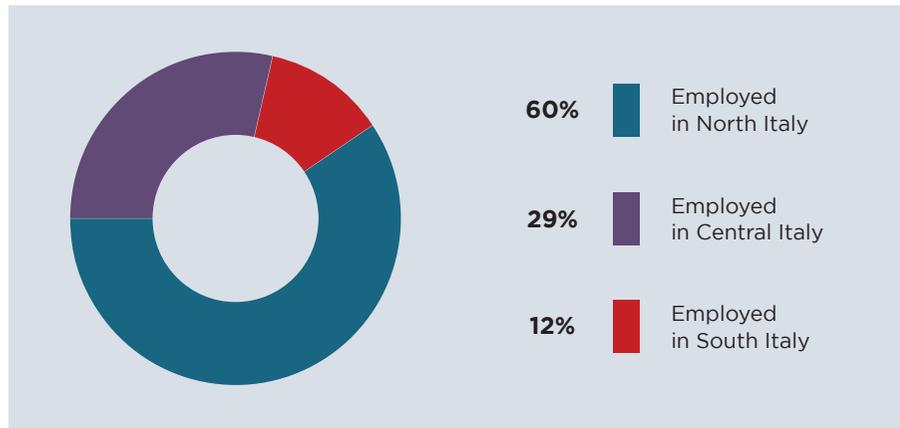
Cooperation with associations and with non-profit organisations started increasing once again following the loosening of restrictions and the reopening of the Centres also at weekends and on holidays. Initiatives like, for example, fundraising connected to sales initiatives, promotion of local artists, cooperation on cultural projects etc. were organised together with these entities.

In addition, in 2021, the IGD Shopping Centres donated over 140,000 to local initiatives, favouring mainly fundraising for the purchase of necessary equipment/materials to help those in need and/or health facilities, as well as for highly representative and well-known local sports organisations.

At corporate level, IGD supported, amongst other projects, the partnership agreement called «Bologna oltre le barriere» (*Bologna beyond the barriers*) which PMG Italia signed with the Municipality of Bologna granting the association Auser Bologna the loan for use of specifically equipped vehicles so as to give social support to fragile people in situations of need.

## 2.2 EMPLOYMENT ASPECT

**CHART 5 - GEOGRAPHICAL BREAKDOWN OF THOSE EMPLOYED IN THE IGD SHOPPING CENTRES (ITALY)**



**TABLE 7 - LOCAL SUPPLIERS**

	2021	2020	2019
Number of local suppliers	820	882	895
% out of total suppliers	45%	48%	49%

From an employment point of view, it is estimated that altogether approximately **16,600 people** work directly in the IGD Shopping Centres, 60% of these people are employed in the northern regions of Italy.



**Those employed for each city in which an IGD Shopping Centre is present**

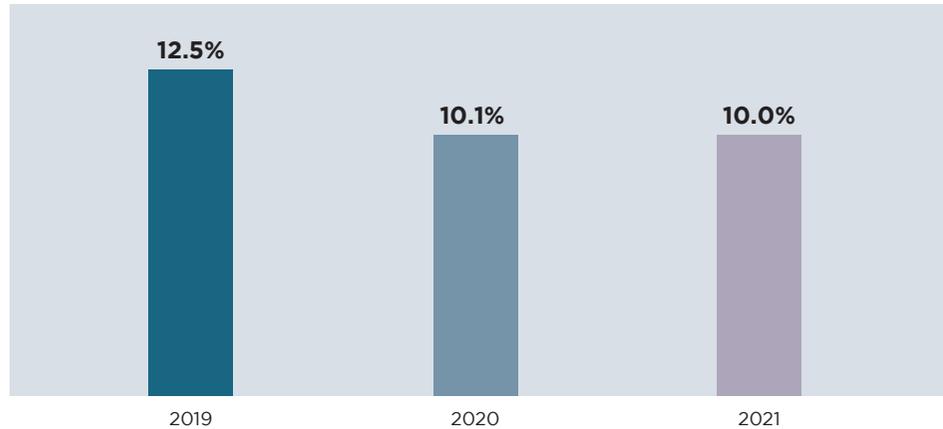
In addition to the jobs in the stores, the Shopping Centres have an impact on the local area because of the subcontract employees that are involved. Approximately half the suppliers are local ones and the large majority of the employees reside in the Shopping Centre catchment area.

The Consortiums established within the IGD Shopping Centres invest altogether approximately 16 million euros\* in terms of expenditure relating to the supply of services where local suppliers or local staff are used.

*\* The data includes security, cleaning, safety and, in part, marketing/communication and events.*

## 2.3 COMMERCIAL ASPECT

CHART 6 - LOCAL TENANTS' WEIGHT ON IGD'S TOTAL REVENUES (%)



At local level, the Shopping Centres are an important sales location for local retailers. 10% of the overall revenues of the IGD structures come from stores whose owners are based in the primary catchment area of the Shopping Centre. They represent approximately 40% of the total stores and 13.5% of the total amount of corporate rents. The main local tenants are from the food and beverage, services, and clothing sectors (especially the stores that are small in size).





## APPENDIX

## GRI STANDARDS TABLE

Since 2010, IGD’s Sustainability Report has been drawn up following the GRI guidelines. The 2021 Sustainability Report has adopted and applied the guidelines drawn up by the Global Reporting Initiative GRI Standards and those referring to the real estate sector (“Sustainability Reporting Guidelines - Construction and Real Estate Sector Supplement”).

The level of application of the GRI Standards indicators is “Core”. The correspondence between material aspects and GRI Standards can be seen below. The GRI Standards indicators reported in this Report, along with their reference in the sections, are listed in the table below. The standards of the specific sector disclosure “Construction and Real Estate” are marked with an asterisk (\*).



IGD's material issue	Standard description	GRI Standard	Core option	Pages	Notes
	Organization profile	102-14	x	page 5	-
	Organization profile	102-45	x	page 9	-
	Organization profile	102-46	x	page 9	-
	Organization profile	102-48	x	page 9	-
	Organization profile	102-49	x	page 9	-
	Organization profile	102-50	x	page 9	-
	Organization profile	102-51	x	page 9	-
	Organization profile	102-52	x	page 9	-
	Organization profile	102-54	x	page 9	-
	Organization profile	102-1	x	page 17	-
	Organization profile	102-2	x	page 17	-
	Organization profile	102-3	x	page 17	-
	Organization profile	102-4	x	page 17	-
	Organization profile	102-5	x	page 17	-
	Organization profile	102-6	x	page 17	-
	Organization profile	102-7	x	pages 17; 18	-
	Organization profile	102-9	x	page 20	-
	Organization profile	102-10	x	page 17	-
	Organization profile	102-11	x	page 20	-
	Organization profile	102-12	x	page 20	-
	Organization profile	102-13	x	page 20	-
	Reporting practice	102-32		pages 25; 42; 89	-
	Reporting practice	102-47	x	pages 25; 42; 89	-
	Management approach	103-1	x	page 24	-
	Management approach	103-2	x	page 34	-
	Management approach	103-3	x	page 34	-
	Taxation	207-1; 207-2; 207-3; 207-4		page 21	NEW INDICATOR
Climate change	Energy	302-1	x	pages 53,54	-
Climate change	Energy	302-3		page 51	-
Climate change	Energy	CRE-1*		page 51	-
Climate change	Emissions	305-1		page 55	IN-DEPTH INDICATOR COMPARED TO 2020
Climate change	Emissions	305-2		page 54	
Climate change	Emissions	305-3	x	pages 57,58	NEW INDICATOR
Climate change	Emissions	305-4	x	page 56	IN-DEPTH INDICATOR COMPARED TO 2020
Climate change	Emissions	CRE-3*		page 56	-

IGD's material issue	Standard description	GRI Standard	Core option	Pages	Omissions
Climate change	Water	303-1	x	page 59	-
Climate change	Water	CRE2*		page 59	-
Climate change	Discharges and waste	306-2	x	page 51	-
Climate change	Certification	CRE8*	x	page 50	-
Good employment	Organization profile	102-8	x	pages 61;62;71	-
Good employment	Stakeholder engagement	102-41	x	page 74	-
Good employment	Occupation	401-1		page 71	-
Wellbeing, health and safety	Occupational health and safety	403-2	x	page 82	-
Good employment	Employee training and education	404-1		page 75,76	
Good employment	Employee training and education	404-3		page 78	-
Good employment	Diversity management and equal opportunity	405-1		pages 64; 71; 80	IN-DEPTH INDICATOR COMPARED TO 2020
Gender equality	Diversity management and equal opportunity	405-2	x	page 80	IN-DEPTH INDICATOR COMPARED TO 2020
Wellbeing, health and safety	Consumer health and safety	416-1		page 85	-
Wellbeing, health and safety	Consumer health and safety	416-2		page 85	-
Governance, ethics and corruption	Ethics and integrity	102-16	x	page 94	-
Governance, ethics and corruption	Ethics and integrity	102-17		page 94	-
Governance, ethics and corruption	Governance	102-18	x	page 89	-
Governance, ethics and corruption	Governance	102-22		page 89	-
Governance, ethics and corruption	Governance	102-23		page 89	-
Governance, ethics and corruption	Governance	102-26		page 91	-
Governance, ethics and corruption	Governance	102-27		page 91	-
Governance, ethics and corruption	Governance	102-28		page 91	-
Governance, ethics and corruption	Governance	102-29		page 92	-
Governance, ethics and corruption	Governance	102-30		page 92	-
Governance, ethics and corruption	Governance	102-31		page 92	-
Governance, ethics and corruption	Governance	102-32		page 42	-
Governance, ethics and corruption	Governance	102-35		page 93	-
Governance, ethics and corruption	Governance	102-36		page 93	-
Governance, ethics and corruption	Governance	405-1		pages 69; 73; 79	-
Stakeholder engagement	Stakeholder engagement	102-40	x	page 115	-
Stakeholder engagement	Stakeholder engagement	102-42	x	page 116	-
Stakeholder engagement	Stakeholder engagement	102-43	x	page 116	-
Stakeholder engagement	Stakeholder engagement	102-44	x	page 116	-
Local community	Local community	413-1		page 122	Points VI-VII-VIII of the indicator are not accountable because they refer to non-activated processes
	Reporting practice	102-55	x	pages 127,128,129,130	-
	Reporting practice	102-56	x	pages 127,128,129,130	-

## CORRESPONDENCE BETWEEN MATERIAL ASPECTS AND GRI STANDARDS

Macro issue	Material issue	GRI Standards category	GRI Standards material aspect	Indicator	Material within the organisation	Material outside the organisation
Green	Climate change	Environmental	Energy; Water; Emissions; Effluents and Waste	302-1; 302-3; 303-1; CRE1; 305-1; 305-2; 305-3; CRE3; 305-4; CRE2; 306-2; CRE8;	x	Visitors - Local community - Tenants - Environment
	Accessibility and mobility		*		x	Visitors - Local community - Environment
Responsible	Good employment	General Disclosures - Social	Employment; Training and education; Diversity and equal opportunity	102-8; 102-41; 401-1; 404-1; 404-3; 405-1	x	
	Gender equality	General Disclosures - Social	Diversity and equal opportunity	102-8; 405-1; 405-2	x	
	Wellbeing, health and safety	General Disclosures - Social	Occupational health and safety; Customer health and safety	403-2; 416-1; 416-2	x	Visitors
Ethical	Governance, ethics and corruption	General Disclosures		102-16; 102-17; 102-18; 102-22; 102-26; 102-27; 102-28; 102-29; 102-30; 102-31; 102-32; 207-1; 207-2; 207-3; 207-4	x	Shareholders and Financial community
Attractive	Sustainable enhancement of the portfolio		*		x	Visitors - Local community - Tenants
	Retail offer		*		x	Visitors - Local community - Tenants
	Spaces to be lived in		*		x	Visitors - Local community - Tenants
	Innovation		*		x	Visitors - Local community - Tenants
Together	Stakeholder engagement	General Disclosures		102-40; 102-42; 102-43; 102-44;	x	
	Local communities	Social	Local communities	413-1	x	Visitors - Local community

## TABELLA EPRA

The environmental, social and governance indicators referred to in IGD's 2021 Sustainability Report are in compliance with the third edition of EPRA ("Best Practices Recommendations on Sustainability Reporting"), published in September 2017.

The indicators, the correspondence with the GRI Standards indicators and their reference in the sections, are reported in the table below. The methodological preface for environmental data is also applicable for the interpretation of this table.

Aspect	Indicator	Epra	GRI Standard	Unit of measure	2021	2020	Diff. from 2020	Coverage	Estimate level	Reference in section	Data subject to assurance	Notes	
ENVIRONMENTAL	Total electricity consumption	Elec-Abs	302-1	Annual kWh	38.858.817	37.367.433	4,0%	26/26	0%	Sec. Green, § 1.2, tab 1			
	Like for like electricity consumption	Elec-LfL	302-1	Annual kWh	37.638.416	36.414.298	3,4%	25/25	0%	Sec. Green, § 1.2, tab 1			
	Total district heating and cooling consumption	DH&C-Abs	302-1	Annual kWh	9.911.790	8.949.814	10,7%	5/5	0,0%	Sec. Green, § 1.2, tab 2			
	Like for like district heating and cooling consumption	DH&C-LfL	302-1	Annual kWh	9.911.790	8.949.814	10,7%	5/5	0,0%	Sec. Green, § 1.2, tab 2			
	Total fuel consumption	Fuels-Abs	302-1	Annual kWh	14.907.858	13.747.041	8,4%	16/16	1,2%	Sec. Green, § 1.2, tab 3			
	Like for like fuel consumption	Fuels-LfL	302-1	Annual kWh	14.549.976	13.463.237	8,1%	15/15	1,2%	Sec. Green, § 1.2, tab 3			
	Building energy intensity	Energy-Int	302-3	kWh/(m <sup>2</sup> common areas+GLA)	104,99	120,77	-13,1%	11/11	0%				
					130,5	121,8	7,2%	13/13	0%	Sec. Green, § 1.2, tab.5	Energy intensity of all 26 Centres within the absolute boundary. Estimated electricity consumption of 15 Centres' car parks and the actual consumption of 11 Centres' car parks were subtracted from the total.		
	Direct GHG emissions (total) - Scope 1	GHG-Dir-Abs	305-1	tonnes CO2e	2.868	2.648	8,3%	16/16	0%	Sec. Green, § 1.3, tab.6		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. IT NOW INCLUDES THE CALCULATION OF COMPANY CAR EMISSIONS	
	Indirect GHG emissions (total) - Scope 2	GHG-Indir-Abs	305-2	tonnes CO2e	17.934	17.071	5,1%	26/26	0%	Sec. Green, § 1.3, tab.6		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. SCOPE 2 EMISSIONS DISTINGUISHED BW LOCATION AND MARKET BASED (ITALY)	
	"Direct GHG emissions - (like for like) - Scope 1"	GHG-Dir-LfL	305-1	tonnes CO2e	2.804	2.597	8,0%	15/15	0%	Sec. Green, § 1.3, tab.6		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. IT NOW INCLUDES THE CALCULATION OF COMPANY CAR EMISSIONS	
	Indirect GHG emissions (like for like) - Scope 2	GHG-Indir-LfL	305-2	tonnes CO2e	17.464	16.704	4,5%	25/25	0%	Sec. Green, § 1.3, tab.6		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. SCOPE 2 EMISSIONS DISTINGUISHED BW LOCATION AND MARKET BASED (ITALY)	
	Indirect GHG emissions (total) - Scope 3	GHG-Indir-Abs	305-3	tonnes CO2e	59.205	-	-	-	-	Sec. Green, § 1.3, tab.8			
	Building GHG emissions intensity	GHG-Int	CRESO CRE-3	Kg CO2e / (m <sup>2</sup> common areas + GLA)	45	43,1	5,5%	26/26	0%	Sec. Green, § 1.3, tab.7		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. SCOPE 2 EMISSIONS DISTINGUISHED BW LOCATION AND MARKET BASED (ITALY)	
	Total water consumption	Water-Abs	303-1	m <sup>3</sup>	496.499	443.407	12,0%	26/26	0,00%	Sec. Green, § 1.4, tab.9		NEW INDICATOR	
	Like for like water consumption	Water-LfL	303-1	m <sup>3</sup>	441.269	401.535	9,9%	25/25	0%	Sec. Green, § 1.4, tab.9			
	Building water consumption intensity	Water-Int	CRESO CRE-2	m <sup>3</sup> / (m <sup>2</sup> common areas + GLA)	1	0,98	12,0%	26/26	0%	Sec. Green, § 1.4, tab.11			
					2.736	2.500	9,4%	18/26	0%	Sec. Green, § 1.2, tab.13			
	Weight of waste by disposal route (total)	Waste-Abs	306-2	of which sent to recycling	1.994	1.929	3,4%		0%	Sec. Green, § 1.2, tab.13			
				of which sent to incinerator		-	0,0%		0%	Sec. Green, § 1.2, tab.13			
of which sent to landfill				742	571	30,0%		0%	Sec. Green, § 1.2, tab.13				
Tonnes				2.699	2.466	9,4%	13/24	0%	Sec. Green, § 1.2, tab.13				
Weight of waste by disposal route (like for like)	Waste-LfL	306-2	of which sent to recycling	1.957	1.896	3,2%		0%	Sec. Green, § 1.2, tab.13				
			of which sent to incinerator		-	0,0%		0%	Sec. Green, § 1.2, tab.13				
			of which sent to landfill	742	571	30,0%		0%	Sec. Green, § 1.2, tab.13				
			Tonnes										
Type and number of certified assets	Cert-tot	CRE-8	% of total m <sup>2</sup> of portfolio	95%	95%	0,0%	24/26	0%	Sec. Green, § 1.1		INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. SPECIFIED THE NUMBER OF CENTRES CERTIFIED AS A % OF THE TOTAL AND THE EVALUATION OBTAINED		

Aspect	Epra code	Indicator	GRiZ standard	2021	2020	Reference in section	Notes
SOCIAL	Diversity-Emp	% male employees	405-1	54%	48%	Sec. Responsible § 2.1, Tab 8 and 8b	INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. DETAILED THE STAFF COMPOSITION (PAGE 70)
		% female employees		46%	52%		
	Diversity-Pay	Pay ratio - Directors	405-2		-	Sec. Responsible § 2.2, Tab. 10	
		Pay ratio - Managerial staff		1,00	0,98		
		Pay ratio - Department heads		0,97	0,98		
		Pay ratio - Office workers		1,02	0,98		
	Emp-Training	Average hours per employee	404-1	15,2	8,2	Sec. Responsible § 1.2, Tab. 4	
	Emp-Dev	% out of total employees	404-3	56%	56%	Sec. Responsible § 1.4, Tab. 7	
	Emp-Turnover	Number of recruitments	401-1	6	5	Sec. Responsible § 1.1, Tab. 2 and 2b	INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020. RECRUITMENTS AND TERMINATIONS BY GENDER, AGE GROUP AND ROLE
		Number of resignations		6	3		
		Recruitment rate		4,4%	3,6%		
		Resignation rate		4,4%	2,2%		
	H&S-Emp	Injury rate	403-2	4,4	4,5	Sec. Responsible § 3.1, Tab. 13	
Lost days rate		0,04		0,69			
Absentee rate		2,0%		2,6%			
Injuries		1		1			
H&S-Asset	% of assets	416-1	100%	100%	Sec. Responsible § 3.2, Tab. 16	INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020 WITH A DETAILED DESCRIPTION	
H&S-Comp	Number of incidents	416-2	0	0			
Comty-Eng	Processes initiated at local level	413-1	97%	93%	Sec. Together § 5.2, Tab. 3	INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020 WITH A DETAILED DESCRIPTION	
GOVERNANCE	Gov-Board	Number of board members	102-22	11	11	Sec. Ethical, § 1.1	
	Gov-Board	Number of executive directors	102-22	1	2	Sec. Ethical, § 1.1	
	Gov-Board	Number of independent directors	102-22	7	7	Sec. Ethical, § 1.1	
	Gov-Select	Narrative on process	102-24			Please refer to the 2021 Financial statements, Report on Corporate Governance and Ownership Structure, paragraph 3.4.1. Board of Directors - Appointment and replacement	
	Gov-Col	Narrative on process	102-25			Sec. Ethical, § 1.3	INDICATOR EXAMINED MORE IN-DEPTH COMPARED TO 2020 WITH A DETAILED DESCRIPTION

## SDGs TABLE

The SDGs included in the 2021 Report, the correspondence with IGD's material issues and their reference in the sections, are reported in the table below.

	SDGs included in Report	IGD's material issue	Reference in sections (paragraph)
	<b>3 - Good health and wellbeing</b>	Wellbeing, health and safety	Section Responsible, § 3
	<b>4 - Quality education</b>	Good employment	Section Responsible, § 1
	<b>5 - Gender equality</b>	Gender equality	Section Responsible, § 2
	<b>7 - Affordable and clean energy</b>	Climate Change	Section Green, § 1
	<b>8 - Decent work and economic growth</b>	Good employment	Section Responsible, § 1
		Governance, ethics and corruption	Section Ethical, § 1
	<b>9 - Industry, innovation and infrastructure</b>	Innovation	Section Attractive, § 5
	<b>11 - Sustainable cities and communities</b>	Climate Change	Section Green, § 1 e 2
	<b>12 - Responsible consumption and production</b>	Climate Change	Section Green, § 1
	<b>13 - Climate action</b>	Climate Change	Section Green, § 1
	<b>16 - Peace, justice and strong institutions</b>	Governance, ethics and corruption	Section Ethical, § 1



## EXTERNAL ASSURANCE



IMMOBILIARE GRANDE DISTRIBUZIONE SHQ SPA  
INDEPENDENT REPORT ON THE LIMITED ASSURANCE  
ENGAGEMENT OF THE SUSTAINABILITY REPORT 2021  
YEAR ENDED 31 DECEMBER 2021



### ***Independent report on the limited assurance engagement of the Sustainability Report 2021***

To the Board of Directors of Immobiliare Grande Distribuzione SIIQ SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report of the IGD Group (hereinafter the "Group") for the year ended 31 December 2021.

#### ***Responsibility of the Directors for the Sustainability Report***

The Directors of Immobiliare Grande Distribuzione SIIQ SpA are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Methodological preface" section of the Sustainability Report. The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error. The Directors are also responsible for defining the sustainability performance targets of the Group, as well as for identifying its stakeholders and material topics to be reported on.

#### ***Our Independence and Quality Control***

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our company applies International Standard on Quality Control 1 (ISQC Italia 1) and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

#### ***Our responsibility***

Our responsibility is to express a conclusion, based on the procedures performed, on whether the Sustainability Report complies with the requirements of the GRI Standards. We conducted our work in accordance with "International Standard on Assurance Engagements ISAE 3000 (Revised) - Assurance Engagements other than Audits or Reviews of Historical Information" (hereinafter also "ISAE 3000 Revised") issued by the International Auditing and Assurance Standards Board (IAASB)

#### ***PricewaterhouseCoopers Business Services Srl***

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for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

The work performed was less in scope than in a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, we did not obtain assurance that we became aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgement and included inquiries, primarily of personnel of the company responsible for the preparation of the information presented in the Sustainability Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

Specifically, we performed the following procedures:

- 1) we compared the financial information reported in the "Introduction: about IGD and brief outline on economic performance" section of the Sustainability Report with the information included in the Company's annual consolidated financial statements;
- 2) we obtained an understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In detail, we inquired of and discussed with management personnel of Immobiliare Grande Distribuzione SIIQ SpA, IGD Service Srl, Winmarkt Management Srl and WinMagazin SA and we carried out limited analyses of documentary evidence, in order to obtain information about the processes and procedures supporting the collection, aggregation, processing and submission of non-financial information to the corporate function in charge of the preparation of the Sustainability Report.

Furthermore, for significant information, taking into account the activities and characteristics of the Group:

- at the level of Immobiliare Grande Distribuzione SIIQ SpA:
  - a) with reference to the qualitative information presented in the Sustainability Report, we carried out interviews and obtained supporting documents to verify its consistency with available evidence;
  - b) with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.
- For the following entities, IGD Service Srl, Winmarkt Management Srl and WinMagazin SA, which we selected based on their activities, contribution to performance indicators at a consolidated level, we met the persons responsible and obtained documentary evidence, on a sample basis, about the correct application of the procedures and calculation methods applied for the indicators.



**Conclusion**

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of the Group for the year ended 31 December 2021 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the "Methodological preface" section of the Sustainability Report.

Bologna, 15 March 2022

PricewaterhouseCoopers Business Services Srl

*Signed by*

Paolo Bersani  
(Partner)

*This report has been translated into English from the Italian original solely for the convenience of international readers. We have not performed any controls on the Sustainability Report 2021 translation.*

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Per informazioni e osservazioni sul presente Bilancio e sulla sostenibilità del Gruppo IGD contattare l'indirizzo mail: [sustainability@gruppoigd.it](mailto:sustainability@gruppoigd.it).

Ulteriori informazioni sulla sostenibilità di IGD sono presenti nel sito del Gruppo, alla pagina: <http://www.gruppoigd.it/sostenibilita/>.

