A RESPONSIBLE FUTURE

We are an international workspace provider. We've already delivered healthy offices following responsible principles to over 65,000 people, and after 26 years in the market, the time has come for us to collect all our experience and reflect on all the actions we have taken in the past to transfer it into an extensive standardised **ESG** strategy.

> ESG is a framework covering environmental, social and governance areas, which considers how a company performs as a steward of nature, examines how a company manages its relationships with employees, suppliers, customers and the community, and finally deals with how a company is governed.



2011

We started pursuing BREEAM certification for our projects. Forum

Responsible from the very beginning

At HB Reavis, we've always approached projects with the principle of responsibility in mind, acknowledging the environmental impact that our business has and taking adequate actions to minimise this impact as much as we can.

For almost a decade we continuously work on improving standards of our projects by overachieving requirements of local legislation and certification standards.



In recent years, we've evolved from being a traditional brick and mortar real estate developer to an international workspace provider that puts people and their health at the centre of every activity.

Adding to everything we have done in the past, new exciting challenges like reducing our carbon footprint, implementing objective measures for evaluating performance of our buildings and setting up future-oriented goals are ahead of us.





We are well aware that a company doesn't turn into a responsible one just by issuing an ESG brochure or having tons of departmental meetings. We realise that all the parties involved need to do their part - us, our occupiers, business partners, suppliers, local neighbourhoods, authorities and even every single employee that comes to enjoy the comfort and standards our buildings have to offer

2015

Váci Corner Offices in Budapest, completed in 2014, were awarded an "Excellent" BREEAM rating, making it the only office building in Hungary at that time to be awarded such a high sustainability certification.

In the end, we find our occupiers are expecting the highest ESG standards from us because, undoubtedly, a way to help them achieve their own goals, run their businesses and do their jobs is to provide an environment that is ready to meet the toughest requirements.



How far does it go?

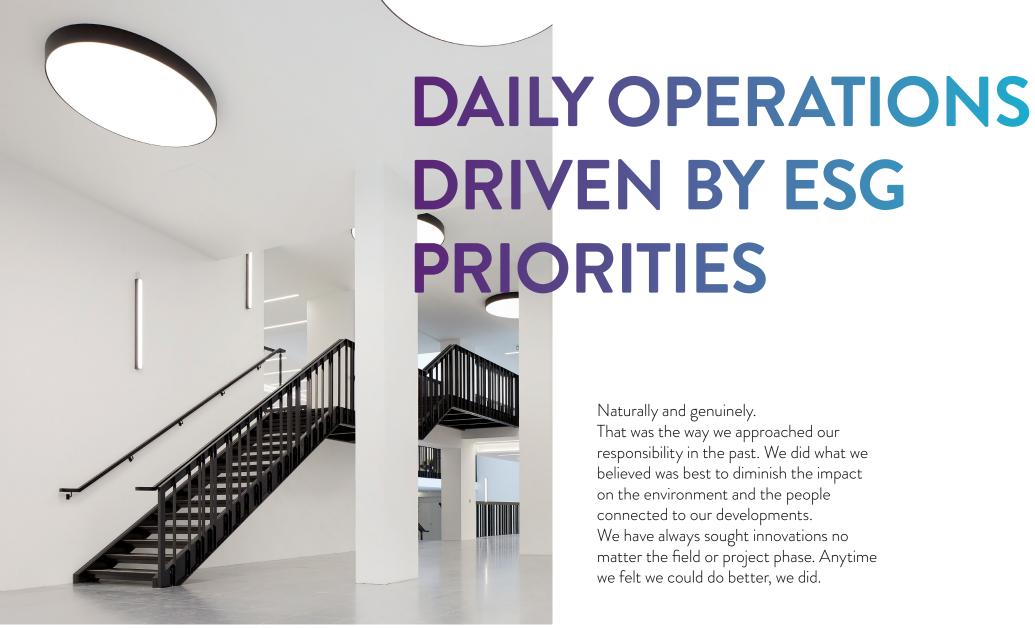
We're advancing our approach to understanding our clients', users' and investors' needs as well as their aspirations with regards to responsibility. We design and deliver features and functions which address these. By doing so, we strive to be authentic and bring real value to them.

Additionally, we share our knowledge on how to utilize the workspace better that supports responsible behaviour of its users. We focus on educating all stakeholders on the importance of responsible principles when it comes to business and we openly learn from our partners.

We've built internal expertise on environmental sustainability, user-centric design, peoples' health and wellbeing, and community engagement.

We keep our fingers on pulse of the trends to continuously expand our knowledge and innovate our approach.

2015



Naturally and genuinely.

That was the way we approached our responsibility in the past. We did what we believed was best to diminish the impact on the environment and the people connected to our developments. We have always sought innovations no matter the field or project phase. Anytime we felt we could do better, we did.

2015

This was the year we defined mindsets - the values that represent our company culture and steer us in the right direction.

However, we have been missing a clear strategy containing all our knowhow on responsibility that covers all our processes from the moment we are standing on the starting line acquiring land through to design, development, construction and finally the asset management of the building.

Thanks to this process we are able to deliver and operate environmentally sustainable resilient buildings. Yet, we are aware it's important not only focus on our products, but also act responsibly as a company, covering the whole value chain of our organisation.



Getting the experience right

After many hours spent reflecting on, organising and discussing all the activities undertaken in the past with internal teams, we came up with a telling scheme that illustrates the ESG areas and priorities we're focusing on.

Pillars of our ESG strategy

Environmental

With respect to nature

Our processes, policies, practices and the impact we have on the natural environment, applicable to both our buildings and our company.

Social

Taking care of people

Activities affecting both the internal and external people with whom we interact, applicable within different project phases and in the company.

Governance

The way we're directed

Organisational structure, transparency, measures, protocols, procedures and formalised governing bodies, roles & responsibilities defining our business nature.

2016

201/

Our ESG areas and priorities

	Environmental	Social	Governance	DAILY OPEF
Areas	Energy performance Carbon reduction Waste management Water consumption Green transport Biodiversity	Clients engagement Focus on people Health and wellbeing Communities Employee experience Safety	Corporate governance Our mindsets Business ethics Speak up culture Supply chain management Diversity and inclusion	
Priorities	÷ Carbon reduction Green transport	Focus on people Health and wellbeing Communities Employee experience	Our mindsets Supply chain management	

2016

Our Polish office was recognised by AON as the Best Employer in Poland. This made us a member of the group of leading employers

2017

Our Varso Place was the first in the CEE region to get WELL Precertification. At this moment in time, we already had 8 WELL Precertified buildings.

201

Yay! We got our very first BREEAM Communities certification ever. t was granted to our Polish project Forest and confirmed the immense amount of care we have for the environment in which we bring our projects to life.

What are our goals for designing a responsible future?

Carbon reduction

We put great effort into reducing our carbon footprint and setting our roadmap that defines the scope and detailed trajectory of our net zero carbon commitment. We will reduce our impact on the environment by adopting circular economic principles – reducing waste to a minimum, recycling materials, using renewable energy sources and delivering more flexible and adaptable spaces.

Green transport

We want to be an initiator of change in this area, as green transport is still not a widespread concept in the CEE region. We have and continue to support infrastructure for alternative means of transport (e.g. shared bikes) and empower our employees on their way towards leading a sustainable lifestyle.

Employee experience

We take the personal growth of our colleagues seriously. We're developing workspaces that enable them to grow and reach their full potential. Not only are we talking about healthy physical space, but also about stimulating tasks and working on innovative projects.

Mindsets

We are committed to our values – mindsets - which are recognised across the company and used to guide our daily conduct as well as our strategic decisions.

Supply chain management

We plan to lead by example by supporting and educating our suppliers on topics of responsibility.

Focus on people

We approach every project from a people-centric perspective. We make sure people's needs are reflected in all the stages of development. We will continue building onto our internal expertise and using our offices as testing environments for developing such innovative, peoplefocused workspace solutions.

Health and wellbeing

We will serve as advisors on how to design and create workspaces that support physical and mental health and enhance performance, all in line with people-centric design.

Communities

Our long-term ambition is to build lasting relationships with the local communities around our projects. We also aim to create innovative ecosystems for business communities and allow for ideas and inspiration exchange on a regular basis.

2016

Our Varso Place was the first in the CEE region to get WELL Precertification. At this moment in time, we already had 8 WELL Precertified buildings.

Yay! We got our very first BREEAM Communities certification ever. It was granted to our Polish project Forest and confirmed the immense amount of care we have for the environment in which we bring our projects to life.



ESG addresses the needs of multiple stakeholders: employees, clients, end users, communities, investors & future generations. The ESG strategy is not just about the product. It covers the whole value chain of an organisation - it's a strategy agenda.

2017

We started creating an internal knowledge library containing user-centric solutions called SET – The Space and Experience Toolkit. It was introduced back in 2017 and it continues to grow in content every day.

2017

We became a Founding Alliance Member of the Well Living Lab - the first lab exclusively committed to researching the real-world impact o indoor environments on human health.

201

only offers offices for startups and freelancers, but connects various businesses and local communities through multiple educational events and conferences.

Energy performance



aspiration

We will continue to better our approach in order to deliver and operate buildings that allow our clients to maximise energy efficiency while using them.

We will continuously improve the energy performance of our buildings by implementing efficient solutions and optimisation techniques. We will support the use of energy from renewable sources as well as tenable management. We're planning on disclosing data to our clients on an ongoing basis to enable them to improve operational performance themselves, in addition to them already using our carefully designed energy saving premises. We will work to improve our commissioning procedures of building systems, including seasonal commissioning and ongoing maintenance. We're aiming to educate everyone in our buildings about how they can contribute to energy saving themselves.

approach

We specify and design solutions, systems and equipment that support the efficient use of energy in buildings and their sustainable management in operation.

- As a standard, all our developments aspire for a BREEAM Excellent rating or higher.
- We will continue to enhance our use of energy modelling to define and implement solutions in our projects aimed at reducing energy consumption and increasing overall efficiency.
- We will continuously search for innovative solutions and methods to help us deliver even more energy efficient buildings.
- By the end of 2021, we will develop and launch our internal commissioning standards and procedures focused on improving energy performance during operation.

- By the end of 2021, we will implement energy performance reporting for projects that we manage in operation and use the insights to better our design procedures.
- By the end of 2021, we will set up goal setting & action planning tools to determine energy consumption objectives for each building we operate.
- We will inform building users about the actual building's energy performance and educate them on how to improve their energy performance and save energy.
- We aspire to identify an objective, market-proven, third-party framework for benchmarking/certification and performance evaluation with regards to energy performance by the end of 2021.

201/

We started creating an internal knowledge library containing user-centric solutions called SET – The Space and Experience Foolkit. It was introduced back in 2017 and it continues to grow in content every day.

2017

We became a Founding Alliance Member of the Well Living Lab - the first lab exclusively committed to researching the real-world impact of indoor environments on human health.

201/

We opened our first HubHub in Bratislava, a coworking space that not only offers offices for startups and freelancers, but connects various businesses and local communities through multiple educational events and conferences.

Carbon reduction



aspiration

Our priority is to implement low carbon solutions in all project stages, including design, demolition, construction and operation to decrease the carbon footprint of our projects.

With our long-term strategy of reducing carbon emissions, we will calculate and endeavour to reduce both operational and embodied greenhouse gases, especially CO2. We are also aiming to offset the residual CO2 our buildings will produce in operation. A similar approach is to be applied across our construction sites. We will strive to design out waste and pre-condition our buildings for easy end-of-life deconstruction, reuse and recycling, to reduce the whole life carbon footprint in line with circular economic strategies. Furthermore, every employee will be encouraged to follow our internal sustainability policy, which sets the guidelines for reducing personal carbon footprints.

approach

We design and operate our buildings to meet or outperform low carbon market expectations and legislative requirements. For all our new projects, we perform a life cycle analysis. It helps us to identify the routes to reducing embodied carbon by procuring sustainable materials from reliable sources. We have established the presence of a dedicated Green Site Manager for each project to oversee the implementation of the standards set in our Environmental Code of Practice (ECoP) in order to strengthen carbon reduction during the demolition and construction phases.

- By the end of 2021, we will set out our long-term roadmap defining the scope and detailed trajectory of our net zero carbon commitments.
- By the end of 2021, we will set appropriate operational carbon reduction targets for new developments and refurbishments.
- By the end of 2021, we will develop an internal design standard on carbon reduction to be implemented into all our new projects.
- We will develop and implement internal guidelines for reducing the personal

- carbon footprints of our employees as a part of our internal sustainability policy by the end of 2021.
- We strive to continuously improve construction practices, annually review the need to update our ECoP standards and prepare a strategy for procuring low carbon materials to reduce embodied carbon emissions.
- We will educate and encourage clients in our buildings to reduce their carbon footprints by allowing them to see the impact of responsible individual behaviour and use of the building.

201/

We became a Founding Alliance Member of the Well Living Lab - the first lab exclusively committed to researching the real-world impact on ndoor environments on human health.

Water consumption



aspiration

approach

We'll continue improving water efficiency through more efficient technologies and fittings implemented in our buildings.

We're aiming to reduce water waste in our offices, increase the usage of rainwater and grey water and to monitor water use on construction sites. All our new projects will adhere to legionella prevention strategies.

We encourage efficient water use through water saving and water harvesting measures that are implemented in building design. During the construction phase, we monitor water consumption and strive for its efficient use.

- By optimising the design, preventing water leaks and encouraging responsible water use practices in our buildings, we will work to achieve higher water use efficiency.
- We will ensure that water management in all our projects is prepared for the consequences of climate change.
 By 2022, we aim to harvest and retain up to 100% of rainwater on-site throughout the year in all our new projects.
- We will introduce ongoing water quality monitoring and water consumption reporting in all our new and existing buildings as of 2021 and use the insights gained to better our design procedures.
- By the end of 2021, we will put in place goal setting & action planning tools to determine water consumption objectives for each building we operate.

- We will provide access to high quality tap water in common spaces in our buildings such as water refilling stations and water distributors to allow occupants to consume recommended healthy amounts of water.
- We will educate the building users by sharing information about responsible water consumption behaviour.
- As of 2021, we will include our own legionella prevention manual in the design requirements and introduce legionella prevention into the regular facility management and building system management procedures.

2018

We partnered with Cambridge Innovation Center, a community of entrepreneurs focusing on building innovation ecosystems. Our mutual ambition is to create talented communities and foster collaborative working.

201

We launched a digital campaign called "Thanks to you, our neighbours!" We collected ideas directly from people living close to the New Nivy zone on how to make the area more liveable and sustainable. It was awarded to 2000.

2018

We were happy to receive ISO 14001 certification as a group — the nternational benchmark standard for effective environmental management systems at construction sites.

Waste managei



aspiration

By encouraging good design and construction practices, we aim to minimise waste across our value chain, including building operation.

We put a focus on sustainable management as well as reusing materials from demolition, construction and operational waste by following our Environmental Code of Practice (ECoP), standards we've developed in-house. We will keep on encouraging everyone working in our offices to recycle by providing all the necessary facilities to support it.

Our aim is to make all our offices plastic free and paperless.

approach

We focus on both construction and operational waste. For our construction sites, we use our ECoP standards, which set the rules for responsible waste management. In addition to this, we have also established the presence of a dedicated Green Site Manager for each project, whose job is to oversee waste management during construction. In the buildings we operate, we provide suitable space and facilities allowing for the separation and storage of operational recyclable waste volumes generated by the building, its occupants and its activities.

- By the end of 2021, we will maximise the sorting, reusing and recycling of construction waste into at least five defined waste groups, both on-site and off-site, through licensed external contractors.
- We will continue to divert non-hazardous construction and demolition waste from landfills (75% target) as well as nonhazardous demolition and excavation waste (95% target).
- From 2021, our contractors and subcontractors will be required to follow the requirements of ECoP, which include

- submitting monthly environmental reports and reporting on waste management and other environmental data for all new demolition and construction sites.
- By 2022, we will reduce the waste generated in our offices that goes to landfills, enabling and encouraging the segregation of at least 5 waste categories.
- We will introduce reusable bottles in all our offices.
- We will strive to make our offices paperless.

2013

We partnered with Cambridge Innovation Center, a community of entrepreneurs focusing on building innovation ecosystems. Our mutual ambition is to create talented communities and foster collaborative working.

2018

We collected ideas directly from people living close to the New Nivy zone on how to make the area more liveable and sustainable. It was awarded the Best Purpose Campaign at the Digital Communication Awards in 2020.

2013

We were happy to receive ISO 14001 certification as a group — the nternational benchmark standard for effective environmental management systems at construction sites.

Green transport



aspiration

approach

We support and facilitate green transportation choices by enabling the people working in our buildings and our own employees to use emission-free transportation.

Our aim is to always provide cyclist facilities, bike parking capacity and bike infrastructure at a higher level than the local market standards and regulations require. We will design our buildings in a way to encourage people to use low carbon means of transport.

We create office building environments that support the use of low carbon commuting means. Besides cycling, we also put effort into creating supportive walkable environments and improving the walkability of our projects by building them in central urban areas. We make sure there's always a good connection to public transport. By promoting alternative means of transport, we foster healthy active commuting.

- We will continue enabling green transport solutions in all our projects above market standards: charging stations, cyclist facilities and e-car sharing options.
- In all our operated buildings we will promote and enable bike sharing options.
- We will work to prioritise alternative means of transport when designing our buildings.

- We will encourage occupants and our employees to use bikes by educating them.
- We will encourage active vertical transportation in buildings by promoting the use of stairs.
- We will create visually attractive and supportive pathways by placing supportive infrastructure along walking routes (e.g. seating, drinking fountains, etc.).

2013

We launched a digital campaign called "Thanks to you, our neighbours! We collected ideas directly from people living close to the New Nivy zone on how to make the area more liveable and sustainable. It was awarded in 2000.

Biodiversity

aspiration

By creating green infrastructure, we aim to increase the biodiversity around our projects.

This not only plays an important role in expanding the ecological habitat in dense city environments, but also serves as a form of resilience to the expected climate change. We support biodiversity in a holistic way. We will select resilient trees and plants that support local ecosystems and work as great air purifiers. We will foster quality environmental conditions by reinforcing pollinators and implementing solutions to prevent migratory birds from colliding with facades.

approach

We put a great deal of effort into providing suitable greenery and other ecological solutions such as birdhouses, insect hotels and hives, etc., around our developments. We employ our own landscape architect who oversees the design of the green areas and selects the trees and plants that are used in the public spaces across our portfolio.

- Each project will have a qualified ecologist to evaluate and identify species that should be protected and planted and to analyse the current status.
- For each project, we will have a qualified ecological report prepared, which defines how the landscape should be protected during both the construction and operational phases.
- We will implement other ecological solutions, which among other things include birdhouses, insect hotels and hives, bat houses and other means of improvement in all the recommended areas.
- All our new buildings will implement nature-based solutions in the common areas.
- During the design stage, we will assess our buildings against the risk of injury to birds colliding with the facade.

2018

We introduced our Internal Sustainability Policy in Bratislava office that sets the rules for responsible office operation. It, for example, encourages less printing, gives guidelines on how to recycle, introduces principles of travelling responsibly and aims to educate and raise sustainability awareness among employees.

201

Congrats to our very own Ewelina as she became the first colleague of ours to pass the exams and become our first in-house WELL Accredited Professional. She's a part of the global WELL AP community now experts who advance human health and wellness in buildings.

2018

Our project 20 Farringdon Street received a Bronze Award at the Considerate Constructors Scheme National Site Awards 2018.

Client engagement



aspiration

We'll continue to engage our clients with various events and activities throughout the year to upgrade their experience with and in our buildings.

We'll keep on listening to our clients' needs to fully understand how value is created in their businesses and reply with tailor-made product and services. Therefore, the workspace becomes a tool for them to achieve their business goals – protect health, maximise productivity, engage employees, attract and retain talented people and help them with internal transformations. We'll keep on exploring global trends and flexibly adapting them to our projects.

approach

We always aim to establish genuine partnerships with both our current and future clients.

- Thanks to our value creation process, we will engage future clients very early in order to design projects in line with their needs.
- We will continue to collect feedback from clients through valid tools such as the Net Promoter Score (NPS).
- We will keep on monitoring events and activities for clients and offer them tailormade services.
- We will help our clients with their sustainability ambitions by delivering environmentally friendly workspace and disclosing environmental data to enable them to track their progress.
- We will educate clients on ESG topics and willingly learn from them so that we can jointly contribute to our goals.

2018

We introduced our Internal Sustainability Policy in Bratislava office that sets the rules for responsible office operation. It, for example, encourages less printing, gives guidelines on how to recycle, introduces principles of travelling responsibly and aims to educate and raise sustainability 2018

Congrats to our very own Ewelina as she became the first colleague of ours to pass the exams and become our first in-house WELL Accredited Professional. She's a part of the global WELL AP community now - experts who advance human health and wellness in buildings.

2018

Our project 20 Farringdon Street received a Bronze Award at the Considerate Constructors Scheme National Site Awards 2018.

Focus on people



aspiration

Our aim is to design and create all our projects with people at their core and focus on their needs.

To make sure user focus is implemented into the design of each project, we will use a value creation process to create a value proposition reflecting user needs and choose user-centric solutions from our internal knowledge library. We'll keep on using our own office as a place of workspace solution testing, research and feedback collection. With our user-centric internal design team, we're aiming to run primary and secondary research to understand everyone's needs and foresee trends, with respect to privacy and personal data protection.

approach

We have an internal team of specialists focusing on user-centric design to make sure we create spaces that meet people's needs.

- In each project we will follow our value creation process to understand the needs of future clients and users and reflect them in the project design.
- Depending on the value proposition, we will apply user-centric principles and solutions based on our internal knowledge library, which we continuously evolve.
- We will perform our own research and collect feedback from HB Reavis employees in our premises under our internal #iamtheuser initiative.

- We will continue collaborating with external partners and perform continuous research to develop our knowledge about office users and their needs.
- We strive to improve our performance based on regular feedback collected from our clients and building occupants as well as investors to provide solutions and services according to their needs.

2018

We introduced our Internal Sustainability Policy in Bratislava office that sets the rules for responsible office operation. It, for example, encourages less printing, gives guidelines on how to recycle, introduces principle of travelling responsibly and aims to educate and raise sustainability awareness among employees.

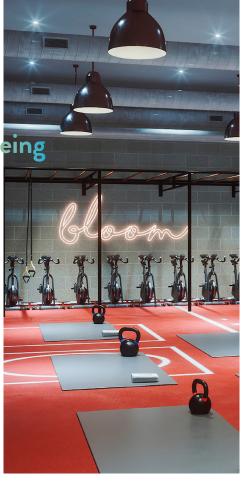
201

Congrats to our very own Ewelina as she became the first colleague of ours to pass the exams and become our first in-house WELL Accredite Professional. She's a part of the global WELL AP community now experts who advance human health and wellness in buildings.

2018

Our project 20 Farringdon Street received a Bronze Award at the Considerate Constructors Scheme National Site Awards 2018.

Health and wellbeing



aspiration

We will ensure our buildings protect health, wellbeing and performance by designing them in line with wellbeing principles.

In order to measure this ambition, we will apply WELL certification criteria, aiming for at least the Gold level. We'll keep on looking for solutions that enhance healthy and safe office environments. Our ambition is to share the knowledge with our clients to help them design and take full advantage of offices that are healthy and safe.

approach

We care about the health and wellbeing of our own employees and those working in our buildings. We focus on implementing solutions that improve the quality of air and water, access to daylight, acoustic conditions, promote active movement in and around buildings and support mental health.

- Each of our newly constructed projects will aspire for WELL certification at least at the Gold level.
- For each project we will put together

 a biophilic report that describes the use of
 biophilic solutions, which are beneficial for
 the mental health of future users as well as
 the natural environment.
- We have a specific program of activities and events centred around health and wellbeing topics that will be used in all the buildings we operate.

- Our workspace consulting team will provide a consultancy service to aid in designing offices that enhance the health & wellbeing of their users.
- We will assist our clients in diagnosing how healthy their office environment is for the occupants and provide consulting to them to improve it.
- We will aspire for the WELL Health-Safety Rating for our newly constructed buildings.

2018

Our People Leadership Program (PLP), a performance and talent management framework, was implemented throughout the whole group. It plays a crucial role in enabling the employee-focused experience of HB

201

We moved to our new office in Bratislava, showcasing our user-focused approach and features. The office was kind of a lab at the same time as we tested all our people-centric office strategies and collected feedbackfrom our colleagues directly.

201

ecovadis Certification was issued to HB Reavis. The Ecovadis rating covers the impact of a broad range of non-financial management systems, including environmental, labour & human rights, ethics and sustainable procurement.

Communities



aspiration

We aim to engage and support the communities around our projects in the cities where we live, work and build.

Our ambition is to foster vibrant communication with the local community around all our projects, even before construction starts. Based on our experience with BREEAM Communities, we plan to apply what we have learned and best practices to every development, so each project follows a standardised process of communication with people from the neighbourhood so we can be reachable and transparent. Supporting good causes in the countries in which we operate is a vital part of our work with communities too. We also nourish business communities, connecting startups with established companies and providing education to new firms.

approach

We encourage active dialogue with the community and bring new solutions that have a positive impact on people's lives. We provide activities and education for both the local and business communities around our projects.

- We will build lasting relationships with the local communities around our projects, starting at the earliest opportunity – prior to development activity.
- We'll keep on creating innovation ecosystems in office environments through our coworking platform, HubHub.
- We will aim to provide networking and business-oriented education, primarily for startups, by organising events that reflect their needs based on their feedback.
- We aim to continue organising the Startup Awards competition in the CEE region (FTRNW Conference), a well-established platform that enables the development of innovative ideas.

- We will use our learnings and best practices from BREEAM Communities and make it a standard for other projects.
- We will establish standards for two-way communication with local communities and an information stream with neighbourhoods and collect ideas to improve them.
- We will transparently communicate our activities and initiatives with local communities.

2018

Our People Leadership Program (PLP), a performance and talent management framework, was implemented throughout the whole group. It plays a crucial role in enabling the employee-focused experience of HE

2019

We moved to our new office in Bratislava, showcasing our user-focused approach and features. The office was kind of a lab at the same time as we tested all our people-centric office strategies and collected feedback from our colleagues directly.

201

covers the impact of a broad range of non-financial management systems, including environmental, labour & human rights, ethics and sustainable procurement.

Employee experience



aspiration

Our ambition is to provide inspirational projects and tasks that stimulate the growth and development of our employees.

We will continue to engage them by addressing their individual wellbeing needs, enhancing their workspace experience with smart office tech in hand and enabling personal flexibility to address everyone's preferences. We're aiming to conduct regular employee experience surveys to collect feedback and constantly improve.

approach

We take care of our employees throughout their company journey, starting with their onboarding. Our People Leadership Program is aimed at creating dialogue between leaders and their team members that is focused on feedback, performance management and development planning.

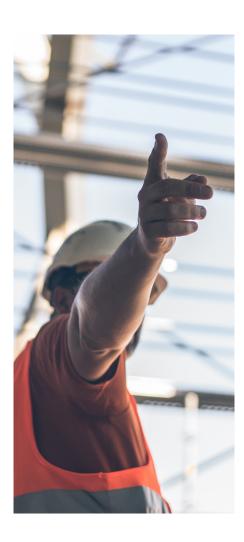
- We will conduct regular experience surveys among all employees, measuring progress by the response rate and the level of the employee experience rate in different areas.
- We will support adequate learning and development opportunities.
- The People Leadership Program (PLP) will be completed by all PLP eligible employees.

- We will continue supporting work flexibility to allow employees to balance their professional and personal needs.
- We will implement a feedback gathering system related to office satisfaction into all our offices.

2018

We moved to our new office in Bratislava, showcasing our user-focused approach and features. The office was kind of a lab at the same time as we tested all our people-centric office strategies and collected feedbac from our colleagues directly.

Safety



aspiration

We're aiming to protect our employees, contractors and all those who work for us on construction sites by providing them with the right education about safety and securing a safe environment.

We will monitor and report accident frequency and constantly work on lowering it.

approach

We maintain a high level of safety and security practices to protect the health of our employees and everyone working on our construction sites.

- We will continue to monitor and report the number of work-related employee and contractor fatalities, serious accidents and near-misses so as to make precautions based on them.
- Based on what we learn from collecting accident data, we will define the baseline for the future reduction of accident frequency.
- We will provide regular training and education to all our employees and contractors with regards to safety, with a special focus on health, safety and best practices on-site.

2019

We internally developed an Environmental Code of Practice (ECoP) for construction sites which describes environmentally responsible behaviour on-site.

201

behaviour with respect to ethical conduct, was introduced company wide

201

As we continued to see more and more companies on the market demanding flexibility in their workspace setting, we created Qubes - fully-serviced, agile office space that fits the bill for middle-sized companies that need to scale their space according to current needs without long-term agreements.



aspiration

Our ambition is to ensure that the organisation is managed in line with good corporate governance standards.

We aim to develop an organisational structure, processes and policies in accordance with the principles of transparency, professionalism and accountability.

approach

We have transformed from a family owned business to a professionally managed company. We have a Board of Directors consisting of dedicated professionals, including experts in the real estate industry and on workspace. In addition, we have an executive management team consisting of long-term professionals with a proven track record who are in charge of running our company's daily operations. We regularly and transparently report and disclose information about our financial performance, audited by established global auditing companies. Our approach to good corporate governance is anchored in our company mindsets and Ethics Program.

- By the middle of 2021, we will develop and implement succession planning for executive management positions.
- We will continue developing and implementing policies that support transparent governance.
- We will carry on implementing controlling systems and mechanisms and regularly improve them.
- We will proceed with our building compliance management system to ensure alignment with increasingly complex regulations.
- By the end of 2021, we will implement a non-financial reporting system for ESG topics.

2019

Ve internally developed an Environmental Code of Practice (ECoP) for onstruction sites which describes environmentally responsible behaviou 2019

The HB Reavis Ethics Program, which sets the standards for the desired behaviour with respect to ethical conduct, was introduced company wide.

201

As we continued to see more and more companies on the market demanding flexibility in their workspace setting, we created Qubes - fully-serviced, agile office space that fits the bill for middle-sized companies that need to scale their space according to current needs without long-term agreements.

Our mindsets



aspiration

We're continuously working on increasing the awareness of and promoting the importance of our values - HB Reavis mindsets: passion, entrepreneurship, professionalism, innovativeness, long-term relationships and a focus on people.

They will be used as a reference framework for decision making processes by managers. Our employees, especially our leaders, are expected to role model the company's mindsets. Thanks to regular communication, we will make sure our mindsets are recognised, understood and lived by our employees.

approach

We are committed to HB Reavis mindsets, our values that are used to guide our daily conduct as well as our strategic decisions across the company.

- We make sure that our mindsets are reflected in all relevant company processes.
- We will measure the recognition rate the level to which employees identify with company values.
- Mindsets will continue being part of goal setting and the performance reviews of employees as a part of our People Leadership Program.

2015

We internally developed an Environmental Code of Practice (ECoP) for construction sites which describes environmentally responsible behaviour action.

2013

behaviour with respect to ethical conduct, was introduced company wid

2019

As we continued to see more and more companies on the market demanding flexibility in their workspace setting, we created Qubes - fully-serviced, agile office space that fits the bill for middle-sized companies that need to scale their space according to current needs without long-term agreements.

Business ethics



aspiration

Our aim is for all our employees and key business partners to comply with the principles we stand for as outlined in our Code of Ethics.

We will regularly communicate information regarding our Ethics Program so that everyone in the company understands the ethical business principles we stand for. We will actively communicate with our business partners our expectations regarding business conduct. All our key business partners will be required to comply with the principles in our Code of Ethics.

approach

We promote ethical business conduct through the implementation of the HB Reavis Ethics Program, effective education and continuous building of awareness. We expect employees to proactively raise potential conflicts of interest. Implemented policies on conflicts of interest as well as anti-bribery and corruption actively promote the topic and implement key measures to ensure compliance.

- We will regularly monitor employee commitment to the Code of Ethics.
- We will regularly monitor employee conflict of interest declarations.
- Our suppliers and key business partners will be asked to follow the principles in our Code of Ethics

2020

We not only focus on receiving certifications that we have experience with, but we always try to push ourselves further and learn something new. Our German project DSTRCT.Berlin was only the third building in Berlin to receive a WiredScore Platinum rating – the international rating system reviewing the digital infrastructure of a building.

2020

BREEAM at the Excellent level and WELL at the Gold level were adopted as the standard for all our new developments.

2020

he Way We Work framework came to life. It describes all the activities n the real estate cycle and the processes we follow during particular shases.

Speak up culture



aspiration

We aim to foster openness and develop a speak-up culture at our company.

We continually encourage people to be unafraid and open to constructively addressing issues they see around themselves and take it as a way of improving our daily operations. We value proactivity in raising questions and sharing one's own ideas. Thanks to an implemented whistleblowing mechanism, our ambition is to solve all reported cases professionally and in a timely manner. We will support awareness building so employees trust the speak-up system.

approach

Our management supports "open door" culture, inviting teammates to come and share their ideas, ask questions and solicit feedback. Feedback is welcome and encouraged. Observations of non-compliance with the rules and principles laid out in the Code of Ethics and related policies shall not stay unresolved. The implemented whistleblowing mechanism and the established speakup committee help us deal with all the processes in this area.

- We will continue supporting a feedback culture through our People Leadership Program (PLP), making sure it is completed by all eligible employees.
- We will ensure a timely response to all whistleblowing reports.
- We will regularly measure employees' trust indicators of the speak-up mechanism.

2020

We not only focus on receiving certifications that we have experience with, but we always try to push ourselves further and learn something new. Our German project DSTRCT.Berlin was only the third building in Berlin to receive a WiredScore Platinum rating – the international rating

2020

BREEAM at the Excellent level and WELL at the Gold level were adopted as the standard for all our new developments.

202

evel were The Way We Work framework came to life. It describes all the activities in the real estate cycle and the processes we follow during particular phases.

Supply chain management

aspiration

approach

We aim to build long-term relationships with our suppliers based on mutual prosperity and trust.

We're planning to work on educating our partners and engaging them in topics such as environmental sustainability, social responsibility and tenant health and wellbeing. We willingly learn from them as well. We expect our key business partners to comply with our business ethics principles and key environmental standards.

We build long-term relationships with our business partners, and this approach is anchored in our core values. We are interested in the background of every supplier from our supply chain. We responsibly fulfil our commitments to our partners, and our partners must respect the values we follow.

- We will communicate to our key business partners the business ethics principles we expect them to comply with (Code of Ethics).
- We will start monitoring how many of our suppliers and potential partners align with our ESG criteria.
- We will continue to inform our suppliers about our ECoP standards and expect them to follow them.
- We will positively evaluate local suppliers in the procurement process.
- We will educate our suppliers on ESG topics as well as openly learn from them.

2020

We not only focus on receiving certifications that we have experience with, but we always try to push ourselves further and learn something new. Our German project DSTRCT.Berlin was only the third building in Berlin to receive a WiredScore Platinum rating — the international rating

2020

BREEAM at the Excellent level and WELL at the Gold level were adopted as the standard for all our new developments. 2020

The Way We Work framework came to life. It describes all the activities in the real estate cycle and the processes we follow during particular phases.

Diversity and inclusion



aspiration

Our ambition is to provide fair working conditions and equal opportunities for everyone throughout the whole employee journey.

We will continue to focus on the merit of our diverse employees based on their capabilities and skills, as well as the potential of our candidates, rather than their education, ethnicity, disabilities and background.

Similarly, we will continue focusing on skills, potential and performance when approaching our employees and applicants. We aim to provide fair compensation, securing equal pay between men and women, as well as equal career progression opportunities.

approach

Skills, capabilities and qualifications have always mattered most in the employment process. Therefore, we support broad qualification diversity that can enrich business performance across the whole company. Although we have different backgrounds, we work together based on mutual respect and inclusion.

- We respect the principles of equality and diversity in our employment practices.
- We monitor and report various aspects of diversity, e.g. gender and age, across the whole company.

