

Open mind
Greater value



Sustainability Strategic Priorities



Index

1. Future-proof the lived environment	03	2. Safe, healthy & engaged workforce	12
Operating context	04	Operating context	13
Our approach	05	Our approach	14
Intended results	06	Intended results	15
Shared value created	07	Shared value created	16
Our performance to date	08	Our performance to date	17



1.
**Future-proof
the lived
environment**

FUTURE-PROOF THE LIVED ENVIRONMENT



With this strategic priority we will serve the human and business needs of tomorrow's cities, by future-proofing the built environment and operations through **responsible investment criteria** and **sustainability solutions**.

OPERATING CONTEXT



REGULATION

Increasing regulation governing sustainability, including safety, health and environmental (SHE) aspects



ESG STANDARDS

Pressure from investors and other stakeholders to ensure that Sonae Sierra operates according to high ESG standards



COSTS & SHORTAGES

Shortages of natural resources will lead to an increase in their costs, demanding a new approach to the way we develop and manage assets

FUTURE-PROOF THE LIVED ENVIRONMENT



OUR APPROACH

- 1 Resilience Strategies**

Embed resource resilience strategies and a best-in-class Safety, Health & Environment Management System (SHEMS) across all our corporate operations
- 2 SHEMS and resource resilience**

Promote the uptake of SHEMS and resource resilience across our investment portfolio
- 3 Encourage Sustainability Standards**

Encourage our clients to implement sustainability standards on their own assets by demonstrating the business case and delivering sustainability services
- 4 Expertise & Know-How**

Position ourselves as experts in energy, water and waste strategies for real estate assets
- 5 Sustainable Building**

Promote sustainable building certifications and develop resilient assets
- 6 Decarbonisation Roadmap**

Specific roadmap for decarbonization to tackle climate change
- 7 Responsible Investment**

Adopt responsible investment criteria
- 8 Circular Economy Principles**

Ensure the adoption of circular economy principles across our operations
- 9 Local Sustainability Initiatives**

Provide the best sustainability initiatives for local communities

FUTURE-PROOF THE LIVED ENVIRONMENT

INTENDED RESULTS

Ensure that risks towards people, assets and ecosystems are minimized.



CHALLENGE

Environmental & social challenges

Address environmental and social challenges
(e.g. climate change)



ENGAGE

Communities engaged with sustainability

Communities where people are engaged with
our sustainability projects



INCREASE

Competitiveness & profitability

Increased competitiveness and supporting
business long-term profitability

FUTURE-PROOF THE LIVED ENVIRONMENT

SHARED VALUE CREATED

We commit to monitor, evaluate and regularly review our sustainability performance, to ensure objectives and targets are achieved and to promote continual improvement.

- Operational efficiencies & risk management
- Enhanced reputation and brand value
- Long-term asset value protected
- Lower environmental impact
- Improved eco-efficiency
- Local community safety and well-being
- Reduced operational and insurance costs
- Increased revenue
- Higher quality service for clients, tenants & visitors
- Increased client and tenant preference
- Protected license to operate
- Stakeholder engagement
- Enhanced shareholder value

FUTURE-PROOF THE LIVED ENVIRONMENT



OUR PERFORMANCE TO DATE

Not only have we consistently **improved our environmental performance**, but we have avoided over €22 million in costs in 2023 from **eco-efficiency improvements** in energy, water and waste introduced since 2002.

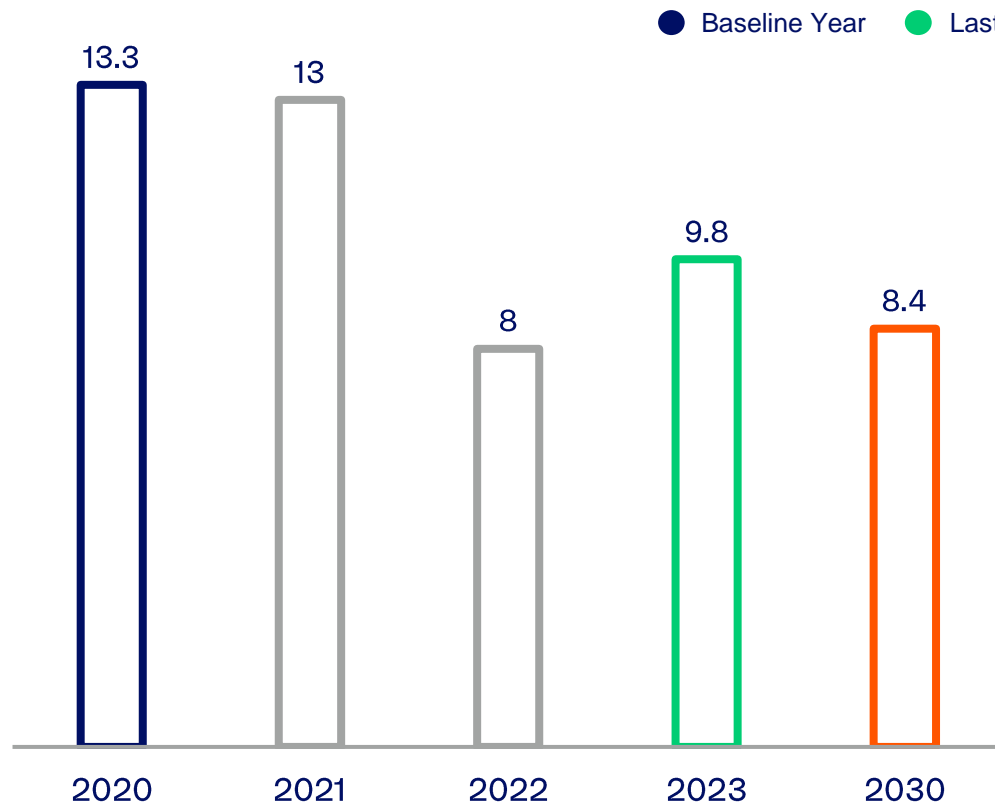
Our specialised know-how has resulted in substantial savings, whilst also reducing the negative effect on the environment and strengthening our brand as a reference in the sector.

Our long-term objectives are reviewed on a regular basis. In 2023, we updated our previous GHG emissions targets to align with Science Based Targets, as approved by the SBTi.

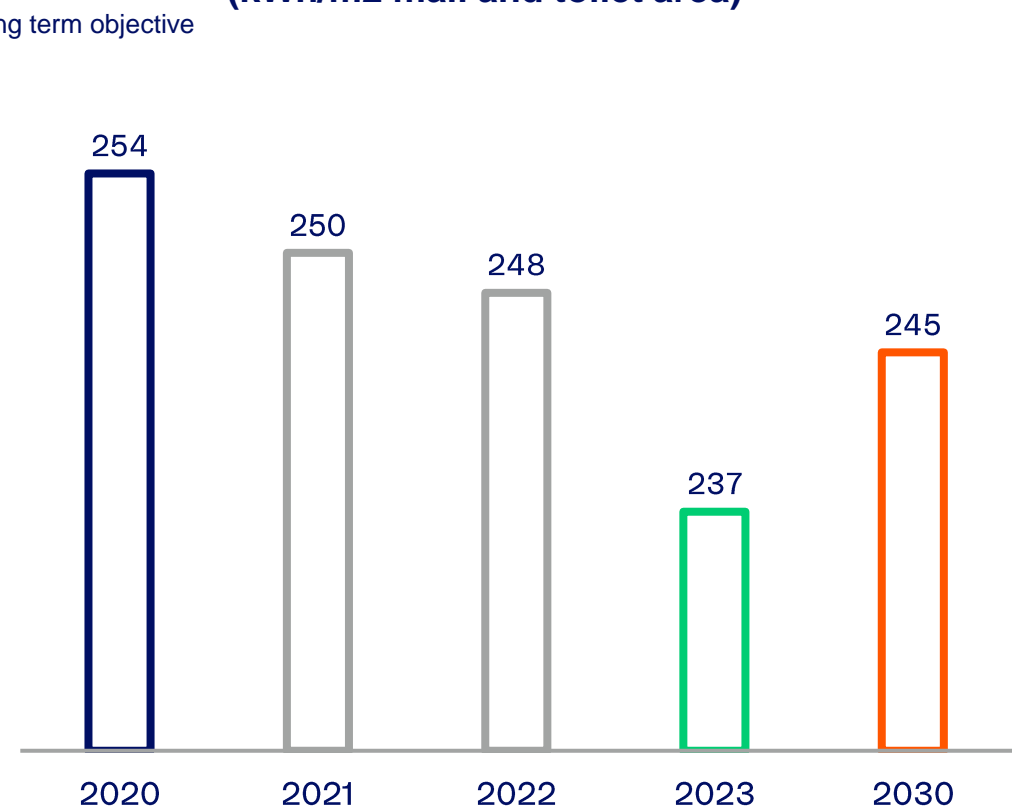
FUTURE-PROOF THE LIVED ENVIRONMENT

The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

GHG emissions: Scope 1 and 2 (kg CO₂e/m² GLA)



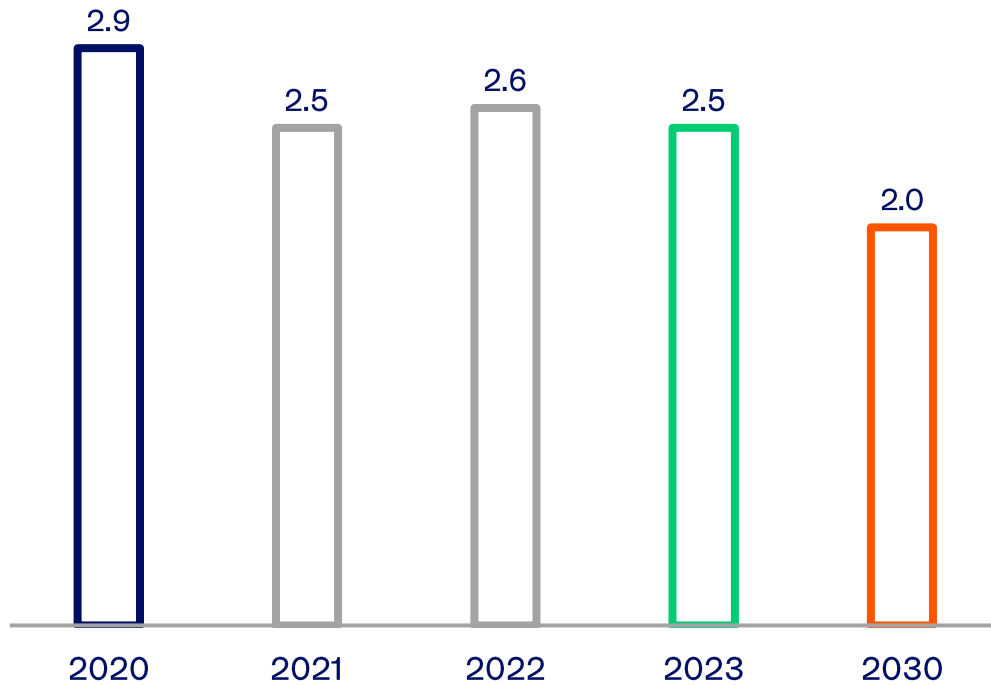
Electricity efficiency (excluding tenants) of our owned portfolio (kWh/m² mall and toilet area)



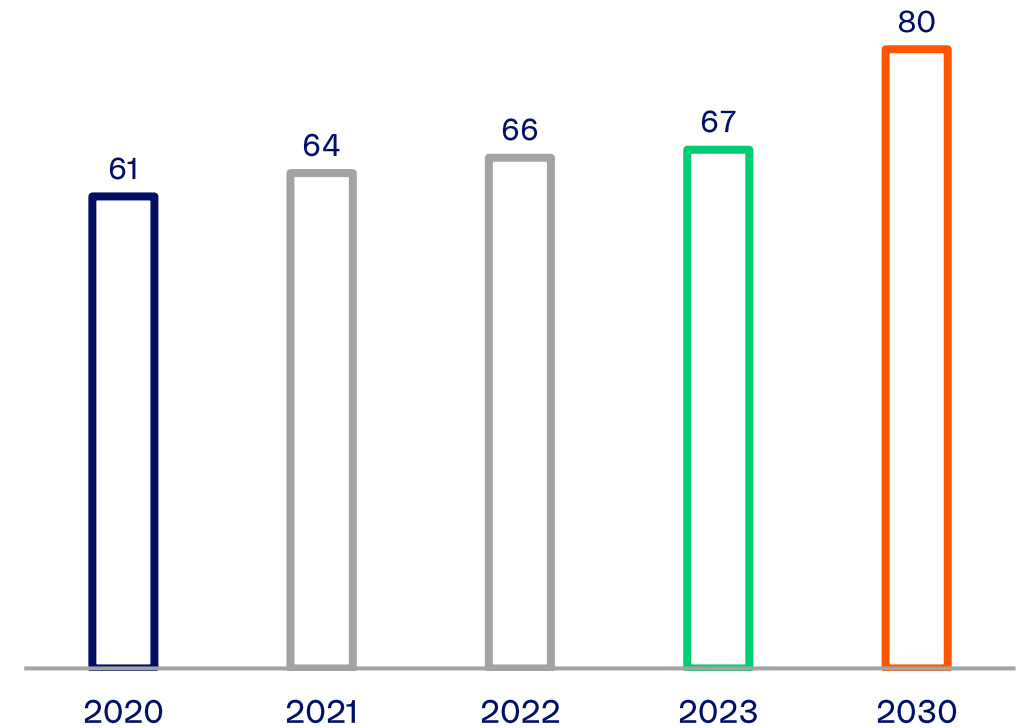
FUTURE-PROOF THE LIVED ENVIRONMENT

The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

Water consumption (excluding tenants) of our owned portfolio (litres/visit)



Recycling rate, across our owned portfolio (% by weight)



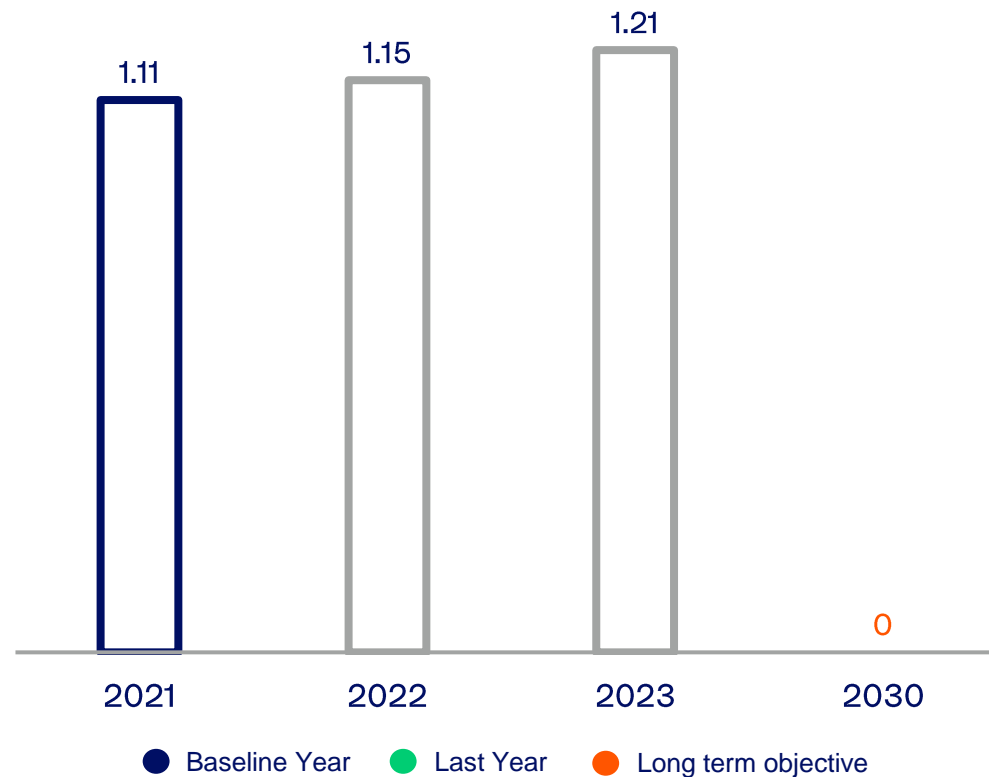
● Baseline Year ● Last Year ● Long term objective

FUTURE-PROOF THE LIVED ENVIRONMENT

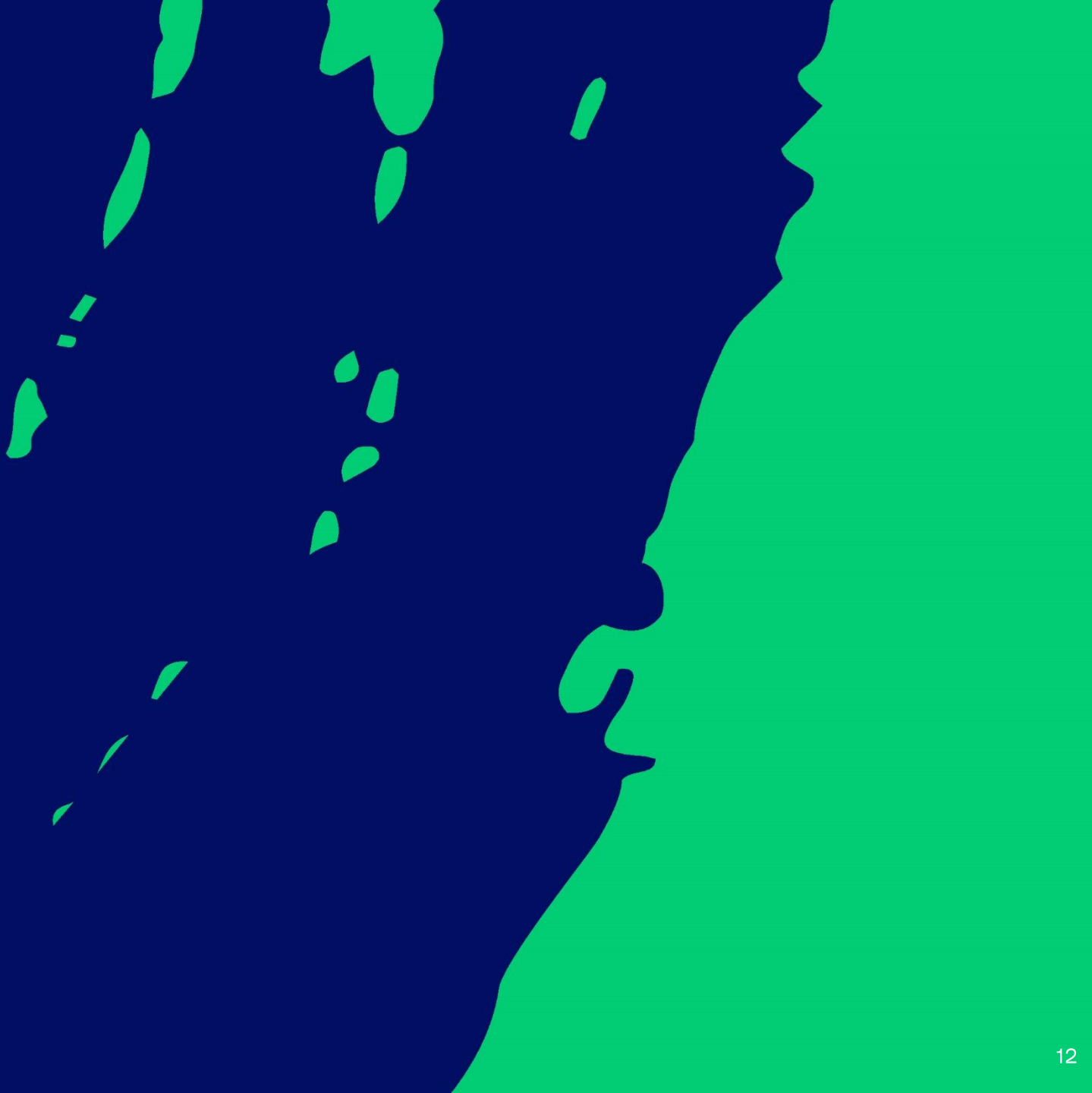
The following charts illustrate our progress against the key performance indicators that have guided actions with respect to energy efficiency, water efficiency, waste management and recycling, and safety and health.

Level 3, 4 and 5 accident rate in our owned portfolio¹

¹Number of accidents of level 3, 4 and 5 among tenants, service suppliers, workforce and visitors per million visits. Level 3, 4 and 5 accidents are defined as those resulting in medical assistance, lost workdays/life disruption and fatality/permanent disability, respectively.



2. Safe, healthy & engaged workforce



SAFE, HEALTHY & ENGAGED WORKFORCE



With this strategic priority we will ensure a diverse, inclusive and engaged workforce by **developing employees' skills and productivity** within a **safe, healthy and empowering culture**.

OPERATING CONTEXT



COMPETITION FOR TALENT

We reduce our corporate office impacts and attract and retain talented people in our company



PEOPLE AS HIGH IMPORTANCE

High importance of people's competencies, skills, relationships and productivity, within our business strategy



WORKPLACE WELLNESS

Increasing focus on workplace wellness – promoting health and wellbeing to increase employee productivity, satisfaction and retention

SAFE, HEALTHY & ENGAGED WORKFORCE



OUR APPROACH

1 Maximizing potential
Continuously build the skills and knowledge of our people to maximize their potential so that we deliver superior services to our clients

2 Sustainable lifestyles
Embed sustainable lifestyles among our people by increasing knowledge and awareness of best of health and wellbeing practices

3 Safe workplaces
Guarantee safe workplaces for our workforce, promoting a safety culture through our best in class . Safety, Health & Environment Management System (SHEMS)

4 Diversity
Ensure a diverse workforce by promoting diversity and defining quotas for gender equality

5 Top talent retention
Guarantee high Top Talent Retention Rates

6 Engagement
Foster engagement among our workforce

SAFE, HEALTHY & ENGAGED WORKFORCE



INTENDED RESULTS

People first.



LEARNING

Hands-on training

Offer hands-on training that provides immediate value



EXPERTISE

In-house expertise

Capitalize on our in-house expertise to develop our talent



DEVELOPMENT

Professional development

Become a beacon for professional development



LIFESTYLE

Sustainable lifestyles

Promote sustainable lifestyles among employees



SAFETY

Safe workspace

Guarantee a safe workplace



DIVERSITY

Diverse workforce

Achieve a diverse workforce

SAFE, HEALTHY & ENGAGED WORKFORCE



SHARED VALUE CREATED

We commit to monitor, evaluate and regularly review our sustainability performance, to ensure objectives and targets are achieved and to promote continual improvement.

- Enhanced intellectual capital
- Higher levels of staff satisfaction, engagement & productivity
- Talent attraction & retention
- Superior client service
- Enhanced shareholder value

SAFE, HEALTHY & ENGAGED WORKFORCE



OUR PERFORMANCE TO DATE

We can highlight some of the following **achievements**:

Rise High, Rise Higher programme was communicated to all Sierra employees in 2023 to empower teams and foster an entrepreneurial spirit, through training sessions tailored for our leaders. The programme is poised to extend its reach to all employees throughout 2024, leveraging strategic partnerships with some of Portugal's top tier business schools.

The **Flex Work Programme** exemplifies our dedication to employee well-being, providing a range of initiatives such as flexible schedules, part-time options, leave of absence, the ability to purchase additional days off, extended festive season breaks, a hybrid work model, and workplace mobility for up to three months.

Employee-Centric Success – Our commitment to listening to employee feedback remains fundamental to our approach, with a continuous focus on assessing the alignment between the company and our employees' expectations through the eNPS.

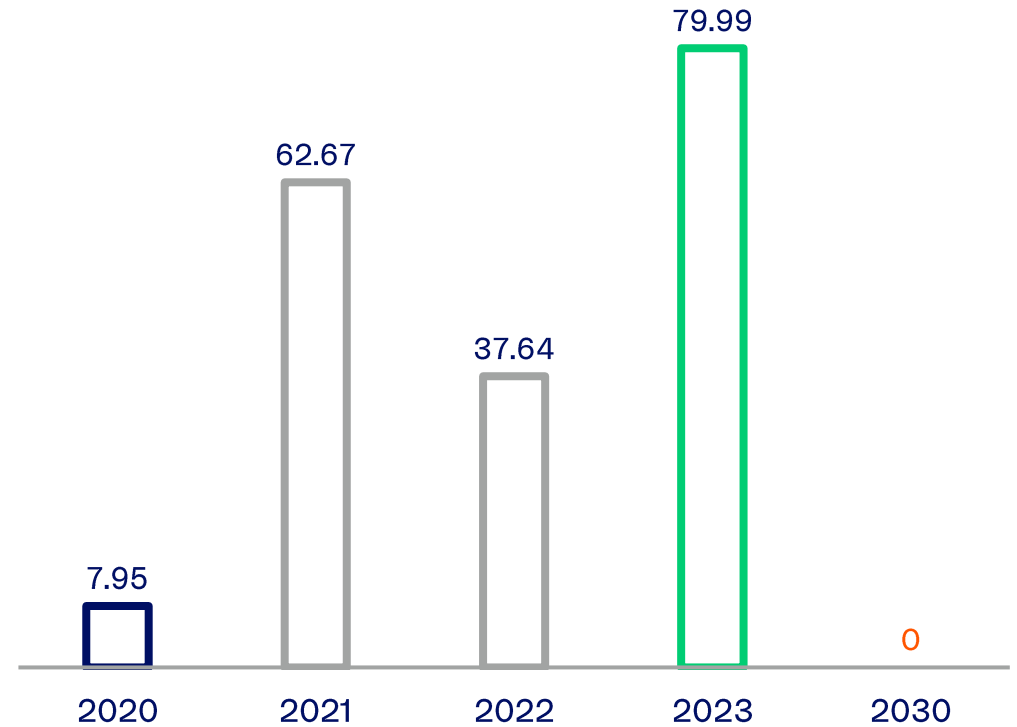
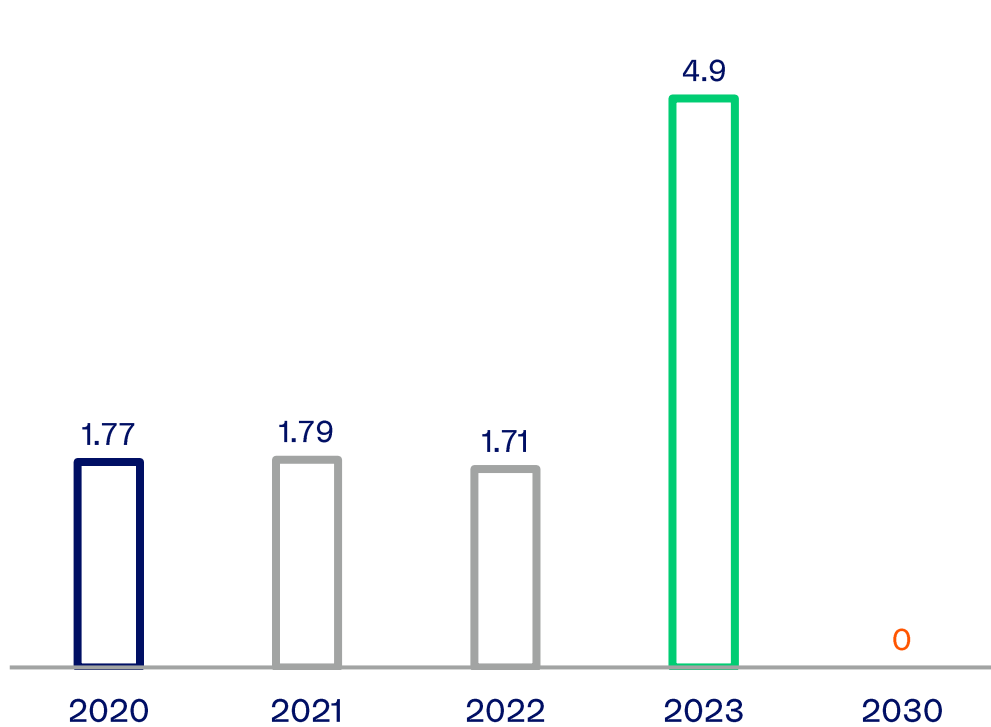
As part of our commitment to fostering an inclusive and equitable workplace, Sonae Sierra conducted specialized training on **unconscious biases** for all employees, aiming to raise awareness and promote a more diverse and understanding work environment.

OUR PERFORMANCE TO DATE

Accident rate (LWCAFR) among workforce

Accident Severity Rate (ASR) among workforce

● Baseline Year ● Last Year ● Long term objective

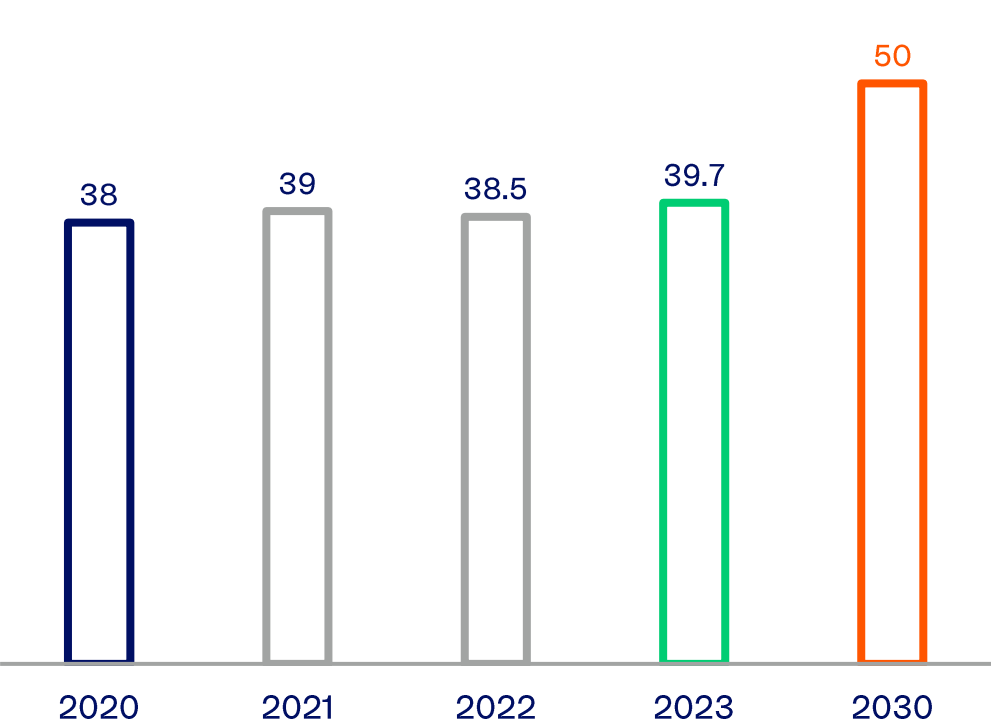


1 The Accidents Rate (LWCAFR) is the number of accidents resulting in one or more lost workdays per million worked hours by Sonae Sierra workforce (direct employees and supervised workers).

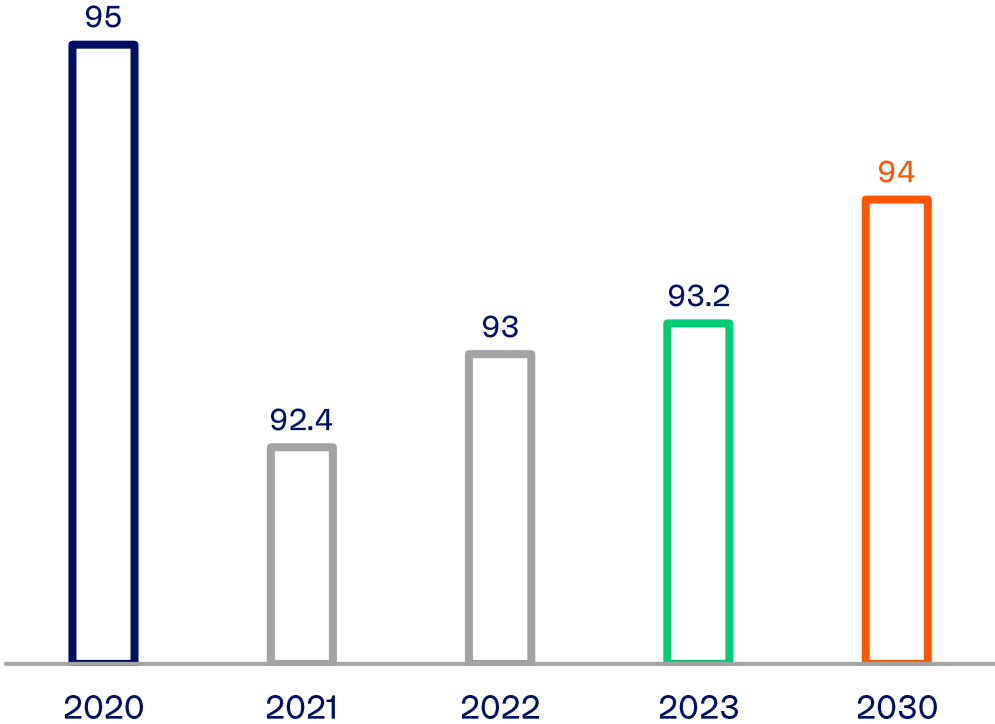
2 The Accident Severity Rate (ASR) is the number of lost workdays of accidents per million worked hours by Sonae Sierra workforce (direct employees and supervised workers).

OUR PERFORMANCE TO DATE

Leadership positions occupied by woman (%)



Top talent retention (%)



● Last Year ● Long term objective

Open mind
Greater value



Thank You

