

Sustainability Report 2014/2015

URBAN LIFE IN THE FUTURE



Report profile

Sustainability is a key component of the corporate philosophy at ECE and it is continuously integrated in routine work every day. ECE believes that this also entails providing stakeholders with transparent information about the progress of its sustainability initiatives. This is the fifth Sustainability Report. It is entitled “Urban Life in the Future”. The report provides an important instrument for communicating with stakeholders. In order to meet their needs, this report is divided into two parts. The magazine section has been designed in a lively and communicative format to highlight the main activities that have taken place during the reporting period. The complementary performance report has been prepared in accordance with the option “Core” of the currently valid G4 Guidelines of the Global Reporting Initiative (GRI). A materiality analysis was carried out in advance of reporting. This enabled the aspirations of stakeholders to be incorporated systematically in the selection of topics.

Reporting period and limits

The ECE Sustainability Report has been published every two years since the first edition in 2008. The last issue was published at the end of 2013. This report was published on 29 February 2016 and it covers the years 2014 and 2015. In 2014, reporting was harmonized with the calendar year (1 January to 31 December).

Reporting relates primarily to the activities of ECE in Germany. Expansion of reporting to other countries is currently being planned. The number of employees was also recorded at the international locations. Any deviations from the survey limits are identified in the presentation of the data in the GRI Report.

Contacts

Maria Hill is responsible for reporting, Head of Sustainability.

Maria Hill
 (Head of Sustainability)
 ECE Projektmanagement G.m.b.H. & Co. KG
 22391 Hamburg
 Heegbarg 30
 Tel.: +49 (0) 40 60606-9674
 maria.hill@ece.com
 www.ece.com



Responsible for managing sustainability at ECE: Maria Hill, Head of Sustainability (l.) and Dr. Stephanie Dutzke-Wittneben, Chief Sustainability Officer

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AREA OF ACTION: RESOURCES

ECE is working continuously on environmentally benign solutions for conserving resources and reducing climate change. A modern system of energy management and progress in advanced technologies optimize consumption in buildings.

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AREA OF ACTION: WORLD OF WORK

Employees are the focus of attention at ECE. Thorough basic training and career training, promotion of women, and getting the work-life balance right between career and family are central concerns of this family-owned company.

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AREA OF ACTION: PROPERTIES

For the past 50 years, ECE has been defining the profile of various cityscapes with its commercial properties. The company lives up to the associated responsibility by making a long-term commitment, demonstrating loyalty to its locations, and fostering sustainability.

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AREA OF ACTION: COMMUNITY

ECE takes responsibility. The company is committed to future-oriented urban development, promotes intelligent mobility and service concepts, and engages in sport, health, and culture.

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Portrait of ECE

ECE develops, plans, realizes, rents, manages, and revitalizes large commercial properties – with the primary focus on shopping centers. The company has a workforce of some 3,600 employees located throughout Europe. It generally manages and rents properties over the long term. However, ECE also develops group headquarters, office complexes, logistics centers, residential quarters, hotels and other highly complex types of buildings. In 2015, the company celebrated its fiftieth anniversary. This was a tangible milestone and simultaneously bore testimony to sustainable action.

Core competence Property Management

Since the company was established, the management of shopping centers has been one of the central services provided by ECE. As European market leader, the company has built up comprehensive know-how in the operation and marketing of shopping centers. Today, this area is the core business of ECE and it will continue to increase in importance. As early as the 1970s, ECE started to expand its area of activity beyond the main business of shopping. The types of property include office complexes such as the German group headquarters of Philips, logistics centers such as goods distribution centers for Hermes and Siemens, transportation buildings such as the central stations

in Leipzig and Vienna, but also (in cooperation with partners) large residential projects such as the Alstercampus, Mitte Altona, or Freeport in Hamburg. Another growth area is the development of hotels, including those for Motel One, Steigenberger and 25hours.

ECE goes international

In 2001, ECE opened its first shopping center outside Germany: Galeria Dominikńska in Wrocław, Poland. The shopping center in Poland was followed by additional locations in Hungary and the Czech Republic. ECE has also been operating in Turkey since 2000, initially through management takeovers. In 2007, it opened its first center designed in-house with Espark in Eskişehir. Today, ECE has a total of twelve centers under

management in Turkey, including Marmara Park in Istanbul, which ranks among the biggest shopping centers in Turkey with total rental space of 100,000 square meters. The company operates a total of 52 shopping centers in European countries outside Germany.

ECE locations

ECE is market leader in Europe with its portfolio of 196 shopping centers. Alongside the company's headquarters in Hamburg, ECE also has 13 branches, subsidiary companies and joint ventures abroad.

Expanded business model: refurbishment

The European market for shopping centers is becoming increasingly saturated such that there will be fewer new center developments in the future. ECE envisages future growth potential being generated in the renovation and revitalization of existing retail properties in the form of refurbishment. The company has a long track record of activity in this area. It includes continuous modernization projects, modifications and



▲ In November 1970, Alstertal-Einkaufszentrum (AEZ) opened its doors – an innovative sensation at the time. Today, it continues to be under the management of ECE.

50 years of ECE

Mailorder pioneer Werner Otto wanted to concentrate on his core business and not get involved with property projects such as constructing logistics centers. In 1965, he founded a dedicated property company that was designed to be independent of the mailorder business – ECE. The business started out by developing retail concepts such as community markets. The Franken-Center in Nuremberg-Langwasser opened in 1969 as one of the first modern shopping centers in Germany. This pilot project was swiftly followed in 1970 by the Alstertal-Einkaufszentrum in Hamburg. Today, both centers are still under the management of ECE. Hardly any other company has exerted such a defining influence on the history of shopping centers in Germany as ECE. Today, ECE operates 144 shopping centers in its domestic market and a further 52 centers in European countries outside Germany.

expansions of the company's shopping centers. This is one of the core competences of ECE. The sound platform of expertise yields a large sphere of activity where the company is continuously increasing its presence.

Traditional heritage shopping centers have been successfully revitalized with management takeovers, comprehensive modernizations, and a marketing relaunch. The latest refurbishment projects include the Marstall shopping gallery in Ludwigsburg and LOOM in Bielefeld, both in Germany, and Rosengårdcentret in Odense, Denmark (see Properties, p. 26).

Qualitative market leadership through innovation

ECE pursues the pioneering spirit of its founder and perceives its future not primarily in quantitative growth but in qualitative strengthening of its market leadership through innovation: new partnerships, expanded business areas

and financing opportunities, and sustainable properties. ECE is pursuing a future-proof digital strategy with the Future Labs project. This involves ECE in experimenting with innovations such as a digital wayfinder, appealing to all senses by means of multisensory experience, and indoor navigation using a center app based on beacons which are able to locate the visitor. ECE is thereby adapting its shopping centers to suit the future needs of visitors. In 2015, ECE was awarded the MAPIC Award "Best Retail Digital Strategy" for its Future Labs.



ECE at a glance

Centers under management	196 (thereof 144 German/52 international)
Assets under management	30 billion euros
Sales area	7,200,000 m ²
Number of shops	21,000
Footfall per day	4,500,000 people
Countries	14
Employees	3,600
Logistic facilities completed	550,000 m ²
Office space completed	977,000 m ²

At home in the world

Two sister companies enable ECE to maintain extremely fruitful international relationships. The Paramount Group in New York manages properties on the US east coast. Real-estate group Park Property in Toronto, Canada, specializes in residential apartments and commercial properties. Alexander Otto's shareholdings also enabled ECE to benefit from a comprehensive exchange of ideas and experience with DDR Corp. and Sonae Sierra Brasil SA, two leading companies with shopping center operators in the US and Brazil. This international network also promotes the development of sustainable projects.

Commitment to energy efficiency

Park Property Management has joined forces with partners to develop an innovative approach to energy modernization. This takes the form of an information and education campaign for local residents in the district of Thorncliffe Park. The property company was awarded a prize by the Ontario Sustainable Energy Association (OSEA) for the "Sustainability Project of the Year 2015".



PARK PROPERTY
MANAGEMENT INC.

Progress on certifications

The Paramount Group has installed a comprehensive energy controlling system for its properties and is striving to achieve certification for its entire portfolio. It is committed to obtaining the globally accepted LEED Certificate, which focuses on environment and energy, and analyzes the entire lifecycle of a building. 13 properties are currently certified in conformity with LEED.



» Companies throughout the world are working on sustainable solutions. ECE and its international partners are driving forward this objective rather faster by exchanging best practice examples. «

Alexander Otto, CEO of ECE



Completing water cycles

Water shortage is one of the most pressing challenges in the region of São Paulo. Sonae Sierra Brasil installed a water treatment plant in the Plaza Azul shopping center so that the center would be independent of the public water supply, reducing the consumption of fresh water. This plant allows the reuse of 57% of the wastewater generated by the center each month.

Infrastructure for electromobility

DDR is building and expanding a network of charging stations for electric vehicles at its shopping centers and by the end of 2015 it succeeded in establishing stations at many of its locations. The installation of the hundredth Tesla charging station worldwide at the "Hamilton Marketplace" shopping center represented a milestone. Customers are able to make optimum use of the charging time for their needs in this environment.



Proactive at home

As a member of various associations and organizations, ECE is actively committed to sustainability, urban development, and the retail sector



Bundesvereinigung
City- und Stadtmarketing
Deutschland e.V.

The German Federal Association for City and Town Marketing (BCSD)

The BCSD is committed to the creation and preservation of vibrant inner cities.



EHI Retail Institute®

EHI Retail Institute e.V. (EHI)

EHI is a research institute for the retail industry. The non-profit EHI Retail Institute conducts research projects on future-oriented issues in the retail sector.



MEMBER OF
GERMAN COUNCIL
OF SHOPPING CENTERS

German Council of Shopping Centers e.V. (GCSC)

The German Council of Shopping Centers (GCSC e.V.) is an interest group of the retail-oriented commercial property and shopping center sector. Klaus Striebich, ECE Managing Director Leasing, is a member of the Board of Management of GCSC.



German Property Federation (Zentraler Immobilien Ausschuss e.V., ZIA)

The ZIA is the economic policy interest group for the property sector. It represents around 175 direct members and 21 associations comprising 37,000 members. The President of ZIA is Dr. Andreas Mattner, Managing Director of ECE.



German Sustainable Building Association (Deutsche Gesellschaft für Nachhaltiges Bauen, DGNB)

The mission of the DGNB is to promote concepts that ensure sustainable construction, as well as to certify sustainable buildings.



INITIATIVE CORPORATE GOVERNANCE®
DER DEUTSCHEN IMMOBILIENWIRTSCHAFT

Corporate governance initiative of the German property industry (Initiative Corporate Governance der deutschen Immobilienwirtschaft, ICG)

ECE is a member of the ICG. More than 60 companies, in particular major market players with international business operations, have joined forces in a commitment to "good governance".



Urban Land
Institute

Urban Land Institute (ULI)

The Urban Land Institute (ULI) aims to promote methods and practices for the optimum utilization of land to improve living spaces and the environment. The ULI is the leading multidisciplinary property forum.



Member of
International
Council of
Shopping Centers

International Council of Shopping Centers (ICSC)

For almost 20 years, ECE has been actively involved in ICSC, the International Council of Shopping Centers. ICSC is the leading international interest group of the shopping center industry. During the reporting period, Alexander Otto was Chairman of the ICSC Europe Advisory Board.



German Facility Management Association

German Facility Management Association (GEFMA)

The GEFMA is a sector association representing more than 900 companies and organizations in the facility management service sector. Since 1989, it has been involved in developing a uniform understanding of terms and concepts used in the sector and quality standards. Another focus of activity has been on the sustainable operation of properties.





Megatrend City

Trading has always defined the development of cities. It connects people and companies, generates a lively and vibrant culture and provides an inspiration for innovation. This also applies to shopping centers – they are the modern equivalent of the market place. Integrated center concepts are tailor-made to match the needs of individual cities. They exert a positive effect on the development of cities and they constitute an important building block for countering the strong growth in online retailing. ECE bears a special responsibility here as a pioneer and market leader.

Fascination with urban life

Urbanization is associated with important economic and social changes throughout the world – an increase in geographical mobility, a falling birth rate, and enhanced life expectancy.

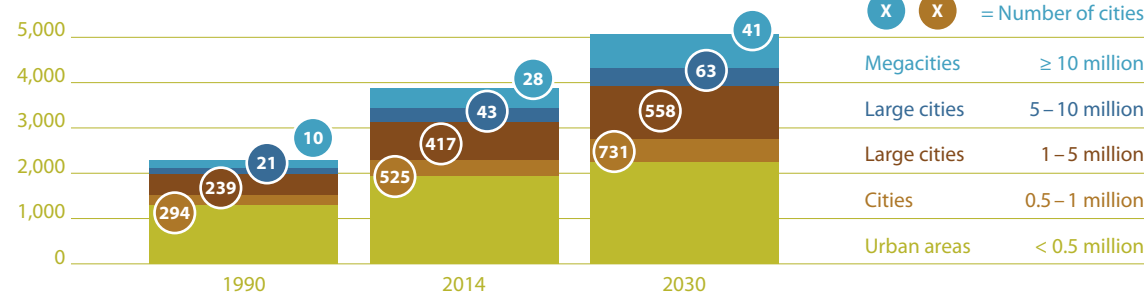
In economic terms, cities are the engine of innovation and modernization. Their contribution to global economic output

is estimated at 80 percent. Most of all, cities in developing countries and emerging economies are experiencing a great influx of people. This trend is not quite as strong in Germany. The main growth in Germany is occurring in major cities and urban centers like Berlin, Hamburg and Munich, while other cities are experiencing a decline in the number of residents. However, it has become evi-

dent that people in Germany are increasingly placing great value on the inner city as a place to live and work. Many people see living in cities as offering better opportunities for education and believe they provide opportunities to get involved in political and cultural life. Cities also present an attractive offering of products and services for everyday life and leisure activities.

City growth by 2030

World population in millions



Source: United Nations 2014



▲ Today, more than half of all people are living in cities.

Urbanization: review and outlook

The beginnings of urbanization in Europe started historically in the 19th century. Laborers without any land and impoverished small farmers placed their hopes in the small towns close by as the industrialized era got underway. These towns underwent rapid growth and at the same time resulted in the suburbanization of the surrounding countryside.

Since the beginning of the 21st century, more than half of all people have been living in cities for the first time ever. The proportion of people residing in cities in 2014 was 54 percent compared with 30 percent in 1950. And there is no end to the process of urbanization in sight. Two people move from the country to the city every second. The United Nations calculates that 70 percent of all humanity will be living in cities by the year 2050.

Cities under pressure

In many respects, cities across the world are coming up against their limits. They are confronted with enormous social, infrastructural and environmental challenges. This is not simply the case with emerging economies and developing countries, where breakneck population growth, air pollution and traffic chaos are part of everyday life.

Cities in industrial countries are having to deal with rising energy prices, limits to CO₂ emission, increasing use of land, overburdened infrastructure, exploding property prices, and the added concern of rising social tensions.

Intelligent solutions

Sustainable and intelligent solutions are already playing an important role in urban planning. Competitive capability is another key factor in Europe. This is because demographic change is resulting in the stagnation or even decline of population growth in some cities. All aspects of urban life – mobility and real-estate development, energy, water and waste management, and innovation, business and retail – need to pursue a sustainable logic in order to remain attractive for qualified employees, companies and investments. The future suc-

cess story of cities will be largely dependent on solutions for these challenges. This will succeed if the players from government, business and society cooperate together. An important role of retail is to take up the changing needs of consumers and to use modern concepts for developing appropriate offerings in order to create vibrant cities in the future.

Innovation

ECE strives to make a positive contribution to urban development with its properties and in particular the shopping centers. The ambition is to make cities attractive meeting points in the future. ECE aspires to generate a quality of dwell time which combines online and offline offerings. The Future Labs established in-house take account of this current social development as well as the multifaceted commitment to sustainability. ECE takes responsibility in four areas of action: "Resources", "World of Work", "Properties", and "Community".

Areas of action of ECE



Resources



World of Work



Properties



Community



» If we are to overcome the urgent global challenges confronting us, it is absolutely essential to get cities throughout the world on a trajectory toward sustainability. «

Arved Fuchs, Member of the ECE Sustainability Advisory Board (see p. 54)

Resources



Challenge: economical approach to energy and resources

Conserving resources in buildings is a top priority at ECE. The potential for making savings in building management is particularly relevant to energy. Here, the main areas are in ventilation, air-conditioning, and lighting. ECE is using an energy management instrument to carry out detailed analyses. The data is then applied to derive measures for enhancing energy efficiency. ECE uses green

electricity for nearly all of its centers in Germany and the company headquarters. It enters into joint ventures to drive forward an innovative approach to saving resources, including the development of an innovative LED lamp together with Philips and a research project with universities looking into shopping centers featuring optimized energy consumption and emissions (KEES).



More in the section Resources, p. 12

5 million kWh of potential energy savings were estimated in an analysis of 61 centers.
23% reduction of energy consumption due to a new standard in center cooling facilities.
143,000 tonnes reduction of CO₂ emissions in 2015 through the purchase of green electricity.

World of Work



Challenge: responsibility for employees in the modern world of work

ECE is responsible for some 3,600 employees. As a family-owned company, it guarantees them an environment where employees are able to combine their career with life at home. This includes attractive part-time packages for mothers and fathers, as well as the parent-child office at the company which can be used by employees if an individual has a care crisis. The topic of work-life

balance is a constituent element of seminars for managers so that they are clear about the needs of staff members. Individual promotion and training for employees starts with a thorough vocational apprenticeship for young people and plays an important role at all career levels. ECE has its family-friendly human-resource policy certified in accordance with the German "berufundfamilie" audit.



More in the section World of Work, p. 20

More than 3,600 employees are under the responsibility of ECE.
More than 800 seminars were carried out for employees in 2014.

Properties



Challenge: upgrading space and using buildings over the long term

The shopping centers managed by ECE occupy space. Their use and the associated environmental impacts are relevant issues for ECE. However, most locations of ECE are not new constructions but are sites that have been repurposed so that no new areas of land end up being covered over by concrete. ECE certifies all its buildings with acknowledged quality seals, such as the widely recognized

seal of the German Sustainable Building Council (DGNB) and the internationally established BREEAM Certificate. Refurbishment plays an important role in the buildings managed by ECE. This involves continuous modernization and modification of buildings and ensures that buildings remain usable over the long term and resources are used efficiently.



More in the section Properties, p. 26

10 properties certified with DGNB Platinum.
16 properties certified with DGNB Gold.
13 shopping centers certified with BREEAM (New construction and In-Use).

Community



Challenge: attractive offerings for social interaction

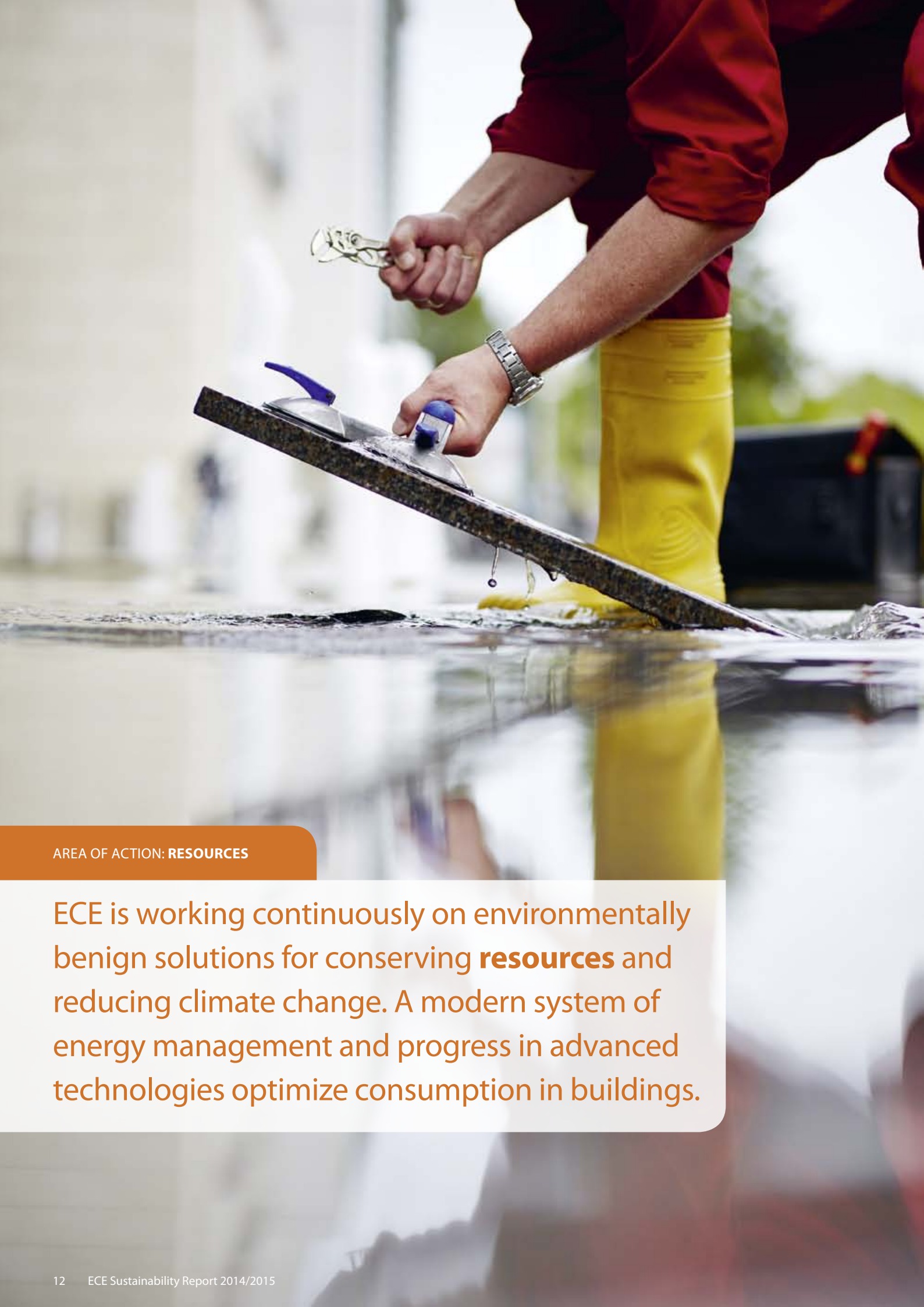
People from different social and cultural backgrounds come together at shopping centers. ECE aspires to create locations with a high quality of dwell time where all visitors feel a sense of well-being. ECE centers are in locations linked to the public transport network to facilitate easy access, and many ECE centers have charging points so that visitors can charge their electric cars while

shopping. ECE is also committed to sustainable urban development, inclusion of vulnerable people, health, art, and culture. The Dorit & Alexander Otto Foundation, the Alexander Otto Sports Foundation and the "Lebendige Stadt" Foundation promote vibrant cities.



More in the section Community, p. 36

More than 90 charging points for electric cars are currently provided by ECE.
4.4 million people visited ECE's shopping centers every day in 2015.
40 participants spoke at the Round Table for inclusive urban development.



AREA OF ACTION: **RESOURCES**

ECE is working continuously on environmentally benign solutions for conserving **resources** and reducing climate change. A modern system of energy management and progress in advanced technologies optimize consumption in buildings.

Energy-efficient centers

ECE had already defined energy savings as one of the most important targets for its sustainability strategy before protecting the climate became an intense focus of debate in the public domain (see Strategy, p. 53). Key levers for enhanced energy efficiency were identified in the areas of ventilation, air conditioning, and lighting. Up to 80 percent of the energy needed in shopping centers is used for this purpose and only a small proportion of energy is used for generating heat.

Energy management for enhanced efficiency
Engineers at ECE work closely together with local center technicians in order to optimize the energy efficiency of shopping centers. The following measures have therefore already been implemented for energy management.

Energy controlling: An energy controlling system is used to record and visualize energy consumption at the centers. The evaluations permit comparison with the data of other centers, highlight whether optimization measures are working, and indicate how well they are operating. This system empowered ECE to carry out detailed analyses in 61 German shopping centers in the reporting period, and measures for increasing efficiency are now being implemented

Automated control: ECE also uses an automated system for controlling electricity consumption in new properties and reconstructions – for example at the Holsten-Galerie shopping center in Neumünster, Germany. This then serves to improve monitoring of consumption and permits cost-efficient operation of the centers by avoiding load peaks.

Energy-efficient cooling
A new technical standard was developed for energy-efficient cooling under the name “NEW AGE”. It involves the replacement of energy-intensive cooling by means of ventilation using a cold-water circuit. Tenants are able to use the cooling capacity to suit their needs. The new standard was implemented for the first time in the Milaneo project in Stutt-

Key figures for shopping centers 2013-2015

Electricity consumption (kWh/m²)	-3.1%
Heating energy consumption (kWh/m²)	-10.7%
Energy consumption (absolute)	-33,486 MWh

See GRI Report, p. 59

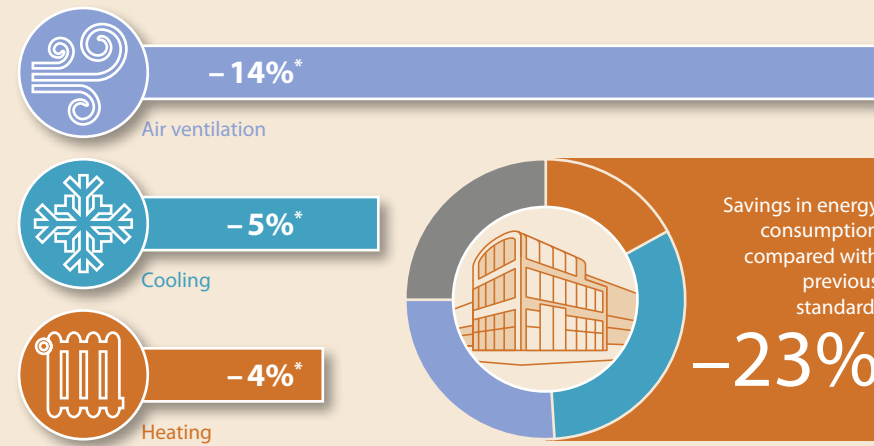
gart. Other centers compliant with the new engineering standard for energy efficiency are:

- K in Lautern, Kaiserslautern
- Marstall, Ludwigsburg
- Holsten-Galerie, Neumünster
- Aquis Plaza, Aachen
- Zielone Arkady, Bydgoszcz
- LOOM, Bielefeld (under construction)

Target: Savings of 5 million kilowatt hours in 2016 by implementing optimization measures in the area of ventilation

at the 19 centers where the greatest potential was identified. Savings of around five million kilowatt hours are possible compared with the situation in 2013. Further analyses of shopping centers outside Germany are planned for 2016, and action will then be taken to optimize their energy efficiency.

New technical standard “NEW AGE” reduces energy consumption



* Savings in total consumption

Awarded for energy efficiency



Holsten-Galerie Neumünster

Universally sustainable – In October 2015, ECE opened a new inner-city shopping center in Neumünster with a sensational impact. The tailor-made shopping gallery offers space for around 90 specialist retail outlets, cafés, and service providers on two levels and with a sales area of 22,800 m². The new center blends in harmoniously into the traditional inner-city architecture and forms a link between the established

Großflecken retail center and the ICE intercity train station. The Holsten-Galerie is a universally sustainable shopping center. Criteria such as urban integra-

conserved. The new center has elevators with energy recovery and escalators fitted with energy-efficiency controllers. They only operate when they are actu-

- Outstanding integration within the cityscape
- Intelligent and highly versatile energy management system
- Elevators with energy recovery
- Escalators with efficiency controllers
- Solar system for independent electricity supply



tion, barrier-free access, and sustainability were already included in the specification at the planning and tender stage. The use of environmentally friendly materials and the design of 220 bicycle spaces are in conformity with the regulations of the German Sustainable Building Council (DGNB).

An intelligent, highly versatile energy management system and modern building technology allow resources to be

ally needed. An innovative illumination concept was installed on the basis of prior testing of daylight and artificial light. Water-saving taps and waterless urinals also contribute to protecting the environment in the operation of the center. The fact that repairs can be made easily and the center is easy to clean are additional factors that enhance the sustainable operation of the center. A solar power system on the roof supplies green electricity to the new Holsten-Galerie.



Milaneo Quarter Stuttgart

Unique and multifaceted – The Milaneo Quarter defines benchmarks across Germany. A vibrant quarter with lively squares has been created at the heart of Stuttgart with a well-balanced mix of retail outlets, gastronomy, offices, and apartments. The shopping center was opened in October 2015. It houses around 200 specialist shops including 90 shop concepts that are new for Stuttgart, as well as cafés, restaurants, and service providers. The quarter was finished in August 2015 and features 7,400 m² of office floor space, room for 415 apartments and a hotel with 165 rooms. This unique mix enables the Milaneo to generate new and versatile life in an inner-city area that had not been used for a long time.

The shopping center and the entire quarter were given a certificate by the German Sustainable Building Council (DGNB) as one of the very first quarter developments. The shopping center received the Platinum certificate and the

quarter was granted the Gold certificate. The Milaneo had particularly high ratings for the following criteria: lifecycle analysis, risks for the local environment, land use, lifecycle costs, building-related quality of the design outdoors, family-friendliness, cycling convenience, energy and moisture-performance quality of the building envelope, and cleaning friendliness and ease of repair.

- Pioneering, sustainable city quarter
- Revitalization of an inner-city brownfield site
- Very good lifecycle assessment
- Roof gardens improve the microclimate



Light: developing potential

The right lighting plays a particularly important role in shopping centers. It highlights the architecture of the center and creates an atmosphere of well-being in the interior. At the same time, artificial light consumes a significant proportion of the center's energy use. Lighting designers and engineers from ECE are working continuously on solutions which create an optimum link between energy efficiency and dwell time quality.

□ New benchmarks in center illumination

Wherever possible, ECE uses natural light to illuminate its centers. Large-scale glass façades and glass domes provide a large influx of daylight and create a link to the outside world – architectural aspects which are particularly important to ECE in new properties and in comprehensive refurbishment projects. Areas that cannot be supplied with daylight are lit with artificial light.



ECE uses analyses and simulations to develop lighting concepts, which provide a harmonious combination of daylight and artificial light.

■ Signage lights at 60 shopping centers converted to LEDs



□ Testing new illumination concepts

Lighting planners at ECE are continuously on the look-out for technical innovations to make a further contribution to reducing electricity consumption, while at the same time testing potential applications. In 2014, the use of solar lighting was tested on parking decks. The pilot project over a period of six

months showed that this technology had the potential to make big savings, but the light intensity was not yet adequate for use on parking decks.

□ LED technology – innovative and sustainable

Light-emitting diodes – known as LEDs – are now used exclusively for lighting public spaces and for façade illumination. This facilitates differentiated control of dynamic colors and allows precise dimming. As well as significant savings for electricity consumption, LEDs have a longer lifespan than conventional illumination systems – this reduces the maintenance costs and the amount of waste for disposal. Over the course of the reporting period, the signage lighting in the parking garages at 60 shopping centers was converted to LEDs. The lighting on the parking decks of 24 parking garages was also converted to the new technology. On the back of dialog with the rental partners of ECE and joint workshops, a large proportion of the rental space is now illuminated by LEDs, some of the display-window areas have also been dynamically harmonized to match the external lighting conditions.

» The potential of LEDs for sustainable illumination concepts has not yet been fully exploited. The key here is to pursue innovative approaches further and to test them in practical applications. LED technology is now mature and can be incorporated in many illumination concepts. «

Andreas Wente, Chairman of the ECE Sustainability Advisory Board (see p. 54)

Three initiatives for illumination to conserve resources



Harmonizing daylight and artificial light with each other



Universal installation of LED lighting in new properties and refurbishment projects



Supporting research and trial-ing new initiatives



New logistics center with LED lighting

Refined and energy-efficient – Building on excellent experiences with LED lighting, the new technology is also being used in logistics properties – for the first time in the new building for the Hermes Logistics Center at the Löhne location. The property will be opened in spring of 2016 and will be awarded the DGNB Certificate in Gold. The new systems provide lighting for the halls and the high-rack storage systems. Offices and the parking garage are also equipped with LEDs. Calculations have revealed that the new lighting concept will reduce electricity consumption by around 45 percent. This brings down CO₂ emissions by up to 500 tonnes each year compared with conventional lighting.

- Optimum light at any working level through the use of LED lamps for high-rack storage systems
- Development in cooperation with Philips
- Reduction of CO₂ emissions by up to 500 tonnes per year



▲ The new lighting concept is being implemented with LEDs for the first time in Chorweiler city center.

Energy savings in the portfolio as a result of innovative LEDs

ECE is also committed to LEDs for portfolio buildings. The company uses dimmable day and night lighting developed by ECE and Philips especially for shopping centers. This offers the opportunity to adjust brightness and light color to the daylight situation. The lighting creates a congenial atmosphere for visitors and saves energy at the same time.

Excellent savings targets have already been achieved by the installation of these LEDs in Chorweiler city center. A saving of up to 75 percent is anticipated at higher levels of illuminance as further refurbishment proceeds.

Resources: responsible handling



- ECE was able to reduce CO₂ emissions by 143,000 tonnes a year through the use of green electricity in 2015
- 2016 will also see green electricity being introduced in Spain



ECE took a strategic decision to work with strong partners on a variety of different projects in the area of resources. The company is adopting a pioneering role in relation to its company headquarters and its commercial properties. ECE assesses and optimizes its shopping centers in-house and through external joint ventures, and reduces its consumption of resources.

Climate protection with green electricity

ECE is committed to renewable energies. As early as 2008, ECE started purchasing green electricity from certified providers for its company headquarters and for nearly all the shopping centers located in Germany. The annual CO₂ emissions associated with these facilities fell by 143,000 tonnes in 2015. Photovoltaic systems, such as those on the roofs of Ernst-August-Galerie in Hanover, Holsten-Galerie in Neumünster, “dez” shopping center in Kassel, and on the most recent building at the ECE headquarters made a contribution to this reduction.

ECE Headquarters – improvement in the environmental balance sheet

Each year, a continuous process of optimization measures contributes to a further improvement in the environmental balance sheet at the ECE Headquarters

in Hamburg. Compared with 2013, CO₂ emissions came down by 8.5 percent in 2015 as a result of the consistent application of efficient building and lighting technology, the use of renewable energies, and a drop in the consumption of resources.

Energy supply

The buildings of the ECE Headquarters are supplied with green electricity. A photovoltaic system on the roof supplies around 16,000 kilowatt hours each year to contribute to the environmentally friendly electricity supply. The corridor lighting at the headquarters is gradually being converted to LED technology. In 2014, this conversion was carried out in another office building and as a result the associated electricity consumption and the CO₂ emissions fell in each case by around 30 percent. In the subsequent year, the ECE Headquarters

was linked up to the GoGreen carbon-neutral dispatch system of the Deutsche Post DHL Group.

Saving water

For many years, ECE has been implementing water-saving taps at all its shopping centers with the aim of

Key figures for the headquarters 2013-2015	
Electricity consumption (kWh/m ²)	- 1.9%
Heating energy consumption (kWh/m ²)	- 8.6%
Greenhouse gases (absolute)	- 8.5%
Water consumption (m ³ /employee)	- 17.0%
See GRI Report, p. 59	

reducing consumption to a minimum. The installation of waterless urinals was introduced as standard for all new properties in 2014. The ECE manual entitled “Sustainable Operation of Shopping Centers” (see Properties, p. 26) also gives valuable tips and checklists to center managers in order to assist them in effectively reducing consumption.

Conscious use of paper

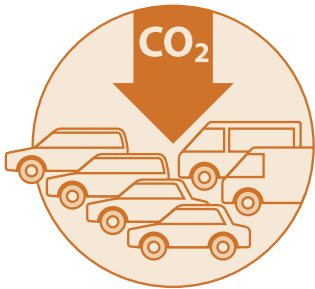
ECE adopts a holistic approach in order to achieve a more sustainable use of paper. The inclusion of employees in this approach plays an important role here. A large-scale campaign is therefore being planned in 2016 to raise the awareness of employees for this important resource.

Alongside information on conscientious usage, simple measures often make it easier to save paper. Converting a printer to double-side printing could already save more than 2,800 sheets of paper per employee every year.

Although ECE also uses FSC paper harvested from responsibly managed forests, it wants to raise its standard in this area and is testing the use of recycled paper with the Blue Angel seal throughout the company starting in 2016. However, ECE is also considering the return of used paper to the recycling chain and



the company is testing a special collection system as a pilot project which will also meet the stringent requirements for data protection. Since 2015, ECE has been supporting the Pro Recycling initiative.



Company cars with lower CO₂ emissions

The annual CO₂ emissions from passenger cars in Germany are estimated to be 113 million tonnes, although the average emissions are higher for company cars than in the case of private cars. ECE intends to make a contribution to climate protection with a low-CO₂ fleet of company cars. In 2016, ECE will be developing a subsidized model so as to motivate employees to select low-CO₂ or even carbon-neutral models. Employees are already able to use an electric vehicle as a company car.

The new subsidy system provides selective incentives for climate protection and makes it easier for our employees to opt for low-CO₂ company cars. **«**

Alexander Otto, CEO of ECE

Concepts for a shopping center with optimized energy and emissions (KEES)

Research project for analysis of potentials and framework conditions for the optimization of shopping centers

Minimization of the energy requirement

Use of renewable energies

Monitoring of consumption

Three factors influence implementation:

1. Statutory regulations
2. Technical development
3. Profitability

A key conclusion of the project: Creating carbon-neutral shopping centers depends equally on technical development and on political framework conditions. The issue as to whether statutory regulations will permit greater scope for offsetting green electricity is a key issue.

Overall, the recommendations of the project report confirm ECE's strategy on energy efficiency. Individual measures are implemented for new properties and large modernizations which take account of specific local conditions.

A joint project of



AREA FOR ACTION: **WORLD OF WORK**

Employees are the focus of attention at ECE. Thorough basic training and career training, promotion of women, and getting the work-life balance right between career and family are central concerns of this family-owned company.

Employer with responsibility

ECE also makes the corporate values of sustainability, partnership, and integrity a reality by adopting a responsible approach to its workforce of some 3,600 employees. It creates a family-friendly environment for personnel and offers employees a wide range of opportunities directed toward career and personal development.

Sustainable training

ECE regards thorough vocational training as an important foundation for the personal development of staff members. Facts and figures provide evidence supporting this. Out of 100 apprentices who have carried out their vocational training at ECE over the past 20 years, 67 are still working for the company. ECE was also saluted with an award as one of "Hamburg's best companies providing training in 2013". 19 apprentices are currently training for a vocation at ECE.

Individual career training

The personal development of employees is a top priority at ECE because the success of the company depends on

them. Individual career training is in demand and is being promoted – tailor-made to provide bespoke training to match the fields of competence at ECE. Employees have the opportunity to expand their knowledge and develop skills so that they are empowered to make a contribution to implementing the strategic enterprise targets. Alongside a high-quality in-house program, external training packages are also strategically available at ECE. The foundation for tailor-made career training measures is provided by the employee appraisal interview entitled "employee dialog" held every year. Employees discuss their potential and perspectives together with their line manager.

Key figures for employees 2015	
Number of employees	3,600
Number of apprentices	19
Number of seminars	741
Home office workstations	156
Parent-child office (use rate in %)	22% (2014: 19%)
See also GRI Report, p. 62	



Outstanding employer

- Top employer**
The Top Employers Institute certified ECE as a "Top Employer in Germany" in 2015 in recognition of the company's human-resource strategy which invests in the workplace environment and development. The certificate was achieved once more at the beginning of 2016.
- Top Company**
The online kununu appraisal portal gave ECE the accolade of Open Company and Top Company. Employees carry out the assessment on the employers' portal.
- Fair Company**
In 2014 and 2015, the karriere.de online portal acknowledged ECE with the award of "Fair Company" as a company, which offers its interns fair conditions. ECE aims to achieve this award once again in 2016.
- Trainee Award**
ECE received the absolventa quality seal for its fair and high-quality trainee program, which ensures professional support for starting in the world of work.



Family-friendly work environment

ECE wants its employees to enjoy quality time with their family and have a private life. The company therefore supports them in a wide range of different ways – irrespective of whether they are employed on shift work as center operatives, as project managers located abroad, or as office staff at the company headquarters.

Package for combining work and family

One example of assistance is provided by ECE joint-venture partner PME Familienservice, which mediates childcarers, carers for elderly people, and domestic helps free of charge throughout Germany. A parent-child office is available at the company’s headquarters with a workstation and a play area – if an employee suddenly experiences



Childcare made easy:

Since November 2015, ECE has provided “Kids @ the Office” Boxes in the offices of the center management at 100 centers in Germany. These boxes have games and drawing materials that would make it easier to for employees to look after their children in the office.

The family-friendly personnel policy at ECE was successfully certified by the non-governmental Hertie Foundation in accordance with the German Career and Family Audit “berufundfamile” carried out at ECE. A follow-up audit is going to be concluded in 2016. Many of the measures defined within the framework of the first audit process have already been implemented, including:

- Introduction of a home office policy
- Introduction of a new working hours policy
- Integration of the issue of combining career and family in management development
- Expansion of the part-time packages available
- Expansion of the family service for childcare and care of the elderly



short-term care bottlenecks. Besides flexible working hours and job sharing, parents can also work from a home office. 156 ECE employees currently make use of this opportunity.

Compass – career opportunities for women

ECE has defined its objective as providing equal career opportunities for women and men. It has also made a commitment to more diversity at management levels. In concrete terms, this means that by 2017 the number of female managers at the top levels of ECE management in the company should have doubled compared

to 2013. One of the central instruments for this process is the “Compass” mentoring program for women, launched in 2012. Women who are interested in participating can apply by submitting a motivation letter and a letter of recommendation from their line manager. The selected mentees then meet with their male or female mentor on a regular basis. The mentor gives them ideas and suggestions in relation to the issue of management, and they are able to work selectively on their career and personal development. 12 women have now completed the Compass program and 13 are currently participating.



Insight into the staff development concepts at ECE

The career advancement policy is dedicated to the promotion of women and diversity within the company and it has three primary focuses:

- Individual promotion
 - Excellence program for the development of employees for top management. “Compass” mentoring program for women, training and coaching, networks
- New processes
 - Staff unit for diversity, individualized career support, regular monitoring, gender-neutral appointment and promotion processes
- Communication
 - Information on the Intranet, surveys, staff brochure for all employees



Helga-Stödter Prize for the promotion of women

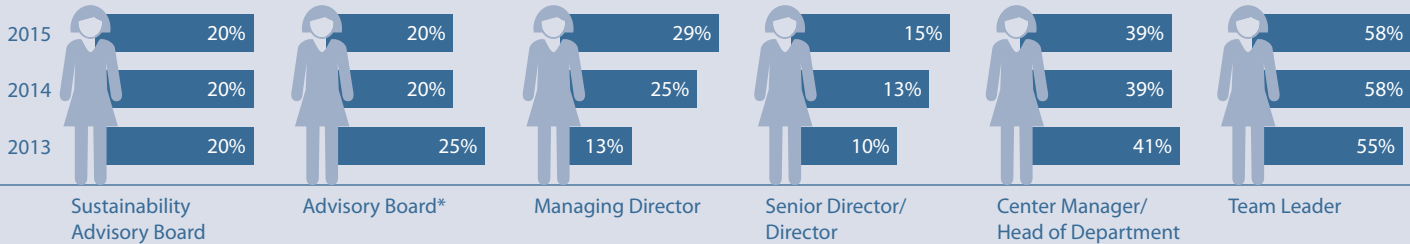
In 2015, ECE received the “Helga-Stödter Prize” for its engagement in the promotion of women in management positions. The Hamburg Chamber of Industry and Commerce and the Helga-Stödter Foundation grant this unique award throughout Germany in acknowledgement of companies which act as a role model and make a commitment over the long term to a well-balanced relationship between women and men in management positions.

» A company can only attain sustainable success if it succeeds in opening up perspectives for women which facilitate the combination of career and family. This also includes a workplace environment in which fathers are able to enjoy quality time with their children. «

Professor Dr. Kunibert Lennerts,
Member of the ECE Sustainability Advisory Board (on parental leave with his son; see p. 54)



Female employees in management



* From 2014, five instead of four members of the Advisory Board

Employee involvement

The employees of ECE take social responsibility seriously. They provide volunteer assistance in many different initiatives where they are needed. This includes projects in environmental protection and in the social sphere. ECE supports this commitment and strengthens employees in their engagement.

Integration of people with disabilities

Young, committed people with disabilities completed an internship in the postal department and in bookkeeping as part of a pilot project. The objective of ECE is to enable people with learning difficulties to participate in the everyday world of work and empower them to make a contribution to the community. The company pursues this aim by cooperating with Hamburger Arbeitsassistentz ("Hamburg employment assistance"), a specialist service for vocational integration of people with disabilities.

Commitment to refugees

The desperate situation of many refugees in Germany has also affected

employees at ECE. Teams at many ECE centers have shown great commitment in organizing aid, for example by donation of useful items, or support for children and young people.

For example, tenants in the Stern-Center Lüdenscheld support the Johanniter-Bund (St John's organization) with donations of things. Luisen-Center in Darmstadt donated small gifts for a Welcome Picnic which was organized by the city. Olympia-Einkaufszentrum is promoting a project which supports young people. Sports opportunities are frequently provided for refugees from the nearby reception center in the foundation's own sports arena owned by the Alexander Otto Sports Foundation.

The Director of Human Resources also supports a mentoring project which is intended to build up a more in-depth understanding for local culture and the world of work between immigrant and mentor.

Providing assistance:

- Pilot project for integration of people with disabilities
- Donation campaign for refugees
- Opportunities for sport offered to refugees free of charge



Working to improve Hamburg's Alster River

In 2014, the IT Department at ECE invited its employees to an afternoon of volunteering. It was the department's second volunteering outing. The project involved working together with the Naturschutzbund Deutschland, NABU ("Nature and Conservation Union in Germany") and the Bund für Umwelt und Naturschutz, BUND ("Union for the Environment and Nature Conservation Germany – Friends of the Earth") and relandscaping the waters and green spaces at different points on Hamburg's River Alster in order to create more habitats for animals and plants. Several tonnes of shingle, were carried, pushed, shoveled, tipped, and pulled by the ECE employees. This was a successful afternoon for a good cause and it strengthened the team spirit at the same time.



50 successful years, 50 good deeds

ECE is not only a hallmark for sustainable entrepreneurial success, it also represents a long tradition of social commitment. As a celebration of the company's 50 years of existence, it therefore called on its employees to act as ECE ambassadors and make a commitment to a good cause. The competition sponsored by ECE in 2015 involved the selection of 50 associations and initiatives, which each received 1,000 euros. The money will benefit the project which employees are actively engaged in. The selection was made by an ECE Jury especially convened for the campaign on the basis of an Intranet vote among all employees. The initiatives sponsored in this project are extremely diverse – they include assistance for homeless people, sporting opportunities for people with disabilities and refugees, care of people suffering from cancer, cookery and music courses for children, supporting volunteer fire brigades, as well as aid projects in Africa and Asia.



Musical support for young people free of charge

Julien Ambros has been a passionate guitar player for many years. In 2006, he founded the Hamburg Youth Guitar Orchestra. GitarreHamburg.de gGmbH is a charitable company running the orchestra and it is committed to providing musical support for Hamburg's young guitarists free of charge. In 2014, the international Hamburg Guitar Festival came into being and this now ranks among the most important festivals of its kind in Europe. The donation by ECE is being used for pressing the latest CD "Dedicated – JGOH and Friends" and printing the booklet and cover.



Volunteer rescue dog

Birgit Maußner wanted to do a bit more with her dog than just "go walkies" and she suddenly had the idea of getting herself and her dog trained for "man trailing" – the use of dogs to search for people. The employee at the Franken-Center in Nuremberg and her dog went through an evening training program lasting four years at the Bavarian Red Cross. They practiced how unique scents specific to individuals could be used to track and rescue missing persons. They braved wind and weather to learn how to carry out a wide range of rescue missions professionally. ECE rewarded this exceptional volunteering engagement with a donation to the rescue squad.

For the past 50 years, ECE has been defining the profile of various cityscapes with its **commercial properties**. The company lives up to the associated responsibility by making a long-term commitment, demonstrating loyalty to its locations, and fostering sustainability.

Properties with perspective

The platform for developing sustainable properties is underpinned by a long-term approach. Sustainability is a constituent element of the routine work carried out every day by employees and partners of ECE. The company has created the framework for this approach by making its manuals available. ECE consistently implements sustainability in dialog with its partners and by integrating stakeholder groups in the process. Independent certification supports their achievements. However, this is not the end of the story. Sustainable management for properties controls processes during operational activities.

□ Approach with focus on the long term and loyalty to locations

The conceptual and planning horizon of ECE contrasts with the perspective of project developers by being defined over the long term. This is because the company remains as a landlord and manager at the location and it has entered into a long-term commitment to take responsibility for its properties. At the beginning of each individual planning stage, the ECE Team asks the question: How can the property be designed, realized, and operated such that it exerts a positive impact on the surrounding environment over the long term while at the same time keeping adverse effects to a minimum? Many different aspects are incorporated into each planning process. They range from optimum urban integration, through a conservatory approach to the building plot, and use of materials compatible with the environment and health, through to selection of a diversity of tenants. ECE also engages in city marketing at its locations, together with other local retailers.

□ Integration of stakeholders in planning

When planning and constructing a shopping center, ECE takes account of the justified needs of key interest groups for information. As appropriate, they discuss ideas and plans with stakeholders, and the administration, city council, associations, and residents of the city at the earliest possible stage in the process. ECE will have already held public workshops in many cities and joined forces with citizens to collect ideas for the layout and integration of a new shopping center. This enables ECE to develop additional offerings to supplement the established participation procedures, which are an important element of every construction project.



Sustainability integrated in processes

ECE uses its manuals to integrate sustainability within shopping centers during all project phases from planning to operational implementation. This enables ECE sustainability standards to be easily incorporated into the routine daily work of all the players involved in a project.

Manual "Sustainable Shopping Centers"

ECE cooperated with the Karlsruhe Institute of Technology (KIT) to develop the first comprehensive sustainability manual relating to the development of shopping centers on the basis of the criteria of the DGNB. Since 2010, this has become the standard for the construction of all new shopping centers. The manual lists all the sustainability measures that are necessary during the development of a project.

Manual "Sustainable Operation of Shopping Centers"

The manual "Sustainable Operation of Shopping Centers" provides center managers and technicians throughout Europe with valuable information on all the topics relevant to operational requirements at shopping centers. It sets out practical recommendations based on best practice examples. The manual is accompanied by training sessions on environmental standards at all ECE centers.

National publication: Spain

In 2015, the ECE subsidiary company Auxideico published a Spanish issue of the manual. It takes account of the legal framework conditions prevailing in the country.

Certificates and ratings

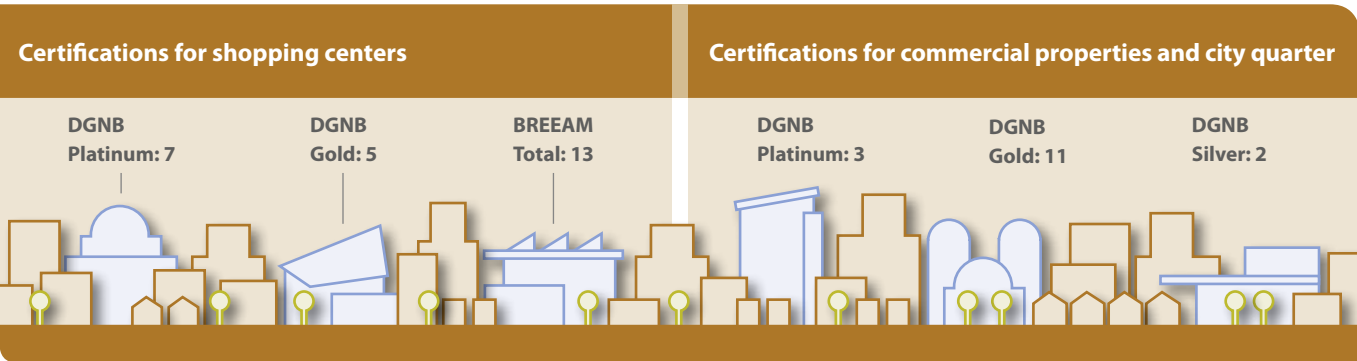
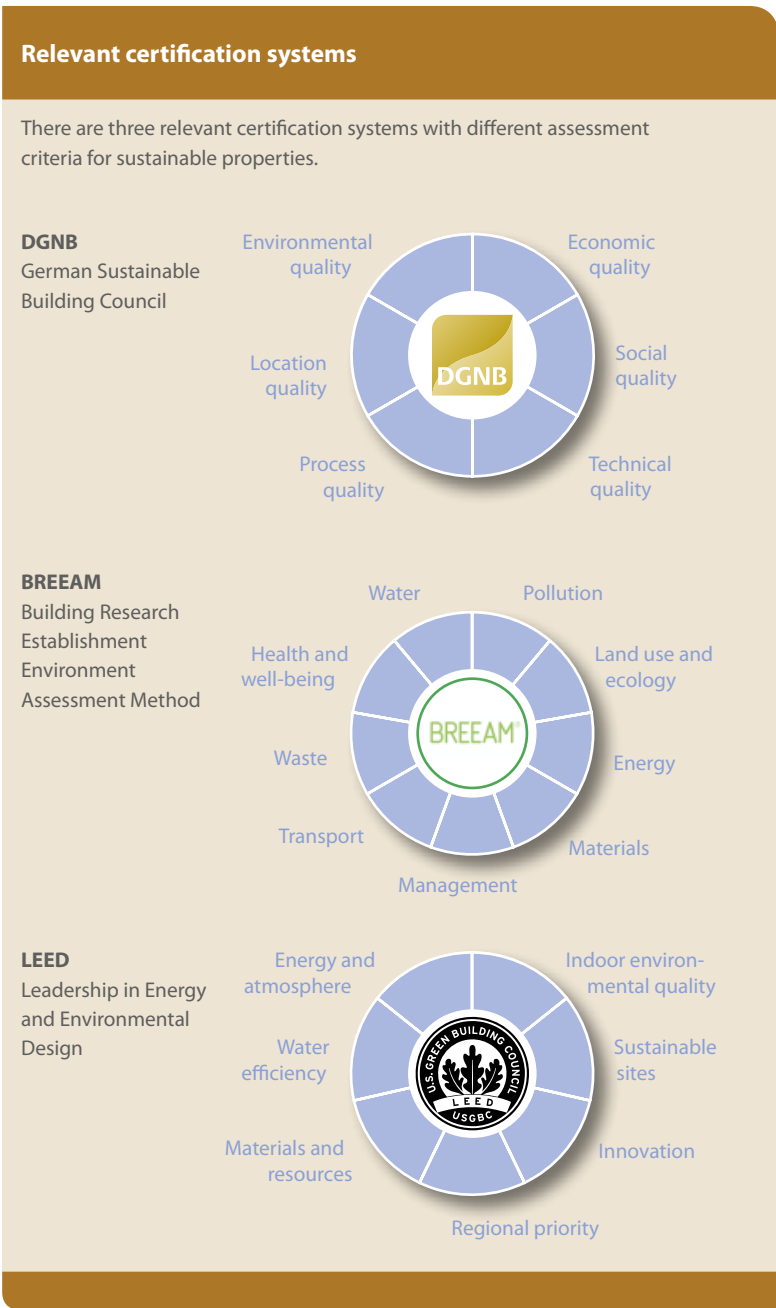
Certification systems mean that sustainability can be compared at different properties on the basis of quantifiable criteria. They provide helpful orientation to planners, investors, tenants and local residents. As a company with international operations, ECE supports all major certification systems.

Leading-edge in sustainable properties

ECE aspires to adopt a leading role with sustainability properties. This is why ECE has most of its new properties certified in accordance with the standards of the German Sustainable Building Council (DGNB). This certification is regarded as one of the most challenging processes worldwide and it is characterized by a holistic approach, which assesses economic and social quality aspects alongside environmental issues. For the first time in 2014/15, portfolio properties of ECE were certified in accordance with the BREEAM Certificate for retail construction within the portfolio. ECE also supports the development of a portfolio certificate for buildings operating in conformity with the DGNB. This is why the sustainability experts at ECE are currently working on a pilot project to design the certification process of the DGNB for portfolio properties.

At the moment, 28 ECE properties are certified in accordance with DGNB, 10 in Platinum, 16 in Gold and 2 in Silver. Thirteen properties have been awarded a BREEAM Certificate (see GRI Report, p. 64).

As second ECE property, Stadt-galerie Heilbronn was awarded BREEAM In-Use “excellent” for retail construction in 2015



Dialog and cooperation

ECE bases the planning and operation of its shopping centers closely on the requirements of retailing and also creates momentum for more sustainability. It is therefore all the more important to engage in extensive dialog with its partner tenants.

Green Lease Contracts commit ECE and tenants

Since November 2015, ECE has been continuously using Green Lease Contracts to cover new leases. These agreements commit the company and its rental partners to organize the rental relationship on the basis of sustainable criteria in order to preserve natural resources and protect the climate. The contracts include provisions for the use of materials in development and renovation of rental spaces, and regulations on doing business in a way that conserves resources and reduces the amount of energy used.

Retail Meeting: a platform for dialog

ECE has held the annual Retail Meeting for more than ten years. It is Europe's biggest sector meeting and provides an important platform for exchanging ideas and experiences with the retail trade. At the meeting, ECE discusses opportunities for further cooperation with around 500 German and international decision-makers and gathers information about

the latest trends in retailing. The CO₂ footprint calculator CO₂OL was used for the third time in succession and the event was carried out on a carbon-neutral basis. Encouraged by the success of this forum, ECE also initiated Retail Meetings in Turkey and Poland.

Exchanging ideas with the technicians of rental partners

Since 2013, ECE has been bringing the technical specialists and service providers of its rental partners together for the annual Retail Technical Meeting. At this meeting, around 100 delegates focus on the design and technical features of a center, and on the provision of technical installations.

Sustainability Forum

The ECE Sustainability Forum is held twice a year for the technicians, service providers, and sustainability officers of rental partners. They discuss ideas and define targets in workshops which are intended to make a contribution to improvements in the consumption of

resources and to protecting the climate at the individual centers and their shops. The outcome of the Sustainability Forum 2014 was that ECE and its rental partners are working together on continuing to reduce energy consumption by using lighting systems in combination with advanced LED technology. The focus of attention in 2015 was on sustainability in shop fitting. As a result, the ambition of ECE in 2016 will be to join forces with tenants to develop guidelines on the use of sustainable materials. This will support their work through provision of practical information and checklists.

- Green leasing: by 2025, all contracts are supposed to include sustainability criteria
- Climate-neutral platforms of dialog
- In planning: guidelines for the use of sustainable materials



Retailer Awards 2015

A particular highlight at the annual Retail Meeting is provided by the presentation of the ECE Retailer Awards which are conferred on particularly committed and innovative retailers who act as role models. This time the winners in the three categories were TK Maxx (Best Performance), JD Sports (Newcomer of the Year) and MyMuesli (Most Innovative Concept). For the first time, a prize was also awarded in the category “Best International Concept” to the Polish fashion group LPP.

▲ Award ceremony for the Retailer Awards 2015 at the 13th international Retail Meeting in Hamburg.

Holistically sustainable shopping centers

Exemplary solutions are being created in Europe in conjunction with many sustainability aspects. A solar power plant will be installed at the shopping center in Verona. LEDs will reduce the energy requirement of façade lighting. Energy-efficient lamps and modules are also going to be used at Leine-Center Laatzen. ECE has also started implementing holistic and sustainable aspects at the planning stage in Poland.



Verona Adige (Italy)

Outstanding location – In May 2015, ECE took responsibility for center development at Verona Adige with the opening scheduled for spring 2017. Verona Adige is the first project ready for construction that ECE has taken over in the middle of development. The center is an impressive proposition with its outstanding location in the middle of the city of Verona and offers parking spaces free of charge as well as an optimum link to the public suburban transport system. Creating a relaxed atmosphere for people who visit the center has been in the foreground during the development phase of the concept – landscaped areas with opportunities to sit

outside and a substantial proportion of daylight in the mall also provide a high quality of dwell time. The family-friendly parking spaces, children's play areas, and childcare support in the mall ensure that parents are able to relax and children can have a good time as well. Alongside the family-friendly atmosphere, the center also has impressive credentials in the form of its sustainable construction. This means that the energy quality of the building envelope is 20% better than prescribed in the statutory legislation and the integrated photovoltaic panels provide an environmentally benign supply of energy. Irrigation of the outside landscaped areas

with rainwater and the façade illumination provided by LED technology complete the concept.

- **Childcare**
- **Energy quality of the building envelope 20% better than defined in statutory legislation**
- **Integrated photovoltaic panels**
- **Irrigation of external landscaped areas with rainwater**
- **Façade illumination with LEDs**



Leine-Center Laatzen

Certificate with a rating of excellent – Leine-Center in Laatzen was the first shopping center in Germany to receive the outstanding BREEAM assessment within the portfolio. This accolade was inspired by the commitment of the center management to promote biodiversity through the establishment of nesting sites for birds and bats. Another

feature was provided by a special lighting and energy concept with dynamic control, energy-efficient lamps and modules, and certified green electricity for effective energy savings and climate protection. A procurement guideline guarantees sustainable operation of the center in the same way as an environmental guideline.

- **BREEAM In-Use “excellent” for retail construction for the first time in Germany (2014/2015)**
- **Biodiversity concept**
- **Dynamic lighting control**



Zielone Arkady Bydgoszcz (Poland)

Spectacular architecture – In November 2015, ECE opened a new shopping center in the city of Bydgoszcz (Pomerania) in Poland. As well as a big range of

prestigious international shops and labels, the architecture of this center is extremely impressive. The west entrance is the most striking feature of

the development with an entrance foyer 30 meters high which has been designed to emulate a crystal soaring into the air. Another architectural highlight is provided by “The Glade”, an atrium at the southern entrance to the Zielone Arkady. A theater-like design around a large promotional area on the ground floor creates a stage on three levels with areas resembling boxes and stands. This space has been designed to accommodate performances and other events being held at the center. The shopping center was awarded the BREEAM Certificate New Construction “very good”. This provides the best enablers for sustainable center operation. Key aspects in the construction process were the resource-conserving use of low-pollutant materials in the center and rental units in conformity with BREEAM specifications, and protection of plants and animals at local sites. Furthermore, accessibility by public transport was also incorporated at the planning stage.

Refurbishment and sustainability

Continuous modernizations, modifications and expansions of shopping centers in the form of refurbishment have always been part of the core competence at ECE. This is also part of its sustainability strategy while also being integral to the business model. This is because ECE also carries out refurbishments and revitalizations on behalf of third parties. Many traditional shopping centers in Germany and abroad would benefit from a successful improvement.

Investment in existing centers with potential

The ECE European Prime Shopping Centre Funds invest in existing shopping centers located in selected European countries with the potential for value added. The focus here is on centers which can be expanded or modernized. ECE Real Estate Partners G.m.b.H. joins forces with Luxembourg fund manager ECE Real Estate Partners S.à r.l. to provide advice to the ECE Funds on this. These funds manage equity capital amounting to approximately 1.6 billion euros which has been provided by leading global institutional investors and the Otto family. These investors include international sovereign funds, pension funds and insurance companies. ECE Projektmanagement GmbH & Co. KG is responsible as a service provider for all services related to the management, leasing and ongoing development of the centers.

Measures for revitalization

- Market analyses to assess customer potential and tenant market
- Bespoke revitalization concept to generate the best value for money
- Individual architecture to create an ambience with a sense of well-being and a unique profile
- Comprehensive refurbishment instead of superficial renovation
- Professional marketing starts during the construction phase
- Sector-mix modification to suit the location and target groups
- Active center management with events and actions
- Customer-centric services in the center
- Professional promotion with repositioning/(re)branding



Rosengårdcentret Odense (Denmark)

Improvement through new shops – Denmark’s second biggest shopping center and at the same time the most important shopping destination on the island of Fünen opened its doors for the first time in 1971. From 2013 to 2015, it underwent a comprehensive restructuring, modernization and expansion. The refurbishment also included functional reorga-

nization of the mall and a completely redesigned complex. The different sections of the center are divided into color zones to provide a visual guidance system for visitors. The “violet zone” is new and this area focuses on international fashion. It makes a substantial contribution to improving the center with around 20 additional specialist shops.



Marstall Ludwigsburg

Back to its roots – This would be an apt description of the refurbishment carried out at the Marstall shopping center which was opened again in September 2015 after the complete removal of the interior and comprehensive restructuring. The entirely new architectural inte-

rior design was inspired by the history of the location. The unique atmosphere of the former royal stables is reflected in the style elements such as stable doors, stirrups, and equine sculptures positioned in the interior of the center. Outside the center, a cladding made of bright natural stone and a permeable metal structure with high display windows breaks up the previous façade of the building which used to have the character of a bunker. Around 60 shops and gastronomy outlets inside and outside encompass a wide variety of restaurants and cafes inviting visitors to linger here. The main leases at the Marstall Center were for large sales areas and a generously proportioned food court was

created, supplemented by local suppliers from the areas of food, services, and drugstore. The objective of this concept was to complement the small shops at the heart of the city. In tandem with the refurbishment, the city of Ludwigsburg carried out urban improvements around the Marstall shopping center, which included the provision of more green spaces for open-air leisure areas, more appealing squares and wider pedestrian routes, a new city terrace and improvements to traffic routing. Residents in the neighborhood were invited to come to the food court on the occasion of the opening – to join together in celebrating the completion of the challenging building phase.

Tailor-made refurbishment

- Rosengårdcentret – Making use of regional inspiration
- Marstall – Upgrading the surrounding district
- LOOM – Citizen involvement in identifying a name



LOOM Bielefeld

Attractive with sensational impact – By fall 2017, Bielefeld City Passage which was originally built in 1977 will have been transformed into a modern and appealing center with approximately 100 shops: the LOOM. The land was originally occupied by Bielefeld’s first sewing-machine factory. This heritage provided the stimulus for naming the center “Loom” (in the sense of weaving loom) which was selected by the citizens voting on an online portal. The architectural design of the new shopping gallery is a perfect match with the existing

architecture of the city. Light-colored sandstone and large glass frontages give the building a modern and airy effect. An elliptical plaza is the centerpiece of the LOOM which is topped by an imposing glass structure. A lot of new design elements present in the interior of the center hark back to the history of the location and Bielefeld’s textile tradition. The position of the LOOM located near Bielefeld Train Station will extend its sensational impact beyond the city limits and this will also contribute to revitalizing the inner-city area.



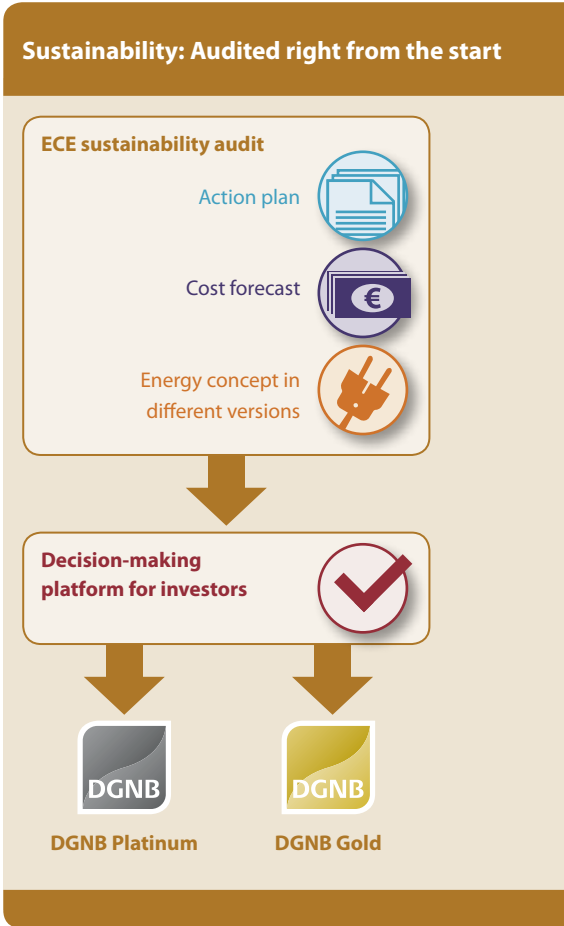
Living and working sustainably

Apart from shopping centers, ECE also develops, realizes and operates commercial properties: offices, hotels, apartments, and logistics and transport properties. This area accounts for an increasingly large proportion of the development business carried out by ECE. The company also foregrounds sustainability criteria in new developments.

Three-stage instrument for more sustainability

When a new property is developed, certification from the DGNB is reviewed right from the start. ECE analyzes necessary measures and costs with the assistance of its own sustainability audit developed for commercial properties so that the company can decide at an early stage which certificate to aspire to from the DGNB. This special procedure permits an early assessment of the additional requirements resulting from sustainability targets. The project management

and the general planning are based on a three-stage process in which the standards of the DGNB are channeled into sustainability. The tool offers all the integrated planners and service providers a firm platform for their planning work while also allowing the profitability arising from attainment of a Gold or Platinum Certificate from the DGNB to be quantified. Seven projects completed by ECE between 2015 and 2017 have undergone this audit and they have already been certified and received certificates of conformity with the DGNB.



Particularly distinguished:

- The environmental label **HafenCity Gold** represents outstanding environmental quality
- High proportion of renewable energy sources



DGNB

Intelligent Quarters HafenCity Hamburg

Vibrant and excellent prospects – The quarter located directly on the waterside will be completed by 2017 and it creates a prominent landmark with its WATER-MARK more than 70 meters high to provide a panoramic view over Hamburg. The development is complemented by the SHIPYARD office complex and the FREEPORT residential building which offers owner-occupied apartments with a waterside view. Low building depths

and a high proportion of transparent façade areas supply the office areas with optimum daylight while at the same time reducing the energy resources required for lighting. The heat and noise-abatement values of the high-quality building envelope are significantly above the relevant standards. The Intelligent Quarters are supplied with heat through district heating largely generated from renewable energy sources. Thanks to the

sustainable architecture, all parts of the building should receive the environmental label “HafenCity Gold” after they have been completed – a certification procedure for sustainable building which was specially developed for the site. The two office complexes will also be granted a DGNB Certificate in Gold. The development of the Intelligent Quarters is carried out with ECE project partner STRABAG Real Estate.



DGNB

Philips Headquarters Hamburg

The best workplace and air quality – In 2015, technology company Philips moved into its new corporate headquarters for Germany, Austria, and Switzer-

land located in Hamburg Fuhlsbüttel. The project development, general planning, and project management of this building were the responsibility of ECE.

Sustainable workplace:

- Short pathways
- Natural materials
- A lot of daylight
- New lighting concept



The new headquarters brings together all the central and operational units located in Hamburg. The complex was designed as a campus with short pathways and it creates numerous synergy effects. The highest standards for the interior design and for the materials used, including lots of wood and natural stone, also ensure an outstanding workplace and superlative air quality. Lots of daylight and the use of LED lamps reduce electricity costs and cut down emission values. This building was granted the DGNB Certificate in Gold.



dm-campus Karlsruhe

Universally sustainable – ECE completed planning for the first construction phase of the new corporate headquarters of the dm drugstore company by the end of 2015. The service contract covering general planning and project management also included project support for ecological construction by the ECE Team. A range of sustainable aspects from the action plan of the DGNB standard are to be channeled into planning

and implementation. They will optimize the energy use of the property and also make the design especially user-friendly for staff and operational management alike. Criteria such as environmentally compatible extraction of materials and recycling friendly, long lifecycles for the individual components are incorporated in the assessment. Alongside the environmental quality of the building, economic, sociocultural, functional and technical criteria are also taken into account to create a sustainable and environmentally friendly building. The requirement for compliance with the KfW Efficiency House 55 standard can be achieved with connection to district heating. A further target is the implementation of an environmentally friendly mobility concept at the planning stage.

Implemented in planning:

- Environmentally friendly mobility concept
- KfW Efficiency House 55 standard is the objective





AREA OF ACTION: **COMMUNITY**

ECE takes **responsibility**. The company is committed to future-oriented urban development, promotes intelligent mobility and service concepts, and engages in sport, health, and culture.

Shopping centers shape their surroundings

Shopping centers from ECE enrich inner-city areas through their appealing architecture, innovative retailing concepts, and their magnetic power to attract the public. Their design enables them to meld into the cityscape and they create impulses for ongoing development. The high quality of dwell time, attractive offerings, and events inside the centers ensure that ECE centers are used by a large number of people as a social meeting point in their leisure time.



Aquis Plaza Aachen

Insights and outlooks – In October 2015, ECE opened Aquis Plaza in the inner-city area of Aachen. Water is a key element within the city and it supplied the architectural inspiration for the development. Large glass domes and high façades provide a lot of daylight and give visitors appealing views inside and outside the building. Aquis Plaza is becoming a new meeting point for citizens from the town and surrounding districts with a total of around 130 specialist shops, cafés, restaurants, and service businesses. Some 70 percent of the

shop concepts in the center have not been present in Aachen up to now. Around 30 rental apartments have been created on the upper levels of the new shopping center and in the neighboring office complex. This future-oriented development concept in Aachen's inner-city links together the functions of living, working, shopping, and leisure in a unique synthesis so that a new focal point has been created in the city. The Aquis Plaza also complies with high standards of building technology. The dynamically controlled lighting and

energy system combines with innovative LED lamps and modules, and certified green electricity to optimize the consumption of energy. An ingenious natural ventilation system replaces electric cooling in the shopping streets.



- Dynamically controlled lighting and energy systems
- Urban quality: Shopping, living, working, and leisure at one location

Shopping centers with responsibility

Lots of different people come together to shop in the centers – ECE also uses this meeting point as a platform for its community engagement. The focus is always on concrete projects providing a stimulus to get involved whether they relate to donations for earthquake victims in Nepal, reforestation in Turkey or raising awareness of energy-efficient construction.



K in Lautern Kaiserslautern

Reviving and upgrading – This new ECE shopping center was opened in March 2015. Urban planning previously fragmented this pedestrian precinct in Kaiserslautern, and the center now links it up to revitalize and upgrade the inner-city. This has created a positive interaction between the service and shopping offering provided by the new center with the retail outlets in the surrounding area. The concept is part of the overall project “New city center in Kaiserslautern”. The K in Lautern has been awarded the DGNB Certificate in Gold. Sustain-

ability aspects were already incorporated in the planning and tender phase. The building structure of the former department store was partly used for the new shopping center so that only a small amount of disposal was necessary. During construction ECE used low-pollution building materials and tenants were also contractually committed to using environmentally compatible materials for shop-fitting. The high level of space efficiency, good quality of interior air, noise abatement measures in the building, and the family-friendly shopping

centers meet the highest quality standards of the DGNB.

- Commitment of the tenants to use environmentally compatible materials in shop construction
- High level of efficiency for floor space
- Good air space quality
- Noise abatement measures



Encouragement notes for a change of mind

ECE uses the publicity impact of its shopping centers for this exceptional campaign which was launched in 2015. It highlights environmentally friendly aspects in the construction and operation of its centers with a total of twelve motifs. Large numbers of spaces were each gradually provided with center-specific change-of-mind notes. This is intended to encourage visitors coming to ECE shopping centers to reflect on the status quo.

www.umdenkzettel.de (available only in German)



Aid for Nepal

The devastating earthquake that struck Nepal in mid-2015 destroyed around 80 percent of the houses at its epicenter. The quake had a strength of 7.8 on the Richter Scale making it the worst earthquake in the past 80 years. Hundreds of thousands of people were rendered homeless including a large number of children.

A lot of ECE centers lost no time in setting up an online donation campaign – facilitated by ECE’s strong presence in digital media. All the donations collected were forwarded to the German Red Cross. In addition to this campaign, which was supported by lots of visitors and employees, ECE also quickly took responsibility for supporting 25 sponsored children in Nepal by cooperating with the aid organization Plan International. This organization sets up child protection

zones in order to give assistance to traumatized children and care for them. In a second phase, ECE is supporting projects in the local communities of the sponsored children such as reconstruction of schools, accommodation, sanitary installations, and drinking water systems. In the past, the center managers at ECE have also frequently organized assistance in the wake of catastrophes. Apart from collective measures, individual centers regularly institute their own campaigns.



A “Tweet Woodland” for good air and species diversity

Since January 2015, a woodland in the Turkish region of Izmir-Urla-Kadivacık has been richer by thousands of trees. In cooperation with the Aegean Woodland Foundation, ECE’s Marmara Park shopping center again demonstrated its creativity in the service of a sustainable project. Marmara Park used the center’s own Twitter account to encourage its followers to use the hashtag “#GezegenİcinAğaçDik” (“Trees for the planet”) in social media. This was very successful. Each tweet was rewarded with the donation of a tree and the final number of donated trees was 5,000. The promotional campaign awakened a great deal of interest and even trended in first place on Twitter over 54 minutes for trends on the social networks.



“RoleMODELS” campaign

Under the patronage of the German Federal President, Joachim Gauck, the hiking exhibition “VorBilder” (“role models”) was hosted at the Kornmarkt-Center, Bautzen, at the beginning of 2015. The exhibition showed photographs by Angelika and Bernd Kohlmeier and forms part of the campaign “sport and politics combine(d) against right wing extremism”.

22 couples in politics and sport were shown who had made a commitment as “RoleMODELS” against right-wing extremism and discrimination. The objective of the exhibition was for famous celebrities – irrespective of party allegiances, boundaries of responsibility and across all types of sport to encourage everybody to take a stand against right-wing extremism and discrimination.



Inclusion in the quarter development

Sustainable urban development is based on inclusion – this involves the independent participation of all citizens involved in community life. ECE is taking part in a lighthouse project to create the quarter of Mitte Altona (“Altona Center”) in Hamburg on the site of a former goods marshaling yard, which harmonizes inclusion, living quality, and environment.



» In cities, people with very different needs live very close together. A sustainable quarter offers all of them the space for coexistence within a community. «

Ole von Beust, Member of the ECE Sustainability Advisory Board (see p. 54)



Mitte Altona Hamburg

Less traffic, expanded cycle paths, charging stations for electric vehicles, a large city park, children’s playgrounds, and barrier-free and affordable residential accommodation for people over a varied range of ages, and coming from different origins: The inclusive city quarter Mitte Altona is a blueprint for a holistic development of the quarter which meets the needs of a diverse city community. Completing this comprehensive

approach has been a process over many years and ECE provided proactive support right from the beginning.

A center for everyone

The holistic development of a quarter is only possible if all the players involved – in other words the tenants, property owners, developers, architects and city planners – are integrated together within the development process. This is

why ECE initiated an extensive dialog with all the stakeholders and continues to provide ongoing support for this communication.

The resulting initiatives for inclusion were defined in the urban development contract and they are also included in the development plan. The agreements worked out together with the stakeholders commit the property owners to

providing the maximum number of barrier-free or low-barrier residential units. Integration projects are also being implemented in conjunction with ECE. This includes apartments which meet the needs of older people and housing solutions for individuals with physical disabilities or mental health problems. Alongside rented and owner-occupied accommodation, one third of the quarter will also include subsidized social apartments for people on low incomes in order to ensure a broad mix of different residents.

The owners have instructed the quarter management to support inclusive structures – such as freedom from barriers, accommodation with flexible support, and coexistence without any exclusion –

in order to ensure that inclusion remains a permanent aspect and a reality in Mitte Altona.

Design of the quarter

Mitte Altona combines sustainability and quality of life for all social groups. This is one of ECE’s first new construction projects where inclusion has been consistently incorporated right from the start. ECE will continue to focus its efforts on developing this holistic concept for the quarter into the future. The result will be vibrant and affordable residential accommodation for an aging and diverse society.

ECE joined together with its partners to develop the quarter on the site of a former railway area. Around 1,600 apartments will be built in the initial

construction phase alongside retail and commercial properties. Listed buildings from the existing stock of buildings will be preserved as defining elements to mold the identity of the quarter in order to retain its historic character. The recreational appeal of the quarter covering an area of 120,000 square meters is enhanced by a generously dimensioned park of 2.7 hectares. Four nurseries and a neighborhood school provide local facilities for children living in the quarter. The quarter has been designed so that automobile traffic can be reduced to the bare minimum. Factors promoting ideal and environmentally benign traffic conditions include car share schemes, StadtRAD (“CityBIKE”) stations for flexible use of bicycles, and a large network of cycle paths.

The sustainable quarter development in Mitte Altona is based on a city quarter with reduced traffic and fewer automobiles. The mobility concept includes:

- Contact points for mobility consultation
- Flexible mobility through car-sharing packages, StadtRAD (“CityBIKE”) stations and charging stations for electric vehicles
- A bicycle friendly approach through expanded cycle-path links and creation of bicycle stands
- Good connection to public transport

Intelligent mobility concepts

ECE strategically promotes projects which contribute to an increase in acceptance of new mobility concepts. They have to be easily achievable nationwide so that new services like car-sharing and electromobility can make an effective contribution to climate protection. ECE provides parking spaces with charging stations for cars and bicycles at many of its shopping centers. ECE also tests innovative service solutions in its Future Labs which make the visit more enjoyable for customers.

Mobility as part of the “Intelligent City”

ECE regards itself as a partner of cities and local communities for the generation of intelligent urban development concepts. Mobility is a key factor here. This is also confirmed by the report “Intelligent Cities – Wege zu einer nachhaltigen, effizienten und lebenswerten Stadt” (“Intelligent cities – pathways to a sustainable, efficient and livable city”). Intelligent Mobility is defined here as one of four areas of action to create the city of the future. Numerous best practice examples are presented in the report, such as an ECE pilot project on charging stations for electric cars in the Billstedt-Center, Hamburg.

Space for more e-mobility

ECE is supporting a test project being carried out by Audi which is going to investigate whether additional incentives such as separate parking spaces and charging stations enhance the appeal of e-mobility in inner-city areas. The company has provided the space for a car-sharing station in the area of Potsdamer Platz in Berlin. 25 commuters can park their “e-tron” electric car there. Sufficient charging stations are provided so that the vehicles are always ready to drive away.



▲ The 3-in-1 fast charging station for electric cars is being launched at the Alstertal Einkaufszentrum (AEZ).

Ultra-fast charging

Alstertal-Einkaufszentrum (AEZ) is Europe's first shopping center with a 3-in-1 fast-charge station for electric cars. The special feature is that it provides all three common charging standards with direct or alternating current. And charging is faster than at conventional e-charging stations because an additional range of 100 km can be charged within half an hour. Charging providers The New Motion and e8energy are the joint-venture partners of ECE and providers of this e-infrastructure. Together they make a contribution to the “Masterplan Ladeinfrastruktur” (“master plan charging structure”) which was created by the city of Hamburg. This plan envisages setting up additional multi-fast chargers in the Hanseatic city by mid-2016.

Smart car-sharing

ECE has been cooperating with car2go in Hamburg and Berlin since 1 June 2015 to offer the use of the parking garage in the center free of charge for cars operated by the car-sharing provider. Specifically identified parking spaces are available for the car2go Smart cars, and the barriers to the parking garage can be opened automatically by the integrated RFID Chip without having to swipe a parking card. The company is striving to extend this package for climate-friendly mobility to other shopping centers and in this connection is carrying out negotiations with other car-sharing providers. Car-sharing stations are currently available on Potsdamer Platz in Berlin at the first e-car-sharing road in Europe. Other

stations are in operation at Hamburger Meile and at Alstertal-Einkaufszentrum (AEZ).

Automatic barrier opener

Alstertal-Einkaufszentrum in Hamburg, Limbecker Platz in Essen and Marmara Park in Istanbul are the so-called Future Labs of ECE. The company is testing new digital and interactive shopping experiences and offerings there. One of them is “Easy to Park”. Sensors at the entrances and exits identify electronic RFID parking tickets and open the barriers without customers having to open their car window as they arrive. Likewise, they do not have to go to the pay stations when they want to leave the shopping center. All this is possible without having to

convert to complex new infrastructure because the “Easy to Park” card can simply be positioned behind the sun visor of the vehicle. The system calculates the parking time automatically and books the charges online against the credit account of the customer. The innovative parking card system is also being used in the Aachen Center Aquis Plaza and at other ECE locations.

Same Day Delivery

“Same Day Delivery” is another test project being trialed by ECE. The service delivers an ideal combination of the advantages provided by offline and online retailing. Customers have the shopping experience and the advantage of advice in the shop itself while also being able to enjoy the convenience of delivery.



▲ “Same Day Delivery”: Goods are also delivered by cycle couriers.

At Milaneo Stuttgart, Limbecker Platz Essen, Skyline Plaza Frankfurt, and Altmarkt Galerie in Dresden visitors to the centers can hand in their purchases at one of the acceptance points in the shopping street or at the customer information counter. They can then have their goods delivered to their house on the same day between 7 p.m. and 9 p.m. or at a time of their choosing. Goods are delivered in a variety of ways including cycle couriers.

Commitment to cities and regions

ECE is committed to preserving urban diversity in cities. The company develops and promotes urban projects related to the thematic focuses of lighting, green areas, developed space and inclusive development of city quarters through its “Lebendige Stadt” Foundation. In 2015, the foundation invited experts to the round table discussion for the first time in order to facilitate an expert dialog with the ambition to support this debate.



The “Lebendige Stadt” Foundation was established by ECE in the year 2000 – with CEO Alexander Otto as the Chairman of the Board of Trustees – and it is committed to the preservation and promotion of urban diversity. The thematic focuses are lighting, green areas, public space and inclusive quarter development. The existing endowment volume is around 29 million euros which has been used to fund a variety of projects based on best practice. Well-known personalities from government, business, culture, research and media make an active contribution to the work of the foundation. Apart from their function as project sponsors, the foundation also sees itself as providing appropriate stimuli. The foundation contributes to knowledge

exchange and communicating experiences through its annual conferences on the latest urban problems and with the foundation prize awarded for different topics each year. In 2014, Leipzig was awarded a prize as the “most vibrant heritage city”. In 2015 the foundation prize was dedicated to the topic of “exemplary public construction process – needs based, well planned, transparent”. The foundation journal, which is published twice a year, and its own series of publications presents the latest topics covered by the work of the foundation and future trends in urban development. In 2015, a conference focused on the future was held in Berlin. In September 2015, the foundation invited delegates to attend a conference dealing with urban electromobility.

Find out more about the “Lebendige Stadt” Foundation: www.lebendige-stadt.de (available only in German)

Round table for inclusive urban development
In April 2015, the “Lebendige Stadt” Foundation issued an invitation to its first round table in Cologne. 40 experts – including politicians, sportspeople, artists and entrepreneurs – gave advice on inclusive developments for urban quarters, which took account of the demographic change and diversity in our population. The focus of the debate was on needs-based development and coexistence of people as equals, irrespective of their gender, age, their religion, language, or their social position, but also their physical or mental capabilities and skills. The diverse composition of the Round Table ensured that a wide range of perspectives and ideas were included in the discussion. The findings yielded by the debate provide important momentum for the work of the foundation.



Identified & award-winning: Best public construction project

In 2015, the “Lebendige Stadt” Foundation was on the look-out for special public building projects. The aim was to identify exemplary developments for its foundation prize based on a thematic topic that changes every year. The top priorities were keeping to budget and schedule, transparency, and comprehensive citizen participation in the planning and development process. 129 candidates from all over Europe took part in the process and an Expert Jury saluted the new design of the Drachenfels Plateau viewing platform in Königswinter as the “most exemplary public construction project”. A conceptual profile was worked out for the Drachenfels Plateau over a two-year planning phase involving a number of workshops with local citizens. The concept provided harmonious integration of the structure into the environment and the existing complex of buildings. The new viewing platform was completed in just under three years. The patron of the competition was Federal Minister Alexander Dobrindt.



Project: Germany’s most beautiful school playground

A representative Forsa survey commissioned in 2014 by the “Lebendige Stadt” Foundation and Deutsche Umwelthilfe, DUH (“German environmental relief”) revealed that more than 80 percent of the school children surveyed wanted to play a part in improving their surroundings and making their school playgrounds more beautiful. As a result, the federal initiative “deinSchulhof” (“your school playground”) was set up under the patronage of the Federal Environment Minister Dr. Barbara Hendricks and the competition “Schulhof der Zukunft” (“school playground of the future”) was part of this initiative. Ten particularly successful school playgrounds across the country received an award. An online reference work for school playground designs was set up in the summer of 2015 at www.deinschulhof.de with suggestions and examples of best practice. The school playground designs are receiving specialist support and financial sponsorship from the foundation and the DUH.

Dedicated to sports, committed to culture

Sport exerts an influence on social interaction. It promotes socialization among young people and fosters inclusion. These are the reasons why promotion of sports is a particular focus of social engagement at ECE.



ECE supports the sports foundation established by Alexander Otto in 2006. The endowment capital of the foundation is the ice and ball sports arena in the Volkspark located in the Altona district of Hamburg. The foundation

pursues the goal of promoting Hamburg clubs and sportspeople – with particular focus on socially vulnerable individuals and athletes with disabilities. Up to now, around 14 million euros have been channeled into supporting numerous projects. The Werner-Otto Prize awarded each year salutes projects which have made a special contribution to promotion and inclusion of sports-

people with disabilities. In 2015, the Gretel-Bergmann School in Hamburg-Allermöhe was awarded the prize for its inclusive sports curriculum.

Find out more about the Alexander Otto Sports Foundation:
www.alexander-otto-sportstiftung.de
(available only in German)



Hamburg turns the tables

This was the slogan of the Federal German table tennis event held in 2015 and the actual event made the hearts of Hamburg’s sports fans beat just a little faster. In February, the reigning German Champion, Borussia Düsseldorf, played against the Vice Champion TTC RhönSprudel Fulda-Maberzell at the top game in the Bundesliga – however, the match was not played in their home city of Düsseldorf but at the

Hamburg Barclaycard Arena. A new record was achieved for the number of visitors at a Bundesliga table tennis match. On the same day, some 600 children and young people with and without disabilities were sponsored by the Alexander Otto Sports Foundation and had the opportunity to pick up their table tennis bats and play with Germany’s most successful table tennis stars like Timo Boll.



HSV Campus at the Volkspark Stadium, Hamburg

Sport is a special focus of social engagement at ECE – this is because it exerts a significant influence on social cohesion. It brings people together and promotes team spirit. A sports campus for the next generation of footballers at Hamburg football club HSV will therefore have been constructed by spring 2017 – directly adjacent to Hamburg’s Volkspark Stadium. Young sportspeople will be intensively supported and developed there. Furthermore, 17 talented

young footballers will be given a boarding-school place directly on the campus. HSV wants to optimize its development work for young people with the elite development training center and to ensure a route through to the professional game. ECE is responsible for project management and design. Alexander Otto made a private donation of 10 million euros for the project. ECE donated its own planning services.

Dorit & Alexander Otto STIFTUNG

Alexander Otto and his wife Dorit established the foundation in 2011. Its endowment funds are sponsored by donations from the founding couple. The foundation sponsors medical research in Hamburg, social work and healthcare, and art and culture. The organization aims to provide help in a targeted and unbureaucratic way in areas where little or no adequate public funding is available.

Find out more about the foundation:
www.dorit-und-alexander-otto-stiftung.de (available only in German)

Living environment for people with disabilities

Supported by scientific research at Witten University, the Hamburg association “Die Robben e.V.” opened the “LebensOrt Wulsdorf” in 2014. Young adults who generally have mental and other disabilities are given a home in 37 apartments located in three residential homes. They are also given an opportunity to take up an employment matching their individual skills and abilities in the immediate vicinity. Some of the jobs provided are in a textile workshop and a café. The Dorit & Alexander Otto Foundation sponsored two kitchens for the new apartment blocks.



Dorit and Alexander Otto were granted the “Montblanc de la Culture Arts Patronage Award”. This was an acknowledgement of the support provided by the couple for the modernization of Hamburg Art Museum

Modernization of Hamburg Art Museum – award-winning

In June 2015, Dorit and Alexander Otto were awarded the “Montblanc de la Culture Arts Patronage Award” in recognition of the culture sponsorship provided by their foundation. The Jury focused in particular on the generous support given for modernization of Hamburg Art Museum, which is being transformed into a prestigious international venue for art. In April 2016, the museum will be completely accessible again. The Dorit & Alexander Otto Foundation supported the modernization with a donation of 15 million euros. The City of Hamburg also spent around four million euros on refurbishing the repository of paintings and sculptures – an investment which was initiated as a result of the modernization program. ECE is responsible for project management.

Dorit and Alexander Otto donated the prize money to the Atelier Freistil in Hausbruch. This studio gives artists with mental or physical disabilities the opportunity to express their creative skills and at the same time have a permanent job. The studio simultaneously forms a meeting place for people with and without a disability and therefore makes an important contribution to inclusive networking between people who are passionate about art.



Entrepreneur's Prize 2015

The Business Club Aachen Maastricht e.V. awarded the Entrepreneur's Prize 2015 to Alexander Otto. The prize is conferred on entrepreneurs who make a commitment to the community alongside their entrepreneurial success – through sustainable promotion of social, sporting, and cultural measures and projects.

The club acknowledged Alexander Otto as one of the most generous sponsors and patrons in Germany. His three foundations provide support for sport, culture, and urban development.

Personally involved

Alexander Otto, CEO of the ECE Management Board, is passionately committed to sport, culture, medicine, and the environment. He plays an active role through several foundations – with his personal commitment – and makes a contribution to sustainable development based on the dedication of long-term responsibility.



Olympic initiative “Feuer & Flamme” for Hamburg

ECE and its Hamburg centers played a key role in supporting the “Feuer & Flamme” (“fire & flame”) Olympic initiative established by Alexander Otto. The initiative kept Hamburg's citizens informed about the Olympic bid to hold the summer games in Hamburg in 2024 and raised awareness for the bid with events promoting it. As Hamburg's Olympic Ambassador, Alexander Otto facilitated the work of “Feuer & Flamme” following his successful fundraising. The initiatives he launched included the venture involving Expert Round Tables on various specialist topics and the light promotion “Olympics within reach”. In 2015, television broadcasting channel Hamburg 1 conferred the award of “Hamburger of the Year” on Alexander Otto for his commitment.

▲ As Olympic Ambassador for Hamburg, Alexander Otto supported the initiative “Feuer & Flamme” (“fire & flame”).

B.A.U.M. Environment Prize for Alexander Otto

Alexander Otto was awarded the B.A.U.M. Environment Prize 2014. The Bundesdeutsche Arbeitskreis für Umweltbewusstes Management e.V., B.A.U.M. (“German Environmental Management Association”) grants the annual

award to important personalities from business, media and research for their commitment to successful harmonization of business and the environment. Alexander Otto received the prize in the category “Großunternehmen”

(“large company”) in recognition of his holistic engagement for sustainability. The Jury paid tribute to a number of attributes including the fact that under his management ECE had declared conservation of resources and energy saving to be key corporate targets. However, the prize also acknowledged his commitment on topics related to sustainability within the scope of his activities in the German Property Federation (ZIA) and as Chairman of the European Advisory Board of the International Council of Shopping Centers (ICSC). The prize also saluted Alexander Otto's extensive social commitment which was reflected in the establishment of three foundations.





Alexander Otto on ECE's Sustainability Strategy



» We can only live sustainability together if we engage in extensive dialog with our stakeholders. «

Alexander Otto, CEO of ECE

Since the company started doing business 50 years ago, ECE has risen to become the European market leader in the shopping center industry. This success is based mainly on our corporate philosophy that combines a long-term perspective with the knowledge that customer needs, like society itself, are constantly changing and continually require new solutions. The same applies to sustainability, whether we are dealing with demographic change, climate change, or the way we treat refugees – to name but a few of many issues related to sustainability.

Making long-term responsibility a reality and aligning the business activity of the company on the basis of this commitment – this objective forms the core of the **sustainability strategy** at ECE.

This is ECE's fifth sustainability report and we aim to demonstrate here how we have embedded sustainability in our company as a complete principle, and how it will help to shape the future of ECE and its environment. The guiding theme of the report is "Megatrend City". I am delighted that such a variety of sustainability measures are being embraced and implemented throughout the company. In order to make sustainability a reality, we have established a sustainable platform:

Firstly, ECE has been pursuing a holistic approach to sustainability that encompasses economic, environmental, and social aspects. More precisely, we are developing customized solutions for

protecting the climate and natural resources and simultaneously facilitating diversity and equal opportunities among our employees, and we have implemented a family-friendly staff policy. Furthermore, our passion and creativity have motivated us to encourage new urban concepts. We have also provided targeted support for projects in areas such as mobility, health and sports, as well as integration and inclusion.

Secondly, we know that the only way to move sustainability forward is to engage in extensive dialog with our partners and our stakeholders. For this purpose we have established the Sustainability Forum as a platform for our tenants, as well as get involved in research projects and

conduct regular surveys among our customers to find out more about their needs. This has enabled us to create scope for new ideas.

Finally, we have embedded sustainability principles even deeper in the internal structure of the company. At the beginning of 2015, we conducted a materiality analysis to determine the most important topics for our company and enable us to refine our strategic approach. We have also improved the way we collect and categorize data. Consequently, the report complies with the G4 guidelines of the Global Reporting Initiative (GRI). This is a significant step towards thorough and transparent reporting

Sustainability at ECE

Sustainability has a high status for ECE and it is a fixed component of the corporate philosophy. A holistic approach is the focus of its action which attributes equal weighting to environmental, social and economic dimensions.

Corporate values provide guidance

The values of ECE (see outline) were worked out in 2012 with the assistance of the company's employees during an intensive process of discussion. They define the character of the company and they are actively communicated within the company itself and outside in the public domain. Our values provide an important platform for continuous

Reference standards for responsible corporate governance

ECE defines clear rules for dealings between management and employees. It also provides clear objectives for cooperation with investors, tenants and business partners. They contribute to ensuring compliance with laws and rules, reducing risks and ultimately increasing the performance of the company. Important reference standards of ECE valid throughout the company are as follows:

- the ECE Code of Conduct,
- the Guidelines for Donations and Sponsoring,
- the Guidelines for Handling Grants and Subsidies,
- the Guidelines for Auditing Business Partners and
- the Guideline for Anti-trust Law.

Employees and external partners can report any breaches contravening the standards of conduct defined by ECE by calling the Compliance Helpline.



success and long-term partnerships. Sustainability has a central position here. The values are a regular topic in management training sessions and in employee dialogs in order to anchor the values within the company.

Certified Compliance Management System

The reputation of ECE as a reliable and fair partner with integrity is a key factor for success. As a Hanseatic company, it is committed to compliance with national and international reference standards, and to the principles of reputable business practices. The company therefore takes the issue of compliance extremely

seriously. The Compliance Management System set up in 2012/2013 is based on the central corporate value of integrity.

Since 2013, regular attendance training sessions on compliance have been held in Germany and abroad for employees. The company also set up an online training tool at the beginning of 2014. Following an audit, the Compliance Management System of ECE was certified in 2014 by the Initiative Corporate Governance der Deutschen Immobilienwirtschaft, ICG ("Corporate governance initiative of the German property industry"). In January 2016, the second certification by ICG was successfully concluded.



» The credibility of every sustainability strategy is based on the trust that a company enjoys in the public domain. The integrity of the employees is a significant prerequisite for this. «

Bärbel Schomberg,
Member of the ECE Sustainability Advisory Board (see p. 54)

Strategy: focus on the long term

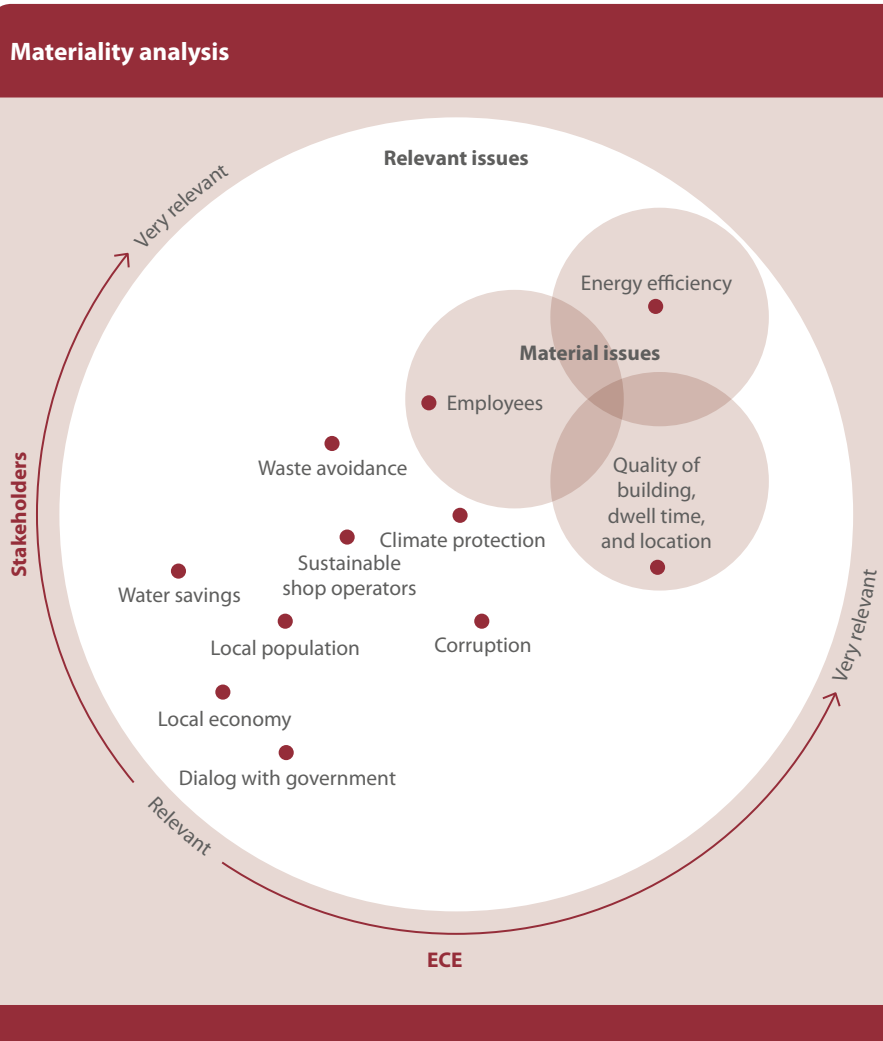
As a project developer, landlord and manager, and frequently often as an owner of properties, ECE and the Otto family often take long-term responsibility for the properties they are looking after. Incorporating sustainability aspects during the planning stage and in management is a key element for retaining the long-term value of a property.

Beyond the purely operational perspective in planning, construction and operation of sustainable commercial properties, ECE also believes it has a responsibility to contribute to the future-proof development of its environment as an integrative part of urban planning. ECE integrates sustainability as a fixed component into its work processes and is in continuous dialog with its stakeholders in order to implement its sustainability strategy.

Identification of key issues

In 2015, ECE carried out a multistage materiality analysis with the aim of further sharpening the strategic focus of its sustainability management. This kind of analysis is used to define relevant sustainability issues and assess their importance for the company and its stakeholders (see chart in the GRI Report p. 57).

The first stage was carried out on the basis of established standards for the property sector and involved a comparison of all potentially material sustainability issues with the business model of ECE. An online survey was then used to ask relevant stakeholder groups to evaluate different issues. The sustainability team subsequently discussed the results of the survey in a workshop and supplemented them from the perspective of the business model of ECE. The outcome resulted in a definition of energy efficiency, quality of building, dwell time, and location, and employees as the material sustainability issues for ECE [G4-18, G4-19, G4-24].



Stakeholder questionnaires 2015		
Stakeholder group	Survey period	Number of participants
Employees	30 Mar. – 17 Apr. 2015	510
Center visitors	26 Feb. – 8 Apr. 2015	730
Investors	23 Mar. – 3 Apr. 2015	37
Tenants	19 Mar. – 30 May 2015	171
Sustainability Advisory Board	16 Feb. 2015	CEO, 2 Managing Directors, 5 Members of the Advisory Board

The sustainability structure at ECE

Sustainability is integrated within normal workflows at ECE and it is being developed on a continuous basis. Clear structures and responsibilities for sustainability management are firmly anchored within the company and make a key contribution to the attainment of targets.

Interdisciplinary sustainability team

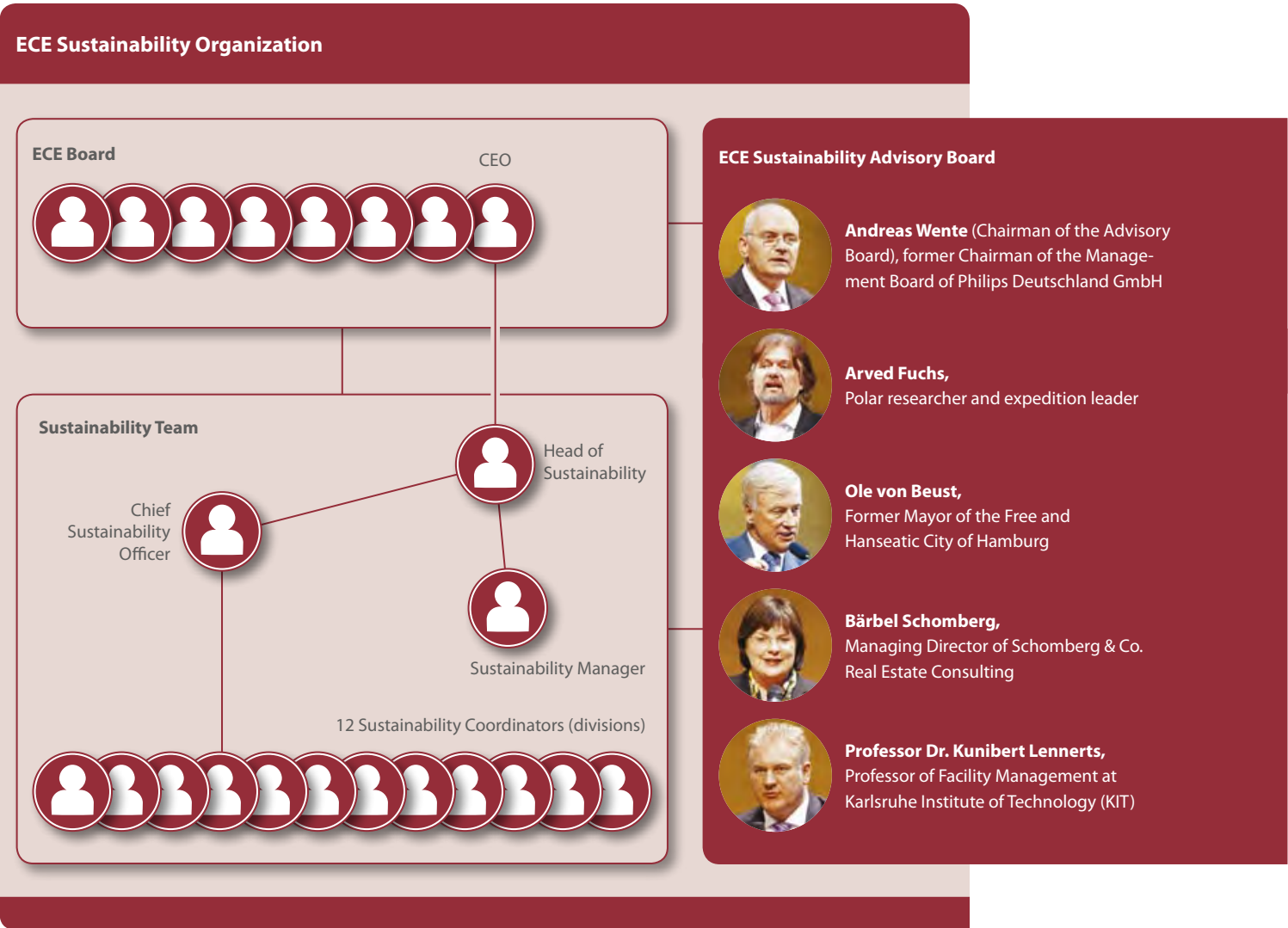
In 2007, ECE installed clearly defined integration structures (see chart) with a core of an interdisciplinary sustainability team. Each of the eight management areas contributes at least one sustainability coordinator to the team, which is headed by the Chief Sustainability Officer (CSO). The CSO has strategic control of all the sustainability activities of ECE and analyzes the social, economic and political environment. The CSO also promotes knowledge exchange within the company, coordinates group-wide sus-

tainability projects, and documents progress. The CSO coordinates reporting with the Head of Sustainability and reports to the Management Board at least once every six months.

Sustainability Advisory Board

ECE was the first company in the property sector to appoint an external Sustainability Advisory Council. Five members contribute their different areas of expertise and experience from the areas of economics, the environment, and social issues. The Advisory Council is engaged in continuous dialog with the

Management Board and the sustainability team. It contributes to the ongoing development of the sustainability strategy, raises awareness of employees for issues relating to sustainability and integrates a variety of influences from the community into the company. The board also makes recommendations for all sustainability projects. During the reporting period, the focus of the Advisory Board was on combining career and family to get the work-life balance right, the research group KEES, and certifications within the portfolio.



Voluntary commitment to sustainability

The platform for the sustainability strategy of ECE is the Sustainability Code of the German Property Federation (ZIA). This voluntary commitment essentially entails taking the following measures:

- The company acknowledges its social responsibility and accepts this challenge.
- The principle of sustainability defines the values and conduct.
- The targets are not one-dimensional but are established on the basis of sustainable foundations.
- The products, services and business relationships are based on sustainable principles.
- Employee selection, development, career training and employee leadership provide the platform for sustainable action.
- Stakeholders are actively included in the search for and implementation of sustainable solutions.
- Action is based on high compliance requirements and strives for continuous improvements.
- The targets, measures, activities and progress are published in sustainability reports.
- Transparency is a reality and activities associated with measurement of sustainability are supported.
- Sustainable corporate governance is fostered proactively and therefore encourages others to do the same.



Outstandingly sustainable

The successful work of ECE is also reflected in decisions made by national and international jurors. During the reporting period, the company received the following prizes and awards:

- **Shopping Center Performance Report**
 - Overall ranking: ECE Project Management – 1st place (2015 and 2014)
 - Individual ranking for shopping centers: Breuningerland Sindelfingen: 1st place (2015), 3rd place (2014)
- **ICSC European Shopping Center Award (2014)**
 - Limbecker Platz Essen Category "Established Center"
- **Solal Marketing Award**
 - Golden Hall Athens – Silver 2014
 - Metrocity Istanbul – Gold "Corporate Social Responsibility" 2015
 - Espark Eskisehir – Silver 2015
 - Árkád Szeged – Silver 2015
- **MAPIC Award from the international retail property trade show (2015)**
 - Future Labs "Best digital retail strategy"
 - Milaneo "Best new shopping center"

Strategy and corporate governance

GRI G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9, G4-13, G4-17

ECE Projektmanagement GmbH & Co. KG (ECE), headquartered in Hamburg (Germany), is Europe's market leader for inner-city shopping centers. During the reporting period, the company had assets under management worth 28 billion euros. ECE plans, develops, leases, and manages large commercial properties in its business areas Shopping, Office, Traffic and Industries in Germany and 15 other countries (Bulgaria, Denmark, Greece, Italy, Qatar, Lithuania, Austria, Poland, Russia, Slovakia, Spain, Switzerland, Czech Republic, Turkey and Hungary). During the reporting period, ECE owned six subsidiaries and joint ventures in Germany as well as 15 international subsidiaries and joint ventures. Furthermore, ECE managed 196 centers (144 Germany/52 international), 15 of which were under construction or at the planning stage, and 10 were under refurbishment. At the end of the reporting period, ECE discontinued its business activities in Switzerland and Greece.

Find out more about ECE's **subsidiary companies** and **joint ventures**: <http://www.ece.com/en/company/organization/ece-subsidiaries/>

Find out more about **international branches** and **joint ventures**: <http://www.ece.com/en/company/organization/international-local-and-joint-venture-companies/>

Strategic approach

ECE intends to offer future-oriented solutions for the construction and operation of properties and as a result create significant value added for investors, tenants and business partners. At the same time, ECE regards itself as a part of cities by supporting municipalities, and developing inner-city areas and local retailing.

The focus of the sustainability strategy is on a long-term alignment which also relates to the planning and management of properties, and to employees, visitors and other impacts of ECE's business activity. ECE has created an overarching coordination structure directed toward anchoring sustainability in all the business segments of the company. All the business divisions are represented in the sustainability team and the Chief Sustainability Officer (CSO) holds the chair of the team. The Management Board is informed about sustainability activities at least once a year. Since 2011, ECE has also been supported by an external Sustainability Advisory Board (see Strategy, p. 54).

Stakeholder dialog

G4-24, G4-25, G4-26, G4-27 GRI

ECE is in dialog with its stakeholders about continuous on-going development of its sustainability strategy. The focus is on employees, tenant partners, investors, and visitors to the centers. Cities and municipalities, and the general public are also included among the stakeholders of ECE.

ECE uses various formats for communicating with its stakeholders:

- Employees:** They are informed about the sustainability activities of ECE. A dedicated webpage has been set up for this topic on the Intranet and information about developments is posted in the "News" section. Sustainability is also a fixed element in the staff magazine "inside" which is published twice a year and staff members are invited to an event with the Sustainability Advisory Board of ECE every two years.
- Tenant partners:** ECE offers three formats for dialog with its tenant partners: Since 2003, there has been an exchange of information about topics and trends in the sector at the international ECE Retail Meeting. Since 2013, the Technical Retail Meeting has also been held where technical issues such as energy efficiency and certification

criteria have been at the forefront of the debate. Since 2013, additional opportunities for action by the tenant partners are also being worked out at workshops in the context of the Sustainability Forum. In 2014, the focus was on the subject of illumination and in 2015 the spotlight was on sustainability in shop fitting.

- Investors:** In 2015, ECE invited the company's investors to its first Investors Day in order to inform them about developments in retailing. In future, this event will take place every year.
- Visitors:** ECE uses the so-called "change-of-mind notes" to provide information on the topic of sustainability for visitors. These billboards highlight different sustainability aspects in centers. Information on sustainability is also provided on the home pages of the centers under a dedicated category.
- General:** A sustainability conference is planned for 2017 which is directed toward all the relevant stakeholders.

G4-15, G4-16 GRI

ECE is also involved in organizations and associations which are committed to promoting urban development, town planning, retailing and revitalizing innercity areas:

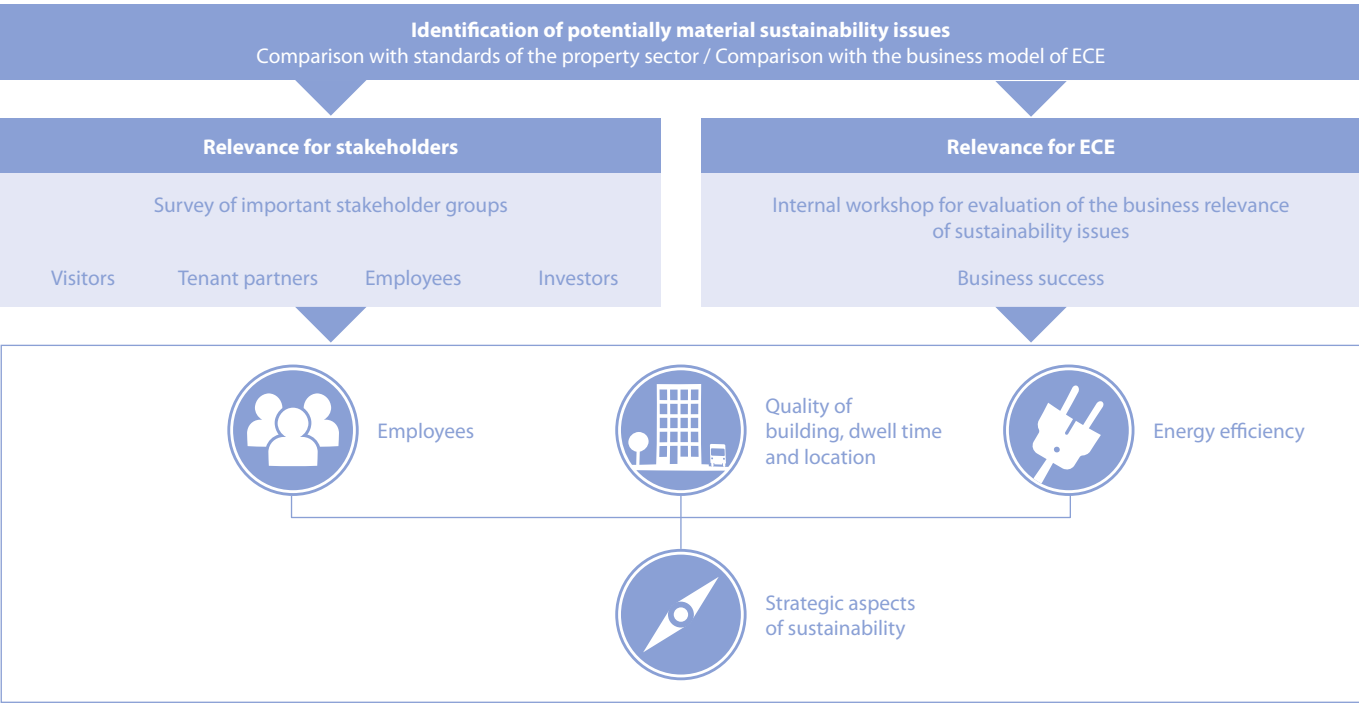
- International Council of Shopping Centers (ICSC)**
- German Sustainable Building Association (Deutsche Gesellschaft für Nachhaltiges Bauen, DGNB)**
- German Property Federation (Zentraler Immobilien Ausschuss e.V., ZIA)**
- Urban Land Institute (ULI)**
- EHI Retail Institute e.V.**
- Corporate governance initiative of the German property industry (Initiative Corporate Governance der deutschen Immobilienwirtschaft)**
- German Council of Shopping Centers e.V. (GCSC)**
- German Facility Management Association (GEFMA)**

Materiality analysis

G4-18 GRI

During the reporting period, a multistage materiality analysis was used to define and evaluate relevant sustainability issues for ECE from the perspective of stakeholders and the company. Three areas of action have been derived from this analysis as future focuses for sustainability management at ECE: employees, quality of building, dwell time and location, and energy efficiency (see also Strategy, p. 53).

Process of materiality analysis



□ **Materiality aspects**

GRI G4-19, G4-20, G4-21

On the basis of the materiality analysis, the following aspects were determined as material for purposes of reporting:

Sustainabil-ity issue	Associated GRI aspects	Key Impacts	
		Within the organization	Outside the organization
Employees	Employment Occupational Health & Safety Training and Education	ECE HR	–
Energy efficiency	Energy Emissions	ECE	Tenant partners
Quality of building, dwell time and location	Products and Services Local Communities Customer Health and Safety Product and Service Labeling	ECE	Investors, tenant partners, visitors, communities, society
Other reported aspects			
	Economic Performance Indirect Economic Impacts	ECE	Communities, visitors
	Anti-corruption	ECE	–
	Compliance	ECE	–
	Materials Water Effluents and Waste	ECE	–

□ **Responsible corporate governance**

GRI Management approach: Anti-corruption, Compliance, G4-56

The basic requirement for long-term corporate success is the integrity of employees, compliance with statutory regulations, and conduct consistent with rules. The corporate values of ECE constitute the fundamental orientation framework for dealings between employees, and for cooperation with investors, tenants, and business partners. They form an important platform for continuous success and long-term partnerships. Sustainability is firmly anchored in the values which form a regular topic in management training sessions and in employee dialogs. The managers of ECE bear particular responsibility in these matters since they have to assume the function of a role model in accordance with the management ethos at ECE. In 2015, the subject of compliance was included as a fixed ele-

ment in annual employee appraisals – known as employee dialogs. Key questions are used as the basis for discussing compliance-relevant aspects of routine work every day. Employees also have the opportunity to say whether they require more support in relation to compliance issues when they have a feedback discussion with their line manager. Clearly defined objectives for management and employees are applicable throughout the company and they contribute to ensuring compliance with laws and regulations, reducing risks, and enhancing the performance of the company:

- **the ECE Code of Conduct,**
- **the Guidelines for Donations and Sponsoring,**
- **the Guidelines for Handling Grants and Subsidies,**
- **the Guidelines for Auditing Business Partners and**
- **the Guideline for Antitrust Law.**

ECE has established a Compliance Management System in order to implement reference standards. The system has been certified by the Initiative Corporate Governance der Deutschen Immobilienwirtschaft, ICG (“Corporate governance initiative of the German property industry”). Employees and external partners can report any breaches against the standards defined in the Code of Conduct at ECE by calling the Compliance Hotline.

□ **Training sessions for the issue of compliance**

G4-SO4 GRI

ECE has designed interactive attendance training sessions for senior management and specialist functions subject to an enhanced compliance risk. They were held for the first time at the Hamburg headquarters in the spring of 2013. The attendance training sessions communicated the content of the ECE Code of Conduct with focuses on conflicts of interest, combatting corruption, and antitrust law. These training sessions were then extended to other locations. During the reporting period, the following training courses were scheduled:

- **Four training sessions in Istanbul with employees of ECE Türkiye Proje Yönetimi A.S. (May/June 2014)**
- **Training in Warsaw with employees of ECE project management Polska Sp.z.o.o (April 2014)**
- **Training in Milan with employees of ECE Italia (July 2014)**
- **Training in Vienna with employees of ECE project management Austria (January 2015)**
- **Two training sessions in Budapest with employees of ECE project management Budapest Kft. (January 2015)**
- **Attendance training sessions in Madrid with employees of Auxideico (June 2014)**

ECE has also developed online training to complement the attendance training. This is mandatory for all employees of ECE in Germany and in other countries. At the beginning of 2014 all

employees received training through the online training tool. The course is designed to be interactive and includes case studies which are based on routine business every day at ECE. Online training is also mandatory for all new employees at ECE.

Environment

GRI Management approach: Materials, Energy, Emissions, Water, Effluents and Waste, Economic Performance

Environmental protection is a top priority for ECE. The results from the materiality analysis place the focus on energy efficiency. This is because properties need energy for heat, lighting, and cooling.

The foundation of efficiency measures is comprehensive controlling for energy, which makes energy consumption transparent. During the reporting period, ECE used this system to carry out detailed analyses in 61 German shopping centers. Measures were derived at the 19 centers where the greatest potential for energy efficiency had been calculated and these were then implemented. In a comparison with 2013, the potential savings are estimated at around 5 million kilowatt hours. Over the years 2015 to 2016, analysis is planned at a further 54 shopping centers outside Germany and this will result in their energy efficiency being further optimized.

A new technical standard called “NEW AGE” was developed for energy-efficient cooling in new properties. The new standard was implemented for the first time in the Milaneo project and it is being applied at the shopping centers K in Lautern in Kaiserslautern, Marstall in Ludwigsburg, Holsten Galerie in Neumünster, Aquis Plaza in Aachen, and Zielone Arkady in Bydgoszcz.

The engineers at ECE work closely together with the technical managers in the centers. The results of analyses and innovative concepts were combined with local experience and trialed in practical application. Other experts, such as light designers, are being recruited by ECE in specific areas such as illumination. ECE is consequently developing innovative design solutions in the LED area which optimally combine energy efficiency and light quality.

The manual “Sustainable Operation of Shopping Centers” provides center managers and technicians throughout Europe with comprehensive recommendations for action relating to the management of existing centers, and it has now been made available in an international edition for foreign markets.

□ **Risks and opportunities arising from climate change**

G4-EC2 GRI

The portfolio of ECE is spread across locations in 16 countries where the effects of climate change may well be very different. However, the basic principle is that impacts in the urban space are primarily manifested by extreme weather events, such as storms and torrential rain which can cause damage to buildings. The indirect consequences of climate change include increasing regulations in the energy sector. They can exert impacts on the value retention of a property and the profitability. ECE has therefore made a consistent commitment to energy efficiency. ECE pursues an approach that is directed toward retaining an economically profitable profile and making a sustainable contribution to climate protection. This is achieved by upgrading existing properties and construction of new buildings that are based on perspectives of sustainability.

□ **Energy consumption**

G4-EN3, G4-EN4, G4-EN5 GRI

ECE records the energy consumption which occurs in shopping centers, at the company’s headquarters, and resulting from the mobility of its employees. 81 centers in Germany were included in the calculation of energy and emission data, as well as water consumption. Since the centers belong to a number of different investors, special requirements applied to collecting the data so that the information could not be recorded at all the centers. The plan for the future is to include other centers in Germany and internationally in the data-recording system.

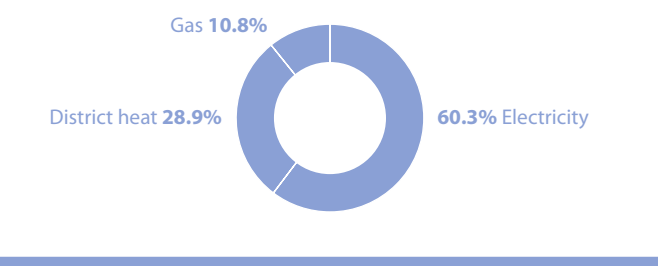
Shopping centers

Energy consumption			
MWh	2013	2014	2015
Electricity	309,340	304,524	299,741
District heat	161,670	128,865	143,955
Gas	59,750	48,836	53,579
Specific energy consumption			
kWh/m²	2013	2014	2015
Electricity	134.5	132.4	130.3
Heating	41.9	33.6	37.4

81 centers in Germany were included in the calculation. The specific electricity consumption relates to the center area not including the leasable area. Data without weather-related adjustment, values for December 2015 extrapolated for the year.

The biggest proportion of energy consumption in shopping centers is due to electricity, which is mainly required for lighting and cooling. By comparison with 2013, it was possible to reduce the specific electricity consumption at shopping centers based on center floor space by 3.1 percent in 2015.

Shopping centers – consumption share 2015



Company headquarters

Energy consumption			
MWh	2013	2014	2015
Electricity	3,486	3,353	3,419
District heat	4,777	4,005	4,391
Gas	500	361	430

Specific energy consumption

kWh/m²	2013	2014	2015
Electricity and heat	174.0	153.3	163.6

Data without weather-related adjustment, values for December 2015 extrapolated for the year.

In 2015, additional energy consumption was incurred within the organization amounting to 3,838 megawatt hours (2014: 4,010) for the use of company cars. Energy is also consumed outside the organization on business trips taken by employees (see table):

Business trips energy consumption

MWh	2014	2015
Rail	608	732
Air	7,082	7,329
Hire car	760	733
Gasoline	170	194
Diesel	590	539
Total	8,450	8,794

Energy consumption was calculated on the basis of the number of kilometers traveled.

Measures for reducing energy consumption

G4-EN6 GRI

ECE takes a wide range of measures to reduce energy consumption at its centers (see table). These include the introduction of new technical standards in the areas of lighting and materials handling, air ventilation, heating, and cooling. However, it will only be possible to record savings from the end of 2015.

Measures for energy efficiency

Topic	Measure
Lighting and materials handling	Energy recovery, intermittent operation of escalators, chase lighting, combined day/night milieu lighting in accordance with functional operator requirements, using LEDs, daylight planning, installation of glass, lighting control
Air ventilation	Outside airflow adjustments to meet clean-air requirements, use of free ventilation
Cooling	Energy-optimized cold water system, temperature-controlled free mall ventilation, night cooling
Heating	Adjustment of inlet temperatures when fresh air is being supplied and heated

Greenhouse gas emissions

G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19 GRI

Since 2008, ECE has been purchasing electricity generated using renewable energies from certified providers. This applies to nearly all shopping centers throughout Germany and to the company headquarters in Hamburg. This policy enables ECE to make a contribution to climate protection through the reduction of emissions by around 143,000 tonnes of CO₂ in 2015.

Shopping centers

Greenhouse gas emissions			
t CO ₂ equivalents	2013	2014	2015
Scope 1			
Gas	12,046	9,845	10,802
Scope 2			
District heat	42,393	33,791	37,748
Electricity	10,692	11,047	10,872
Specific greenhouse gas emissions			
kg CO ₂ equivalents/m²	2013	2014	2015
Gas	9.2	7.5	8.2
Electricity	4.6	4.8	4.7
District heat	10.7	8.5	9.5

81 centers in Germany were included in the calculation. The specific greenhouse gas emissions for electricity relate to the center area not including the leasable area. Data without weather-related adjustment, values for December 2015 extrapolated for the year.

Reference values for the composition of electricity in Germany (federal mix in 2012 and 2014) were used to calculate the electricity-related greenhouse gas emissions.

Company headquarters

Greenhouse gas emissions			
t CO ₂ equivalents	2013	2014	2015
Scope 1			
Gas	101	73	87
Scope 2			
District heat	1,253	1,050	1,151
Electricity	0	0	0

Specific greenhouse gas emissions

kg CO ₂ equivalents/m²	2013	2014	2015
Gas	2.0	1.4	1.7
Electricity	0.0	0.0	0.0
District heat	24.9	20.9	22.9

Data without weather-related adjustment, values for December 2015 extrapolated for the year.

Reduction of the emissions by means of green electricity

t CO ₂ equivalents	2013	2014	2015
Electricity	152,604	149,665	143,133

The value of CO₂ savings is based on the regulations for accounting of electricity with certified origin as defined in the bdew guideline for electricity labeling produced by the German Association for Electricity and Water Industries (bdew). This specifies that the purchase of green electricity should be defined as 0g/kWh CO₂.

Other greenhouse gas emissions arise from the methods of transport used by employees, for example business trips undertaken by employees traveling by air, rail or car. In particular, company cars make up a large proportion here. In 2016, ECE will implement measures for a low-CO₂ fleet of company cars. ECE also used a survey to record commuting journeys taken by employees in 2015 in order to be able to estimate the related greenhouse gas emissions.

Transport greenhouse gas emissions

t CO ₂ equivalents	2014	2015
Scope 1		
Company cars	1,067	1,021
Scope 3		
Business trips		
Rail	154	185
Air	2,041	2,122
Hire car	194	184
Gasoline	46	51
Diesel	148	133
Commuting by employees		1,144

Data without weather-related adjustment, values for December 2015 partly extrapolated for the year.

Use of resources

Other relevant consumption of resources at ECE relates to the areas of water, waste, and paper. ECE uses measures at its shopping centers and in administration to reduce the usage of these resources.

Paper consumption

G4-EN1, G4-EN2 GRI

In 2015, the consumption of paper at the headquarters in Hamburg amounted to 6,613 sheets for each employee (2014 7,459). This corresponds to a reduction of about eleven percent compared with 2014. A campaign to promote the reduction of paper consumption is planned in order to raise the awareness of employees for more economical use of paper.

All utility papers (toilet paper, paper towels, etc.) had been converted to the Blue Angel certificate by the end of 2015. These papers had previously carried the FSC Mix Label for raw materials procured from responsible sources. A pilot project is planned for copy paper. This will involve recycled paper being tested for printing properties and toner consumption.

Waste

G4-EN23 GRI

ECE records the waste types for paper, plastic, and residual waste at the company headquarters in Germany. The volume of waste has not changed significantly in the reporting period. In 2015, it amounted to 56.2 tonnes of paper, 1 tonne of plastic, 57.2 tonnes of residual waste. Preparations are being made to record the waste generated at centers. No hazardous wastes were produced.

Water consumption

G4-EN8 GRI

ECE has implemented various measures to reduce water consumption at its shopping centers and in the company headquarters. These range from water-saving taps to waterless urinals in new developments.

Shopping centers

	2013	2014	2015
Water consumption absolute (m³)	1,774,683	1,788,226	1,785,106
Specific water consumption (liters/visitor)	2.71	2.73	2.72

81 centers in Germany were included in the calculation. Data without weather-related adjustment, values for December 2015 extrapolated for the year.

Company headquarters

	2013	2014	2015
Water consumption absolute (m³)	25,597	21,641	23,059
Specific water consumption (m³/employee)	19.6	15.6	16.3

Data without weather-related adjustment, values for December 2015 extrapolated for the year.

Penalties on account of non-compliance with environmental legislation

GRI G4-EN29

ECE complies with statutory environmental laws in all its business activities. During the reporting period, there were no breaches of legislation and therefore no fines or financial penalties were levied for non-compliance with environmental laws and regulations.

Employees

Management approach: Employment, Occupational Health & Safety, Training and Education

On 31 December 2015, ECE employed more than 3,600 people in Germany and at its international locations. This is some nine percent more than at the end of 2013. Basic and career training, promotion of women, family friendliness, and healthcare management are the priority areas of human resource development at ECE. A special focus is on a culture of responsibility which encourages employees to fill the gaps, take responsibility, and make decisions. This also encompasses an open error culture. Managers with disciplinary leadership are therefore put through a specially designed program to foster this culture and find out how they transform the necessary principles of courage, trust and open communication into a tangible reality.

ECE has defined the objective of improving the combination of work and family within the company so that employees can improve their work life balance. ECE has facilitated this improvement by introducing flexible working hours and launching the possibility of employees working in their home office. ECE cooperates with PME Familyservice ("PME family service") to provide packages in the area of childcare and looking after dependent relatives. Providing help with short-term care bottlenecks in a crisis has also been facilitated by ECE setting up a parent-child office at the company headquarters. The company has also made "Kids @ the Office" boxes available at 100 centers throughout Germany. Furthermore, ECE assists women in career development programs designed to increase the proportion of women in management positions. In 2015, the company was awarded the "Helga Stödter Prize" for its work in this area.

The award as "Top employer in Germany 2015" conferred by the Top Employers Institute bears testimony to the fact that ECE offers attractive working conditions for employees and trainees. In 2014 and 2015, ECE also received an award as a "Fair Company" from online portal karriere.de, the "Top Company" award from online evaluation portal kununu, and the absolventa seal of quality for its trainee program.

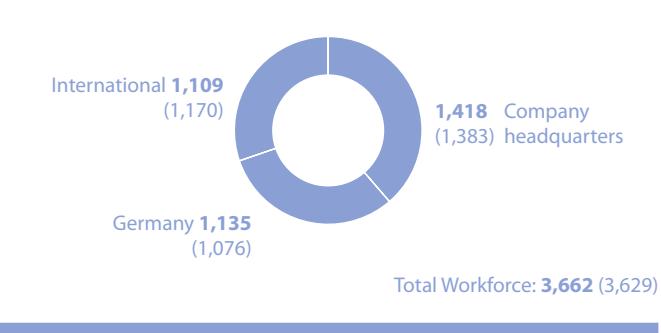
Employment at ECE

G4-10 GRI

In 2015, a total of 3,662 employees worked at ECE, of which 1,894 were women and 1,768 were men. ECE collected employee data for Germany and internationally (including Switzerland). Russia is an exception and data for this subsidiary is not available for the year 2015. The reference date for the data survey is 18 November 2015.

Employees of ECE by regions in 2015

Absolute figures, values for 2014 in brackets



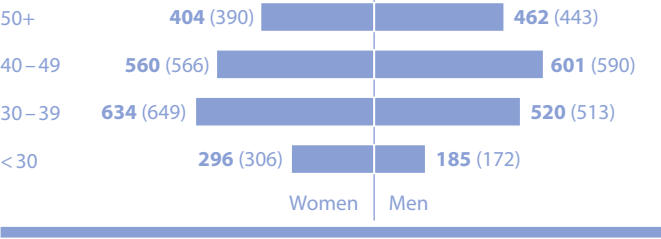
Employees by type of employment* and gender

	2014	2015
Full time	2,850	2,904
Women	1,200	1,194
Men	1,650	1,710
Part time	548	609
Women	520	573
Men	28	36
Apprentices (only at the company headquarters)	29	19
Women	23	12
Men	6	7
Permanent	3,566	3,521
Women	1,881	1,796
Men	1,685	1,725
Short term	59	141
Women	28	98
Men	31	43

* The breakdown into full-time and part-term staff does not record the following: employees on parental leave, phased retirement, sabbatical, and employees of the companies PPMG and DECM.

Age structure of ECE 2015

Absolute figures, values for 2014 in brackets



GRI G4-LA1, G4-LA2, G4-11

ECE appointed a total of 509 new employees in 2015 (2014: 407). The rate of new appointments was 13.9 percent (2014: 11.2%). The turnover rate was 11.0 percent (2014: 10.4%).

ECE offers its employees a company pension scheme, parental leave, and a function-dependent group accident insurance including protection against incapacity for work and disability. No difference is made between employment contract and type of employment. Employees on short-term contracts can therefore also participate in the company pension scheme. Collective agreements do not apply to employees of ECE.

New employees by region and gender

	2014		2015	
	Women	Men	Women	Men
Company headquarters	60	67	115	95
Germany	54	21	62	37
International	122	83	144	56
Total	236	171	321	188

Departures by region and gender

	2014		2015	
	Women	Men	Women	Men
Company headquarters	74	57	70	63
Germany	41	25	50	34
International	93	87	103	84
Total	208	169	223	181

GRI G4-LA3

All employees with small children are entitled to parental leave at ECE. In 2014, 224 employees took parental leave, including 29 men. The return rate of female employees is 89.7 percent and the stay rate is 88.7 percent. The objective is to increase the stay rate by means of a number of measures including the Career and Family program.

Parental leave

	2014	2015
On parental leave	218	224
Women	181	195
Men	37	29
Returning employees	203	204
Women	167	175
Men	36	29
Return rate (Women)	92.3%	89.7%
Return rate (Men)	97.3%	100.0%
Still employed in the company after twelve months	185	202
Women	150	173
Men	35	29
Stay rate (Women)	82.9%	88.7%
Stay rate (Men)	94.6%	100.0%

Health protection and occupational safety

G4-LA5, G4-LA7 GRI

ECE has introduced various measures in order to guarantee the health and safety of its employees. These include the creation of health-related jobs and active prevention measures. ECE provides regular consultation hours for appointments with the company medical officer to further this objective and it facilitates participation in health-promoting packages in the company sports program. Training related to the issue of stress management is planned for the year 2016.

All employees at the company headquarters are represented by committees on health and occupational safety. All employees in Germany are supported by aktiv.net. The service provider offers comprehensive services in the area of occupational safety and occupational medicine.

Employee development

G4-LA9, G4-LA10, G4-LA11 GRI

All employees receive – irrespective of gender and employee category – a performance assessment in the course of their annual employee appraisal interview. Measures related to personnel development include management training sessions, team development measures, specific training sessions for acquiring specialist knowledge, training sessions for time management and working practices, training for expanding specific IT know-how, and communication, personality and language training. The ECE training program for lifelong learning also includes presentation training, time and self-management, conflict management, cooperative negotiation, and entrepreneurial mindset and action.

The average number of days used for basic and advanced training each year amounts to 3.3 in 2015 (2014: 2.7) for each employee in Germany, irrespective of gender and employee category. A total of 1,540 seminars were offered over the reporting period. Starting in 2016, all new employees will benefit from an induction event.

Product responsibility

GRI Management approach: Local Communities, Products and Services, Customer Health and Safety, Product and Service Labeling, Indirect Economic Impacts

When planning, realizing, and operating its properties, ECE adopts the approach of long-term value retention. Integration of sustainability aspects during each phase of the building is a key building block for this strategy as far as ECE is concerned. The company retains a presence as a landlord and manager in the shopping centers and takes responsibility for the location. ECE focuses particularly on sustainability aspects in new properties and in operations, as well as in modifications and expansions of the company's existing shopping centers in the form of refurbishment.

ECE has been cooperating with the Karlsruhe Institute of Technology (KIT) to develop two manuals as a foundation for comprehensive integration of sustainability. The manual "Sustainable Shopping Centers" serves as a guideline for developing shopping centers from the planning phase and lists all the sustainability measures that are necessary during the development of a project. The manual "Sustainable Operation of Shopping Centers" offers practical recommendations for action to assist the work of center managers and technical managers (see Properties, p. 27).

More detailed analysis is also provided for implementation of concrete measures and concepts at the Retail Technical Meeting and in the Sustainability Forum (see Properties, p. 27).

ECE offers a range of different services for investors in the area of sustainability. The "Green Opportunities" program encompasses service packages which range from evaluation of properties, through support for certifications, to the development and implementation of sustainability measures. The area of energy efficiency has also benefited from the "SAVE" program devised by ECE. This is an expanded consultation package with measures for optimizing the use of energy.

These packages constitute the results of communication with partners of ECE, and ECE continuously maintains them (see Stakeholder Dialog, p. 56). They also include regular surveys carried out with visitors to centers, tenant partners, and investors.

ECE is also committed to accredited certification systems in its quest to provide transparent verification for the quality of its buildings in relation to sustainability aspects. On the one hand, this includes the quality seal of the German Sustainable Building Council (DGNB). This was developed together with the Federal Ministry of Transport, Building and Urban Development and the German Sustainable Building Council (DGNB). Since 2009, office, administrative and commercial properties have been assessed and certified. The quality seal is based on a holistic approach which takes into account environmental criteria alongside other criteria including social, economic and technical criteria. The certificate in Bronze, Silver, Gold and Platinum is awarded according to the level of performance.

Alongside the seal from the German Sustainable Building Association (DGNB), ECE also uses the BREEAM Certificate for portfolio properties and for properties in countries outside Europe. BREEAM is a certification method for buildings which is widely used internationally. The "Environmental Assessment Method (EAM)" for buildings was originally developed by the Building Research Establishment (BRE), a British research institute, under the name of BREEAM. The certification system is allocated in accordance with an evaluation scale based on 100 potential points. Projects are classified on the following basis: average (> 30%), good (> 45%), very good (> 55%), excellent (> 70%) and outstanding (> 85%).

Impacts on the environment and health

G4-EN27, G4-PR1 **GRI**

ECE carries out a check for every new building and every major modernization to establish what potential improvements can be made in relation to sustainability. If possible, the company has the positive performance of its buildings confirmed by accredited certifications. At the end of the reporting period, 41 of the properties are either in possession of a main certificate and a preliminary certificate from the German Sustainable Building Council (DGNB) or have received a certificate of conformity with BREEAM. They guarantee that apart from energy efficiency and other environmental aspects, perspectives like the health and well-being of people have also been taken into account.

ECE certifications

	Shopping center	Commercial properties and quarter
DGNB		
Platinum	7	3
Gold	5	11
Silver	0	2
Environmental label HafenCity		
Gold		4
BREEAM		
New construction "very good"	3	
In-Use – Building Management "good"	1	
In-Use – Building Management "very good"	5	
In-Use – Building Management "excellent"	2	
In-Use – Asset "good"	1	
In-Use – Asset "very good"	8	

DGNB certifications including pre-certificate

Impacts on the local community

GRI G4-EC7, G4-SO1

The creation of shopping centers exerts a varied impact on the overall local economy. A new shopping center is frequently accompanied by the expansion of traffic infrastructure and the creation of new leisure amenities, for example with mitigation areas. A shopping center can result in entire inner-city areas being upgraded and this yields positive stimuli for the development of a city. The neighboring retailers also benefit from the increased purchasing power of additional visitors. Another positive effect is provided by follow-up investments in the rest of the city center. A compatibility review carried out by the Thier-Galerie in Dortmund revealed that three years after the shopping center had opened the inner-city area had been bolstered as a result of increased visitor numbers, additional investments and new residential developments.

Apart from the economic significance of shopping centers, they also exert additional effects on issues relating to urban planning and on the people living in their vicinity. This begins during the building phase when the neighboring residents may be impacted and extends further to when the centers commence operations. ECE makes strenuous efforts to minimize the negative impacts and in fact achieves the opposite effect by enhancing the quality of life of the people living in the surrounding area. New shopping centers are intended to become social meeting points as "third places" – by providing a wide range of restaurants and gastronomy, amenities and events, a high quality of dwell time, and environmentally aware architecture.

Measuring satisfaction

G4-27, G4-PR5 **GRI**

ECE regularly carries out surveys on satisfaction with the aim of continuously evaluating and improving the quality of performance. During the reporting period, visitors, tenants and investors were surveyed. ECE achieved a satisfaction score of 2.1 among visitors (on a scale where 1 is top and 6 is bottom). The level of further recommendation was 91 percent. 53 out of the surveyed investors provided feedback and a figure of 98 percent was extrapolated from this for further recommendation. 6,991 surveyed tenants gave the score of 2.5 for satisfaction, 80 percent recommended ECE to other people.

Survey: Level of further recommendation by type



GRI G4 Content Index

The report has been prepared in accordance with the option “Core” of the currently valid G4 Guidelines of the Global Reporting Initiative (GRI).



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Heegbarg 30
22391 Hamburg
Tel.: +49 (0) 40 60606-0
www.ece.com

Management Board

Alexander Otto (CEO) – Joanna Fisher – Dr. Lothar Kappich –
Henrie W. Kötter – Markus Lentzler – Dr. Andreas Mattner –
Claudia Plath – Klaus Striebich

Contact

Maria Hill
Head of Sustainability
maria.hill@ece.com

Project management

Dr. Stephanie Dutzke-Wittneben
Chief Sustainability Officer
stephanie.dutzke-wittneben@ece.com

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