

# GRESB Real Estate Benchmark Report 2023

Immobel Immobel

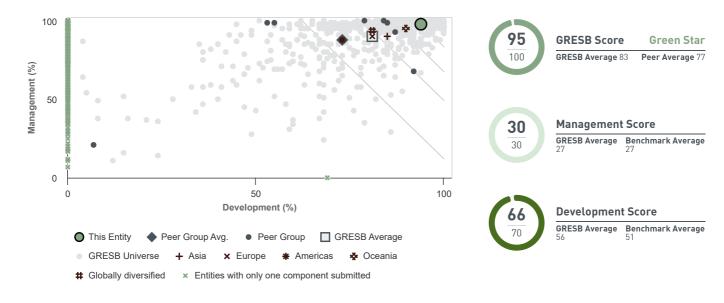




## Rankings



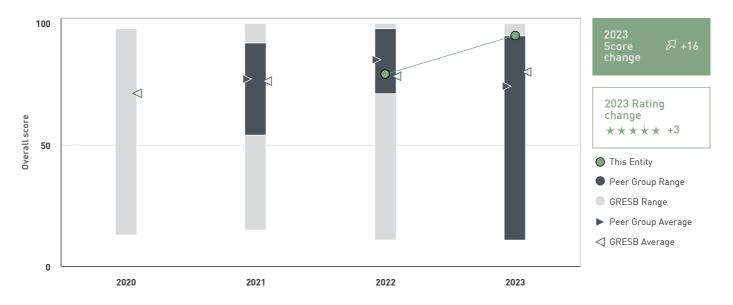
## **GRESB** Model



## ESG Breakdown



# Trend

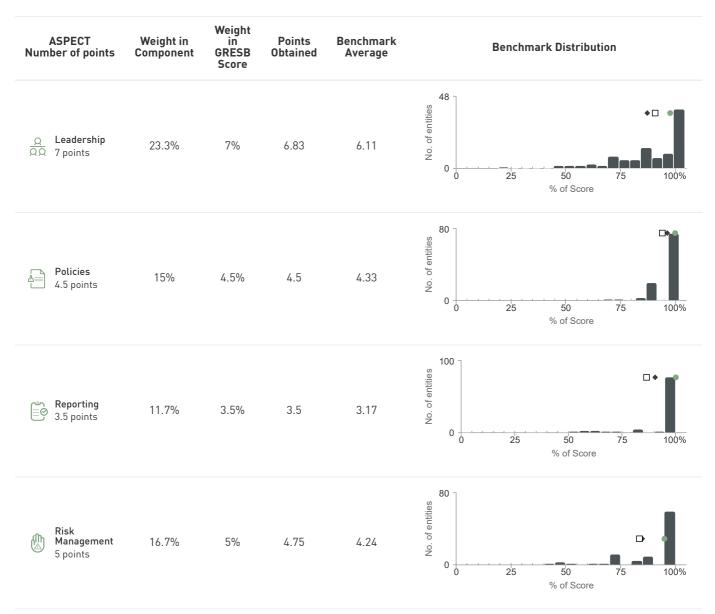


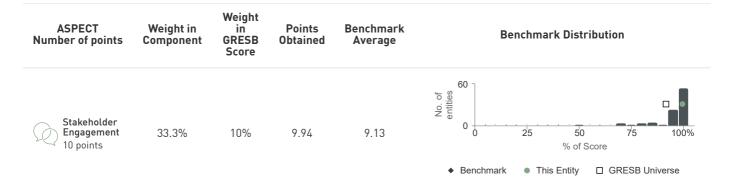
# Aspect, Strengths & Opportunities



## MANAGEMENT COMPONENT

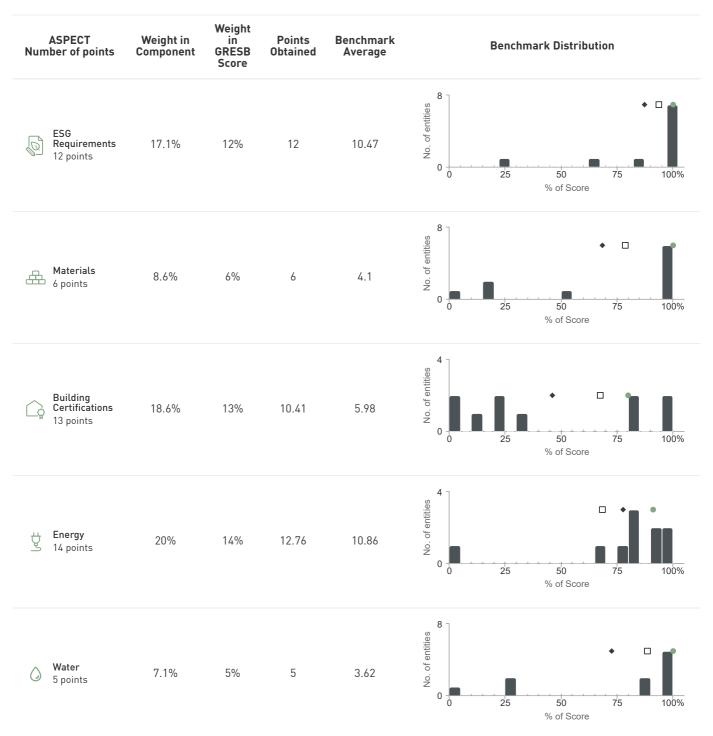
Europe | Listed (103 entities)

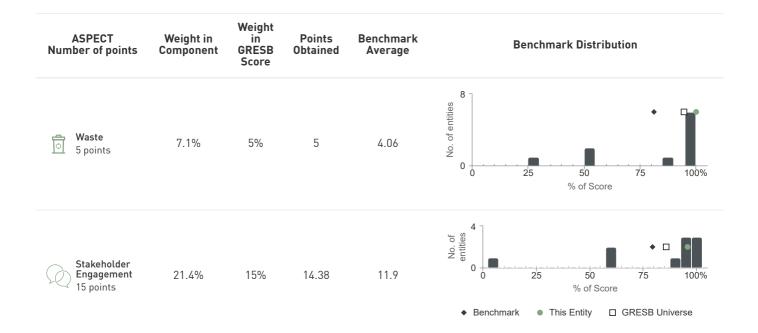




#### DEVELOPMENT COMPONENT

Western Europe | Diversified - Office/Residential (10 entities)





# **Entity & Peer Group Characteristics**

This entity		Peer Group (10 entities)	
Primary Geography:	Belgium	Primary Geography:	Western Europe
Primary Sector:	Diversified - Office/Residential	Primary Sector:	Diversified - Office/Residential
Nature of the Entity:	Public (listed on a Stock Exchange) entity	Nature of the Entity:	
Total GAV:	\$1.34 Billion	Average GAV:	\$4.33 Billion
Reporting Period:	Calendar year		
Regional allocation of assets	60% Belgium 18% France 11% Luxembourg 6% Poland 4% Germany 2% Spain	1% Luxembourg < 1% Poland	Great Britain and Northern Ireland
Sector allocation of assets	41% Mixed use: Office/Residenti 27% Residential: Multi-Family 25% Office: Corporate 5% Residential: Family Homes 2% Mixed use: Other < 1% Residential: Retirement Liv	24% Mixed use: Office/ 14% Office: Corporate 9% Office: Business Pa 4% Office: Other	/Residential nrk nt Housing ily Homes /Industrial rrial Park et rement Living or Homes /Retail its/Bars thcare Center

## Peer Group Constituents

Alides REIM (1)	ASSIDUUS Asset Management [1]	AXA Investment Managers Schweiz AG [1]
Catella Residential Investment Management GmbH (2)	Icade (1)	Société de la Tour Eiffel (1)
Swisscanto Invest by Zürcher Kantonalbank (1)	UBS Asset Management (1)	

# Validation

GRESB Validation			
Automatic	Automatic validation is integrated into the portal as participants fill out their Assessments, and consists of errors and warnings displayed in the portal to ensure that Assessment submissions are complete and accurate.		
Manual	Manual validation takes place after submission, and consists of document and text review to check that the answers provided in Assessment are supported by sufficient evidence. The manual validation process reviews the content of all Assessment submissions for accuracy and consistency.		
	Asset-level Data Validation		
Logic Checks	There is a comprehensive set of validation rules implemented for asset-level reporting. These rules consist of logical checks on the relationships between different data fields in the Asset Portal. These errors appear in red around the relevant fields in the Asset Portal Data Editor, along with a message explaining the error. Participants cannot aggregate their asset data to the portfolio level, and therefore cannot submit their Performance Component, until all validation errors are resolved.		
Outlier Detection	Based on statistical modelling, GRESB identifies outliers in reported performance data for selected indicators in the Real Estate Performance Component. This analysis is performed to ensure that all participating entities included in the benchmarking and scoring process are compared based on a fair, quality-controlled dataset.		
	Evidence Manual Validation		

LE6	P02		P03	RM1	SE2.1	SE5
DRE1	DMA1		DEN1	DWT1	DSE5.2	
P01					1	
RP1	Annual Report	Sustainability Report	Integrated Report	Corporate Website	Reporting to Investors	Other Disclosure

Evidence		
Indicator	Decision	Reason(s):
Other Ans	vers	
Indicator	Decision	Other answer provided:
DEN2.2	Not Accepted	Levels Standard from the European Commission
DEN2.2	Not Accepted	Immobel has developed what is called a "Global Energy Concept" for its projects that aim for Net Zero Carbon. This concept includes the use of renewable energies for heating and cooling, rainwater harvesting and re-use, using a circular approach to re-use existing construction materials and low- carbon materials

# Management

# Management

	Aspect indicator	Score Max	Score Entity (p)	Score Benchmark (p)	Strengths & Opportunities
<u>Q</u>	Leadership	7.00p   23.3%	6.83	6.11	55% of peers scored lower
LE1	ESG leadership commitments			Not scored	
LE2	ESG Objectives	1	1	0.98	23% of peers scored lower
LE3	Individual responsible for ESG, climate-related, and/or DEI objectives	2	2	1.88	31% of peers scored lower
LE4	ESG taskforce/committee	1	1	0.98	3% of peers scored lower
LE5	ESG, climate-related and/or DEI senior decision maker	1	1	0.97	12% of peers scored lower
LE6	Personnel ESG performance targets	2	1.83	1.31	53% of peers scored lower
4	Policies	4.50p   15%	4.5	4.33	27% of peers scored lower
P01	Policy on environmental issues	1.5	1.5	1.38	23% of peers scored lower
P02	Policy on social issues	1.5	1.5	1.5	1% of peers scored lower
P03	Policy on governance issues	1.5	1.5	1.45	7% of peers scored lower
Ő	Reporting	3.50p   11.7%	3.5	3.17	25% of peers scored lower
RP1	ESG reporting	3.5	3.5	3.17	25% of peers scored lower
RP2.1	ESG incident monitoring			Not scored	
RP2.2	ESG incident ocurrences			Not scored	
	Risk Management	5.00p   16.7%	4.75	4.24	42% of peers scored lower
RM1	Environmental Management System (EMS)	1.5	1.25	0.95	39% of peers scored lower
RM2	Process to implement governance policies	0.25	0.25	0.24	5% of peers scored lower
RM3.1	Social risk assessments	0.25	0.25	0.24	7% of peers scored lower
RM3.2	Governance risk assessments	0.25	0.25	0.24	12% of peers scored lower
RM4	ESG due diligence for new acquisitions	0.75	0.75	0.73	5% of peers scored lower
RM5	Resilience of strategy to climate-related risks			Not scored	
RM6.1	Transition risk identification	0.5	0.5	0.48	5% of peers scored lower
RM6.2	Transition risk impact assessment	0.5	0.5	0.46	9% of peers scored lower
RM6.3	Physical risk identification	0.5	0.5	0.47	6% of peers scored lower
RM6.4	Physical risk impact assessment	0.5	0.5	0.45	11% of peers scored lower

	Aspect indicator	Score Max	Score Entity (p)	Score Benchmark (p)	Strengths & Opportunities
$\mathcal{Q}$	Stakeholder Engagement	10.00p   33.3%	9.94	9.13	61% of peers scored lower
SE1	Employee training	1	1	0.91	37% of peers scored lower
SE2.1	Employee satisfaction survey	1	1	0.81	48% of peers scored lower
SE2.2	Employee engagement program	1	1	0.93	7% of peers scored lower
SE3.1	Employee health & well- being program	0.75	0.75	0.69	16% of peers scored lower
SE3.2	Employee health & well- being measures	1.25	1.25	1.17	13% of peers scored lower
SE4	Employee safety indicators	0.5	0.5	0.48	4% of peers scored lower
SE5	Inclusion and diversity	0.5	0.44	0.44	74% of peers scored higher
SE6	Supply chain engagement program	1.5	1.5	1.4	19% of peers scored lower
SE7.1	Monitoring property/asset managers	1	1	0.93	10% of peers scored lower
SE7.2	Monitoring external suppliers/service providers	1	1	0.89	14% of peers scored lower
SE8	Stakeholder grievance process	0.5	0.5	0.48	7% of peers scored lower

# Leadership

## **ESG** Commitments and Objectives

This aspect evaluates how the entity integrates ESG into its overall business strategy. The purpose of this section is to (1) identify public ESG commitments made by the entity, (2) identify who is responsible for managing ESG issues and has decision-making authority, (3) communicate to investors how the entity structures management of ESG issues, and (4) determine how ESG is embedded into the entity.

#### LE1 Not Scored

ESG	ESG leadership commitments					
Yes	5	97%				
	Select all commitments included (multiple answers possible)					
	SG leadership standards and principles	96%				
	Global Investor Coalition on Climate Change (including AIGCC, Ceres, IGCC, IIGCC)	6%				
	International Labour Organization (ILO) Standards	35%				
	Montreal Pledge	2%				

	OECD - Guidelines for multinational enterprises	17%
	PRI signatory	16%
	RE 100	6%
	Science Based Targets initiative	47%
	Task Force on Climate-related Financial Disclosures (TCFD)	64%
	UN Environment Programme Finance Initiative	2%
	UN Global Compact	47%
	UN Sustainable Development Goals	83%
	Other	39%
	Applicable evidence	
	Evidence provided	
1	Net Zero commitments	59%
○ No		3%
LE2 Po	ints: 1/1	
ESG Obje	ctives	
Yes		99%
The	e objectives relate to	
	General objectives	98%
	🗹 General sustainability	95%
	Z Environment	98%
	Social	98%
	✓ Governance	97%
	ssue-specific objectives	87%

Divertised	rsity, Equity, and Inclusion (DEI)	82%
Heal	th and well-being	86%
Business str	ategy integration	
	[96%] Fully integrated into the overall business strategy	
	○ ■ [3%] Partially integrated into the overall business strategy	
	[1%] No answer provided	
The objective	es are	
Publicly ava	ilable	99%
Applica	ble evidence	
Evidence	provided	
Not publicly	r available	0%
250 words)	the objectives and explain how they are integrated into the overa	all business strategy (maximum
250 words) CC In 2020 and the whole - environme workplace the Environ have been developme project. Th contains sl on asset le engageme Concernin, age, etc. 21 collaborati	the objectives and explain how they are integrated into the overa d 2021, Immobel has intergrated the following objectives in a company-spe Group: 1) Objectives linked to the UNSDG: a. Develop healthy buildings and ntal impact. c. Be a civil and socially responsible real estate player. d. Inte 2) Key commitment areas at both asset level and Group level: a. Healthy ment, b. Collaborators & Partners Engagement c. Stakeholder Dialogue of developed for acquisitions in alignment with CSR/ESG engagements and c nt project has associated criteria covering the pillars above that must be r ese objectives have been updated in 2022 and validated by Exco and Board out-term, mid-term and long-term targets ranging from health and wellb vel over community engagement, leadership and employee wellbeing at G nts regarding its workforce with targets linked to training, personal develor g DEI, Immobel commits to: 1) Zero-inequality policy with 100% equal pay 40% diversity (gender/ethnicity/race) at all management levels. 3) Develo pres with a disability. 4) Taking a leadership role regarding DEI by supportin s/networks or obtaining external recognition for our equality and inclusion	ecific sustainability framework across d environments. b. Reduce the grate sustainability in our work and Places: For the users, the community, d. Social Partnership. Decision criteria objectives of the Group. Each respected throughout the duration of th d: The ESG framework "healthy places" being, social and environmental impact froup Level. Immobel focused on the opment plans and employee wellbeing. and no discrimination based on gender oping initiatives to welcome more g community initiatives, joining
250 words) CC In 2020 and the whole - environme workplace the Environ have been developme project. Th contains sl on asset le engageme Concernin, age, etc. 21 collaborati	d 2021, Immobel has intergrated the following objectives in a company-spectrum Group: 1) Objectives linked to the UNSDG: a. Develop healthy buildings and ntal impact. c. Be a civil and socially responsible real estate player. d. Inte .2) Key commitment areas at both asset level and Group level: a. Healthy ment, b. Collaborators & Partners Engagement c. Stakeholder Dialogue of developed for acquisitions in alignment with CSR/ESG engagements and of nt project has associated criteria covering the pillars above that must be ese objectives have been updated in 2022 and validated by Exco and Board nort-term, mid-term and long-term targets ranging from health and wellb vel over community engagement, leadership and employee wellbeing at G g DEI, Immobel commits to: 1) Zero-inequality policy with 100% equal pay 40% diversity (gender/ethnicity/race) at all management levels. 3) Develo pres with a disability. 4) Taking a leadership role regarding DEI by supportin	ecific sustainability framework across d environments. b. Reduce the grate sustainability in our work and Places: For the users, the community, d. Social Partnership. Decision criteria objectives of the Group. Each respected throughout the duration of t d: The ESG framework "healthy places" being, social and environmental impact froup Level. Immobel focused on the opment plans and employee wellbeing. and no discrimination based on gende oping initiatives to welcome more g community initiatives, joining
250 words) CC In 2020 and the whole - environme workplace the Environ have been developme project. Th contains sl on asset le engageme Concernim- age, etc. 2] collaborate	d 2021, Immobel has intergrated the following objectives in a company-spectroup: 1) Objectives linked to the UNSDG: a. Develop healthy buildings and ntal impact. c. Be a civil and socially responsible real estate player. d. Intervent of the commitment areas at both asset level and Group level: a. Healthy oment, b. Collaborators & Partners Engagement c. Stakeholder Dialogue of developed for acquisitions in alignment with CSR/ESG engagements and contropiect has associated criteria covering the pillars above that must be nese objectives have been updated in 2022 and validated by Exco and Board board-term, mid-term and long-term targets ranging from health and wellb vel over community engagement, leadership and employee wellbeing at G of DEI, Immobel commits to: 1) Zero-inequality policy with 100% equal pay 40% diversity (gender/ethnicity/race) at all management levels. 3) Develo	ecific sustainability framework across d environments. b. Reduce the grate sustainability in our work and Places: For the users, the community, d. Social Partnership. Decision criteria objectives of the Group. Each respected throughout the duration of th the ESG framework "healthy places" being, social and environmental impact froup Level. Immobel focused on the opment plans and employee wellbeing. and no discrimination based on gender ping initiatives to welcome more g community initiatives, joining n efforts.
250 words) (C) In 2020 and the whole environme workplace the Environ have been developme project. Th contains sl on asset le engageme Concernin age, etc. 2 collaboratt ecosystem	d 2021, Immobel has intergrated the following objectives in a company-spectroup: 1) Objectives linked to the UNSDG: a. Develop healthy buildings and ntal impact. c. Be a civil and socially responsible real estate player. d. Intervent of the commitment areas at both asset level and Group level: a. Healthy oment, b. Collaborators & Partners Engagement c. Stakeholder Dialogue of developed for acquisitions in alignment with CSR/ESG engagements and contropiect has associated criteria covering the pillars above that must be nese objectives have been updated in 2022 and validated by Exco and Board board-term, mid-term and long-term targets ranging from health and wellb vel over community engagement, leadership and employee wellbeing at G of DEI, Immobel commits to: 1) Zero-inequality policy with 100% equal pay 40% diversity (gender/ethnicity/race) at all management levels. 3) Develo	ecific sustainability framework across d environments. b. Reduce the grate sustainability in our work and Places: For the users, the community, d. Social Partnership. Decision criteria objectives of the Group. Each respected throughout the duration of th f: The ESG framework "healthy places" being, social and environmental impact froup Level. Immobel focused on the opment plans and employee wellbeing. and no discrimination based on gender ping initiatives to welcome more g community initiatives, joining n efforts.

Yes	5	100%	~
	S ESG	100%	~
	The individual(s) is/are		

	Dedicated employee(s) for whom ESG is the core responsibility	81%	
	Name: Sven Lenaerts		
	Job title: Head of Corporate Social Responsibility		
	Employee(s) for whom ESG is among their responsibilities	80%	
	Name: Rudi Op t' Roodt		
	Job title: Chief Technical Officer		
	External consultants/manager	60%	
	Name of the main contact: Julie Tomé		
	Job title: Head of Immobel Engagement Fund (hired as an external consultant to work for Immo for a limited period of time)	bel	
	Investment partners (co-investors/JV partners)	8%	
🗹 Cli	mate-related risks and opportunities	94%	
	The individual(s) is/are		
	Dedicated employee(s) for whom climate-related issues are core responsibilities	74%	
	Name: Sven Lenaerts		
	Job title: Head of Corporate Social Responsibility		
	Employee(s) for whom climate-related issues are among their responsibilities	75%	
	Name: Rudi Op t' Roodt		
	Job title: Chief Technical Officer		
	External consultants/manager	57%	
	Name of the main contact: Jolien de Clercq-Boydens		
	Job title: ESG consultant		
	Investment partners (co-investors/JV partners)	6%	
🗹 Div	versity, Equity, and Inclusion (DEI)	94%	
	The individual(s) is/are		
	Dedicated employee for whom DEI is the core responsibility	52%	
	Name: Lisa de Meyer		
	Job title: Compensation and Benefits Manager		
	Employee for whom DEI is among their responsibilities	74%	
	Name: Sylvie Siddiqui		
	Job title: HR Officer		

	External consultant/manager	27%
	Name of the main contact: Cindy Canoot	
	Job title: HR manager a.i.	
	Investment partners (co-investors/JV partners)	3%
No		0%

LE4 Points: 1/1

## ESG taskforce/committee

Yes	98%	
Members of the taskforce or committee		
Board of Directors	75%	
C-suite level staff/Senior management	94%	
Investment Committee	40%	
Fund/portfolio managers	60%	
Asset managers	79%	
ESG portfolio manager	39%	
Investment analysts	27%	
Dedicated staff on ESG issues	81%	
External managers or service providers	49%	
Investor relations	50%	
Other	29%	
○ No	2%	

LE5 Points: 1/1

ESG, climate-related and/or DEI senior decision maker

Yes			99%
	ESG Name: Sven Lenaerts Job title: Head of Corpo	orate Social Responsibility	99%
	The individual	's most senior role is as part of	
	$\bigcirc$	<ul> <li>[56%] Board of Directors</li> <li>[37%] C-suite level staff/Senior management</li> <li>[3%] Fund/portfolio managers</li> </ul>	
		<ul> <li>[3%] Other</li> <li>[1%] No answer provided</li> </ul>	
		orate Social Responsibility	94%
	The individual	's most senior role is as part of	
		<ul> <li>[55%] Board of Directors</li> <li>[32%] C-suite level staff/Senior management</li> <li>[4%] Fund/portfolio managers</li> <li>[3%] Other</li> </ul>	
		🔿 📕 [6%] No answer provided	
	Diversity, Equity, and Name: Adel Yahia Job title: Senior Manag		92%
	The individual	's most senior role is as part of:	
	$\mathbf{O}$	<ul> <li>[50%] Board of directors</li> <li>[40%] C-suite level staff/Senior management</li> <li>[2%] Other</li> <li>[8%] No answer provided</li> </ul>	

#### Process of informing the most senior decision-maker

CC The CSR manager reports directly to the CEO and takes part in the climate related risks and opportinities at Excecutive Committee level. This role is both strategic (developing strategy on ESG topics, managing relations with stakeholders) and operational (coordinating and running sustainability projects, managing the Action Plan 2025, acting as in-house consultant for other departments, and encouraging staff to embrace change). The Executive Committee of Immobel, consisting of the Group President, the CEO's of every country, the Group CFO and the Group CIO set and approve budgets and major decisions on Social Responsibility & ESG during Executive Committee meetings and at the meetings scheduled every quarter when the results are published. The Group has also set up an ESG SteerCo with the "head ofs" of all major departments. The goal of the ESG SteerCo is to allow regular in-depth conversations on all ESG topics and set the priorities for the overall ESG program and company-wide initiatives (including start-up of thematic working groups). The ESG SteerCo has launched several workgroups such as the Carbon Neutrality Programme, the Biodiversity Programme, the Circular Economy Programme and the HR programme with a focus on refining our approach on talent management to increase diversity. As for the most senior decision maker on ESG issues, it is a goal of Adel Yahia to increase diversity at Immobel.

## Personnel ESG performance targets

5		93%
Predete	rmined consequences	
◉ Yes		88%
	Financial consequences	82%
	Personnel to whom these factors apply	
	Board of Directors	42%
	C-suite level staff/Senior management	76%
	Investment Committee	28%
	Fund/portfolio managers	41%
	Asset managers	55%
	ESG portfolio manager	30%
	Investment analysts	23%
	Dedicated staff on ESG issues	66%
	External managers or service providers	15%
	Investor relations	28%
	Other	19%
<b>Z</b>	Non-financial consequences	76%
	Personnel to whom these factors apply	
	Board of Directors	34%
	C-suite level staff/Senior management	64%
	Investment Committee	24%
	Fund/portfolio managers	41%

	Asset managers	57%
	ESG portfolio manager	28%
	Investment analysts	25%
	Dedicated staff on ESG issues	63%
	External managers or service providers	17%
	Investor relations	29%
	Other	18%
Eviden <u>Ø http</u> 701608 <u>Ø http</u> 699937 <u>Ø http</u> 699283 <u>Ø http</u> utm_s	cable evidence ce provided (but not shared with investors) ps://www.linkedin.com/posts/immobel_people-tada-forcitiesforpeople-activity_ 82662914154496-xAkg?utm_source=share&utm_medium=member_desktop ps://www.linkedin.com/posts/immobel_forcitiesforpeople-immobel-brussels-activity 79479596834816-OWRT?utm_source=share&utm_medium=member_desktop ps://www.linkedin.com/posts/immobel_worldcitiesday-forcitiesforpeople-immobel-activity 86084552368128LPE?utm_source=share&utm_medium=member_desktop ps://www.linkedin.com/posts/immobel_esg-inrev-networking-activity-698011551139 ource=share&utm_medium=member_desktop ps://www.linkedin.com/posts/immobel_realestate-forcitiesforpeople-immobel-activity f0944592240640-bS_t?utm_source=share&utm_medium=member_desktop	<u>activity-</u> 23021952-bNr3?
No		5%
○ No		7%
<b>ESG Policies</b> This aspect confi	rms the existence and scope of the entity's policies that address environmental, soci	ial, and governance issues.

P01 Points: 1.5/1.5

Polic	Policy on environmental issues				
		100%			
	Environmental issues included				
	Biodiversity and habitat	78%			
	Climate/climate change adaptation	89%			

Energy consumption	100%	
🖉 Greenhouse gas emissions	99%	
Indoor environmental quality	65%	
Material sourcing	83%	
Pollution prevention	73%	
Renewable energy	93%	
Resilience to catastrophe/disaster	59%	
Sustainable procurement	83%	
Waste management	97%	
Water consumption	93%	
Other	20%	
Evidence provided (but not shared with investors) Does the entity have a policy to address Net Zero?		[ACCEPTED]
<ul> <li>Yes</li> </ul>	83%	
Applicable evidence		
Evidence provided (but not shared with investors)		[ACCEPTED]
Evidence provided (but not shared with investors)	17%	[ACCEPTED]
⊖ No	0%	[ACCEPTED]
O No		[ACCEPTED]
<ul> <li>No</li> <li>No</li> <li>P02 Points: 1.5/1.5</li> </ul>		
<ul> <li>No</li> <li>P02 Points: 1.5/1.5</li> <li>Policy on social issues</li> </ul>		
	0%	

Community development	74%
Customer satisfaction	76%
Employee engagement	85%
Employee health & well-being	96%
Employee remuneration	87%
Forced or compulsory labor	90%
Freedom of association	67%
Health and safety: community	53%
Health and safety: contractors	82%
Health and safety: employees	97%
Health and safety: tenants/customers	79%
Human rights	95%
Diversity, Equity, and Inclusion	96%
Labor standards and working conditions	92%
Social enterprise partnering	35%
Stakeholder relations	82%
Other	14%
Applicable evidence	
Evidence provided (but not shared with investors)	[ACCEPTED]
	0%

Policy on governance issues

) Ye	S	100%	^
	Governance issues included		
	Bribery and corruption	100%	
	Cybersecurity	89%	
	Data protection and privacy	99%	
	Executive compensation	94%	
	Fiduciary duty	69%	
	Fraud	97%	
	Political contributions	68%	
	Shareholder rights	89%	
	Other	48%	
	Applicable evidence		
	Evidence provided (but not shared with investors)		[ACCEPTED]
N	0	0%	

# Reporting

## ESG Disclosure

Institutional investors and other shareholders are primary drivers for greater sustainability reporting and disclosure among investable entities. Real estate companies and managers share how ESG management practices performance impacts the business through formal disclosure mechanisms. This aspect evaluates how the entity communicates its ESG actions and/or performance.

**RP1** Points: 3.5/3.5

## **ESG** reporting

Yes
 Types of disclosure
 Section in Annual Report
 Reporting level

	[72%] Entity	
	O 📕 [14%] Group	
	[15%] No answer provided	
Aligned wit	h	
	[35%] EPRA Best Practice Recommendations in Sustainability Reporting, 20	17
	🛛 🔲 [18%] GRI Standards, 2016	
	🛛 🔄 [4%] GRI Sustainability Reporting Guidelines, G4	
	[2%] INREV Sustainability Reporting Recommendations, 2016	
	[<1%] PRI Reporting Framework, 2018	
	□ <b>[12%]</b> TCFD Recommendations, 2017	
	I11%] Other: European Sustainabilty Reporting Standards	
	[17%] No answer provided	
Third-party	v review	
○ Yes	71%	
No	15%	
and-alone sust	ided (but not shared with investors) cainability report(s) 69%	[ACCEPTED]
Evidence provi	ided (but not shared with investors) cainability report(s) 69%	[ACCEPTED]
Evidence provi and-alone sust	ided (but not shared with investors) cainability report(s) 69%	[ACCEPTED]
Evidence provi and-alone sust	ided (but not shared with investors) cainability report(s) evel	[ACCEPTED]
Evidence provi and-alone sust	ided (but not shared with investors)  ainability report(s)  evel  [54%] Entity	[ACCEPTED]
Evidence provi and-alone sust	ided (but not shared with investors)  cainability report(s) 69%  evel  [ [ [ [ [ [ [ [ [ [ [ [ [ [ [ [ [ [	[ACCEPTED]
Evidence provi and-alone sust	ided (but not shared with investors)  ainability report(s) 69%  evel	[ACCEPTED]
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)  ainability report(s) 69%  evel	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)  ainability report(s)  evel  [ [54%] Entity  [ [ <1%] Investment manager [ [ 14%] Group [ [ 11%] No answer provided  h  [ [ 41%] EPRA Best Practice Recommendations in Sustainability Reporting, 20	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors) cainability report(s) 69% evel evel [54%] Entity [[54%] Entity [[[14%] Group [[]14%] Group [[]14%] Group [[]14%] No answer provided h [[]14%] EPRA Best Practice Recommendations in Sustainability Reporting, 20 [[]12%] GRI Standards, 2016 [[]12%] GRI Standards, 2016 [[]12%] GRI Sustainability Reporting Guidelines, 64	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors) ainability report(s) 69% evel	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors) ainability report(s) 69% evel evel [54%] Entity [[54%] Entity [[54%] Investment manager [[14%] Group [[14%] Group [[14%] No answer provided h [[12%] GRI Standards, 2016 [[12%] GRI Standards, 2016 [[12%] GRI Sustainability Reporting Guidelines, G4 [[12%] GRI Sustainability Reporting Recommendations, 2016 [[14%] PRI Reporting Framework, 2018	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)  ainability report(s)  evel	
Evidence provi and-alone sust Reporting lo	ided (but not shared with investors)  ainability report(s)  evel	
Evidence provi and-alone sust Reporting la Aligned with	ided (but not shared with investors)  ainability report(s)  evel	

## Applicable evidence

Evidence provi	ded (but not shared with investors)		[ACCEPTED]
Integrated Repor	t	13%	]
Dedicated section	n on corporate website	89%	
Reporting L	evel		
	[75%] Entity		
	🔿 🔲 [2%] Investment manager		
	🔿 🔲 [13%] Group		
	[11%] No answer provided		
Applicable e	vidence		
Evidence provi	ded		[ACCEPTED]
Section in entity r	reporting to investors	55%	
Other		17%	
		<1%	

# ESG Incident Monitoring

RP2.1 Not Scored

ESG incident monitoring			
		95%	
ed			
		76%	
		75%	
		66%	
		82%	
lers		83%	
nent		63%	
	ed ders	ders	ed 76% 75% 7

	Special interest groups (NGOs, Trade Unions, etc)	40%
	Suppliers	61%
	Other stakeholders	16%
	Process for communicating ESG-related incidents	
	A complaint procedure has been set up for customers as a result of process whereby the technical director assigned for each project col design/construction process during the technical meeting whilst the design meeting. Complaints and incidents are documented in meetin open to all project partners.	the customer satisfaction survey combined with the lects complaints from technical partners in the developer collects complaints from partners during the ng minutes and shared on the Bricsys portal, which is
0 N	2	5%
RP	2.2 Not Scored	
ESG	incident ocurrences	
⊖ Ye	S	2%
N	0	98%

# **Risk Management**

This aspect evaluates the processes used by the entity to support ESG implementation and investigates the steps undertaken to recognize and prevent material ESG related risks.

RM1 Points: 1.25/1.5

# Image: System (EMS) Image: System (EMS)

## Applicable evidence

Evidence provided (but not shared with investors)

No

[ACCEPTED]

18%

**RM2** Points: 0.25/0.25

Process to implement governance policies		
Yes	9	9%
	Systems and procedures used	
	Compliance linked to employee remuneration	59%
	Dedicated help desks, focal points, ombudsman, hotlines	65%
	Disciplinary actions in case of breach, i.e. warning, dismissal, zero tolerance policy	89%
	Employee performance appraisal systems integrate compliance with codes of conduct	58%
	Investment due diligence process	94%
	Responsibilities, accountabilities and reporting lines are systematically defined in all divisions and group companies	84%
	Training related to governance risks for employees	93%
	Whistle-blower mechanism	94%
	Other	11%
No		0%
○ No	t applicable	<1%

# **Risk Assessments**

RM3.1 Points: 0.25/0.25

Social risk assessments	
Yes	97%
Issues included	

Child labor	59%
Community development	46%
Controversies linked to social enterprise partnering	24%
Customer satisfaction	84%
Employee engagement	87%
Employee health & well-being	90%
Forced or compulsory labor	68%
Freedom of association	42%
Health and safety: community	48%
Health and safety: contractors	76%
Health and safety: employees	92%
Health and safety: tenants/customers	83%
Health and safety: supply chain (beyond tier 1 suppliers and contractors)	41%
Human rights	61%
Diversity, Equity, and Inclusion	80%
Labor standards and working conditions	83%
Stakeholder relations	61%
Other	4%
	3%

## RM3.2 Points: 0.25/0.25

Governance risk assessments	
Yes	97%

Issues included	
Bribery and corruption	94%
Cybersecurity	94%
Data protection and privacy	97%
Executive compensation	81%
Fiduciary duty	60%
Fraud	91%
Political contributions	60%
Shareholder rights	78%
Other	17%
	3%

## **RM4** Points: 0.75/0.75

ESG due diligence for new acquisitions		
Yes	5	98%
	Issues included	
	Biodiversity and habitat	57%
	Building safety	91%
	Climate/Climate change adaptation	77%
	Compliance with regulatory requirements	94%
	Contaminated land	93%
	Energy efficiency	95%
	Energy supply	89%
	S Flooding	90%

GHG emissions	82%
Health and well-being	76%
Indoor environmental quality	68%
Natural hazards	77%
Socio-economic	52%
Transportation	81%
□ Waste management	69%
□ Water efficiency	67%
□ Water supply	82%
Other	9%
No	2%
Not applicable	0%

# **Climate Related Risk Management**

RM5 Not Scored

#### Resilience of strategy to climate-related risks

Yes

87%

## Description of the resilience of the organization's strategy

(C) Immobel incorporates resilience into the design and construction of its projects, including necessary measures to mitigate any potential climate-related consequences. Immobel also integrate environmental and climate-related risks into its due diligence process and studies are conducted before any acquisitions. Immobel has developed a strategy on climate change and actions to implement for each project as part of its overall sustainable development strategy and in line with its ESG policy.

Use of scenario analysis	
Yes	78%

Scenarios used	
Transition scenarios	74%
CRREM 2C	18%
CRREM 1.5C	45%
IEA SDS	4%
IEA B2DS	4%
IEA NZE2050	6%
IPR FPS	0% [
NGFS Current Policies	5%
NGFS Nationally determined contributions	3%
NGFS Immediate 2C scenario with CDR	<1%
NGFS Immediate 2C scenario with limited CDR	<1%
NGFS Immediate 1.5C scenario with CDR	6%
NGFS Delayed 2C scenario with limited CDR	2%
NGFS Delayed 2C scenario with CDR	0%
NGFS Immediate 1.5C scenario with limited CDR	2%
SBTi	34%
TPI	<1%
Other	22%
Physical scenarios	70%
	10%
	13%

No

## Additional context

CC Immobel has implemented the CRREM 1.5C scenario as part of its strategy to reduce carbon emissions, improve the resilience of its portfolio and to set clear objectives in these areas in line with the CRREM 1.5C scenario. At this point, the information is only available to project stakeholders including local governments and potential tenants but this information will be made publicly available in future ESG reporting.

RM6.1 Points: 0.5/0.5

ransition risk identification			
les		95%	
Elements	s covered		
Policy a	and legal	91%	
An	y risks identified		
•	/es	90%	
	Risks are		
	Increasing price of GHG emissions	61%	
	Enhancing emissions-reporting obligations	74%	
	Mandates on and regulation of existing products and services	75%	
	Z Exposure to litigation	25%	
	Other	10%	
	Νο	<1%	
Technol	logy	77%	
Market		84%	
Reputation	tion	86%	
An	y risks identified		
•	/es	83%	
	Risks are		
	Shifts in consumer preferences	61%	
	Stigmatization of sector	23%	

Increased stakeholder concern or neg	gative stakeholder feedback 67%
Other	5%
○ No	4%
Applicable evidence	
Evidence provided (but not shared with investors)	
Processes for prioritizing transition risks	
Immobel then proceeds to make a difference betw the risk and how it should be linked to the corpora by clearly stating what the risk on Immobel would found in column C and F: The probability that this r on the business. Any identified risks are prioritized perspective and the level of importance that these actions are identified and chosen based on the crit	roups: 1. Climate change risks 2. Environmental risks 3. Social risks een transition risks and physical risks. There is a detailed description on te strategy to mitigate the risk. Key risk indicators are determined as wel look like. Then, the risks are evaluated by two measures which can be risk is going to happen to Immobel, and the financial impact it would have d by the impact that each risk will have on Immobel from a litigation risks hold for Immobel's clients and stakeholders. Any risk mitigation cicity of the risks identified. This process is to confirm that Immobel itself liant with existing legislation and potential evolutions of legislations.
○ No	5%
RM6.2 Points: 0.5/0.5 Transition risk impact assessment	010/
	91%
Transition risk impact assessment	91%
Transition risk impact assessment	91%
Transition risk impact assessment  • Yes Elements covered	
Transition risk impact assessment            • Yes          Elements covered            • Policy and legal	
Transition risk impact assessment            • Yes          Elements covered         Policy and legal         Any material impacts to the entity	84%
Transition risk impact assessment      Yes      Elements covered     Policy and legal     Any material impacts to the entity      Yes	84%
Transition risk impact assessment     Yes     Elements covered     Policy and legal     Any material impacts to the entity     Yes     Impacts are     Increased operating costs	84%
Transition risk impact assessment      • Yes      Elements covered    Policy and legal   Any material impacts to the entity      • Yes   Impacts are      Increased operating costs       • Write-offs, asset impairment and earlight changes	84%

	○ No		12%
Teo	chnolog	У	67%
🗌 Ma	arket		80%
Re	putatio	n	66%
	Any r	naterial impacts to the entity	
	Yes	; ;	50%
		Impacts are	
		Reduced revenue from decreased demand for goods/services	35%
		Reduced revenue from decreased production capacity	6%
		Reduced revenue from negative impacts on workforce managem	ent and planning 7%
		Reduction in capital availability	25%
		Other	5%
	○ No		17%

#### Applicable evidence

Evidence provided (but not shared with investors)

# Integration of transition risk identification, assessment, and management into the entity's overall risk management

CC This follows the same process as described in RM6.1: Immobel classifies ESG risks into three different groups: 1. Climate change risks 2. Environmental risks 3. Social risks Immobel then proceeds to make a difference between transition risks and physical risks. There is a detailed description on the risk and how it should be linked to the corporate strategy to mitigate the risk. Key risk indicators are determined as well by clearly stating what the risk on Immobel would look like. Then, the risks are evaluated by two measures which can be found in column C and F: The probability that this risk is going to happen to Immobel, and the financial impact it would have on the business. Any identified risks are prioritized by the impact that each risk will have on Immobel from a litigation perspective and the level of importance that these risks hold for Immobel's clients and stakeholders. Any risk mitigation actions are identified and chosen based on the criticity of the risks identified. This process is to confirm that Immobel itself as well as all final buildings are and remain compliant with existing legislation and potential evolutions of legislations.

No

9%

#### Additional context

[Not provided]

	94%
Elements covered	
Acute hazards	92%
Any acute hazards identified	
Yes	77%
Factors are	
Extratropical storm	13%
Flash flood	54%
🗆 Hail	19%
River flood	63%
Storm surge	26%
Tropical cyclone	3%
Other	21%
○ No	16%
Chronic stressors	89%
Any chronic stressors identified	
Yes	83%
Factors are	
Drought stress	47%
Fire weather stress	19%
Heat stress	62%
Precipitation stress	41%
Rising mean temperatures	51%
Kising mean temperatures	51%

		Rising sea levels	46%
		Other	9%
	○ N	0	7%
	Applicable	evidence	
	Evidence pro	vided (but not shared with investors)	
	Physical ris	ks prioritization process	
	change and phy mitigate Then, th to happe impact t for Imm each pro therefor the exar	risks 2. Environmental risks 3. Social risks Immobel the sical risks. There is a detailed description on the risk ar the risk. Key risk indicators are determined as well by e risks are evaluated by two measures which can be for en to Immobel, and the financial impact it would have o hat each risk will have on Immobel from a physical risk obel's clients and stakeholders. To determine the impa oject. The final decision whether to continue the project e part of a formalized process that prioritizes these phy	clearly stating what the risk on Immobel would look like. und in column C and F: The probability that this risk is going in the business. Any identified risks are prioritized by the seperspective and the level of importance that these risks hold ct for physical risks, Immobel conducts a risk assessment for is then made by the Executive Committee. The risks are ysical risks in comparison to a traditional risk assessment. In e magnitude and the impact on the asset is assessed. Based
No			6%
RM	ovided] 6.4 Points: 0 ical risk im	.5/0.5 pact assessment	
Yes	5		89%
	Elements	covered	
	Direct im	pacts	84%
	Any	material impacts to the entity	
	• Ye	S	69%
		Impacts are	
		Impacts are Increased capital costs	63%
			63%
	○ N	<ul> <li>Increased capital costs</li> <li>Other</li> </ul>	

Ye	2S	72%	
	Impacts are		
Increased insurance premiums and potential for reduced availability of insur on assets in "high-risk" locations		irance46%	
	Increased operating costs	55%	
	Reduced revenue and higher costs from negative impacts on workforce	12%	
	Reduced revenue from decreased production capacity	7%	
	Reduced revenues from lower sales/output	20%	
	Write-offs and early retirement of existing assets	30%	
	Other	6%	
0 N	0	16%	
able	evidence		
ce pro	ovided (but not shared with investors)		

# Integration of physical risk identification, assessment, and management into the entity's overall risk management

CC This follows the same process as described in RM6.1: Immobel classifies ESG risks into three different groups: 1. Climate change risks 2. Environmental risks 3. Social risks Immobel then proceeds to make a difference between transition risks and physical risks. There is a detailed description on the risk and how it should be linked to the corporate strategy to mitigate the risk. Key risk indicators are determined as well by clearly stating what the risk on Immobel would look like. Then, the risks are evaluated by two measures which can be found in column C and F: The probability that this risk is going to happen to Immobel, and the financial impact it would have on the business. Any identified risks are prioritized by the impact that each risk will have on Immobel from a litigation perspective and the level of importance that these risks hold for Immobel's clients and stakeholders. Any risk mitigation actions are identified and chosen based on the criticity of the risks identified.

11%

🔘 No

Additional context

[Not provided]

# Stakeholder Engagement

## Employees

Improving the sustainability performance of a real estate portfolio requires dedicated resources, a commitment from senior management and tools for measurement/management of resource consumption. It also requires the cooperation of other stakeholders, including employees and suppliers. This aspect identifies actions taken to engage with those stakeholders, as well as the nature of the engagement.

## Employee training

Employee training	
<ul> <li>Yes</li> <li>Percentage of employees who received professional training: 100%</li> <li>Percentage of employees who received ESG-specific training: 100%</li> </ul>	99%
ESG-specific training focuses on (multiple answers possible):	
Environmental issues	93%
Social issues	85%
Governance issues	94%
○ No	<1%
<b>SE2.1</b> Points: 1/1	
Employee satisfaction survey	
Yes	96%
The survey is undertaken	
Internally	35%
<ul> <li>By an independent third party</li> <li>Percentage of employees covered : 100%</li> <li>Survey response rate: 73%</li> </ul>	71%
Quantitative metrics included	
Yes	93%
Metrics include	
Net Promoter Score	49%
Overall satisfaction score	80%
Other	51%
○ No	3%

## Applicable evidence

Evidence provided (but not shared with investors)

4%

## SE2.2 Points: 1/1

Employee engagement program	
Yes	96%
Program elements	
Planning and preparation for engagement	61%
Development of action plan	83%
Implementation	71%
Training	70%
Program review and evaluation	63%
Feedback sessions with c-suite level staff	83%
Feedback sessions with separate teams/depa	rtments 82%
Focus groups	54%
Other	10%
○ No	2%
O Not applicable	2%

**SE3.1** Points: 0.75/0.75

Employee health & well-being program			
Yes		98%	
	The program includes		
	Needs assessment	93%	
	Goal setting	87%	

	Action	97%
	Monitoring	90%
0 No	0	2%
SE	<b>3.2</b> Points: 1.25/1.25	
Emp	ployee health & well-being measures	
Ye	25	97%
	Measures covered	
	Needs assessment	93%
	Monitoring employee health and well-being needs through	
	Employee surveys on health and well-being Percentage of employees: 100%	86%
	Physical and/or mental health checks Percentage of employees: 13%	65%
	Other	9%
	☑ Goals address	82%
	Mental health and well-being	70%
	Physical health and well-being	73%
	Social health and well-being	67%
	Other	5%
	Health is promoted through	97%
	Acoustic comfort	68%
	Biophilic design	51%
	Childcare facilities contributions	31%

	Flexible working hours	91%
	Healthy eating	76%
	Humidity	41%
	Illumination	50%
	Inclusive design	52%
	Indoor air quality	75%
	Lighting controls and/or daylight	85%
	Noise control	57%
	Paid maternity leave in excess of legally required minimum	55%
	Paid paternity leave in excess of legally required minimum	49%
	Physical activity	89%
	Physical and/or mental healthcare access	83%
	Social interaction and connection	88%
	Thermal comfort	77%
	Water quality	67%
	Vorking from home arrangements	96%
	Other	15%
	Outcomes are monitored by tracking	83%
O No		<1%
🔘 Not app	licable	2%

SE4 Points: 0.5/0.5

Employee safety indicators

Yes		97%
Ind	licators monitored	
	Work station and/or workplace checks Percentage of employees: 100%	81%
	Absentee rate 4.14%	81%
	Injury rate	86%
	Lost day rate	64%
	Other metrics	26%
No	For the calculation of the absentee rate, Immobel bases its guide: "A measure of absenteeism that is defined as the tot days scheduled to be worked by the workforce during the ro year. This includes also the workplaces of people working i	s calculation on the method suggested in the GRESB references tal number of absentee days, expressed as a percentage of total eporting year." Additionally, 100% of workplaces are checked ea n the office and not only construction sites. 3%
	n and diversity	
Yes		000/
		99%
	Diversity of governance bodies	99%
	Diversity of governance bodies Diversity metrics	
	Diversity metrics	99%
	Diversity metrics	99% / 80%
	Diversity metrics          Age group distribution         Board tenure	99%

	International background	54%
	Racial diversity	33%
	Socioeconomic background	28%
🖉 Div	versity of employees	98%
	Diversity metrics	
	<ul> <li>Age group distribution</li> <li>Under 30 years old: 32%</li> <li>Between 30 and 50 years old: 44%</li> <li>Over 50 years old: 24%</li> </ul>	86%
	Gender pay gap	64%
	<ul> <li>Gender ratio</li> <li>Women: 46%</li> <li>Men: 54%</li> </ul>	98%
	International background	52%
	Racial diversity	34%
	Socioeconomic background	24%

#### Additional context

Following the Diversity Policy which was implemented in 2020, Immobel provides diversity metrics for its Board of Directors (including Gender, Age, Nationality/Maternal Language & information on their background and education/professional experience) and for the operational teams across all the countries the Group is present in. These metrics are published within Immobel's Annual Report and monitored internally by the Group's Human Resources department.

#### Applicable evidence

Evidence provided (but not shared with investors)	[ACCEPTED]
	4.0/
○ No	<1%

## Suppliers

SE6 Points: 1.5/1.5

Supply chain engagement program

es	97%
Program elements	
Developing or applying ESG policies	86%
Planning and preparation for engagement	76%
Development of action plan	65%
Implementation of engagement plan	55%
Training	36%
Program review and evaluation	69%
Feedback sessions with stakeholders	68%
Other	12%
Topics included	
Business ethics	90%
Child labor	83%
Environmental process standards	84%
Environmental product standards	79%
Health and safety: employees	86%
Health and well-being	65%
Human health-based product standards	51%
Human rights	92%
Labor standards and working conditions	91%
Other	8%
External parties to whom the requirements apply	
Contractors	97%

	Suppliers		95%			
	Supply chain	(beyond 1 tier suppliers and contractors)	49%			
	Other		4%			
○ No			3%			
	SE7.1 Points: 1/1					
• Yes		//asset managers	97%			
	Monitoring co	mpliance of				
		[32%] Internal property/asset managers				
		[11%] External property/asset managers				
		○ ■ [54%] Both internal and external property/asset managers				
		<b>[3%]</b> No answer provided				
	Methods used					
		rmed by independent third party	48%			

Property/asset manager ESG training	78%
Property/asset manager self-assessments	50%
Regular meetings and/or checks performed by the entity's employees	91%
Require external property/asset managers' alignment with a professional standard	34%
<ul> <li>Other</li> <li>Development Project Managers - As Immobel is not an asset manager and its activities do not require property managers. Development Project Managers hold the responsibility for the management of the asset under development and are required to report on ESG criteria and requirements throughout the duration of a development project.</li> </ul>	8%
No	<1%
Not applicable	2%

SE7.2 Points: 1/1

Monitoring external suppliers/service providers

	Methods used	
	Checks performed by an independent third party	41%
	Regular meetings and/or checks performed by external property/asset managers	50%
	Regular meetings and/or checks performed by the entity's employees	82%
	Require supplier/service providers' alignment with a professional standard	41%
	Supplier/service provider ESG training	31%
	Supplier/service provider self-assessments	54%
	Other	14%
) No		8%
) No	t applicable	0%

#### SE8 Points: 0.5/0.5

Stakeholder grievance process				
Ye	S	97%		
	Process characteristics			
	Accessible and easy to understand	89%		
	Anonymous	73%		
	Dialogue based	88%		
	Equitable & rights compatible	68%		
	Improvement based	62%		
	Legitimate & safe	84%		
	Predictable	53%		

Prohibitive against retaliation	60%
Transparent	86%
Other	2%
The process applies to	
Contractors	84%
Suppliers	86%
Supply chain (beyond tier 1 suppliers and contractors)	49%
Clients/Customers	93%
Community/Public	70%
Z Employees	96%
Investors/Shareholders	83%
Regulators/Government	55%
Special interest groups (NGO's, Trade Unions, etc)	43%
Other	8%
	3%

# Development

## Development

	Aspect indicator	Score Max	Score Entity (p)	Score Benchmark (p)	Strengths & Opportunities
Q	ESG Requirements	12.00p   17.1%	12	10.47	33% of peers scored lower
DRE1	ESG strategy during development	4	4	3	33% of peers scored lower
DRE2	Site selection requirements	4	4	3.87	11% of peers scored lower
DRE3	Site design and development requirements	4	4	3.6	11% of peers scored lower
æ	Materials	6.00p   8.6%	6	4.1	44% of peers scored lower
DMA1	Materials selection requirements	6	6	4.1	44% of peers scored lower

	Aspect indicator	Score Max	Score Entity (p)	Score Benchmark (p)	Strengths & Opportunities
DMA2.1	Life cycle assessments			Not scored	
DMA2.2	Embodied carbon			Not scored	
Êġ	Building Certifications	13.00p   18.6%	10.41	5.98	67% of peers scored lower
DBC1.1	Green building standard requirements	4	3.11	1.99	78% of peers scored lower
DBC1.2	Green building certifications	9	7.3	3.99	67% of peers scored lower
ţ	Energy	14.00p   20%	12.76	10.86	67% of peers scored lower
DEN1	Energy efficiency requirements	6	6	5	67% of peers scored lower
DEN2.1	On-site renewable energy and low carbon technologies	6	6	4.89	44% of peers scored lower
DEN2.2	Net-zero carbon design and standards	2	0.76	0.98	56% of peers scored higher
٥	Water	5.00p   7.1%	5	3.62	56% of peers scored lower
DWT1	Water conservation strategy	5	5	3.62	56% of peers scored lower
ি	Waste	5.00p   7.1%	5	4.06	44% of peers scored lower
DWS1	Waste management strategy	5	5	4.06	44% of peers scored lower
$\sum_{i}$	Stakeholder Engagement	15.00p   21.4%	14.38	11.9	67% of peers scored lower
DSE1	Health & well-being	2	1.75	1.6	56% of peers scored higher
DSE2.1	On-site safety	1.5	1.5	1.39	11% of peers scored lower
DSE2.2	Safety metrics	1.5	1.12	0.83	56% of peers scored lower
DSE3.1	Contractor ESG requirements	2	2	1.79	22% of peers scored lower
DSE3.2	Contractor monitoring methods	2	2	1.8	11% of peers scored lower
DSE4	Community engagement program	2	2	1.4	33% of peers scored lower
DSE5.1	Community impact assessment	2	2	1.8	11% of peers scored lower
DSE5.2	Community impact monitoring	2	2	1.3	44% of peers scored lower

## **ESG Requirements**

Integrating ESG requirements into construction activities can help mitigate the negative impact on ecological systems, and at the same time improve the environmental efficiency of buildings in the operational phase. This aspect assesses the entity's efforts to address ESG-issues during the design, construction, and site development of new buildings.

### ESG strategy during development

25	100%
Strategy elements	
Biodiversity and habitat	80%
Building safety	70%
Climate/climate change adaptation	70%
Energy consumption	100%
Green building certifications	90%
🗹 Greenhouse gas emissions	80%
Health and well-being	90%
Indoor environmental quality	70%
Life-cycle assessments/embodied carbon	80%
Location and transportation	80%
Material sourcing	80%
Net-zero/carbon neutral design	40%
Pollution prevention	60%
Renewable energy	90%
Resilience to catastrophe/disaster	90%
Site selection and land use	80%
Sustainable procurement	60%
Waste management	90%
Water consumption	90%

Other	0%
The strategy is	
● ■ [100%] Publicly available	
Applicable evidence	
Evidence provided (but not shared with investors)	[ACCEPTED]
Business strategy integration	
Immobel has developed an ESG strategy that encompasses objectives and commitmen actions at country and local level, with aligned minimum standards and actions that are projects, where and when it is feasible and in line with the type of asset. For each of the objectives and then actions that should be implemented for each development project strategy is reinforced by a Minimum Requirements document that outlines specifically development and the standards that should be respected by Immobel and its partners. sustainability scorecard that is used for each project and identifies how each project restrategy. The overall ESG strategy has been published publicly as part of the 2021 ESG asset-level activities public for the first time.	e to be applied to all development e categories, there are overall Grou to achieve the overall objectives. TI what should be applied for each This is also supported by a sponds to the objectives in the ESG
lo	0%
RE2 Points: 4/4 e selection requirements	100%
e selection requirements	100%
es	100%
e selection requirements es Criteria included	
es selection requirements es Criteria included Connect to multi-modal transit networks	100%
e selection requirements es Criteria included Connect to multi-modal transit networks Locate projects within existing developed areas	100%
es selection requirements es Criteria included Connect to multi-modal transit networks Locate projects within existing developed areas Drotect, restore, and conserve aquatic ecosystems	100% 100% 30%
es selection requirements es Criteria included Connect to multi-modal transit networks Locate projects within existing developed areas Protect, restore, and conserve aquatic ecosystems Protect, restore, and conserve farmland	100% 100% 30% 30%
es selection requirements es Criteria included Connect to multi-modal transit networks Locate projects within existing developed areas Protect, restore, and conserve aquatic ecosystems Protect, restore, and conserve farmland Protect, restore, and conserve floodplain functions	100% 100% 30% 30% 30%
eselection requirements esselection requirements criteria included Criteria included Connect to multi-modal transit networks Connect to multi-modal transit networks Locate projects within existing developed areas Locate projects within existing developed areas Protect, restore, and conserve aquatic ecosystems Protect, restore, and conserve farmland Protect, restore, and conserve farmland Protect, restore, and conserve floodplain functions	100%       100%       30%       30%       30%       30%

0% 🕅

90%

#### DRE3 Points: 4/4

Site o	lesign and development requirements	
Yes		90%
	Criteria included	
	Manage waste by diverting construction and demolition materials from disposal	70%
	Manage waste by diverting reusable vegetation, rocks, and soil from disposal	70%
	Minimize light pollution to the surrounding community	90%
	Minimize noise pollution to the surrounding community	90%
	Perform environmental site assessment	80%
	Protect air quality during construction	70%
	Protect and restore habitat and soils disturbed during construction and/or during previous development	70%
	Protect surface water and aquatic ecosystems by controlling and retaining construction pollutants	80%
	Other	20%
No		10%

## **Materials**

Consideration of the environmental attributes of materials during the design of development projects can reduce the overall life cycle emissions. In addition, consideration of health attributes for materials affects the on-site health and safety of personnel and health and well-being of occupants once the development is completed. This aspect assesses criteria on material selection related to (1) environmental and health attributes and (2) life cycle emissions, as well as disclosure on embodied carbon emissions.

#### DMA1 Points: 6/6

**Materials selection requirements** 

Yes

**Issues addressed** 

Environmental Product Declarations		
	70%	
Health Product Declarations	70%	
Other types of required health and environmental disclosure:	10%	
Material characteristics	90%	
Locally extracted or recovered materials	60%	
Low embodied carbon materials	90%	
Low-emitting VOC materials	70%	
Materials and packaging that can easily be recycled	50%	
Materials that disclose environmental impacts	60%	
Materials that disclose potential health hazards	90%	
Rapidly renewable materials and recycled content materials	70%	
"Red list" of prohibited materials or ingredients that should not be used on the bas their human and/or environmental impacts	sis of 40%	
<ul> <li>Third-party certified wood-based materials and products</li> <li>Types of third-party certification used: Forest Stewardship Council [ACCEPTED]</li> </ul>	70%	
Other	20%	
Applicable evidence		
Evidence provided (but not shared with investors)		[ACCEPTED]

#### DMA2.1 Not Scored

#### Life cycle assessments

## Yes

Percentage of projects completed during the last three years using any calculation method: 25%

Percentage of projects completed during the last three years using whole life LCA: 25%

80%

Assessment type	
Quantitative assessment	80%
Qualitative assessment	40%
Boundaries of the calculation applied	
Cradle-to-gate	10%
Cradle-to-practical completion/handover	30%
Use stage	10%
End-of-life stage	20%
Cradle-to-grave	20%
U Whole life	40%
Other	0%
Standards/methodologies/tools applied	
BBCA Label (Bâtiment Bas Carbone)	20%
E+C- Label (Énergie Positive & Réduction Carbone)	30%
Embodied Carbon in Construction Calculator (EC3) Tool	0%
EN 15978	20%
EN 15804	10%
GHG Protocol - Product Life Cycle Accounting and Reporting Standard	10%
ISO 14040/44	20%
✓ ISO 14025	10%
One Click LCA	20%
□ The Carbon Smart Materials Palette®	0%
□ Whole life carbon assessment for the built environment, RICS	0%

Other	40%
○ No	20%
DMA2.2 Not Scored Embodied carbon	
○ Yes	30%
No	50%
O Not applicable	20%

## **Building Certifications**

#### DBC1.1 Points: 3.11/4

### Green building standard requirements Yes 80% Requirements Projects required to align with requirements of a third-party green building rating system 50% Percentage of portfolio covered: 39.8% Green building rating systems (include all that apply): BREEAM New Construction, NF Habitat HQE, WIREDSCORE, WELL, Quarier durable/Sustainable District, DGNB [FULL POINTS] Projects required to achieve certification with a green building rating system 30% Percentage of portfolio covered: 9.4% Green building rating systems (include all that apply): Quarier durable/Sustainable District [FULL POINTS] Projects required to achieve a specific level of certification 70% Percentage of portfolio covered: 50.8% Green building rating systems: BREEAM New Construction, HQE, WIREDSCORE, WELL [FULL POINTS] [FULL POINTS] Level of certification: Very Good (BREEAM), Silver (WELL), Excellent (HQE) O No 20%

#### Yes

80%

#### **Certification schemes used**

#### Projects registered to obtain a green building certificate

50%

Scheme name / Sub-Scheme Name	Area Certified (m²)	% Portfolio Certified by Floor Area 2022	Number of Assets	% of GAV Certified - Optional 2022
Quartier Durable/Sustainable District	145,754	9.4	4	N/A
BREEAM/New Construction	748,468	48.2	17	N/A
DGNB/New Construction	147,087	9.5	2	N/A
NF Habitat/HQE Construction	49,730	3.2	4	N/A
WiredScore/WiredScore - Design & Construction	42,810	2.8	3	N/A
WELL Building Standard/New Buildings	35,520	2.3	2	N/A

Projects that obtained a green building certificate or official pre-certification

60%

Scheme name / Sub-Scheme Name	Area Certified (m²)	% Portfolio Certified by Floor Area 2022	Number of Assets	% of GAV Certified - Optional 2022
BREEAM/New Construction	93,660	6	2	N/A
	27,538	1.8	1	N/A

○ No	20%
Not applicable	0%

## Energy

This aspect describes the entity's strategy to integrate energy efficiency measures, incorporate on-site renewable energy generation and approach to define and achieve net-zero energy performance throughout design and construction activities.

#### DEN1 Points: 6/6

Energy efficiency requirements	
Yes	100%
Requirements for planning and design	80%

Integrative design process 50%   To exceed relevant energy codes or standards 70%   Maximum energy use intensity post-occupancy 50%   Other 0%   Other 0%   Excepted 70%   Excepted 70%   I Energy efficiency measures 90%   Or conditioning 70%   Commissioning 70%   I Lighting 70%   I Lighting 70%   I Lighting 70%   I Space heating 70%   I Ventilation 70%   I Ventilation 70%   I Space heating 70%   I Other 0%   I Other 0%   I Space heating 70%	Development and implementation of a commissioning plan	30%	
• Maximum energy use intensity post-occupancy       50%         • Other       0%         • Other       0%         • Applicable evidence       0%         Evidence provided (but not shared with investors)       Locepteol         • Air conditioning       60%         • Commissioning       70%         • Commissioning       70%         • High-efficiency equipment and appliances       90%         • Lighting       90%         • Passive design       30%         • Ventilation       70%         • Water heating       80%         • Other       0%	Integrative design process	50%	
Other 0%   Applicable evidence   Evidence provided (but not shared with investors)   I Energy efficiency measures   90%   Ornmissioning   Commissioning   Commissioning   Commissioning   Commissioning   Officiency equipment and appliances   90%   I lighting   Occupant controls   Opsilon   Space heating   Other   Operational energy efficiency monitoring	To exceed relevant energy codes or standards	70%	
Applicable evidence       LACCEPTED         Einergy efficiency measures       90%	Maximum energy use intensity post-occupancy	50%	
Evidence provided Ibut not shared with investors]     I Course     I Air conditioning   I Air conditioning   I Commissioning   I Commissioning   I Energy modeling   I High-efficiency equipment and appliances   I Lighting   I Coupant controls   I Passive design   I Space heating   I Ventitation   I Water heating   I Other   I Other     I Other	Other	0%	
Energy efficiency measures 90%	Applicable evidence		
Air conditioning       60%         Commissioning       70%         Energy modeling       60%         High-efficiency equipment and appliances       90%         Lighting       90%         Occupant controls       90%         Space heating       90%         Ventilation       70%         Other       0%	Evidence provided (but not shared with investors)		[ACCEPTED]
Commissioning 70%   Energy modeling 60%   High-efficiency equipment and appliances 90%   Lighting 70%   Occupant controls 70%   Passive design 30%   Space heating 70%   Ventilation 70%   Water heating 80%   Other 0%	Energy efficiency measures	90%	
<ul> <li>Energy modeling</li> <li>High-efficiency equipment and appliances</li> <li>Uighting</li> <li>Occupant controls</li> <li>Passive design</li> <li>Space heating</li> <li>Ventilation</li> <li>Water heating</li> <li>Other</li> <li>Operational energy efficiency monitoring</li> <li>Mater heating</li> <li>Mater heating</li></ul>	Air conditioning	60%	
High-efficiency equipment and appliances 90%   Lighting 90%   Occupant controls 90%   Passive design 30%   Space heating 90%   Ventilation 70%   Ventilation 60%   Other 0%   Operational energy efficiency monitoring 90%	Commissioning	70%	
Lighting 90%   Occupant controls 90%   Passive design 30%   Space heating 90%   Ventilation 70%   Water heating 80%   Other 0%	Energy modeling	60%	
Occupant controls 90%   Passive design 30%   Space heating 90%   Ventilation 70%   Ventilation 80%   Other 0%	High-efficiency equipment and appliances	90%	
Passive design 30%   Space heating 90%   Ventilation 70%   Water heating 80%   Other 0%	Lighting	90%	
Space heating 90%   Ventilation 70%   Water heating 80%   Other 0%	Occupant controls	90%	
<ul> <li>Ventilation</li> <li>Water heating</li> <li>Other</li> <li>Operational energy efficiency monitoring</li> <li>90%</li> </ul>	Passive design	30%	
Water heating       80%         Other       0%         Operational energy efficiency monitoring       90%	Space heating	90%	
Other     0%       Operational energy efficiency monitoring     90%	Ventilation	70%	
Operational energy efficiency monitoring	✓ Water heating	80%	
	Other	0%	
Building energy management systems 70%	Operational energy efficiency monitoring	90%	
	Building energy management systems	70%	
Energy use analytics	Energy use analytics	80%	

	Post-construction energy monitoring	70%
	Sub-meter	60%
	Other	20%
○ No		0%

#### DEN2.1 Points: 6/6

On-site renewable energy and low carbon technologies				
<ul> <li>Yes</li> <li>Average design target for on-site production: 10%</li> </ul>		90%		
	Renewable energy types			
	Biofuels	0%		
	Geothermal Steam Percentage of all projects: 32.2%	70%		
	☐ Hydro	10%		
	Solar/photovoltaic Percentage of all projects: 70.2%	90%		
	□ Wind	0%		
	Other	20%		
○ No		10%		
⊖ No	ot applicable	0%		

#### DEN2.2 Points: 0.76/2

Net-zero carbon design and standards		
Yes 60% Percentage of projects covered: 50.7%		
	The entity's definition of "net zero carbon" includes	
	Net zero carbon - construction	20%

Net zero carbon - operational energy	50%
Other	10%
The entity uses net zero carbon code/standard	
National/local green building council standard, specify	30%
National/local government standard, specify	30%
International standard, specify Levels Standard from the European Commission [NOT	20%
Cother Immobel has developed what is called a "Global Energy Concept" for its projects that aim for Net Zero Carbon. This concept includes the use of renewable energies for heating and cooling, rainwater harvesting and re- use, using a circular approach to re-use existing construction materials and low-carbon materials	10%
Νο	40%

## Water Conservation

This aspect describes the entity's strategy to integrate water conservation measures in development projects.

#### DWT1 Points: 5/5

Wate	er conservation strategy	
Ye	5	90%
	Strategy elements	
	Requirements for planning and design include	70%
	Development and implementation of a commissioning plan	50%
	Integrative design for water conservation	50%
	Requirements for indoor water efficiency	70%
	Requirements for outdoor water efficiency	60%
	Requirements for process water efficiency	30%

Requirements for water supply	50%	
Requirements for minimum water use intensity post-occupancy	10%	
Other	0%	
Applicable evidence		
Evidence provided (but not shared with investors)	[ACCEPTED]	
Common water efficiency measures include	90%	
Commissioning of water systems	60%	
Drip/smart irrigation	40%	
Drought tolerant/low-water landscaping	40%	
High-efficiency/dry fixtures	90%	
Leak detection system	40%	
Occupant sensors	40%	
On-site wastewater treatment	30%	
Reuse of stormwater and greywater for non-potable applications	60%	
Other	30%	
Operational water efficiency monitoring	90%	
Post-construction water monitoring	60%	
Sub-meter	60%	
Water use analytics	70%	
Other	0%	
	10%	

## Waste Management

This aspect describes the entity's strategy to integrate efficient on-site waste management during the construction phase of its development projects.

#### DWS1 Points: 5/5

Waste management strategy			
Yes		100%	^
Ef	ficient solid waste management promotion strategies		
	Management and construction practices (multiple answers possible)	90%	
	Construction waste signage	90%	
	Diversion rate requirements	40%	
	Education of employees/contractors on waste management	60%	
	Incentives for contractors for recovering, reusing and recycling building materials	40%	
	Targets for waste stream recovery, reuse and recycling	40%	
	Waste management plans	70%	
	Waste separation facilities	80%	
	Other	0%	
	On-site waste monitoring	80%	
	Hazardous waste monitoring/audit	80%	
	Non-hazardous waste monitoring/audit	70%	
○ No		0%	

## Stakeholder Engagement

## Health, Safety & Well-being

This aspect identifies actions to engage with contractors and community, as well as the nature of the engagement during the project development phase.

#### Health & well-being

• Ye			90%
	Desi	gn promotion activities	
	🗷 Re	equirements for planning and design	90%
		Health Impact Assessment	70%
		Integrated planning process	80%
		Other planning process	10%
	☑ He	ealth & well-being measures	90%
		Acoustic comfort	90%
		Active design features	50%
		Biophilic design	50%
		Commissioning	50%
		Daylight	90%
		Ergonomic workplace	40%
		Humidity	60%
		Illumination	70%
		Inclusive design	70%
		Indoor air quality	90%
		Natural ventilation	70%
		Occupant controls	60%
		Physical activity	30%
		Thermal comfort	90%

Water quality	90%
Other	30%
Monitoring health and well-being performance through	70%
Occupant education	60%
Post-construction health and well-being monitoring	50%
Other	10%
○ No	10%
DSE2.1 Points: 1.5/1.5 On-site safety	
Yes	100%
On-site safety promotion activities	
Availability of medical personnel	10%
Communicating safety information	90%
Continuously improving safety performance	70%
Demonstrating safety leadership	50%
Entrenching safety practices	60%
Managing safety risks	80%
On-site health and safety professional (coordinator)	70%
Personal Protective and Life Saving Equipment	70%
Promoting design for safety	70%
Training curriculum	40%
Other	20%

0%

#### DSE2.2 Points: 1.12/1.5

Safety metrics				
Yes	3	70%		
	Indicators monitored			
	Injury rate 1.3	70%		

#### Explain the injury rate calculation method (maximum 250 words)

GG For each construction project, Immobel needs to be informed on how many injuries have happened, where injuries are defined in accordance with the GRESB reference guide. The injury rate is then calculated on the basis of total injuries divided by the number of total sites. The outcome of 1,3 thus means that per construction site, 1,3 injuries happen per year.

	Fatalities 1	70%
	Near misses 5	50%
	Lost day rate	30%
	Severity rate	20%
	Other metrics	0%
No		30%

### Supply Chain

DSE3.1 Points: 2/2

#### Contractor ESG requirements

#### Yes

Percentage of projects covered: 100%

**Topics included** 

90%

Business ethics	90%
Child labor	90%
Community engagement	50%
Environmental process standards	60%
Environmental product standards	70%
Health and well-being	40%
Human rights	90%
Human health-based product standards	40%
Occupational safety	70%
Labor standards and working conditions	90%
Other	30%
2	10%

#### **DSE3.2** Points: 2/2

Contractor monitoring methods					
Yes	5	90%			
	Methods used				
	Contractor ESG training	20%			
	Contractors provide update reports on environmental and social aspects during construction	60%			
	External audits by third party	30%			
	Internal audits Projects internally audited: 100%	60%			
	Weekly/monthly (on-site) meetings and/or ad hoc site visits Projects' meetings and/or site visits: 100%	90%			

Other	30%
O No	10%
Not applicable	0%

## **Community Impact and Engagement**

#### DSE4 Points: 2/2

Com	Community engagement program						
⊚ Ye	S	70%					
	Topics included						
	Community health and well-being	50%					
	Effective communication and process to address community concerns	40%					
	Employment creation in local communities	60%					
	Enhancement programs for public spaces	50%					
	ESG education program	20%					
	Research and network activities	30%					
	Resilience, including assistance or support in case of disaster	20%					
	Supporting charities and community groups	70%					
	Other	10%					

#### **Program description**

CC The Immobel Social Fund reserves 1% of its net profits for supporting organisations and associations operating predominantly in the areas of health, culture and social inclusion. Immobel has designed a programme of philanthropic initiatives which it has made a key focus of its expansion strategy and identity. The Fund's purpose is to provide financial support to professional associations and organisations working in the following three areas: Health, Culture and Social Inclusion.

### Community impact assessment

	······································	
● Ye	25	90%
	Assessed areas of impact	
	Housing affordability	70%
	Impact on crime levels	0% []
	Livability score	40%
	Local income generated	0% []
	Local job creation	30%
	Local residents' well-being	60%
	Walkability score	80%
	Other	20%
0 No	0	10%

#### DSE5.2 Points: 2/2

#### Community impact monitoring

Yes	5	70%
	Monitoring process includes	
	Analysis and interpretation of monitoring data	40%
	Development and implementation of a communication plan	50%
	Development and implementation of a community monitoring plan	30%
	Development and implementation of a risk mitigation plan	40%
	Identification of nuisance and/or disruption risks	60%
	Identification of stakeholders and impacted groups	60%

Management practices to ensure accountability for performance goals and issues identified during community monitoring	10%
Other	10%

#### **Process description**

CC During the design phase, Immobel maps relevant stakeholders at neighborhood level and analyzes the risks, opportunities, and impacts that may block or stimulate a project. Immobel then proceeds to set up a communication plan and to create local alliances to defend the public interest. To reinforce a good communication, Immobel organizes information events to explain the project to local stakeholders and capture feedback as well as distributing other forms of communication such as journals. To monitor the impact during construction, Immobel creates whatsapp groups and holds weekly meetings with local stakeholders to discuss the planning. In general, Immobel collects data on • social purpose defined for each development: o number of local enterprises, associations integrated in programming o number of public spaces created o number and m<sup>2</sup> of public amenities created o number of working houres in construction works performed by people in professional insertion trajectories • m<sup>2</sup> of affordable housing created • m<sup>2</sup> of housing create for specific target groups such as students, elderly people etc. • number of vacant projects that are in pre-configuration or temporary occupation. Additionally, as part of the process for each development project, Immobel conducts an Incident report outlining all of the potential impacts the project will have on the surrounding community. These impacts are presented with the actions proposed to mitigate these impacts. It is then the responsibility of the Technical manager to monitor these identified risks and to adapt the necessary actions to implement if the proposed mitigation actions are not sufficient.

#### Applicable evidence

Evidence provided (but not shared with investors)

No

[ACCEPTED]

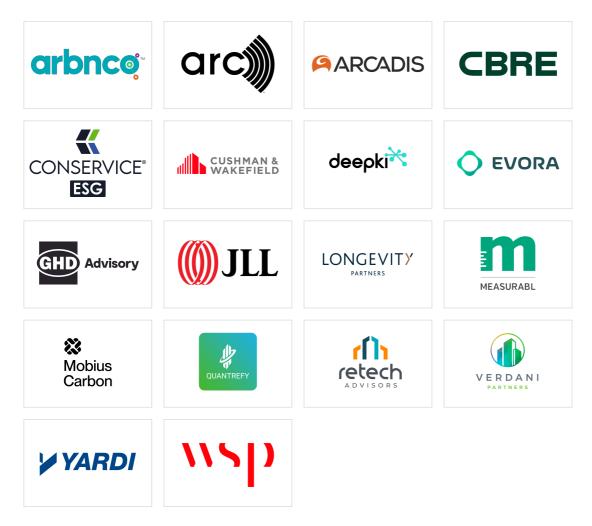
# Appendix

A separate document is added to the benchmark report so that participants can explain their results to investors.

Check Appendix

# **GRESB** Partners

## **Global Partners**



## **Premier Partners**

ABeam Consulting®	accacia	ActivePure	AEC沛舷環保	APATH RESILIENCE	aquicore		AVELON
bopro°		CODEGREEN	Colliers	CSR DESIGN	CUNDALL	Diligent	Profiles Limited
Smartvatten	enertiv	envizi at BM Company	Building a better working world	EN▼IRO SUST▲IN	EAN Technology	💐 FigBytes.	greengeneration"
Green Sequence	CBLEN CHECK	<b>IA</b> PARTIERS		INSPIRED PLC	exsnhorizon		n <u>anoGrid</u>
ONNEC iQ	Paía	₩piimə	Ø Predium	ProptechOS	REALPAGE	savills	Life Is On Scheider
SPECTRAL	STŌK	Example a state of the state of	(UL)	utopi <sup>*</sup>	VARIG	verco	(a) watchwire
ZTP							

## Partners

ATRIUS	🗞 ALASCO	a <sup>r</sup> a. astrance	asia infrastructure solutions		<b>)</b> breea	CATALYST	CLAVIS AUREA	CMS law-tax-future
C <u>@nserve</u> ®	C O O L T R E E	DISTANABLITY INTELIGENCE	EBI Consulting	energo group	Envint Business for Better	Environmental Social Governance Solutions	epstengroup @ A Sales O'Brien Company	ESAengineering
Esusu	KINGSLEY A Graes Hill Company	<ul> <li>Greengage</li> </ul>	网络大编的21册网 GREENLAW ESTIMATE.ITY	GreenTree	Greenviet Building Statalandhe Practices	habitech	HOARE LEA (H)	HXE Partners
+ HydroPoint	In.Corp	JEF 1505 Geneg	€JYG	<b>J\\/</b> +A	KEEPFACTOR	MEON Manage (Japan Baraland KO Internition Construct	W KETER	C LeaseLock
Lombardini22	LOGAN	<b>III</b> mace	C Mestro	MVGM		NDY A TETRA TECH COMPANY	PARTNER energy	PRAXI
× coulasta	pom+	😫 РОРРҮ	Quint B Petcare Security Parquest Security	《 《 RCI智森	REDAPTIVE'	💙 Real Service	Resource Energy	RIĴA <u>PRÍME</u>
	SADE Bustalinebility	Sa Permente Ltd	simplydbs	家長の	Corre Core Corca	stonal Violuyterino data quality At scale	SUREAL	TEKSEZ
MINECLICK		🖏 turntide	Engineers+ Consultants	Z E.R I N HABITAT				