Sustainability Report 2021



BRUSSELS - THE HAGUE - LUXEMBOURG - PARIS - LISBON - DÜSSELDORF - WARSAW - BUDAPEST - BUCHAREST - LONDON



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# AENOR

Strengthened by its European roots, ATENOR intends to participate in the essential transformation of the urban fabric to make cities places of welcome, life, passage, work exchanges where sustainability is integrated in all its dimensions.

> **02** Urban

It is in cities that changes, developments and challenges crystallize. The city is precisely the field of action of ATENOR. ATENOR proposes a forward-looking way of conceiving the city: a living city, in constant evolution, which offers and mixes all the functions, enlivened by vast public spaces, innovative services and amenities at the service of all and thoughtful and concerted mobility.





# **O3** Sustainable

ATENOR is pursuing its commitment to sustainable urban development and an eco-responsible city that gives priority to the quality of life and to its citizens. ATENOR is actively positioning itself among the constantly evolving environmental reference frameworks. Throughout its value creation cycle, ATENOR invests in the development of solutions and technologies intended to contribute significantly to improving the environment.

**01** Developer

ATENOR activity is real estate development. ATENOR acquires brownfield sites or obsolete buildings and through its expertise, designs and builds a new building intended to meet the demand and expectations of the office and residential markets.



Present in 10 European countries and 16 cities, ATENOR opts for dynamic markets, supported by strong growth. ATENOR intends to apply its cross-cutting expertise to each of these cities to exercise its mission as an urban developer by relying on local teams. This geographic diversification is one of the mainstays of the company's economic resilience.

## ATENOR Think & Do Tank

# **ARCHILAB.** thinking for cities

A laboratory of ideas and actions, ArchiLab is the place where ATENOR singularly traces its path towards the future. Open and bold, ArchiLab creates a dynamic within the company for which work and time are allocated. Through its multiple forms, ArchiLab creates a space for observing and applying evolving trends where ATENOR solutions and know-how are brought together and used to anticipate changes in the market, techniques and needs.

Drawing on both its internal resources and external experts support, ArchiLab thoughtfully analyses the main trends, weights the developments observed throughout Europe and translates its observations in ATENOR projects. Through its open, critical and future-oriented dynamic process, ArchiLab is the antidote to the premature obsolescence of real estate developments.

#### Archilab comes in several forms with varying time frames and objectives:

ArchiLab' Sessions : the highest decision-making level of ATENOR (Executive Committee, the International Executives, and the Directors of Communication and Marketing) gather several times a year. Archilab sessions are powerful tools for reflection and decision-making. External experts are regularly invited to share their visions and areas during these. In 2021, the six ArchiLab sessions addressed a wide range of themes, each time followed by concrete actions or major decisions for ATENOR.

ArchiLab' Research: multiple transversal research and analyses are carried out internally through specific themes or ATENOR projects. Each research is developed by dedicated cells. For example: new ways of living and working, certifications, the development of affordable housing in Europe, the activation of building ground floors, the implementation of the European Taxonomy, the setting up and updating of a Green Finance Framework. These research allow ATENOR to make the best decisions and orientations for its developments

ArchiLab' Community : bringing together the expertise of the 10 countries, the Archilab Community gathers the international expertise specific to ATENOR. In each country, a local team has in-depth expertise in market trends, its own network and the flexibility to adapt to the local culture and customs.

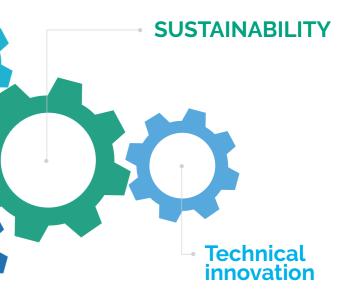
# Architectural quality Societal evolutions

**GRI** Standard Index

ESG fram

Archilab Community makes it possible to share best practices and quick access to European innovations and technologies. This enlarged vision contributes to significantly improve the quality of the projects.

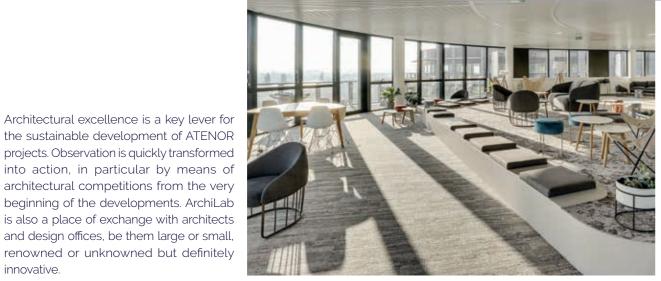
In all its forms, the role of Archilab is to think about the future, to observe the rapid evolution of demands and expectations, to sense new needs and to encourage bold responses. Archilab opens the doors to an appropriate and therefore sustainable design of projects. To anticipate and precede these developments, three main themes are raised, all supported by a logical concern for sustainability.



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01

**Architectural** quality



COM'UNITY - Bezons - Bureau Alberto Pinto





CLOCHE D'OR, Luxembourg - Architects : Moreno Architecture & Associés and A2M

projects. Observation is quickly transformed into action, in particular by means of architectural competitions from the very beginning of the developments. ArchiLab is also a place of exchange with architects and design offices, be them large or small, renowned or unknowned but definitely innovative.



CLOCHE D'OR, Luxembourg - Architects : Moreno Architecture & Associés and A2M



# Technical innovation

During the Archilab'Sessions and Archilab'Research, multiple collaborations are carried out with large industrial groups, university researchers, Think Tanks, start-ups and other professionals who are experts in the topics covered.

ESG fram

**GRI Sta** 

The most sustainable projects are those which best respond to a constantly changing demand. This is why societal trends and evolutions are carefully scrutinized.

Through several concrete cases of ATENOR projects, ArchiLab' Research has developed a new approach to the design of workplaces. This makes it possible to correspond both to a changing demand and a new concern for material resources.

In addition, ArchiLab' Community allows to crossreference observations made in several geographical, cultural, social and economic contexts. The local teams' European roots feed these international exchanges.



Societal evolutions



These themes come together at the heart of ATENOR sustainable development strategy. Indeed, The mission of Archilab is to ensure the long-term sustainability of ATENOR developments through all their dimensions and at every stage of the project.

Thanks to the organic and multifaceted structure of ArchiLab, sustainability is no longer an isolated unit, distinct from the daily activity of the company. On the contrary, ArchiLab mainstreams sustainable development into every ATENOR levels and localisations.

Energy efficiency, carbon neutrality, circularity, materials and waste management, biodiversity, green financing, so many themes addressed by ArchiLab. All these themes have led to a clear and committed sustainable development policy.

From 2019, following an Archilab session, ATENOR has been involved in international certification processes for all its office projects. ATENOR has chosen two of the highest standards, recognized at international level: BREEAM (environmental



# Sustainable developments

LAKESIDE, Warsaw

standards) and WELL (safety and well-being of occupants). These two certifications are also supported by a choice of complementary certifications (HQE, DGNB, etc.) adapted to the local context of the projects.

Furthermore, ArchiLab, as ATENOR ESG think tank, touches the highest level of decision-making in the daily life of the company. The environmental quality of projects is constantly assessed against the most stringent objectives. Concerning ESG in particular, ArchiLab analyses, proposes and carefully monitors the impacts and developments of the criteria of ATENOR Green Finance Framework. In addition, ArchiLab already envisages the eligibility and alignment of ATENOR projects with the EU Taxonomy for 2023.

Finally, the strategy, vision and concrete actions developed are presented later in this Sustainability Report.

# Sustainability policy

# A four pillar ESG trajectory

In 2021, ATENOR set up its own trajectory towards greater sustainability and structures its strategy in the form of PILLARS – CHALLENGES – AMBITIONS and ACTIONS.

This pollicy includes the interconnected and essential dimensions for a sustainable transition, namely the economic, environmental, social and governance dimensions.

The 4 PILLARS of sustainable development on which ATENOR has decided to base itself for a sustainable transition are :



These 4 pillars are intimately linked and constitute the mainstays of the city of tomorrow. A city where the technological and environmental dimensions are considered hand in hand – and not in opposition – with the economic activity necessary to finance economic, environmental and social policies.

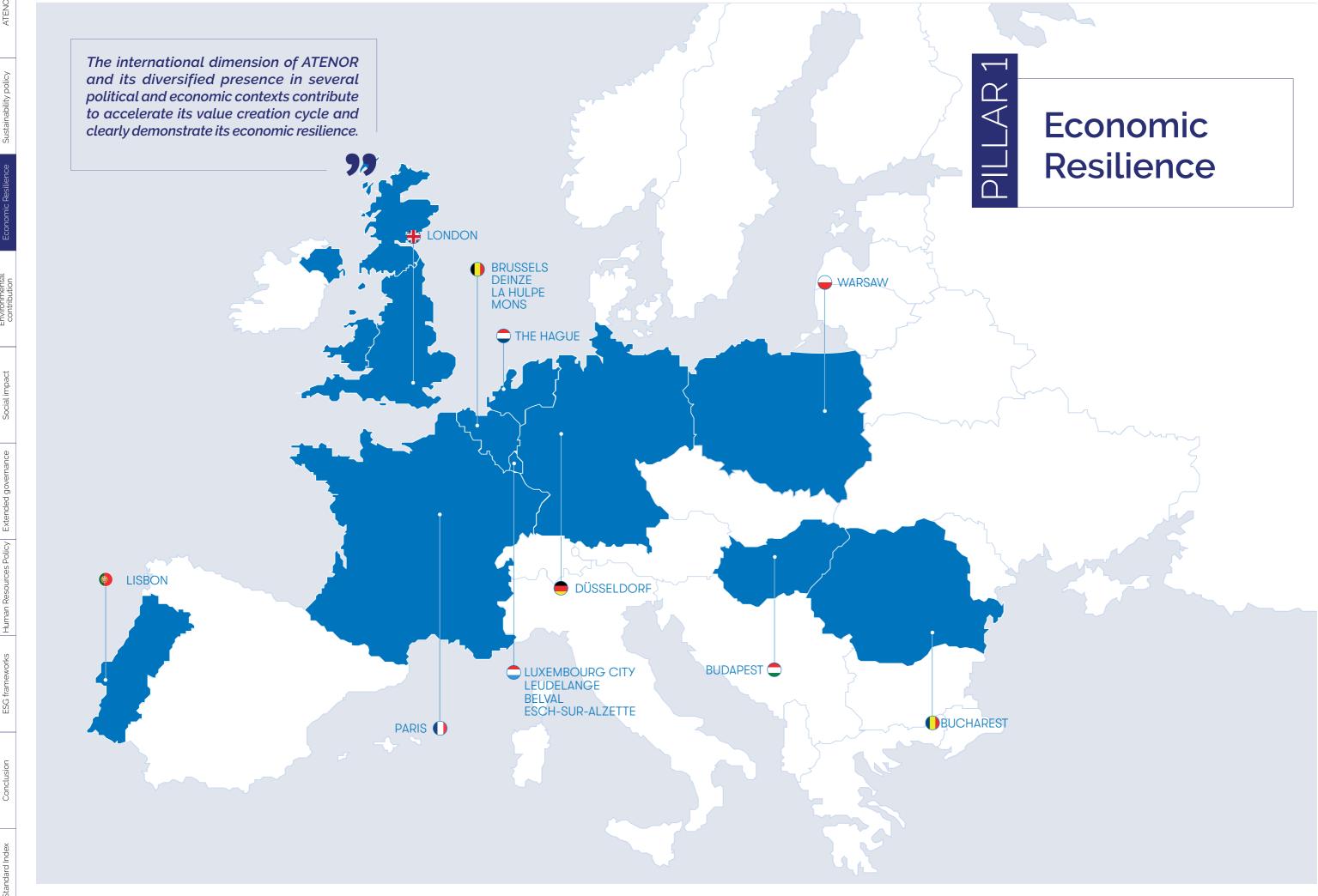
Each pillar includes 5 CHALLENGES. For each challenge, ATENOR has proposed to define AMBITIONS. Finally, concrete ACTIONS illustrate the implementation of each of the ambitions.

ATENOR maps out this trajectory for the next 5 years. This report presents the pillars and the first ambitions and actions defined and implemented in 2021. This general framework will be supplemented according to the actions that will be implemented by ATENOR according to the evolution of the general context of sustainability.

GRI



01 PILLARS Sustainability policy **CHALLENGES** 03 AMBITIONS ACTIONS



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## **5** Economic resilience challenges





Assess and manage the risks associated to the projects in the portfolio





Diversify the type

of projects in

the portfolio

Set up sustainable financing for operations



#### Reduce the average duration of the value creation cycle

In a constantly and rapidly changing political, economic, social and its particularities, the speed of this technological context, ATENOR has rotation certainly differs depending on set itself the objective of accelerating the country, the projects, their size and the rotation of its value creation cycle.

Depending on the local context and their maturity. The acceleration of the

## Value creation cycle



ATENOR places sustainability at the heart of its corporate strategy and integrates it into its economic model. Economic resilience is ATENOR first response to the challenges of sustainability and constitutes the first pillar of its trajectory.

ATENOR builds its resilience around diversity: geographic diversity, functional diversity of the project portfolio, diversity of development stages, diversity of teams and expertise.

Following the logic of its trajectory, ATENOR bases this first pillar around 5 major challenges. These challenges underline the importance of a resilient

strategy driven by agility and adaptability through a diversification of the and their stage of advancement.

ATENOR also translates this resilience through the deployment of the second phase of its growth strategy: the

- 24

strengthening of its local presence. The objective is to consolidate the projects contexts of its presence but also by but also to diversify them by relying a diversification of its portfolio, the on the expertise of the teams in the functionalities and programs offered 10 countries where the company is present This is with particular attention being paid to risk assessment and management.

**GRI** Star

value creation cycle means as much rapid adaptation of supply to demand on the urban level as healthy profitability for the investor.



After the first phase of its growth in the countries where the company is This internationalization allows a better plan, which consisted of extending present is reflected in particular by the distribution of the risks: ATENOR is its geographical presence, ATENOR contribution of its transversal expertise present in multiple economic, political is beginning the second phase of its in support of local expertise. Pursuing and urban contexts, offering geographic development plan by increasing its the growth strategy clearly involves resilience. activity in the countries where it is now strengthening diverse, creative, efficient active. ATENOR long-term commitment and proactive local teams.



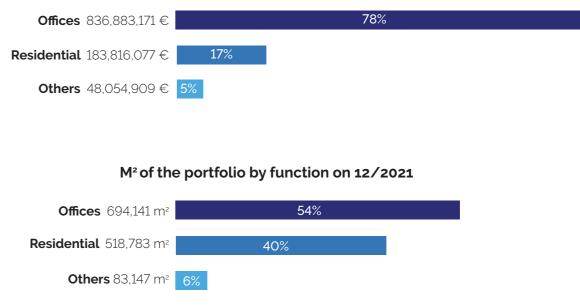


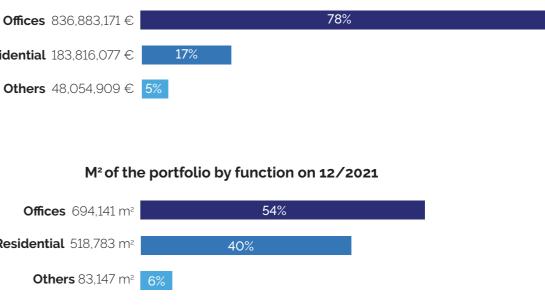
	Group	Belgium	France	The Netherlands	Germany	Luxembourg	Portugal	Hungary	Poland	Romania	United Kingdom
Total	106	52	5	3	3	11	2	14	6	10	/

Diversif

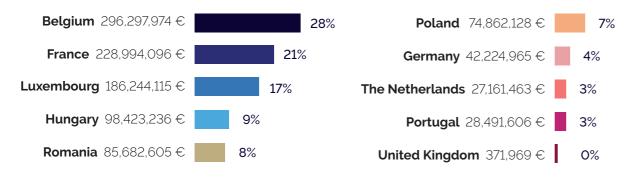
Responding to the multiple developments of the real estate market, ATENOR is interested in a diversified programming of functions demonstrating a wide range of skills. ATENOR intends to maintain this diversification by providing a precise response to the needs identified according to the fundamental developments of the markets and the contexts.

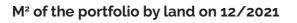
#### Value of the portfolio by function on 12/2021

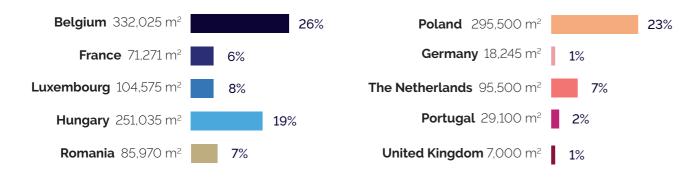




#### Value of the portfolion by country on 12/2021











	03	
y the type of projects	Ð	

Growing in an increasingly constrained world, ATENOR combines its sustainability policy with a concrete risk assessment as described in the Governance Statement. This internationalization allows a better distribution of the risks.

## $\diamond$

By committing to a sustainable a sustainable economy. The issue of financing policy, via the issuance of its the Green Retail Bond, the proceeds Green Retail Bond, ATENOR voluntarily of which totalled 100 million euros, is finance or refinance, in whole or in part, subscribes to one of the objectives of in line with ATENOR ESG policy and the European Green Deal, to redirect thus responded to the growing interest

financial flows towards the financing of of the financial markets and private

#### Value of the portfolio by level of risk on 12/2021



#### M<sup>2</sup> of the portfolio by level of risk on 12/2021





#### Period of allocation : 01-01-2021 au 30-06-2021 Amount to allocate : 100,000,000 €

Project∨	Country∼	Type 🗸	
City Dox IPI	Belgium	Residential	
CCN (50%)	Belgium	Mixed	
Com'Unity (99%)	France	Office	
Heinrichstrasse	Germany	Office	
Roseville	Hungary	Office	
Dacia One	Romania	Office	
@Expo	Romania	Office	

#### The European Green Deal and the related funding will offer ATENOR obvious possibilities to develop a pioneering role in the field of sustainability and to invest in innovation.

ATENOR will launch a new Green Bond in 2022. In its financing policy, ATENOR aims to diversify its sources of financing. In addition to its first Green Retail Bond, the company continued these issues by launching Green European Medium Term Notes (EMTN) in March 2022. This program targets both institutional investors and individual investors to offer them direct participation in the sustainable financing of projects in the portfolio that meet the eligibility criteria of the sustainable financing framework (see the Green Finance Framework section).

Conclusion

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## 05

#### Set up sustainable financing for operations

and institutional investors . The Green Retail Bond has made it possible to sustainable and energy-efficient real estate projects.

#### March 2021 Launching of the first Green Retail Bond 100,000,000 €

m²	$\checkmark$
112,000	
158,000	
37,300	
14,000	
16,200	
16,300	
54.700	





FLEET HOUSE, London

**GRI** Sta

## **5 Environmental challenges**

Give preference to



Reduce emissions of renewable energies and polluting particles and greenhouse gases improve energy efficiency



Develop projects accessible by soft mobility

ATENOR evaluates, measures and acts with respect to its environmental contribution both at the corporate level and at the level of its projects, at each stage of its value creation cycle.

Binding choices have already been made in the 2019 letter to shareholders regarding the 1,300,000 m<sup>2</sup> of projects under development. The environmental contribution of the projects is objectively assessed by the independent international certifications BREEAM and WELL, as well as by other local labels (DGNB, HQE, etc.). These certifications cover all the environmental and human aspects of the projects (carbon emissions, energy, water, waste, biodiversity, mobility, management, pollution, materials, etc.).



Promote innovation and

support sustainable

technologies

Promote circularity

Voluntarily and in anticipation of the Green Deal, ATENOR has committed to reducing emissions of polluting particles and greenhouse gases in the 10 countries where the company is present.

As part of the design of its projects, ATENOR has set itself the objective of giving priority to renewable energies in order to improve energy efficiency, promote circularity and innovation by supporting sustainable technologies.

Finally, by making location and accessibility by soft mobility priority selection criteria for its projects, ATENOR actively commits to its environmental contribution.

## 01 $\bigcirc$ Zero carbon goal

#### Reduce emissions of polluting particles and greenhouse gases.

#### At project level

Renewing the urban fabric with highperformance buildings that consume little energy and therefore emit little pollution contributes significantly to improving our environment. Indeed, the preservation of our living environment requires the reduction of greenhouse

gas (GHG) emissions to mitigate climate change, but also to reduce pollution in cities by fine particles resulting in particular from the combustion of heating systems. Through its energyefficient developments, ATENOR participates in maintaining air quality in urban areas, which is necessary to ensure the sustainability of our cities.



WELLBE, Lisbon

ATENOR projects in the 16 cities where it is present reach or exceed the standards of Nearly Zero Energy Building. These developments, both in renovation and new construction, contribute to maintaining activity in the heart of cities in harmony with the environment.

**GRI** Standard Ind

ATENOR is aware of the role it plays in the sustainable environmental performance is defined for any development by ATENOR. ArchiLab Research also makes it possible to update and precisely monitor the environmental development of each project as well as European regulatory frameworks. This data also makes it possible change of the European Green Deal. to achieve environmental maturity and to anticipate the future performance of projects under development.

This commitment is anchored in ATENOR ESG strategy and transition of cities. For this, Archilab is the place where the underlines the company's adherence to high environmental standards, but also to the well-being and comfort of occupants. Through the design and development of its projects as well as its corporate policy, ATENOR is resolutely in line with the objective of substantial mitigation of climate



DACIA ONE, Bucharest



AU FIL DES GRANDS PRÉS, Mons



At the end of 2021, ATENOR announced the obtaining of "CO2 Neutral"® certification in partnership with CO2logic. CO2logic awards "CO2 Neutral"® certification to organizations that calculate, reduce and compensate for their climate impact. Since 2015, this label has also been validated by Vinçotte, an independent international certification body.

Since 2019 and as part of its global social responsibility approach, ATENOR started a partnership with CO2logic in order to calculate the company's various emissions in all the countries where it is present. This certification is the result of the approach undertaken by ATENOR that has screened all the areas on which the company has an impact. ATENOR is now taking the next step by using this data to put in place, by 2030, a rationalized plan and strategy to reduce its climate impact.



Still at the corporate level,

ATENOR continued its initiative launched in 2020 and, thanks to the renewal of the partnerships concluded in 2020, planted 2021 trees for 2021 in 9 of the 10 countries where the company is present. The action goes on until 2025.



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ATENOR Hungary, 2021 trees in 2021



#### Give preference to renewable energies and improve energy efficiency

ATENOR contributes to the objective of "mitigating climate" objective of Nearly Zero Energy Building. An innovative and change" of the European Taxonomy. It is in this sense that its entire portfolio of projects is designed to limit greenhouse the need for energy to almost zero consumption. gas emissions as much as possible.

The energy efficiency of buildings is the key lever for substantial action on greenhouse gases and therefore on one of the main causes of climate change. For this reason, all ATENOR projects are evaluated according to an ambitious

voluntary design of the projects makes it possible to reduce

Once the buildings have been optimized to consume little energy, the latter is preferably produced using renewable (solar, etc.) and non-polluting resources.

> 100% of ATENOR residential projects are NZEB



LIV DE MOLENS, Deinze

#### Promote circularity

Under the leadership of ArchiLab in particular, the theme of renovation and waste management has been adopted as a prerequisite for any development.

From this perspective, when even fractional sorting with the analysing a new development, the possibility of renovating the of demolition waste, while offering existing building now arises quality building materials with during the preliminaries; not as negligible environmental impact. a dogma, but as a credo. For This reflection led to a concrete example, in November 2021 ATENOR filed a permit application providing for major renovation the circularity of its materials of the BEAULIEU building in the Brussels region.

to organize an inventory of all the also be a flagship project in terms materials in order to analyse the of renovation. possibilities of reuse, recycling or

objective of reducing the quantity collaboration for the BEAULIEU project in order to integrate within the framework of its development.

The company Bopro was selected In London, FLEET HOUSE will



**BEAULIEU**, Brussels

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ESG fran



#### Circularity and renovation



FLEET HOUSE, London





ର୍ଚ୍ଚ 04 Mobility

Soft mobility to serve the city. ATENOR has been working for many years to implement and associate soft mobility solutions to its projects. By giving preference to locations close to public transport, often served by a vast network of cycle paths, ATENOR participates in the creation of more responsible mobility. In addition to relieving traffic congestion and reducing pollution, this policy also aims to open up certain districts by reconnecting them to city centres. In addition, and more and more, the ground floors of buildings are fitted out to accommodate spaces or premises for bicycles, cargo bikes and secure scooters, charging stations, car parks

These mobility solutions are now an integral part of the projects developed by ATENOR.

for shared vehicles, etc.



LAKE 11, Budapest



LAKE 11, Budapest

ATENOR affirms its ambition to propose innovative projects, in particular by integrating sustainable technologies such as geothermal energy or community energy within districts, in collaboration with other owners. The use of photovoltaic panels is recurrent, but the development of the technology concerning them is the subject of our attention.

Technological developments and other proptech's are analysed in order to be integrated, if necessary, in a relevant way into the use of buildings. Finally, the conversion of overabundant car parks is included in the optimization of the energy balances of the buildings to be redeveloped.



#### Promote innovation and support sustainable technologies



- 40 -

GRI Star

Acting for sustainable, attractive, resilient, friendly and inclusive cities

# Social impact

PILLAR 3

Mindful to urban needs and evolutions, ATENOR intends to have a positive long-term impact on territories by regenerating industrial wasteland, by providing support for the local economy and employment, by introducing nature into the city, by responding to the shortage of affordable housing and by embellishing districts in particular

More than housing or offices, ATENOR projects are real living spaces, intended to be integrated into their urban and social environment. At all times ATENOR

takes into account the impact of its projects and ensures the creation of economic, environmental, social and

This is the reason why ATENOR has specified a 'Social Impact' pillar in its

ATENOR affirms its social impact at several levels: at the level of the projects, at the level of the city, at the level of the outside world and finally, at the level of

through Street Art.

cultural added value.

sustainability trajectory.

all its associates.

**GRI** Sti

## **5 Social challenges**



FORT 7, Warsaw



#### MOVE'HUB. Brussels

## 01

## $\odot$

#### Promote the general well-being of the occupants

ensure the general well-being of by public transport are also priority their occupants based mainly on the criteria linked to well-being. ATENOR reflections carried out within ArchiLab: also enhances its projects with green societal changes, activation of the spaces, gardens, spaces for vegetable ground floor, proptech's, new ways gardens, balconies and terraces.

ATENOR designs buildings which of working, location and accessibility



Finally, to further reinforce its ambition, ATENOR has chosen WELL certification (air, water, light, sound, thermal comfort, etc.) for all of its office projects.

LAKESIDE. Warsaw

#### Improve the urban living environment

Bringing life to and beautifying urban districts, bringing former industrial wastelands back to life and transforming them into mixed and sustainable districts, ensuring the well-being of citizens and respect for diversity, these are all objectives that guide ATENOR in its societal approach. It is in response to the plurality of the city that ATENOR integrates into its vision other levers of action to create social value.

#### Art for cities :

In 2019, wishing to go a little further in its role as an urban player, ATENOR chose to take a fresh look at cities. Sharing the same passion for cities, their stories, their citizens and their evolutions, ATENOR and Benoît Feron have joined forces to launch the "Art for Cities" exhibition. "Art for Cities" stages Street Art, an art accessible to all, which contributes to the embellishment and animation of often neglected districts in all the cities where ATENOR is present.



Art for Cities, Lisbon

02

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Art for Cities, Warsaw



#### Wake Up the City :

Revitalize urban districts, create social ties, celebrate the return to the office - all around a cup of coffee! Wake Up the City took place from September to October 2021 in all the strategic districts of Europe where ATENOR is present, offering a moment of friendliness and discussion over a cup of coffee. This coffee moment symbolizes ATENOR commitment to a plural, open, unifying urban life, rich in its diversity and its exchanges. In total, more than 10,000 coffees were distributed in the towns where ATENOR is present, so many unifying moments and smiles.

## 03

Solution

#### Provide assistance and support to associative fabrics

The associative fabric contributes to the revival of urban neighbourhoods. Close to the inhabitants, these structures are a vector of social ties, they meet concrete needs and provide many services, particularly to the most disadvantaged groups. They help to enliven district life and bring citizens and institutions closer together, as well as citizens and businesses. These are important players in the city.







ATENOR dedicates an annual budget to associations in order to provide them with assistance and support. ATENOR has made donations for medical research, provided logistical support for the organization of events for associative purposes, and forges partnerships with a whole series of associations.

In 2021, for the second consecutive year and by way of end-of-year greetings, ATENOR is acting in partnership with local associations working in favour of the most deprived in the countries where the company is present.

Actions have been implemented in other cities, notably in Bucharest where ATENOR has established a partnership with SOS Villages d'Enfants and cofinances the renovation of two foster homes for children near the Up-Site Bucharest project. The architects, general contractors and subcontractors are stakeholders in the project.



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SOS CHILDREN' S VILLAGE Bucharest

**GRI** Sta

04  $\bigcirc$ 

#### Ensure the health and well-being of all associates

#### The health and safety of all associates is a priority for thanks to a mix of formal and informal collaborative spaces, ATENOR.

The company provides the most appropriate resources and work tools and ensures efficient, high quality and comfortable working conditions by integrating the "New This point is an integral part of the Human Resources Policy. Ways of Working" into its offices design. Offices that offer more flexible, brighter, airier spaces, promoting exchanges

but also individual offices and shared spaces in complete safety (acoustic efficiency, perforated glazing for reducing noise emissions, etc.).

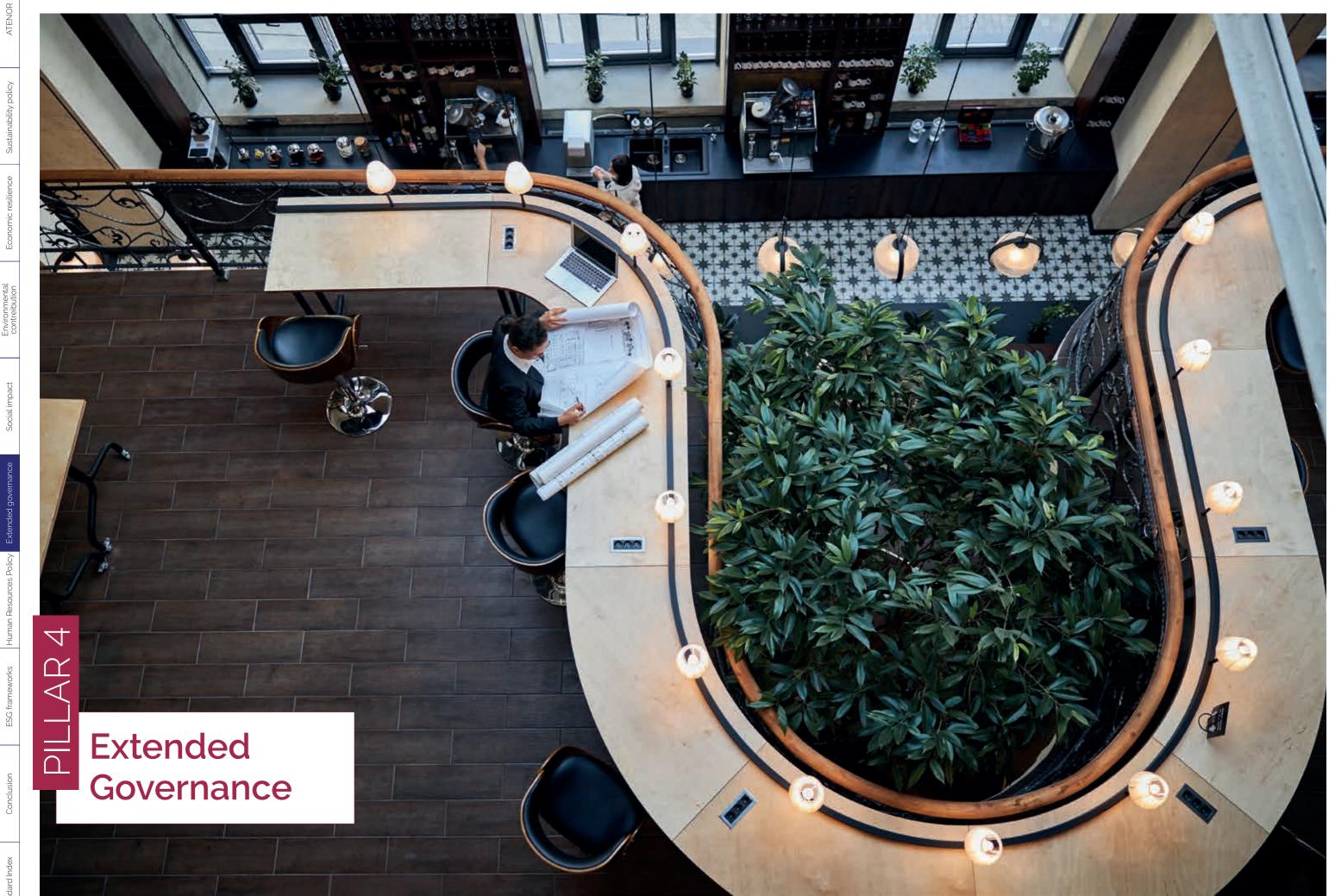
The corporate culture is the synthesis between fundamental ATENOR has a high talent retention rate. All associates human values (respect, communication, courage and are at the centre of the company and create the unique integrity) and an economic context of performance. human capital of all the skills, knowledge and experience accumulated by the team. Internal communication and The company is the place of a possible balance between continuous training are stimulated on a daily basis.

an exciting and efficient professional life and a personal life such as everyone has chosen. ATENOR ensures that all its associates benefit from this balance. This is a constant item on the agenda of the Executive Committee and recurring in the evaluation criteria for Country Directors.

## 05 ۵î۵

#### Maintain a fulfilling corporate culture for and respectful of everyone





GRI

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**5 Governance challenges** 



As a listed company, ATENOR rigorously complies with all the regulatory provisions in terms of governance. But beyond the regulatory provisions, ATENOR makes extended governance a mainstay of its corporate culture and a reference for its principles and management methods

O1 Ensure the quality of procedures for clear and transparent information

equality

ATENOR gives priority to the quality of information procedures and especially financial information. The group maintains its requirements in terms of clear and transparent communications and ensures that this is the case for all associates across the 10 countries where it is present. In this respect, ATENOR published more than 35 press releases in 2021 in order to inform the markets about the development of its activities.



values and expertise

02 ≣

#### Consider the implementation of the Sustainability Policy as an evaluation criterion in the Remuneration Policy

The alignment of resources with the company's objectives is a basic principle of ATENOR management. Since the Sustainability Policy is an integral part of the group's objectives, it is essential that all associates are informed and made aware of it. In more concrete terms, the remuneration



#### Organize a balanced decision-making process

Acting for cities means continually arbitrating between various opinions and multiple stakeholders. ATENOR is convinced that the broader and more anticipated the taking into account of criteria relating to a given situation is, the more harmonious and contributing will be the development of a project. The sustainability and environmental footprint are taken into account on a permanent basis.



## 04

#### Ensure diversity and equal opportunities between all company associates

	WOMEN	MEN
Belgium	50%	50%
Group	50%	50%
	WOMEN	MEN
Board of Directors	37.5%	62.5%
Executive Committee	/	100%
Management	25.45%	74.55%
Other Staff	84.78%	15.22%

#### The growth of ATENOR and its performance are based on the quality of the services provided by its associates. It is therefore in the interest of the group that everyone, without distinction, can benefit from the best support and thus deliver the best of themselves in optimal conditions. ATENOR observes on a daily basis how much encouraged and accepted diversity, not only of gender but also of culture, contributes both to the wellbeing of its associates and to the satisfactory development of the group.

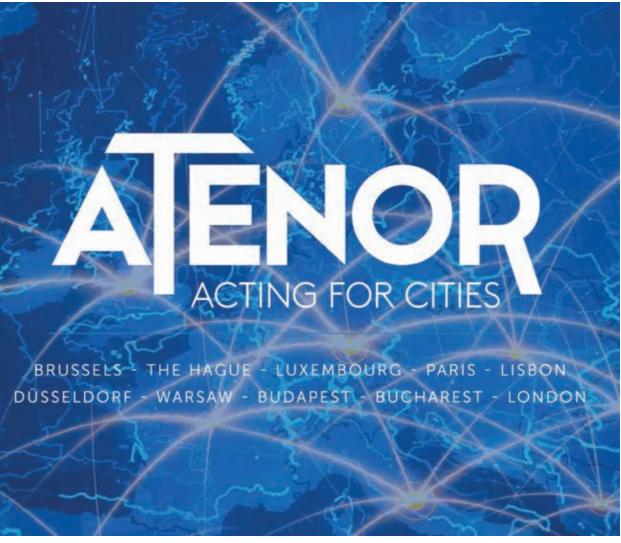
05 

#### Aim for the international influence of values and expertise

The profession of real estate developer must be accompanied by the values of integrity, transparency, and high and irreproachable ethics. The international structure of ATENOR adds to the requirement in this regard. Through daily operational exchanges, particular attention is given to respecting the basic values on which the group is based. Corporate events that bring together teams from multiple countries

are all opportunities to remind these fundamental principles.

The motivated, dynamic and efficient ATENOR team constantly exchanges international experiences and skills, in particular within the framework of the Archilab' Community. In addition, crossfunctional functions (environmental management, architects, financial and accounting management, legal



R





advice, marketing & communication, etc.) promote the circulation and consolidation of skills at all stages of development. Mutual consultation between the 10 countries where ATENOR is established accelerates the transfer of expertise and trends, naturally placing ATENOR at the heart of international influence.











Associates

Total

Group

106



ATENOR has observed one of the lowest turnover rates in its sector, testifying to an active and rewarding human resources policy.

Germa

3

Netherlands

3

France

5

52

# Human **Resources Policy**

policy in the 10 countries where the company is present. By placing the individual at the centre of its concerns, the corporate culture conveys that each associate shares these values and this pride in belonging.

ATENOR aligns its human resources policy on two guidelines of the EU Taxonomy fixing minimum standards :

- OECD guidelines for multinational companies
- United Nations guiding principles on business and human rights

The 4 pillars











ıy	Luxembourg	Portugal	Hungary	Poland	Romania	Great Britain
	11	2	14	6	10	/

< 5 years 5-10 years 10-15 years 15-20 years > 20 years



Talent development is one of the pillars of management. Our human capital is our greatest asset and is the source of our competitive advantages.

ATENOR therefore attaches great importance to the continuous training of its associates.

In concrete terms, the training programs offered to the various actions taken by ATENOR. Thanks to the associates can take different forms and are adapted to each individual profile: technical, finance, languages, communication, personalized coaching.

In addition, ATENOR organises and finances participation in seminars, study trips and postgraduate studies.

ATENOR has also created its own "think tank" (called ArchiLab) to which personalities and external experts are regularly invited. Through these meetings, ArchiLab participates in continuing education.

In general, informal meetings are promoted and encouraged so that specific skills can circulate through all the associates of the group.



When new associates join the company, they benefit from extensive training on internal procedures, the culture and values of the company and the tools made available.

An abundance of internal information circulates amongst the personnel in order to explain to them SharePoint platform, all associates have access to company information, procedures, tools and news. Structured information campaigns are also regularly organised to inform associates of the actions and decisions of the company.

Finally, the magazine DiverCity 'Explore the Cities', launched by ATENOR in 2010, provides all team members with a vision and knowledge of the various aspects and issues related to the city, ATENOR's preferred place of action.

#### The recognition and remuneration policy

planation of what the company expects from its collaborator: at the start of the expectations are described.

At the end of the year, all associates benefit from an evaluation, a moment of listening and dialogue. For the sake of transparency and objectivity, the interview is prepared and supported by an evaluation matrix and discussions with other team members who have interacted with the person being evaluated.

The evaluation moment is therefore a special moment during which associates perspectives.

All recognition begins with a clear ex- This evaluation interview leads to a possible promotion or salary review and to the determination of the variable part year, all associates receive an "expecta- of the remuneration. This is determined tions form" in which general and specific in part on the overall performance of the company, and in part on the performance of the associate.

> The recognition is also expressed over the long term: associates are involved in the progress of the company through the implementation of a stock option plan based on the company's share price.

Refer to the remuneration policy for further details.

can express themselves and objectively review the past year and discuss new



#### Contracts Group Full time 101 Part-time 05 Permanent Contract 100%

Training





Ecor

Social impact

ided governance

ESG frar

Conclusion





Percentage of associates evaluated each year

ATENOR is active in the heart of cities, an environment in constant evolution. ATENOR is constantly looking for innovations and solutions to meet the expectations of city dwellers.

This agility creates so many possibilities for development and progression for each team member. The management is thus attentive to the aspirations and ambitions of its associates, and ensures their satisfaction by preferably matching any new challenge facing the company to the skills available in the company.

Each team member is invited to explore, if they wish, new areas of expertise

## 04

#### A strong corporate culture

fundamental human values (respect, communication, courage and integrity) and an economic context of recognised as the bearer of these values. performance.

This culture assumes that the profit generated by the company is the result of the activity of everyone, acting individually and collectively.

The corporate culture is the synthesis between It is therefore important that each team member is motivated by common human values and feels

> The company is the place for a possible balance between an exciting and successful professional life and a personal life as each has chosen. ATENOR ensures that its associates benefit from this balance.



#### Well-being at work

This is an integral part of the corporate culture. The safety and health of all associates is a priority.

(a new, more efficient communication system, new software such as Teams and Zoom) and ensures comfortable workingconditions(renovationofoffices for clearer, more ventilated spaces, promoting a mix between individual offices and shared spaces in complete safety, perforation of the windows to reduce the emission of waves, new ultra-equipped kitchen, etc.).

Stress management is an important part of our HR policy. By promoting transparency and objectivity in the expectations and objectives set, The company provides the most ATENOR also gives its team members appropriate resources and work tools the necessary resources (technical, training, exchanges, time, etc.) to achieve them. Information on the development of the company is disseminated in order to reassure each associate of the quality of their working environment.











The management pays particular attention to the personal and private problem of any associate, with discretion and benevolence

bility policy

Informal communication is fostered, and even encouraged, not only for professional purposes, but also for social and personal purposes. Corporate events are organised three times a year to build and maintain relationships between colleagues. These events are designed to offer each associate an "experience" and an original and rewarding experience.

The Management is also attentive to personal and private difficulties, each associate receives respectful, discreet and considerate treatment.

#### **Diversity and pluralism**

The company is committed to the objectives of diversity and pluralism, sources of wealth and innovation. Active in g countries, the company enjoys an enriching multiculturalism in the broadest sense and ensures respect for diversity.

#### In terms of recruitment, ATENOR adopts a policy geared towards greater diversity.



PERCENTAGES **Belgium and Group** 



**Executive Committee** 











Management

74.55%



## Other Staff

15.22%



84.78%

25,45%

53.77

42.75

COMEX AVERAGE AGE

# **ESG Frameworks**

Voluntarily and through the strength of its commitment, ATENOR emphasizes its ambitions by positioning itself in particular in relation to two reference frameworks :

## The 17 United Nations Sustainable Development Goals (SDGs)



The positioning of ATENOR with regard to the SDGs and the ATENOR is not simply aligned with the SDGs, ATENOR ESG criteria was the subject of ATENOR first Sustainability contributes to their concrete achievement. Aware that such Report (2020). a contribution requires additional efforts and ambitions, ATENOR has redefined its sustainability strategy for 2021.

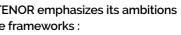
ATENOR

**GRI** Star

Conclu



ESG principles are integrated into each step of ATENOR value creation cycle



#### **EU Taxonomy**

"All investments and all projects shall be stamped 'EU Taxonomy eligible' depending on the measures which will be taken at European level"

Commission communicated its action plan to finance sustainable growth. With, at the heart of this plan, the European taxonomy, or green taxonomy: a tool enabling the precise definition and identification of economic activities that can be considered "sustainable",put another way, a list of activities considered to be "sustainable", including the technical criteria for assessing them as such. The taxonomy therefore becomes an essential benchmark for directing investments towards truly sustainable projects.

In March 2018, the European The European Green Deal and its Furthermore, ATENOR dense and related funding offer ATENOR obvious possibilities to develop a pioneering role in the field of sustainability, to invest in innovation and sustainable technologies, even to develop new All investments and all projects business models.

> the European taxonomy, ATENOR has chosen to contribute substantially terminology) to the objective of sense that its entire portfolio of projects is designed to limit greenhouse gas emissions as much as possible.

gualitative projects, close to public transport nodes, accessible by soft mobility, make a major contribution to the sustainable challenges of a city. designed and carried out must from 2022 be stamped "taxonomy eligible", Among the 6 objectives defined by depending on the measures that will be taken at European level.

(according to the established ATENOR aims to make a substantial contribution to the objective of "mitigating climate change". It is in this mitigating climate change and not to cause significant harm to any of the other environmental objectives.

01	Climate change mitigation	Substantial contribution: >> energy efficiency (see NZEB)
02	Adaptation to climate change.	Analysis carried out systematically within the framework of BREEAM
03	Sustainable use and protection of water and marine resources	Sustainable use and protection of water resources in buildings
04	Transition to a circular economy	Transition towards a circular economy, waste prevention and recycling. See the sustainability policy and BREEAM criteria
05	Pollution prevention and reduction	Reduction and prevention of the building material pollution
06	Protection of healthy ecosystems	Biodiversity protection and choice of project location within urban environments

## **ATENOR** Acting for Sustainability

ATENOR did not wait for the arrival of the European Concerned about its staff and the stakeholders of its projects, Taxonomy and related regulations to engage for many years ATENOR constantly evaluates its social impact and the best in sustainable development. On the contrary, the proliferation ways to improve it within the company and in the cities where of ESG indices, ratings and publication obligations finally the company is present. The actions bear witness to this, makes it possible to enhance" the high environmental quality but also the low turnover among employees. Moreover, the of its project portfolio. diversity promoted and accepted, not only of gender but also of culture, contributes both to the well-being of employees Strengthened by its economic resilience policy, ATENOR and to the satisfactory development of ATENOR

relies on diversification to ensure results regardless of successive crises: geographic diversification with 10 Finally, extended governance is an integral part of ATENOR international locations, diversification of the portfolio with sustainable development policy. With ArchiLab, ATENOR has an increase in its residential share to 6,000 housing units, and chosen an organic development of sustainability within the diversification of the stages of project development with a company. Sustainable development is not restricted to the balanced distribution from acquisition to sale. Furthermore, responsibility of an isolated cell of a few people, but affects the acceleration of the value creation cycle is supported each employee at all levels. Through its multiple forms and activities, ArchiLab enables concerted decision-making as by the international expertise developed within ArchiLab. The long-standing commitment to the environmental well as an increase in expertise within all teams. contribution for guality and sustainable developments materializes in the concrete results of the projects: the In an increasingly competitive and demanding market, office projects are certified at least BREEAM Excellent and ATENOR distinguishes itself by its projects that are both 6 of them even reach the Outstanding level. As regards visionary and anchored in its international expertise. the occupants, the office projects are also certified at least This ensures the primary and respectable vocation of Well core minimum Gold. In addition to these international development, namely the adaptation of the urban fabric to certifications, other local certifications complete these results the evolution of the economic, social, environmental and for certain projects: Carbon Neutral, Passive House, DGNB, technological framework. Through its gualities, its history Nabers, HQE, wired score, Seco Comfort, Kfw... and its actions, ATENOR naturally establishes itself as the guarantee of a sustainable investment.

63

In terms of residential developments, ATENOR highlights the incredible energy performance of its projects, with an average consumption limited to 31 kWh/m<sup>2</sup> per year, or 42% energy savings compared to the Nearly Zero Energy Building standard.

Sistainability policy

Сe

Economic resili

## **GRI Standard index**

This report has been prepared in accordance with GRI Standards: Key Compliance Option

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ESG fram

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403-9	Work-related injuries	0, pg 59	3,8,1
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404-1	Average hours of training per year per employee	47, 56, 59	4,5,8,
404-2	Programs for upgrading employee skills and transition assistance programs	47, 56-57, 59	4,8
404-3	Percentage of employees receiving regular performance and career development reviews	57	5,8,1
GRI 405 Dive	ersity and equal opportunity		
405-1	Diversity of governance bodies and employees	7, 52, 60, 63, 79	5,8,1
405-2	Ratio of basic salary and remuneration of women to men	92	5,8,9
GRI 406 Nor	n-discrimination		
406-1	Incidents of discrimination and corrective actions taken	There were no cases of discrimination during the past financial year.	5,8,1
GRI 413 Loca	al communities		
413-1	Operations with local community engagement, impact assessments, and development programs	3, 14-19, 26, 38, 43-46, 63, 96-99	2
GRI 414 Sup	plier Social Assessment		
414-1	New suppliers that were screened using social criteria	1, 3, 53, 63	8,16
414-2	Negative social impacts in the supply chain and actions taken	There were no negative social impacts during the past financial year.	5,8,1
		, ,	
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CDL 447 Mort	keting and Labeling		
417-1	Requirements for product and service information and labeling	50, 78	12
	Incidents of non-compliance concerning marketing		
417-3	communications	0	16
CPI 440 See	in-economic Compliance		
GRI 419 50C	Non-compliance	Thore were no popultice during	
419-1	Non-compliance with laws and regulations in the social and economic area	There were no penalties during the past financial year.	16
Product resp	ponsibility :		
			4, 6, 7, 8,

	upational health and safety		
.03-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	0, pg 59	3,8
.03-9	Work-related injuries	0, pg 59	3,8,16
04 Trair	ing and education		
04-1	Average hours of training per year per employee	47, 56, 59	4,5,8,10
.04-2	Programs for upgrading employee skills and transition assistance programs	47. 56-57. 59	4,8
.04-3	Percentage of employees receiving regular performance and career development reviews	57	5,8,10
05 Dive	rsity and equal opportunity		
05-1	Diversity of governance bodies and employees	7, 52, 60, 63, 79	5,8,10
.05-2	Ratio of basic salary and remuneration of women to men	92	5,8,9,10
06 Non	-discrimination		
.06-1	Incidents of discrimination and corrective actions taken	There were no cases of discrimination during the past financial year.	5,8,16
13 Loca	l communities		
13-1	Operations with local community engagement, impact assessments, and development programs	3, 14-19, 26, 38, 43-46, 63, 96-99	2
	blier Social Assessment		
14-1	New suppliers that were screened using social criteria	1, 3, 53, 63	8,16
14-2	Negative social impacts in the supply chain and actions taken	There were no negative social impacts during the past financial year.	5,8,16
16 Cust	omer health and safety		
16-1	Assessment of the health and safety impacts of product and service categories	3, 43, 46, 82, 93	
16-2	Incidents of non-compliance concerning the health and safety impacts of products and services	0	16
T Movi	eting and Laboling		
17-1	Requirements for product and service information and labeling	50, 78	12
	Incidents of non-compliance concerning marketing		
17-3	communications	0	16
	o-economic Compliance		
19 3000	Non-compliance with laws and regulations in the social and	There were no penalties during	
19-1	economic area	the past financial year.	16
ict resp	onsibility :		
	CRE8 Type and number of certifications, ratings and labels	7 40 00 05 05	4, 6, 7, 8, 10, 1
		7, 19, 32, 35, 63	1

GRI 203 Indirect economic impacts

GRI 206 Anti-competitive Behavior

and procedures

Communication and training about anti-corruption policies

Confirmed incidents of corruption and actions taken

GRI 205 Anti-corruption

205-2

205-3

1, 3, 8, 9, 11

16

16

16

7,8,12,13

7,8,12,13

7,8,12,13 7,8,12,13

7,8,12,13

7,8,12,13

6, 12 6,8,12

3,12,13,15

3,12,13,15

3,12,13,15

3,6,8,11,12,15

16

5,8,10

3, 8

44-45

100%

There was no incident of corruption

during the past financial year.

There were no legal actions for anti-competitive behavior, antitrust

law violations and monopoly practices during the past year.

> 19, 32, 37, 39 19, 32, 37

19, 32, 36, 63

19, 32, 36, 63

19, 32, 36, 39, 62-63 19, 32, 36, 62-63

19, 32, 62

19, 32, 62

32, 33 - 35

32, 33 - 35, 38

32, 33 - 35

32, 37

There were no penalties for non-compliance during the past

fiscal year.

47, 55-56, 60 56, 90 - 91, 157, 186