

APSYS MAKING  
CITIES  
VIBE **25**  
YEARS SINCE 1996



# CSR REPORT 2021



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# Editorial

Since the creation of Apsys in 1996, we have always endeavoured to design and develop iconic and responsible real estate projects that meet the expectations of all stakeholders and the environmental, social and civic requirements of the areas in which they are located, and the communities they have the honour of serving. This founding principle, which we apply in France and Poland, guarantees resilience, is a source of value creation for all and, in our opinion, is the only possible engine for sustainable growth.

We are convinced that real estate, by shaping cities and accompanying daily life and uses, has a major role to play in fighting against climate change and creating the “city” of tomorrow. It is precisely in order to improve our impact that we have developed a proactive CSR strategy, built on three main pillars: co-constructing the resilient city, promoting local economic development and inclusion, and encouraging a dynamic of change among our stakeholders.

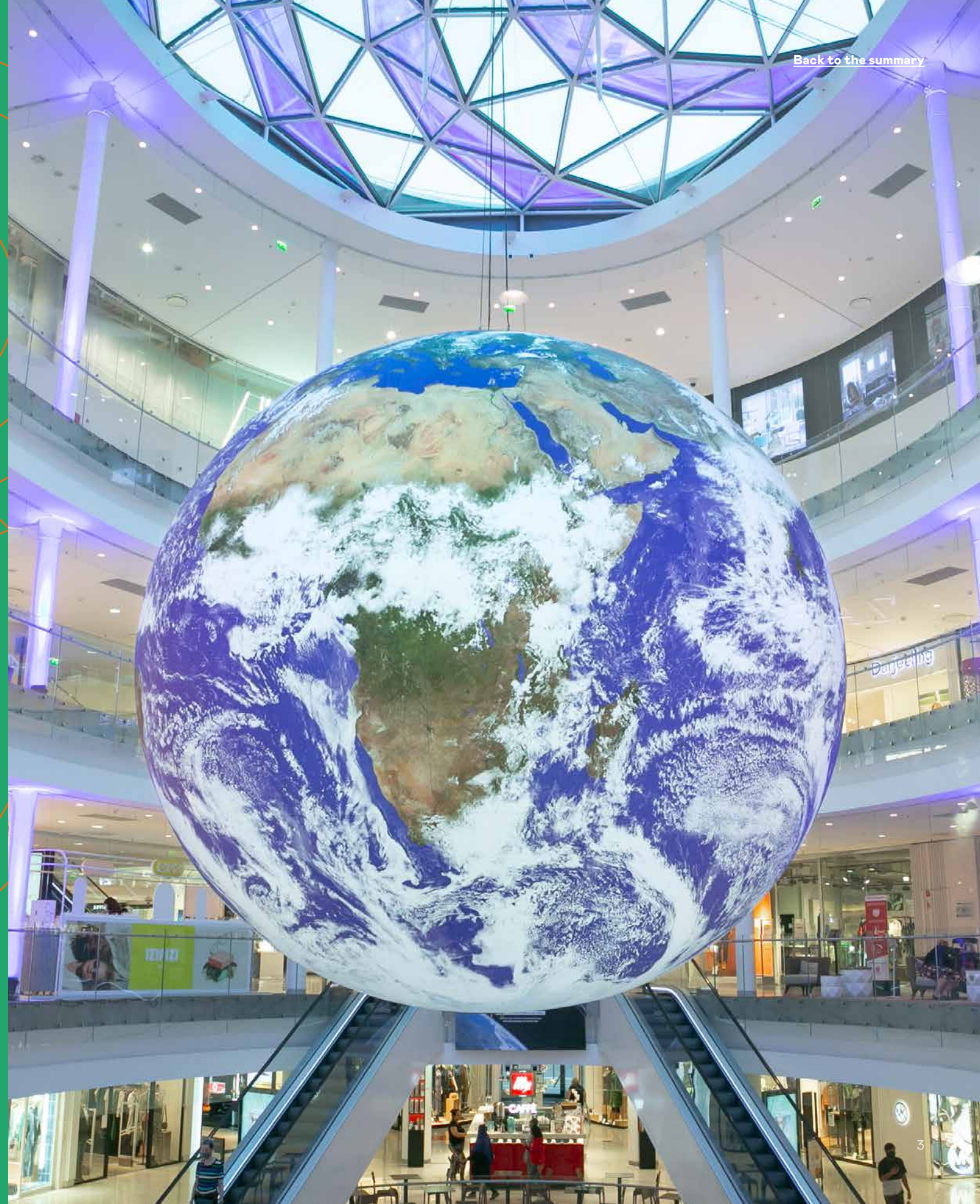
Our teams implement this strategy with heart, driven by a strong set of values: responsibility, boldness, passion, innovation and exceeding expectations. Our efforts are already paying off, as shown by the actions listed in this first CSR report, which we voluntarily wanted to publish, for the benefit of all our audiences. In 2022, we will continue to build on this CSR strategy with, in particular, two new cornerstone projects in the pipeline: the completion of a group carbon assessment with a view to establishing a “net zero” strategy and major reflections on our purpose, a tool for transformation and guidance to which we attach great importance as a family business attentive to purpose and the long term.

We hope you enjoy reading!





# AIPSYS' CSR STRATEGY





# Our contribution to the Sustainable Development Goals

As a committed and voluntary player, Apsys has brought its actions in line with the UN’s Agenda 2030 and the Sustainable Development Goals.



# Our 11 material issues and the 3 pillars of our strategy

Since 2019, in view of the issues that need to be addressed and following a materiality analysis carried out with an expert consultant (Bopro), Apsys has structured a CSR approach around three pillars and eleven priority material issues.



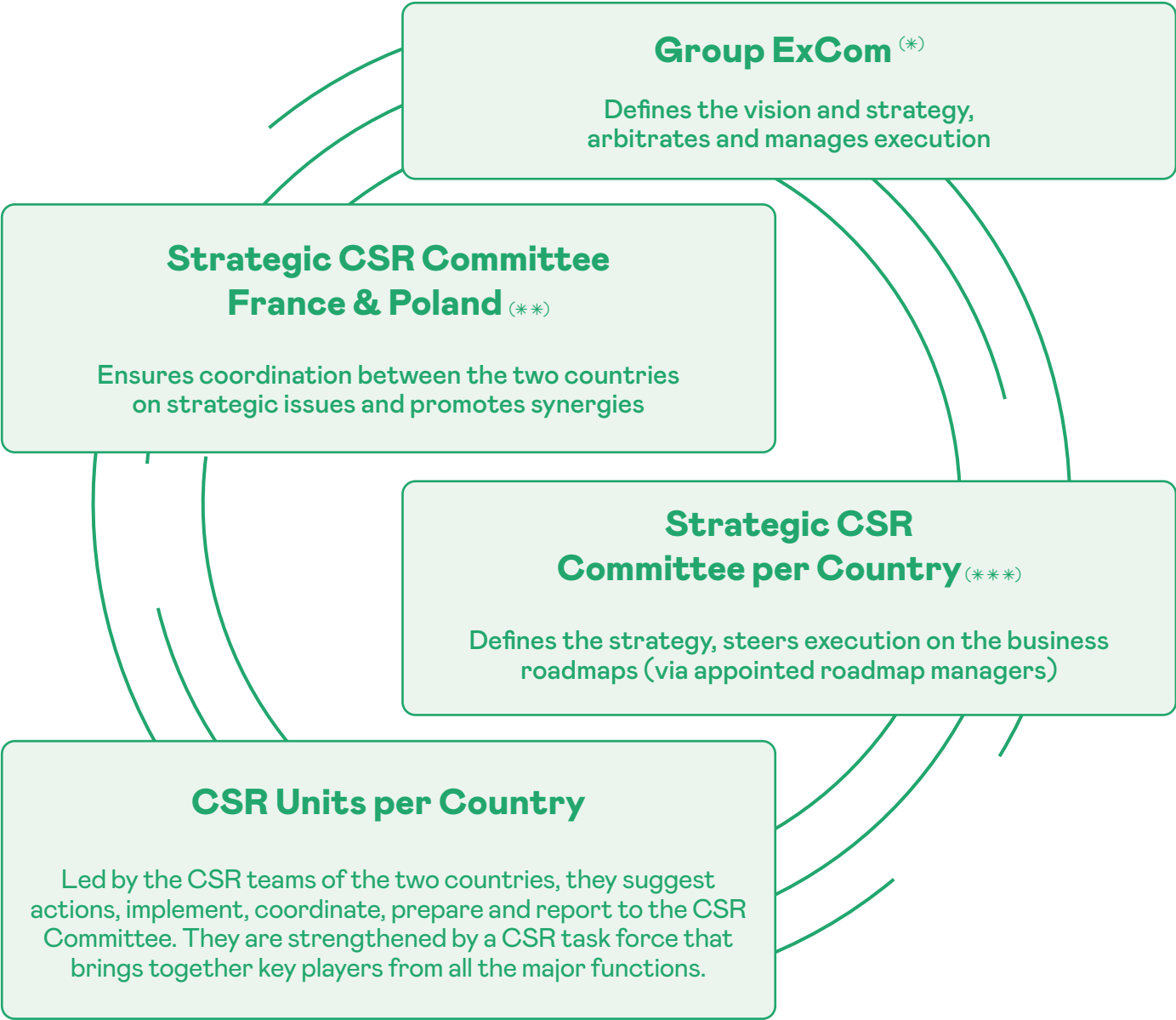
# Innovation and CSR, our driving forces

Innovation has always been a core value of our group. CSR and innovation are carried out together. Supporting our approach to CSR, innovation focuses in particular on three major themes.



# Apsys’ CSR governance

CSR governance involves France and Poland, all levels and all departments of the company. From the members of the ExCom to the driving forces employed in all departments, the whole company is involved!



(\*) Members: Founding President, Group CEO, CEO France & Poland, Group CFO  
(\*\*) Members: CEOs of France & Poland, CSR Managers of both countries  
(\*\*\*) Members: Country CEOs, CSR Departments, Roadmap Managers



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# HIGHLIGHTS OF 2021







## Beaugrenelle & Posnania

**Beaugrenelle and Posnania are certified BREEAM In-Use level “Excellent”.** Beaugrenelle is the first French commercial site to achieve this benchmark certification based on the new V6 standard (even more demanding). **Posnania receives an “Outstanding” rating for Building Management in the BREEAM In-Use certification.**

“ We are proud to have obtained this benchmark and demanding certification, which is part of Beaugrenelle and Apsys’ CSR approach. It recognises the work undertaken by our teams and partners who have successfully carried out innovative (setting up local distribution networks, eco-recycling platforms, implementing a biodiversity plan on our green roofs, etc.) and structural actions (climate vulnerability assessment, etc.) ”



MARC QUEREL  
Technical and Security  
Director of Beaugrenelle



## Steel

**Steel has been awarded BREEAM Construction “Very Good” certification** and the Biodiversity label as well as the CNCC Trophy for creating the best retail park and the Janus du Commerce from the Institut Français du Design: the juries of these prestigious labels were sensitive to the added urban, environmental and landscape value of this project, which transforms rundown city-entrance real estate into a generous and rewarding place to live.

“ Our SOLEA housing programme is exemplary in terms of environmental quality and has been designed with this in mind at all stages of its development (design, construction, operation). We have selected building materials with a low environmental impact and innovations such as “smog proof” paving slabs for the surrounding pavements. Solea has already obtained BREEAM Conception “Very Good” certification for all its actions ”



CYRIL PLUMECOQ  
Director of Operations  
of Apsys Polska



## Apsys Polska

**Apsys Polska, the leading management company in Poland,** is introducing several innovative solutions in its centres to protect visitors from the COVID-19 epidemic (ozonation of closed rooms, nano-film in Galeria Katowicka).



## Solea

**Apsys Polska is designing its first residential programme in Poland, Solea.** The building, designed in a sustainable manner, has been awarded **BREEAM Conception Very Good certification**, thanks to the adoption of innovative environmental solutions.





# La Maison du Peuple

Apsys and the Ducasse Paris group are going to redevelop the **Maison du Peuple de Clichy**, an archaic piece of modernist architecture. In keeping with the spirit of this legendary venue, the programme will be multi-faceted and open to the city of Clichy.



# Dix Solférino

Apsys is restoring the **Dix Solférino building**, the headquarters of the French Socialist Party (PS) for almost forty years, to its former glory and deploying the highest environmental standards. **The project has been awarded both BREEAM and HQE “Excellent” certification in the Conception phase.**



# Climate Collage

Apsys France’s teams are participating in the **Climate Collage**, as part of a global CSR awareness and training campaign.

“ Raising awareness and understanding of the issues related to social and environmental responsibility is an essential step in ensuring that employees take ownership of and integrate these issues into their processes and practices ”



CHRISTOPHE GAROT  
Managing Director  
of Bopro France

“ This financing from a leading lender that complies with the demanding Green Loans Principles confirms the strength of the Neyrpic project and Apsys’ expertise in creating places with high environmental and societal added value. By that means, the group affirms a desire to demonstrate its environmental ambition through the use of responsible finance ”



JEAN-PHILIPPE CARRASCOSA  
Group Chief  
Financial Officer



# Neyrpic

Apsys lays the first stone of **Neyrpic**, a major urban project that will transform a brownfield site into a vibrant city centre for Saint-Martin-d’Hères and its residents. **The project is being financed with a Green Loan** from Allianz Real Estate.



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# OUR ACTIONS TO CO-BUILD THE RESILIENT CITY





# The low-carbon strategy at Apsys

When drawing up its CSR strategy (materiality analysis), Apsys identified carbon as one of the priority issues to be addressed, in terms of:

- Its development activities: reducing the carbon footprint associated with its projects (scope 3);
- Its existing assets: reducing the carbon emissions of its owned and managed assets by reducing their energy consumption (scopes 1 and 2) and improving mobility on these assets (scope 3).

The new RE2020 regulation, aligned with the ambition of the National Low Carbon Strategy (SNBC), is a major new step in the fight against climate change, notably through the massive reduction of carbon emissions linked to construction (scope 3). To anticipate this regulation, Apsys has decided to develop its projects using an approach based on carbon sobriety and optimisation. This voluntary approach aims to prepare our projects for climate issues and strengthen the skills of our teams, thereby giving them the means to address these major technical and societal challenges under the best possible conditions. Apsys has initiated a low-carbon approach to its business which is reflected in our business practices and purchasing strategies: →

“ To go even further in the search for low-carbon solutions, in 2022 we will be carrying out our first Group carbon assessment (for scopes 1, 2 and 3). The results of this carbon assessment will be used to strengthen our action plan to reduce the impact of our activities on the environment, via a structured and proactive roadmap ”



## Business and methods

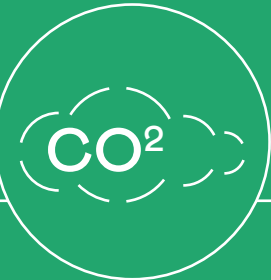
- **Adopting sober architecture and design** (frugality) and promoting low-carbon construction methods;
- **Promoting mixed uses** (to encourage intensity of use);
- **Systematising a low-carbon construction approach and methodology**, applicable to all development projects, with the aim of achieving E+C- (positive energy and carbon reduction) certification and measuring progress;

## Purchases

- **Motivating project management** via specific contractual clauses aimed at encouraging project teams to support Apsys' low-carbon objective;
- **Promoting the use of recycled materials** - circularity of projects.

# Low carbon on the perimeter of projects

“ Apsys is committed to building the city of the future and is a responsible project owner. It mobilises the talents and energy of its teams and all its partners so together they can identify and implement solutions for reducing carbon emissions that are adapted to each project. Continually learning, the actions carried out on one project or asset inspire the reflections carried out on all the others! ”



**100%**  
of our projects, at the design stage, are committed to a low-carbon approach aimed at optimising the weight of carbon produced by construction



**2/3**  
Two of our three ongoing projects are deploying active roofs (rooftops accessible to visitors in Bordeaux Saint-Jean and Neyrpic, photovoltaic panels in Neyrpic), in order to intensify the building's uses



Neyrpic and Bordeaux Saint-Jean will dedicate  
**900 sqm et 1400 sqm**  
respectively to cycling (parking and services)



## Low carbon on the perimeter of operating assets

### Business and methods

- **Setting carbon footprint reduction targets** for each asset (scopes 1 and 2);
- **Deploying a structured action plan** on each asset;
- **Improving asset connectivity** by promoting non-carbon emitting mobility solutions (scope 3).



**45%**

of our centres have received the BREEAM In-Use benchmark certification (in terms of asset GLA).



Posnania

### Purchases

- **Involving service providers** through environmental & societal contractual clauses



By the end of December 2021

**100%**

of our centres and our French headquarters had a contract for the supply of electricity from renewable sources

**82%**

of our centres are equipped with LED lighting (common areas)







**100%**

of our assets and projects are connected to public transport

## A path of progress

In order to monitor its efforts and constantly improve its performance, Apsys is setting up an environmental reporting system that will enable it to track the key indicators related to its business. For the first report, only data for the year 2021 is published, but starting with the 2023 report covering 2022, we will report on how our indicators develop on key issues and publish new indicators.

Flow: Energy – Water – Waste	Group Total 2021	Further information
<b>Energy consumption (MWh)</b> 	<b>14 907 MWh</b>	Final energy purchased by the Group and consumed by the assets for the needs of the common areas and by the common equipment and distributed to the private areas (tenants) for heating and/or air conditioning. Electricity and gas consumption in the private areas is excluded.
<b>Water consumption (m³)</b> 	<b>168 525 m³</b>	Water purchased from the (municipal) network and withdrawals from other sources for the needs of common and private areas.
<b>Waste generated (Tonnes)</b> 	<b>3 567 tons</b>	Total on-site collected waste generated by assets (common areas and tenants) and corresponding waste treatment flows.
<b>(of which recovered waste) as a %</b> 	<b>47%</b>	

“All of Apsys’ French assets have undertaken a waste audit in 2021 to steer a voluntary action plan to reduce waste and optimize sorting by 2022”

**100%**

of the leases (new leases and renewals) signed in France in 2021 had the new Apsys environmental appendix (“green lease”). This includes a number of specific requirements to reduce the environmental impact of the tenants’ activities.



JEAN-FRANÇOIS PARIS  
National Technical  
and Safety Director France



# Environmental certifications

Summary of certifications and labels obtained on the assets scope

Projects	Certifications
Beaugrenelle	BREEAM In-Use Asset Performance “Excellent” (80.6%) ; Management Performance “Excellent” (75%) HQE Construction
Eden	BREEAM Construction “Very Good”
Steel	BREEAM Construction “Very Good” Biodiversity
Parc Saint Paul	BREEAM Construction “Very Good”
Muse	BREEAM Construction “Very Good”
Posnania	BREEAM In-Use Asset Performance: “Excellent” (73.0%) ; Building Management “Outstanding” (88,3%)

Summary of targeted certifications in the project scope

Projects	Certifications
Bordeaux Saint-Jean	E2C1 “BREEAM” Construction HQE Housing Biodiversity
Neyrpic	“BREEAM” Construction HQE Construction
Solea (Polska)	“BREEAM” Construction



## BREEAM In-Use certifications of existing assets

\*Assets certified by the BREEAM In-Use sustainability assessment method for parts 1 & 2 of the framework.

2 total  
certified  
assets

151 883 sqm  
Total certified area  
(sqm of rental space)

45%  
Coverage rate %  
(sqm of rental space)

Following on from Beaugrenelle and Posnania, which were brilliantly certified “BREEAM In-Use” at the “Excellent” level, we are aiming for BREEAM In-Use certification for Muse, Steel and Eden in 2022

CHARLES LEFEBVRE  
Director of Property Management France

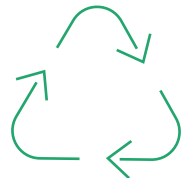
Apsys Polska is a forerunner in environmental certifications and has been ISO 14001 certified since 2012. Renewed every year since then, this benchmark certification is proof of our efficiency in terms of environmental management and is a real guarantee for our customers

JUSTYNA KUR  
Vice President & Head of Property and Rental Management of Apsys Polska

Apsys Polska is the leading asset management company in Poland and a pioneer in obtaining environmental certification for the assets under its management. It has been ISO 14001 certified for several years, which means its clients can benefit from its expertise in environmental management. This international certification attests to the soundness of the processes implemented in terms of waste management, compliance with environmental protection laws, monitoring and analysis of indicators, among other things.



# Focus on some of our teams' initiatives



## All Anti-Waste

**Steel** (Saint-Etienne) is giving its tenants a sense of responsibility by introducing a weighing system that identifies the waste produced by each tenant, combined with “actual” billing, to make tenants more aware of their waste management. This virtuous system will also be implemented in **Neyrpic** and **Bordeaux Saint-Jean**. In partnership with Toutenvélo, a network of transporters specialising in environmentally-friendly urban logistics, the peelings from the **Rives de l’Orne** restaurants are collected, by bicycle, for composting and use by local farmers. In 2021 and in only seven months (due to the closure of the restaurants), 4.5 tons of bio-waste were recycled!



Bio-waste collection by bicycle

“As soon as we opened, we wanted to mobilise all our brands in how they treat their waste, setting up an on-board weighing system for each type of waste. This virtuous approach, combined with invoicing based on the actual quantities produced and the shortest possible recovery channels, have allowed us to create a real positive dynamic, which is widely visible in the quality of sorting observed”



JULIEN PALANDRE  
Technical and Safety  
Director of Steel



## Promoting Soft Mobility

**Parc-Saint-Paul** and the town hall of Saint-Paul-Lès-Romans are building a soft link between the centre and the town centre. Phase 1 has already been completed: the creation of a cycle lane to provide safe access to Parc-Saint-Paul via soft links to the existing greenway and town centre, the reinforcement of the signage, and installation of bicycle racks. Registration as a “greenway” is under way and work on the Town Hall side will be completed in 2022.



On the roofs of Beaugrenelle, aromatics grow.



## Urban Agriculture

For a long time the largest in Paris (7,000sqm, the equivalent of a football field), the green roofs of **Beaugrenelle Paris** are now home to the urban farmers of Wesh Grow. Their 4,000 sqm “perched farm” is cultivated using permaculture-based approach and dedicated to herbs. Basil, peppermint and other herbs are sold to starred Parisian chefs and to the Monoprix shop on rue Linois: an ultra-short distribution network. A bee canteen is also being planned. **Galeria Katowicka** (Katowice), managed by Apsys Polska, hosts an urban farm with 2,300 seedlings. At the end of the season, the crops are offered to the citizens of Katowice. This space has numerous virtues: it diversifies the urban landscape, has a positive effect on air quality (which is very important in Silesia) and is an ideal educational tool.

“Our “perched” farm was installed on the roofs of Beaugrenelle in 2020, so we are starting the third season with as much pleasure as ever! We now grow around forty varieties of herbs, some of which we distribute to Monoprix and others to Parisian gourmet restaurants, all delivered on foot or by bicycle. The year 2022 will be rich in projects with the creation of new areas dedicated to biodiversity, the arrival of new varieties and great actions for local residents”



LAURENT COURANDON  
Founder & President  
of Wesh Grow



# 5 OUR ACTIONS TO PROMOTE INCLUSION AND LOCAL ECONOMIC DEVELOPMENT

[Back to the summary](#)





# A founding preoccupation

Since its creation in 1996, Apsys has always been committed to making a difference for the areas and communities where it operates. Quality of life, attractiveness of the region, employment, economic development, support for associations, solidarity and inclusion are all issues on which the Apsys teams work on a daily basis.



## Game changers for good

Catalysts for local development, our projects are often the first steps in areas in need of redevelopment. **Manufaktura**, developed by Apsys, is an iconic operation that exemplifies the strengths of commercial real estate projects, given that this project changed the destiny of Łódź, which was then in the midst of a slump, by redeveloping the abandoned former textile factories of Izrael Poznański and making the city radiate over a wide area of influence. Every year for the past 15 years, almost 20 million people have visited this vibrant and generous place, now owned by Union Investment and still managed by Apsys Polska. Other iconic projects have followed in France: Beaugrenelle, the driving force behind the redevelopment of the Front de Seine district (led by SEM PariSeine), has spurred the renovation of numerous surrounding players; Les Rives de l'Orne (Caen) laid the first stone in the redevelopment of an SNCF brownfield site at the entrance to the city; Muse is the “beating heart” of the new Amphitheatre district, which is an extension of Metz’s city centre. This stimulating effect is reinforced by our operational approach. Managed in collaboration with local players and communities, we design our spaces as village squares, “sounding boards” for local stakeholders (sports and cultural associations, artists, etc.) and places of service for the communities that host them.

“The places we develop create new centralities in the city. This is the strength of commerce. It brings life, animates and brings with it other uses. Around our projects, housing and offices are being developed or renovated... The city is on the move. Once opened, our sites contribute to reinforcing this movement: animating the local social, cultural, sporting and economic ecosystem, our teams play a role as catalysts for the dynamics of the regions, thereby contributing to improving daily life”



MANUEL TESSIER,  
France CEO - Asset Management



Before



After



## Responsible purchasing

Apsys is constantly favouring local companies. To ensure that our suppliers also adopt a positive approach and that our purchases are as virtuous as possible, we include a responsible purchasing clause in our contracts. In order to promote the benefits for the region, a charter giving priority to local companies for the award of the **Neyrpic** works was signed in 2015 with the Isère Construction Federation.

In 2021, Apsys centres awarded, on average,

**86%**

of their main operational service contracts (multi-technical maintenance, cleaning, security, waste management or a global “facility management” type contract including all of these services) to regional companies.

By the end of December 2021,

**100%**

of Neyrpic’s works contracts are awarded to regional companies (contracts awarded to date: pollution, asbestos removal and demolition)



## On the employment front

In all our projects, we are committed to promoting the creation of local jobs, particularly for people who are far from employment. In September 2021, Apsys signed an integration agreement with the PLIE (Local Integration and Employment Plan) of Grenoble Alpes Métropole. Through this agreement, Apsys undertakes to reserve 5% of the working hours generated by the Neyrpic construction site for people who are far from employment: in specific terms, this means approximately 46,000 hours of integration: over two years, i.e. almost 29 full-time equivalents integrated.

In 2021, three major actions were carried out by Apsys’ teams to promote employment: the signing of an integration agreement with Grenoble Alpes Métropole for Neyrpic, the organisation of job-dating sessions at Beaugrenelle and Muse.

“Supporting local employment is a strong focus for our operational sites: our centres publish vacancies within the stores on their websites. Job datings were organised at Beaugrenelle and Muse in 2021 and were very successful.”



STÉPHANE BRIOSNE,  
Director of the Apsys France centres network



# Focus on some of our teams' initiatives



## Social and Solidarity economy

A pilot site for the group, **Les Rives de l'Orne** (Caen) regularly welcomes players in the Social and Solidarity Economy. La Chiffo, an association that helps 70 employees on subsidised contracts return to long-term employment by offering second-hand products, ethical and sustainable creations at low prices, as well as an alterations workshop, was initially conceived as a short-term concept, but has since been made permanent.

“Building on the success of La Chiffo, we are hosting a second back-to-work project: **Respire (breathe)**, with the association TEF (Travail Emploi Formation) du Cingal. This solidarity recycling centre allows the upcycling of furniture (renovated and redecorated), household appliances (repaired or taken apart for spare parts), books, toys, etc. This back-to-work project allows people to learn a wide range of jobs: electrical engineering, sales, management, logistics, decorating, etc.”



ALICE OMER  
Director of Les Rives  
de l'Orne (Caen)

Neyrpic and Bordeaux Saint-Jean will reserve  
**1200 and 1800 sqm**  
for the Social and Solidarity Economy, respectively.

## Committed to good causes

As committed players and powerful “champions”, Apsys centres, in both countries, support great causes and associations. The fight against cancer, in particular, is a theme about which the Apsys teams are very sensitive. **Muse** (Metz) mobilised 300 people for a festive and lively Gala Evening which raised €30,000 for the Gustave Roussy Foundation. In October 2021, **Beaugrenelle Paris** launched a community sports challenge with the aim of cycling 10,000 km: visitors and retailers took part in the challenge and took turns to ride the bicycles made available in the centre. Thanks to this “Fil Rose” operation, €10,000 were donated to the association Les Bonnes Fées, which aims to improve the living conditions of women, particularly those affected by cancer. Our centres also responded to the fight against Covid-19. After hosting screening centres, **Vill'Up** (Paris) and **Steel** (Saint-Etienne) hosted vaccination centres at the request of the Prefects and Regional Health Agencies. In **Steel** (Saint-Etienne), first aid training was organised in partnership with the Red Cross. 200 participants took part in the workshops offered by the association and learned life-saving techniques, including cardiac massage.

“Committing to Gustave Roussy was an obvious choice! We wanted to launch a “large-scale” operation to raise awareness among our customers and increase donations. This is how we started the “Muse Direct Live” adventure with the organisation of a concert in 2019. This was followed by a charity gala in 2021. These two operations enabled us to donate €50,000 to Gustave Roussy. We hope to go even further in 2022 with a month of events including the opening concert and closing gala.”



CHRISTELLE COLBUS  
Marketing and Communication  
Manager of Muse



## Disability and Inclusion

In conjunction with associations, the Polish teams are working very practically to make the centres under its management more accessible to people with disabilities. Posnania, the group's flagship in Poland, is particularly advanced in this area. A comprehensive programme, “Spektrum Zrozumienia”, has been developed for people with Autistic Spectrum Disorders in Galeria Katowicka: services adapted to their emotional and sensory needs and training and awareness-raising activities (for centre and store staff and visitors). The French teams have followed this fine example by testing “Les Heures Silencieuses” at the end of 2021, the result of signing the Charter “L'heure silencieuse, les centres commerciaux au service d'une société inclusive” (The “silent hour” – shopping centres for an inclusive society) between the CNCC and the associations concerned in October 2021.

“At Apsys, we respect social diversity and make sure our sites are user-friendly and accessible to everyone, thanks to solutions that eliminate architectural and social barriers. We think in terms of accessibility in a very broad sense, adapting our spaces to the needs of people with disabilities, including multiple ones, but also to the needs of the elderly, pregnant women, parents and carers of young children. In cooperation with qualified partners (foundations and associations), we conduct regular audits of the places we manage and introduce new solutions.”



AGNIESZKA TOMCZAK-TUZINSKA  
Marketing Director of Apsys Polska



## Our seniors have talent

Throughout the month of December, reading workshops were offered to youngsters at **Les Rives de l'Orne**. Comfortably sat in a hut fitted out for the occasion, the children were able to listen to Christmas tales told by elderly residents of 4 nursing homes around Caen. This cross-generational exchange was very much appreciated by all participants and will be repeated in 2022. In keeping with this approach of cross-generational inclusion, knitters from a retirement home in Saint-Jean-Bonnefonds, the municipality where most of Steel is located (along with Saint-Etienne), knitted a 38-metre-long scarf to warm the neck of Lucie, the emblematic sculpture that welcomes visitors to **Steel**. A Christmas 2021 under the banner of human warmth!





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# OUR ACTIONS TO FOSTER A DYNAMIC OF CHANGE AMONG OUR STAKEHOLDERS





# A responsibility that commits us

“Be the change you want to see in the world!” Mahatma Gandhi’s famous and very wise words inspire us every day. Through its activities as a real estate developer and its positioning as a multifunctional urban player, Apsys interacts with numerous stakeholders and takes major responsibility for the city of today and tomorrow. Its teams strive to unite talents and goodwill around their actions and to create a virtuous dynamic. The well-being and development of Apsys’ 385 employees (between France and Poland) is another priority.

“As the leading management company in Poland (with 27 centres and 1 million sqm of GLA entrusted to our care by 14 clients and 105.5 million visitors by the end of 2021), Apsys plays an important role in advising owners and welcoming visitors. We were pioneers in obtaining environmental certification for our assets in operation (Breeam in Use) and have been ISO 14001 certified for several years for our environmental management system. We also developed the customer service programme “At your service”, a catalogue of over 60 services and facilities offered by our shopping centres”



BENOÎT CHARLES,  
CEO of Apsys Polska



Manufaktura Plaża



Le Posnania City Garden

# Employee well-being and development

## A responsible social policy

Eager to promote the well-being of its employees at work, Apsys has formalised **remote working** by introducing a **company charter** that sets out the terms and conditions and whose principles work towards a better work-life balance. In the same vein, awareness-raising sessions on the right to disconnect have been deployed on a collective level (management and employees). To accompany and support parenthood within the company (both for women and men), Apsys wanted to maintain the salaries of new fathers throughout their paternity leave.

“Within Apsys, the HR function is a stakeholder in implementing the CSR strategy because of its mission to support governance in its implementation, ensure a responsible working environment for human capital and unite employees around a common project that is meaningful”



JUDITH ABEASIS,  
Director  
of Human Resources

**Social dialogue bears fruit in the company.** In 2021, Management conducted ten Social and Economic Committee (CSE) consultations in France. Among these, three opinions were issued in the context of the mandatory consultations on strategic guidelines, social policy (including the training plan) and the company’s financial situation. Other topics such as organisational changes, well-being at work (remote working and disconnection charters), changes in the definition of objectives (with the introduction of collective performance reviews) or the digitisation of invoices were discussed and received a favourable opinion from the CSE.

100%

of the opinions given by the employee representative bodies (in France and Poland) were favourable.

**To develop staff skills and employability, the group invests heavily in training.** Apart from the mandatory contribution of 1% of its payroll, Apsys France has set aside a voluntary budget of 0.70% of its payroll.

95%

of French employees received training in 2021 (in three areas: project management, CSR and business training). Polish employees received an average of 9.5 hours of training.



Apsys Polska has been measuring the satisfaction of its employees for several years through an annual survey. This good practice will also be rolled out to French employees in 2022. In 2021, Apsys Polska achieved the best results since the launch of this survey, with Net Promoter Scores rising sharply (willingness to stay with the company): NPS at +13 points, recommending Apsys: NPS at +11 points versus 2019).

“Apsys Poland has been conducting an annual employee satisfaction survey since 2017. The goal is to better understand their expectations and implement action plans to improve employees’ quality of life at work and their satisfaction. Participation rates and results on several key items such as recommendation and willingness to stay with the company are well above the market benchmark for Poland...”



OLGA SKIRZYŃSKA,  
HR Specialist  
at Apsys Polska

100%

of French employees had one or more CSR objectives, by 2021.

As part of the growth of Apsys’ CSR strategy, 70 Apsys employees were invited to take part in the “Climate collage”, an excellent tool for raising awareness about global warming and mobilising collective intelligence! In a “bottom-up” direction, the teams worked ahead of the management committee: their ideas and recommendations are feeding the Apsys CSR 2022 roadmap! Steel also organised a Climate collage to raise awareness of global warming.

## CSR at the heart of the company’s HR practices

Two HR tools were activated to support the growth of Apsys’ CSR strategy: training and management by objectives. As such, in 2021, two collective training sessions were organised around CSR, in France: The “Climate collage” and special training for legal, commercial and rental teams in green leases, the rapid adoption of which is a key part of our strategy. On a managerial level, the CSR strategy was translated into CSR objectives at the group level and at departmental level. Employees eligible for a variable pay component were reviewed at the beginning of 2022 for the year 2021, on CSR performance indicators.



## Focus on some of our teams’ initiatives



### The new green lease

To reduce the overall ecological footprint of its centres, Apsys adopted a new environmental appendix to the lease at the end of 2020, encouraging its retail tenants to adopt virtuous operating practices. They are provided with specific requirements in the areas of energy management, lighting, water management, waste and choice of materials. An annual meeting clause provides for sharing the results of the efforts made by each party, Apsys on the common areas and the retailer on its private areas. This new environmental appendix was widely adopted in 2021: well done to the legal, commercial and lease management teams and the signatory merchants!

“Our ambition is to reach 100% of leases with the new environmental appendix by 2029 and we are increasingly integrating virtuous brands and sustainable concepts (SSE, second hand, local distribution networks, local players, etc.) into our programming, so as to meet the growing expectations of responsible consumption on the part of our visitors.”



CÉLINE POIX  
France Deputy Managing  
Director Leasing & Innovation

Number and percentage of green leases among leases signed in 2021 and active leases	Group Total 2021	Further information
Number of green leases signed during the year	66	Based on the new environmental appendix deployed in France by the Group since November 2020. (deployment in Poland planned from 2022).
% of green leases signed out of total leases (new and renewal) signed in the year	100%	
% of green leases out of the total number of leases in the existing portfolio (actives leases)	17%	





Inviting art into all our locations

Art has always been at the heart of the visitor experience at Apsys. **Muse**, **Steel** and **Posnania** offer a collection of artworks inspired by local DNA. Steel hosts La Villette’s Microfolie concept, which aims to bring culture to the heart of the regions. **Beaugrenelle** offers meaningful art happenings: GAÏA, a 7-metres diameter backlit planet earth by Luke Jerram, shone with all its fragile beauty; William Amor, a visual artist who creates poetic and delicate works of art from waste, will exhibit at Beaugrenelle in 2022 and at other Apsys sites in 2023. Through this ongoing process, Apsys promotes artistic creation and gives as many people as possible access to art and culture.

100%  
of Apsys centres organised  
CSR events in 2021.



The “Apsys think green” Programme

**APSYS THINK GREEN PROGRAM CSR** As a committed player, Apsys Polska actively promotes positive social change through concrete actions and educational campaigns that involve employees, partners, visitors and the local communities in general, and with this in mind, created the Think Green programme. Think Green activities go beyond standard shopping centre projects. Some examples among dozens: The **Posnania** City Garden, designed according to the triptych #REMOVE #REDUCE #RECYCLE, brings together green spaces and recycling, re-using items such as barrels, shopping trolleys and wooden pallets. In **Pasaż Łódzki** (Łódź), Apsys Polska has created the first playground in Poland made entirely from waste and scraps, because awareness should start at a young age!



Co-constructing with the local fabric

In **Neyrpic**, a major urban project located in the heart of Saint-Martin-d’Hères (the second largest town in Isère and the host town of the Grenoble Alpes Campus) and a future place for gathering and exchanging, the Apsys teams have set up a co-construction process with the local community. By collaborating with Y-Nove, an “associative incubator”, some fifteen associations are participating in discussions on strategic issues such as youth, culture, employment, urban ecology and SSE. For **Solea**, a housing programme in Warsaw, the residents’ association of the adjacent residence was consulted on various issues.Co-construction will also be required in **Bordeaux Saint-Jean**.

“ This collaboration between associations and stakeholders in commerce is surprising and relevant, because it breaks out of the historical divisions that compartmentalise each person into their own role or profession and because it attempts to experiment with a different way of conceiving a place to live, trade and carry out associative activities, particularly for young people. They’re fond of these places where they can meet and socialise, not necessarily to shop, meaning these spaces could be the places where other things are built. This is the challenge that a dozen associations, Y-Nove, as a network pilot, and Apsys are trying to take up. ”



JEAN-FRANÇOIS MIRALLES  
Director of Y-Nove



In Youth we trust!

The Apsys teams are committed to training young people. Five Sciences Po students worked on an Apsys CSR case as part of their Customer Experience Management course. In response to the question “How do we make the CSR actions of Beaugrenelle in Paris and Les Rives de l’Orne in Caen visible within the customer journey and in the eyes of visitors, so as to create a sense of attachment and CSR commitment on the part of visitors as well”, they proposed fresh and creative ideas, which were highly inspiring for the teams. At **Eden**, students from the Bougainville Campus in Brie-Comte-Robert are involved in maintaining green spaces and, in 2022, will raise awareness among visitors with a green space created entirely from everyday objects.



We are Stronger together!

Collective intelligence and solidarity between merchants are at work in **Steel**! On a voluntary basis, a small group of shopkeepers visit the shop of another shopkeeper in Steel every month. Each visit is followed by a moment of discussion and sharing, an opportunity to forge links and exchange advice and good practices.



# 7 DEMONSTRATOR ASSETS AND PROJECTS

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# Beaugrenelle

Paris (Opening 2013)

- Driving force behind the redevelopment of the Front de Seine district (carried out in collaboration with public players)
- The first French commercial asset to receive the double certification “BREEAM-In-Use” level “Excellent” with the new “BREEAM V6” benchmark.
- Connection to urban heating and cooling energy networks
- 7,000 sqm of green roofs, including 4,000 sqm cultivated using perma-culture-based approach/local distribution channels (herbs) with Wesh Grow
- Organiser of major artistic events



# Posnania

Poznan, Pologne (Opening 2016)

- Certified BREEAM-In-Use “Excellent” (Asset Performance)/“Exceptional” (Building Management) thanks to the implementation of numerous environmental solutions
- A regional player highly committed to the protection of biodiversity, soft mobility, inclusion and accessibility for people with disabilities, and the life of the city (through support for cultural and artistic projects)
- Animation of the Posnania tenants’ community (People of Posnania programme)



# Muse

Metz (Opening 2017)

- The “beating heart” of the new Amphitheatre district, an extension of the historic city centre
- Redevelopment of a railway brownfield site through the creation of a complete mixed-use block (housing of all types, offices, shops)
- Strong commitment to culture (art collection) and support for associations
- Energy sobriety (naturally ventilated, non-air-conditioned and non-heated mall)
- Connection to urban heating and cooling energy networks
- BREEAM certified “Very Good” construction



# Steel

Saint-Etienne (Opening 2020)

- The pivot for the transformation of the main entrance to Saint-Etienne
- Redevelopment of a very run-down area (former mining and industrial site)
- Creation of 35,000 sqm of green spaces (1,000 trees, 48,000 shrubs) and numerous amenities to enhance the quality of life: playgrounds and rest areas, art collection, La Villette’s Micro-Folie
- Committed local player (numerous partnerships, support for town centre commerce)
- BREEAM Construction “Very Good” and Biodivercity certified





## Solea

Warsaw, Poland  
(Expected delivery in 2023)

- Housing programme
- Construction using low-emission materials and sustainable development principles
- At the cutting edge in terms of energy efficiency, green spaces (communal garden) and comfort for future residents thanks to numerous amenities and a high level of services
- Targeted certification: “BREEAM” “Very Good” construction



## Dix Solférino

Paris (Delivery 2022)

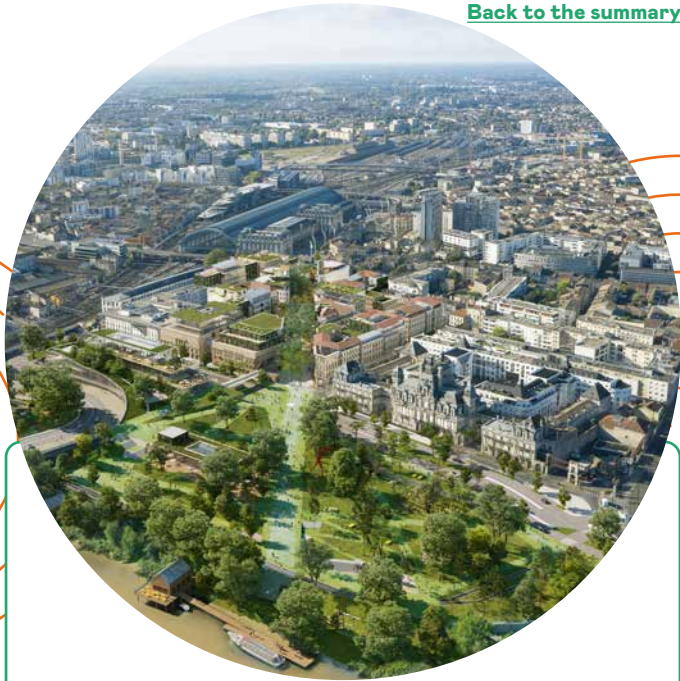
- Office programme
- Renovation of a historic site in accordance with the best environmental standards (cooling using renewable energy, photovoltaic panels on the roofs for self-consumption of electricity, etc.) and user comfort (thermal, acoustic, etc.)
- Double certification “BREEAM” and HQE Excellent Design



## Neyrpic

The exchange factory, Saint-Martin-d'Hères / Grenoble Alpes Métropole  
(Provisional opening 2023)

- Redevelopment of a brownfield site and transformation into a generous place for living and sharing
- Respect for the industrial architecture and reuse of materials from the old factory
- At the forefront of energy efficiency, soft mobility and the reintegration of nature into the city
- Creation of community spaces with high added value (fablab, etc.), in conjunction with the local associative fabric (co-construction approach)
- Targeted certification: “BREEAM” Construction “Excellent”



## Bordeaux Saint-Jean

Fabricating the city of tomorrow,  
Bordeaux (Provisional opening 2025)

- An urban “haute-couture” operation that allows the transformation of a rundown sector into a responsible and desirable neighbourhood
- Architecture that respects the soul of Bordeaux and favours re-use
- Low carbon approach in construction and operation
- Hyper-mixed functions (67,000 sqm of housing, offices, hotels, shops, restaurants, leisure and services)
- Creation of 15,000 sqm of public spaces (extension of the development of the Garonne quays)
- Hyper-greening and water courses> Creation of oases of freshness
- Creation of a park measuring 13 ha, one of the largest green spaces in Bordeaux
- Hosting a soft mobility and Social and Solidarity Economy hub
- Certifications and labels targeted: “BREEAM” Construction, E+C– level E2C1, Biodiversity, HQE housing



# 8

# REPORTING METHODOLOGY AND INDICATORS





# Reporting, methodology and indicators

For the first time, Apsys is publishing certain indicators related to its CSR strategy and will gradually strengthen its reporting process and dedicated tools to ensure a continuous improvement approach to the data published. This reporting will enable the Group to manage its environmental and societal performance (plan, monitor, act and report), by including all its stakeholders.

## General principles [Measurement]

The indicators are expressed in absolute values (e.g. energy and water consumption, quantity of waste).

The published indicators for development projects relate to projects of at least 5,000 sqm that have committed status.

The environmental, social and societal indicators reported are integrated into the Group’s “Reporting Framework” (updated on 08/02/2022). This framework is common to the two countries where the Group operates (France and Poland) and applies to the assets owned and managed and to the projects controlled by the Group. This framework will be updated regularly to take into account changes in the Group’s reporting scope, industry practices and recommendations (Epra sBPr, CNCC, etc.) – and developments related to climate and societal issues in the sector.

## Scope

The information is presented on a consolidated scope (per country). The environmental and societal indicators related to operations cover a scope of assets owned and managed by the Group, over which the Group has operational control and for which this data can be collected, measured and monitored. In 2021, Apsys reported on energy and water consumption related to the operation of the assets it owns and manages, and certain information related to waste and indicators of engagement with its stakeholders (e.g. tenants). These also concern projects under development of at least 5,000 sqm, that have a committed status. These environmental and societal indicators related to operations and projects under development cover a scope representing 91.6% (calendar year consolidated indicators) of the value of the total consolidated portfolio as at 31 December 2021. Social indicators (human resources) cover all employees of the Group (France and Poland).

Any specific exclusions from the reporting scope are mentioned in the presentation tables for each indicator.

Changes in the reporting scope may occur as a result of asset acquisitions and disposals, new asset developments, major renovations and extensions. The rules are defined in the “reporting framework”.

Apsys will continue to improve the quality of its data, complying with emerging external reporting standards and frameworks to develop its internal methodologies and references, and to strengthen sub-metering at its assets to improve the quality of data. As a result, data calculation methods and previously published data may be subject to adjustment where appropriate.

The assets included in the 2021 reporting scope for the environmental and societal indicators are listed below:

Assets	City and Country	Asset type	Surface Gla
Beaugrenelle	Paris, France	Shopping centre	51 577 sqm
Eden	Servon, France	Retail park	36 340 sqm
L'Heure Tranquille	Tours, France	Shopping centre	23 243 sqm
Muse	Metz, France	Shopping centre	37 122 sqm
Parc Saint-Paul	Saint-Paul-lès-Romans, France	Retail Park	19 895 sqm
Steel	Saint-Etienne, France	Retail Park	71 943 sqm
Posnania	Poznan, Poland	Shopping centre	100 306 sqm

The projects included in the 2021 reporting scope for the environmental and societal indicators are listed below:

Projects	City and Country	Function	Surface de plancher
Neyrpic	Saint-Martin-d'Hères (Grenoble Alpes Métropole), France	Shops in the broad sense	42 600 sqm
Bordeaux Saint-Jean	Bordeaux, France	Mixed development (housing, offices, hotels, shops in the broad sense)	67 000 sqm
Solea	Varsovie, Poland	Housing	6 100 sqm

As of 31 December 2021, the exclusions are:

Assets owned and managed: Vill’Up due to major restructuring work on the asset (strategic vacancy)

Projects: Dix Solférino and the Maison du Peuple de Clichy which are below the 5,000 sqm threshold



# Apsys in brief

Apsys has been a passionate player in the city for 25 years, designing, building, running and developing assets that make cities vibe in all its functions (mixed urban centres, retail, offices, housing, hotels, etc.), in France and Poland.

Its iconic projects include Manufaktura in Łódź, Poland (internationally benchmark redevelopment of an industrial brownfield site), Beaugrenelle Paris (driving force behind the metamorphosis of the Front de Seine district), Muse (creation of a mixed-use urban block in Metz) and Steel (restructuring of the main entrance to the city of Saint-Etienne), Le Dix Solférino (renovation of the historic headquarters of the French Socialist Party) and, currently under development, Neyrpic (creation of a living space on a Grenoble industrial brownfield site), Bordeaux Saint-Jean (creation of a mixed urban district), the Maison du Peuple in Clichy (rehabilitation of a masterpiece of modernist architecture).

Thanks to architectural gestures that are both bold and respectful, generous social spaces, “hand-crafted” programming mixes, and specific environmental and societal commitments, Apsys’ achievements and projects convey a responsible, human and vibrant vision of the city, for the benefit of all.

→ For more information [www.apsysgroup.com](http://www.apsysgroup.com) and [www.apsys.pl](http://www.apsys.pl)



## Apsys in a few figures\*

\*figures at the end of December 2021

**385**  
employees

Assets valued at  
**€2.2 billion**  
in economic share

A pipeline of projects  
in development valued at  
**€1.1 billion**  
on completion

A portfolio of  
**35**  
assets under management

**27**  
completed assets

Winner of more than national  
and international  
**100**  
prizes

# Thanks!



We would like to thank **the Apsys teams in France and Poland**, on the sites and in the head offices, on the projects, the assets and in all the departments, for their commitment, creativity and passion in implementing the Apsys CSR roadmap.

Thanks also to **the partners and advisors** who accompany and support our actions.

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