

2021 Mission Report

ook
GOOD

Joint interview

“ It's more important to be fair than to be popular ”



Nathalie Palladitcheff
President of the Mission Committee

What is your vision of the company's role in society today?

Nathalie Palladitcheff:

I believe in the company's commitment to organised, responsible, concerted growth and to the economic development of communities. It is an ambitious but fundamental issue. The company's role is to respond to a need and to propose solutions to environmental and societal issues. It is an absolute necessity to pave the way to a meeting of priorities and cohesion and to maintain this essential link between the company and society. The "Entreprise à Mission" is an affirmation of this role and ambition.

Antoine Frey:

The company is now the real arena for action to meet the issues we are all facing. Its governance and agility give it the assets to serve not only the interests of its shareholders but also to take action for the common good in line with its economic activities. At FREY, we design, manage and transform the places that make up the living environment of communities. It is therefore in this crucial space that we must take a proactive and pragmatic approach.

Through its status as an "Entreprise à Mission", what is your vision of FREY's commitment?

Nathalie Palladitcheff:

By becoming an "Entreprise à Mission", FREY is expressing both its courage and its humility. The courage to ask questions and expose itself. Humility in knowing that not every question will be answered. Making this twofold statement is a Mission in itself. FREY is also involving all its employees to this project. The Mission responds to this search for meaning, which is extremely persistent today. The "Entreprise à Mission" is in this way a rallying tool, a framework, which further justifies the involvement of employees in the company.

Antoine Frey:

Purely economic performance objectives are no longer sufficient to motivate teams and meet society's expectations. It is therefore essential to unite employees around more ambitious objectives that are more closely and personally important to them. The "Entreprise à Mission" is a framework for reflection and guidance. It is around our core business that we define our Mission. It is not a Mission for the sake of a Mission. It is also a commitment to be accountable to all our stakeholders in a clear and transparent way.

With this new status, what do you see as the major challenges for FREY going forward? And what are the risks?

Nathalie Palladitcheff:

There is always a big responsibility to be ahead of the curve. It is a risk for FREY and a commitment for the company. FREY must be fully aware of its strengths and weaknesses, and remain lucid and realistic in the face of the undeniable risks involved in this approach. But the risk is much greater if we do nothing in the current environmental and social context. The "Entreprise à Mission" addresses a concern for heritage, which is all the more important in the real estate sector. What will we leave to future generations? FREY's approach is fair, sustainable and creates value for future generations of the real estate industry.

Becoming an "Entreprise à Mission" is also about having the courage to expose the company and to commit. FREY is becoming an object of attention and interest, closely observed on its ability to take action. To deal with criticism, we must be confident in what is right for the company and for the community it serves, without seeking to achieve some form of popular unanimity. We have to show this perseverance, this conviction, and remain agile, without ever losing sight of the objective. The Mission Committee will be there to act as a watchdog and raise alerts if necessary.

Antoine Frey:

More than an altruistic approach, this transition is certainly the best investment we have made in the company's interest. It is the prospect of combining financial benefits with benefits to society. Reinventing ourselves is vital for the company to find our place in the real estate ecosystem of tomorrow. We must now find our balance: we must not over-promise, as the risk of going to extremes would undermine the credibility of the approach taken.

The "Entreprise à Mission" is a proactive, lucid and pragmatic exercise; we must find a balanced commitment in line with the company's purpose and with the challenges at hand



Antoine Frey
Chairman of FREY

“ Real estate must not remain at a standstill ”



Shopping Promenade® Cœur Alsace - Strasbourg

Contents

06 07	Towards the “Société à Mission”
08 09	Our Mission
10 13	All actors in the Mission
14 15	Charting the course: 15 operational objectives
16 19	Pillar 1: retail as a driver of urban diversity
20 25	Pillar 2: Retail as a driver of social link and local economic resilience
26 31	Pillar 3: retail as a driver of the environmental transition
32 35	FREY: a company that serves the common good
36	And tomorrow?
37 39	For more information

Towards the “Société à Mission”

2008 - 2021:
responsible innovation at the heart of our DNA

2008
Creation of FREY and IPO on the Stock Exchange (Euronext)
Creation of Greencenter, 1st eco-responsible retail park concept

2010
Soissons
1st French retail park to receive HQE Retail certification

2015
1st French requalification of a commercial zone at the entrance to a city (Troyes), 1st real estate company to receive HQE development certification

2019
Creation of the Shopping Promenade® concept, a new generation of experiential and responsible outdoor shopping centres. Opening of the 1st opus in Amiens

2020
1st carbon footprint and definition of the climate strategy
Objective to achieve carbon neutrality by 2030.
Creation of the FoREY forestry group



2021
January to June
Definition of the roadmap and operational objectives with the teams



2021
1 July
1st Mission Committee meeting



2022
25 January
2nd Mission Committee meeting

2021
January
FREY becomes an Entreprise à Mission and modifies its statutes. Its mission statement:
Restoring retail to the service of the common good



2021
June
B Corp certification, 102.2 points



2021
2nd half of the year
Adjustment of the roadmap and indicators



B Corp, the start of an adventure

In June 2021, FREY was both the first real estate company and the first French listed company to receive B Corp (Benefit Corporation) certification. Issued by the independent organisation B Lab, this international certification is one of the most demanding and confirms the company's responsible environmental and social practices.

With a score of 102.2 points⁽¹⁾, FREY demonstrates its level of commitment to its stakeholders (shareholders, investors, suppliers, retailers, local authorities, employees and visitors to its retail sites). This certification marks both the concrete evidence of these years of commitment and the beginning of a new journey towards making an even more positive impact.

⁽¹⁾ Awarded on the basis of responses to a questionnaire of more than 200 questions (the BIA) and following an in-depth audit lasting several months. A minimum score of 80 points is required for certification.

Our Mission

Restoring retail in the service of the common good

We are FREY, a responsible real estate company

A planner, developer, investor and manager, FREY is a real estate company specialising in the development and operation of outdoor shopping centres in France, Spain and Portugal. The Group also carries out major urban renewal and mixed-use projects in dense urban areas.

We are not going to save the world but...

Through its concepts, its construction methods and the way it operates its sites, FREY is involved on a daily basis in making society more responsible, respectful of the environment and socially beneficial to its eco-system and its stakeholders. To go further, the company has adopted a Mission Statement with 4 objectives⁽¹⁾:

⁽¹⁾The Mission and its 4 pillars are enshrined in the company's articles of association.

- 1 Retail as a driver of urban diversity**
- 2 Retail as a driver of social link and local economic resilience**
- 3 Retail as a driver of the environmental transition**
- 4 FREY, a company that serves the common good**

At a time when physical retail is undergoing numerous changes, FREY has become the first real estate company to adopt the status of an "Entreprise à Mission".

With this raison d'être and these objectives, FREY affirms its conviction that the role of retail goes far beyond that of the simple commercial transaction and participates in bringing people together and breaking down barriers and contributes to the local economy.

Its shopping centres are unlike any other. They are above all collective, lively, friendly and responsible points of interest. Living spaces essential to urban diversity,

Living spaces essential to social link,
Living spaces essential to the local economy,
Living spaces essential to the environmental transition.

FREY's teams are committed to taking up a major challenge shared with all their stakeholders: to prove that, beyond serving its own interests, a company can also be an actor in powerful, sustainable and profitable change for all.

What is a "Société à Mission"?

The "Société à Mission" status was introduced into French corporate law by the PACTE law of 2019. According to the law, a "Société à Mission" is a company that:

Incorporates its raison d'être into its statutes;
Incorporates one or more social, environmental and societal objectives in its statutes. It can thus combine economic performance with a contribution to the common good;

Establishes a Mission Committee to monitor the implementation of the Mission;
Designates an independent third party to verify the achievement of the objectives;
Declares itself at the registry of the commercial court.

The "Société à Mission" scheme is a French innovation. The status of "Société à Mission" is the only one that combines freedom to define its own unique mission, unlimited profitability, and two levels of control



Shopping Promenade® Cœur Picardie - Amiens

What I admire about them, is their willingness to listen and act

The view of...



François Lemarchand

With this Mission, FREY demonstrates that the future of retail lies in its ability to create value other than financial value by taking a long-term view. This is where FREY is ahead of the curve.

With this in mind, retail involves:

Serving a local community by providing spaces where people are happy to meet around common areas and activities (art, culture, association, catering, etc.)

Committing to supporting retailers in their transformation and proposing new modes of consumption that meet consumers' expectations (second-hand, social economy players, etc.)

Demonstrating environmental responsibility in terms of architecture, materials, waste treatment, preservation of biodiversity, energy efficiency, etc.

If FREY is ahead of the curve on many issues and has made considerable progress, there is still much progress to be made to achieve a level of excellence equal to the Mission: reinventing mobility to reduce our dependency on the car, recycling waste on site, developing dialogue with the surrounding urban space.

The Mission Committee will be there to support and interrogate FREY along this path. What I admire about them is their willingness to listen and to act. Our joint work must therefore be intensified and go into greater depth on the most complex issues.

All actors in the Mission

On 29 January 2021, FREY's shareholders unanimously approved the resolution to allow it to adopt the status of a "Société à Mission", in accordance with Law No. 2019-486 of 22 May 2019, known as the "PACTE" law.

In this context, FREY has set up a Mission Committee, a separate social body responsible for monitoring the execution of the Mission.

The Mission Committee is a powerful innovation that brings the voices of the company's stakeholders into its governance.

The Mission Committee

For FREY, the Mission Committee is an essential body for listening, dialogue and criticism. Being part of the Mission Committee allows each member to play the role of a challenger, a real "critical friend" dedicated to the company and the implementation of its Mission. The role of the Committee is to:

- Monitor the execution of the Mission and the means deployed by FREY to achieve the objectives set (operational commitments, action levers, performance indicators).
- Adopt a Mission Report, attached to the company's management report.
- Ensure compliance with the Mission and report any shortcomings or obstacles to its achievement.
- Carry out any work necessary for the fulfilment of its role and the preparation of its report.

It is made up of 7 members, the majority of whom represent external stakeholders.



6

Nathalie Palladitcheff,
President of the Mission Committee,
President and Chief Executive Officer of Ivanhoé Cambridge,
a real estate investment and development group and subsidiary of
the Caisse de Dépôt et Placement du Québec, one of
the world's largest institutional fund managers. Nathalie is responsible
for ensuring the growth and development of the company.

4

Carine Stoeffler,
Risk manager at FREY,
she joined the Group's teams in 2009 first
as Accounting Director and then as Head of
Reporting and Consolidation.
Drawing on her knowledge of the Group
and its operations, Carine became
Risk Manager in November 2019.

7

Clémence Bechu,
Director of development for the urban
planning and architecture agency Bechu & Associés.
Clémence, who graduated from the University
of Dauphine Paris with an MSG and a Master's
in Project Management, is responsible
for the development of the agency and
the management of the operational teams.

2

Elisabeth Laville,
Founder of the Utopies consulting agency,
Élisabeth graduated from HEC in 1988 and
spent a few years in strategic planning at
two advertising agencies before creating
Utopies in 1993. She has since been
recognised as one of Europe's leading experts
on sustainable development.

1

François Lemarchand,
member of FREY's Board of Directors as
an independent director. In 1976, he created and still presides
over the family holding company Mercator SA.
Founder and former president of Nature et Découvertes,
François also created the "François Lemarchand"
foundation and is involved in other foundations with an
ecological focus and sponsorship.

5

Robert Herrmann,
politician and former President of
the Strasbourg Eurometropole,
he was a local elected official
from 1989 to 2020.
Robert is now an entrepreneur
in the field of business and
management consulting.

3

Christophe Garot,
Managing Director France of Bopro,
a sustainable development consulting
agency. With a university and technical
background, Christophe has over
20 years' professional experience in
the tertiary real estate sector.

Our first meetings

The Mission Committee meets at least twice a year along with the members of the FREY Management Committee

Minutes of each meeting are taken to reflect the Committee's discussions and proposals. The members of the CODIR meet at the end of each Committee meeting to share the recommendations of its members and make decisions on the implementation of the Mission.

The first meeting of the Mission Committee took place on 1 July 2021. This one-day meeting began with a visit to the new Shopping Promenade® in Strasbourg - Coeur d'Alsace.

The objectives of this installation meeting were to:

- Introduce ourselves to one another,
- Present FREY's activities and products,
- Discuss the defined Mission with a view to revising and enriching its operational objectives, initial indicators and commitments,
- Refine the roadmap.

Following this first meeting and the recommendations of the Mission Committee, the CODIR has developed its roadmap to make it more operational.



The Mission Committee met for a second time on 25 January 2022.

The meeting was an opportunity to hear and discuss the Mission Committee's views and recommendations on the following issues:

- The new version of the roadmap worked on by the teams,
- This report,
- Actions and projects planned for 2022.

The process is exciting and positive but it takes time

The view of..



Robert Herrmann

This first year has enabled us to lay the foundations of the Mission Committee's framework and role, and to define its roadmap, in a very exceptional context linked to the health crisis.

We will now shift up a gear to meet the challenges and expectations of society. Each member brings their own rich and complementary expertise, but we all still have to learn: we can't just play our roles as Committee members by ear. To this end, we need to be supported by FREY to understand their practices better. We also need time to get to know one another. The Committee is therefore a space for exchange that is in development.

For me, being part of a Mission Committee means being able to understand complex subjects in depth, in a spirit of co-construction and interaction with the other members and the FREY teams.

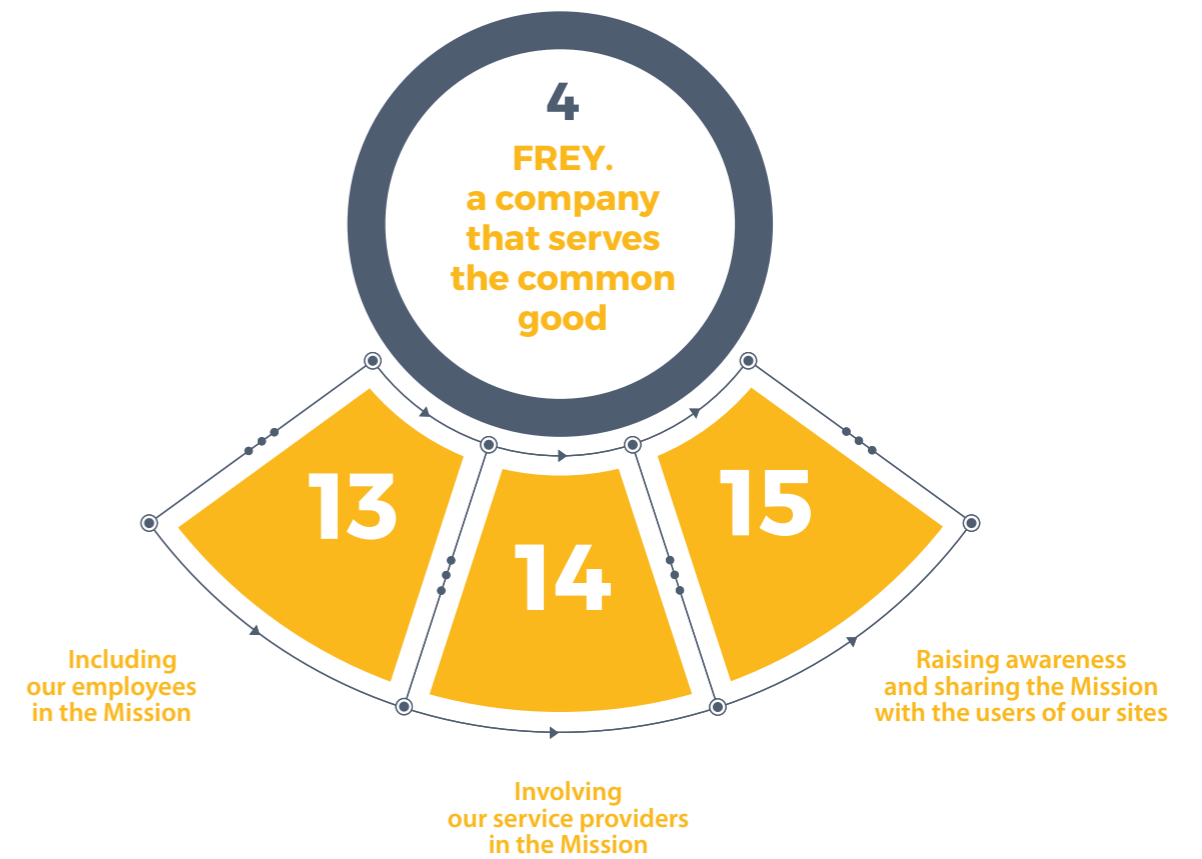
This is an exciting and positive process, but it takes time. The Committee will be there to support, to alert, to check consistency and to maintain the level of ambition so as never to lose sight of the objectives set.



Shopping Promenade® Montnajoûr - Arles

Charting the course

4 pillars and 15 Operational objectives



Pillar 1



Establishment of a SoMED medical office in the Shopping Promenade Cœur Alsace



The planned opening of a Cuisine Mode d'Emplois in the heart of the future Palais du Commerce in Rennes meets an identified need for professional integration in the greater Rennes area



Cycling paths and garages, tyre inflation stations... these are all examples of services and equipment made available to users as part of the development of soft mobility in FREY parks

Retail as a driver of urban diversity

Challenges and key issues

Faced with the need to increase the density and sharing of urban spaces in order to fight against land take, we need more than ever mixed-use spaces that can offer various experiences and new combinations that contribute to the dynamism of urban life, that are adaptable and can anticipate future needs.

FREY is therefore committed to re-imagining shopping centres to make them mixed spaces with a variety of uses (retail, leisure, services, offices, housing, productive spaces, etc.), integrated into their environment and meeting the needs of the regions.

The winning triptych of "economy, ecology and regionality" must be the guiding principle of the urban mix

With this focus, FREY demonstrates its desire to act in the interest of the city: it has all the means to do so. When we talk about mix and density, several topics arise:

- Considering the functional mix of solid structures but also empty ones that can accommodate entertainment and gathering spaces as well as green spaces, with ornamental, recreational and ecological functions;
- Taking into account in situ transport and connection issues at the city level;
- Positioning ourselves in the healthcare space by integrating the "Care" dimension in addition to the "Cure" (care and prevention centres, alternative and holistic medicine, massages, yoga, sport, food tasting, etc.);
- Participating in the knowledge economy and in our learning society (training centres implemented by the major retailers, digital schools, etc.);
- Taking advantage of the office revolution and looking at the development potential of third places. FREY has all the resources to offer urbanites who have chosen to leave big cities a living space that combines pleasure, leisure, well-being and work.
- Integrating the housing dimension without waiting for the development of urban planning and integrate it, for example, in hybrid products such as managed residences or hotel accommodations, in order to improve the mix of uses.

In the end, the winning triptych of "economy, ecology and regionality" must be the guiding principle of the urban mix to move forward in the right direction!



Clémence Bechu

Objective 1

Develop the mix and density of our sites and projects



In 2021, FREY carried out an analysis of the level of functional mix of its sites. The results showed that 22% of the sites' surface area is occupied by activities other than retail (leisure, restaurants, services, etc.). The ambition in the short and medium term is to increase this proportion. In the longer term, the Group's ambition is to increase the density of its commercial premises by welcoming new regulated uses (housing, hotels, offices, logistics, etc.).

Vision 2025	Targets 2022
Diversity <ul style="list-style-type: none"> Maintain a mixed-use share of 30% of the GLA of projects 	<ul style="list-style-type: none"> Achieve a mixed-use share of 30% of the GLA of current projects^(*)
Density <ul style="list-style-type: none"> Boost density and accommodate new regulated uses within existing sites 	<ul style="list-style-type: none"> Engage in discussions with local authorities on increasing density and accommodating new types of regulated uses (housing, office, hotel, logistics, etc.) on 100% of sites^(*)

^(*) See page 37 the scope of the Mission



Mixed use at the heart of FREY's business lines

Mixed use is not a new concern. For several years, FREY has been striving to develop innovative spaces within its sites and at the core of its projects via:

- The development of Social Clubs in 4 Shopping Promenades®: based on the concept of creating genuine cultural and associative centres, these gathering spaces celebrate proximity and local roots by offering space to actors who are essential to the life and vibrancy of the region.
- The creation in 2019 of Citizers, a subsidiary in charge of the development of mixed urban projects located in the heart of cities. Citizers transcends monofunctional logic and creates innovative urban mixed projects based on the unprecedented coexistence of new forms of places (work, hospitality, culture, commerce, restaurants, leisure).
- Hosting of service activities (medical and paramedical practices, bank branches, insurance offices, banks, etc.) in order to complete the local offer for inhabitants.

Objective 2

Optimise low-carbon access to our sites



In 2021, FREY deployed its own methodology to analyse the level of external and internal connection of its sites⁽¹⁾ in terms of low-carbon mobility (public transport, soft mobility). This inventory revealed the heterogeneity of its assets and the potential for improvement at each site.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> Create a focus group for each site with the various stakeholders to improve external connections (public transport, cycle paths, pedestrian routes) Improve the quality of the infrastructures for non-carbon based mobility within our sites 	<ul style="list-style-type: none"> Define a methodology for working with stakeholders to develop external connections and apply it to a first site Improve infrastructure and services related to internal soft mobility on 2 pilot sites

⁽¹⁾ Scope retained: eligible scope of the Mission (see page 37) excluding Carré Sud Nîmes and the 2 international assets

Objective 3

Better integrate the challenges of the regions in the design of our projects



FREY currently takes into account regional issues in each of its projects through regular exchanges with local decision-makers and managers, but this approach must be systematised and formalised through a common methodology.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> 100% of projects^(*) adopting a methodology and a frame of reference for the analysis of regional issues Institutionalise meetings and exchanges with a panel of project stakeholders (companies, retailers, craftspeople, artists, producers, associations, etc.) 	<ul style="list-style-type: none"> Define the analysis framework and test it on 1 project

^(*) See page 37 the scope of the Mission



Shopping Promenade® Cœur Alsace - Strasbourg

Pillar 2

Shopping Promenade®
CLAYE-SOUILLY



Construction of the Shopping Promenade® in Claye-Souilly

Work by the artist Cézart on the Green7 shopping centre in Salaise-sur-Sanne



GREEN7
SALAISE SUR SANNE - PARC COMMERCIAL

4
TARGETS

4

Promote the role of local actors in the construction and operation of our sites

5

Make our sites meeting places for the public and actors in the local social and solidarity network

6

Make our sites places of exchange between consumers and local producers

7

Use our sites as spaces to promote urban art

Social Club



Dance classes at the Social Club at the Shopping Promenade® in Amiens



Le Sillon, local producers' shop of the Shopping Promenade® Cœur Alsace

Retail as a driver of social link and local economic resilience

Challenges and key issues

FREY has long been attentive to the user-friendliness and usefulness of its sites, and is strengthening its commitment to the economic and social development of the regions in order to share the value of its sites with local players and inhabitants. AT a time when e-commerce is exploding, people have become more isolated and local retail is being undermined

by the health crisis, FREY wishes to be an economic partner of the regions, to support local entrepreneurs and producers, to offer spaces to associations and actors in the social and solidarity economy and to emphasise the importance of art and culture. FREY's ambition is to make its sites authentic places that encourage encounters and contribute to local economic life.

Frey is breaking new ground in terms of commitment and innovation for commercial real estate

The view of...



Elisabeth Laville

By integrating social link, local economic roots, support for local players and the promotion of the social and solidarity economy into its objectives, FREY is breaking new ground in terms of commitment and innovation in commercial property:

- Work with local suppliers and promote local production, producers and know-how at various levels according to sectors and products;
- Hosting and supporting local businesses. When we talk about the local economy, consumers do not necessarily think of local franchises of national brands, but of small independent companies that manufacture locally. For example, FREY is committed to supporting local brands already established in the city centre by offering them a second space to boost their visibility within its centres. It is through these types of initiatives that FREY will play a role as an economic developer.

- Creating social connections by meeting needs that go beyond the mere consumption of material goods. And this is what makes FREY centres so original: their ability to bring together the commercial and the non-commercial, the tangible and the intangible in a single place (shops, leisure activities, medical centres, spaces for associations, urban art exhibitions).
- Promoting street art and showcasing its intrinsic value and identity. The sites need to become cultural destinations in their own right - and even open-air museums - through partnerships and artistic sponsorship. On all these subjects, FREY has already laid significant groundwork. The progress path mapped out by the Mission Committee will involve transforming isolated initiatives into more systematic and comprehensive policies, raising visitors' awareness of local consumption, mobilising retailers, promoting the circular economy as a lever for relocalisation, etc.

Objective 4

Promote the role of local actors in the construction and operation of our sites



FREY is a player closely involved with the regions.

- To measure this involvement, an analysis of the percentage of local actors among its partners was carried out.
- **29%** of the Shopping Promenade® construction budgets (excluding Cœur Alsace)⁽¹⁾ were allocated to local companies⁽²⁾,
 - **89%** of 2021 budgets allocated to local companies⁽²⁾ for site management⁽⁴⁾,
 - **30%** of rents represented by local tenants⁽³⁾ within the portfolio⁽⁴⁾ (of which 2/3 for local franchises and 1/3 for local independent businesses).

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • Maximise the economic impact and benefits for the regions through the presence of local players in the construction and operation of the sites 	<p>Construction companies:</p> <ul style="list-style-type: none"> • 30% of local companies⁽²⁾ involved in the work on the Docks de Saint-Ouen and Open Grand Genève projects • 100% of contracts including an integration or training clause. <p>Service providers:</p> <ul style="list-style-type: none"> • Maintain 90% of 2022 budgets allocated to local companies⁽²⁾ for site management • 100% of contracts integrating the responsible operation charter <p>Tenants:</p> <ul style="list-style-type: none"> • Maintain 30% of rents by local tenants⁽³⁾ within the portfolio⁽⁴⁾ • Add a "local impact" component to the responsible lease

⁽¹⁾ As the Shopping Promenade® Cœur Alsace in Strasbourg is located in the Grand Est region, the historical region of the FREY Group, it has an overweighting of local businesses that are historical partners of FREY. For the three Shopping Promenade® outside the Grand Est (Amiens, Arles, and Claye Souilly), the share of local businesses is 29%

⁽²⁾ A local business is a business domiciled in the region where the site is located, or with a regional subsidiary in the region where the site is located. Note that this calculation includes the main contracting companies and all their subcontractors

⁽³⁾ A local lessee is an independent retailer or franchisee whose company is domiciled in the region where the site is located

⁽⁴⁾ Scope retained: eligible scope of the Mission (see page 37) excluding Carré Sud Nîmes and the 2 international assets

^(*) See page 37 the scope of the Mission



Organisation of a summer market on the Shopping Promenade® in Arles

Objective 5

Make our sites places of encounter between the public and actors in the local social and solidarity network



A pioneer in environmental commitment since its creation in 2008, FREY has also undertaken since 2019 to maximise the role of its sites as drivers of social link via:

- **The establishment of 4 Social Clubs**, genuine cultural and associative centres.
- **The creation of 1 Social Market**, a solidarity shop entirely dedicated to second-hand products and to the actors of the Social and Solidarity Economy. The first pilot shop has been in test mode in the Shopping Promenade® in Strasbourg since March 2021.
- The organisation of social and solidarity events (Pink October in Strasbourg, Care & Share in Amiens, World Clean Up Day in Marne-la-Vallée and Salaise-sur-Sanne, etc.)

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 100% of sites^(*) involved in the promotion of local social and solidarity activities • Continue to develop Social Clubs in France and abroad • Hold more events that bring people together in a convivial sitting 	<p>Design and deployment:</p> <ul style="list-style-type: none"> • 1 "hybrid" social club in Saint-Ouen - Les Docks • 3 association events • 1 large responsible flea market



Social Club and Social Market on the Shopping Promenade® Cœur Alsace in Strasbourg

Objective 6

Make our sites places of exchange between consumers and local producers



Spaces or events to promote local producers have been developed on certain sites:

- Agroparc, a producer shop and market hall at the Shopping Promenade® in Strasbourg,
- 3 days of local producers' and craftspeople's markets on the Shopping Promenade® in Arles
- The implementation of the "La Ruche qui dit Oui" concept for the distribution of local products on the Shopping Promenade® in Amiens.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • Organise at least 1 action per year promoting local producers and craftspeople on 100% of sites^(*) 	<ul style="list-style-type: none"> • Sustain existing actions • Organise 1 market of local producers and craftspeople on 2 new sites

^(*) See page 37 the scope of the Mission

Shopping Promenade®

— CŒUR ALSACE —



A project rooted in the Strasbourg area

Inaugurated in March 2021, the Shopping Promenade® Cœur Alsace is located in 4 municipalities of the Strasbourg Eurometropole, within the North Commercial Zone. This latest generation open-air shopping centre marks the first stage of the vast urban redevelopment project carried out by FREY on behalf of the Strasbourg Eurometropole.

Thinking local within the Shopping Promenade® Cœur Alsace is an integral part of the development of the project, with 3 objectives:

• **Supporting local employment**

The installation of 86 brands has led to the creation of around 500 full-time equivalent jobs. Thanks to the signature of an Employment Agreement by FREY and Pôle Emploi, the vast majority of these jobs were given to people living in the local area.

• **Welcoming SSE (Social and Solidarity Economy) actors**

A new concept of solidarity shop, the SOCIAL MARKET, promoting social link, the local economy and responsible consumption has been developed. Run by social economy associations and local retailers, this space has been designed to facilitate recycling, distribute second-hand products and support integration through employment.

• **Promoting short circuits**

The site is home to an Agroparc on more than 5 hectares dedicated to the cultivation of organic products distributed on site via an ultra-short circuit. Carried out in collaboration with the local farmers' collective Le Sillon, it is based on a strong conviction: to restructure the retail and urban space of a city entrance by highlighting the opportunities of the surrounding land, and to restore contact with local agriculture. This project was designed with the involvement of all local stakeholders: public authorities, elected representatives and farmers. The products of this Agroparc as well as those of 30 producers who are members of the collective are sold and promoted in the Le Sillon shop located in the centre of the Shopping Promenade® site.

Objective 7

Use our sites as spaces to promote urban art



Street art was part of the creation of the first Shopping Promenade® in Amiens in 2017. Since then, it has been present as a strong marker on 100% of FREY's projects(*). IN addition to the production of the works, there are occasional events such as festivals, intended to enhance and highlight this urban art. The objective? To make these commercial spaces open-air museums, ensuring that urban art is accessible to all.

Today	
7 sites concerned	87 works created
Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 100% of sites offering a unique artistic experience to visitors^(*) 	<ul style="list-style-type: none"> • 3 new sites concerned • 23 new works created, in part by local artists • Organise the 4th edition of the Street art festival of Clos du Chêne-Marne la Vallée (10 artists, 15 new works) with the new addition of opportunities for exchange between artists and the public (schools, visitors, employees on site)

(* See page 37 the scope of the Mission)

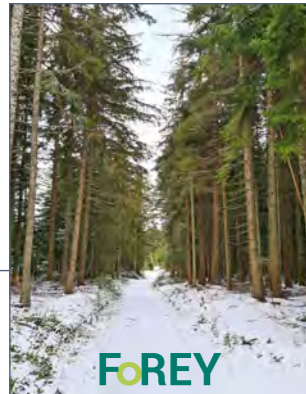


The largest open-air street art museum

Clos du Chêne is the largest retail park in the Paris region, located in the direct vicinity of Val d'Europe.

Since 2019, it has offered a unique artistic promenade, becoming the largest open-air street art museum in Ile-de-France. Hosting internationally renowned artists, the urban art festival was renewed for the 3rd consecutive year in 2021. In total, 57 monumental works of art adorn the façades of the Clos du Chêne shops thanks to the collaboration of 35 artists. The 4th edition is scheduled to take place in May 2022.

Pillar 3



FREY invests in the acquisition and sustainable exploitation of forests in France (here, Tenezaire forest of 390 ha, in Haute-Loire)



Green 7 (Salaise-sur-Sanne) is equipping its Basic Fit and Tool Station buildings with a superb 50-tonne wooden framework and 60-tonne wooden walls and cladding (pine and larch) from the French timber industry.

Supercharging station on the Shopping Promenade Cœur Alsace



Retail as a driver of environmental transition

Challenges and key issues

Carbon neutrality by 2030

Faced with the ongoing climatic and ecological challenges, FREY has been placing the environment at the heart of its projects for more than 10 years, both in the development and planning and in the management of its leasing stock. In 2020, FREY committed to making all its actions

carbon neutral. This ambition is reflected in a number of structural objectives: deployment of low-carbon projects, reduction of the carbon footprint of existing sites, support for low-carbon mobility, investment in the acquisition and sustainable exploitation of forests in France, etc.

Change and organisation take time. But Frey is agile and its model has demonstrated on several occasions, notably during the health crisis, the resilience of its "open" structure

FREY has long been committed to environmental issues and has taken this commitment to the next level with the completion of its Group carbon footprint in 2019 and the development of a CSR roadmap:

- Supporting the transition to "decarbonised" mobility for its visitors and customers, which accounts for the bulk of the FREY Group's carbon footprint: to meet this challenge, FREY must deploy a large-scale charging infrastructure.
- The carbon frugality of projects, which we must now systematise by carrying out a detailed carbon footprint for each project in the upstream phase (dedicated low-carbon consultant) and the gradual structuring, by the development teams, of the FREY Group's low-carbon "design guidelines" (internal library of solutions).
- Continuing to reduce energy consumption in the common areas of owned sites and private areas by working with tenants, via the responsible lease to be deployed rapidly.
- Contributing to the development of the French timber construction industry with a biodiversity-friendly forestry plan and a contribution component (timber industry and FREY Group's own projects).

Two complementary paths for our work that seem essential to me in the longer term:

- Focus on the logistics of the brands in order to propose site-wide optimisation and thus reduce the environmental footprint of FREY and the brands (scope 3).
- Have the capacity to select "committed" brands offering more responsible and/or local products. This is a major challenge and an asset in competing with e-commerce. This is the essential next step to complete the model and fully meet the longer-term Mission.

FREY has all the assets it needs to succeed and further deepen its commitments to this third pillar.

Change and organisation take time. But Frey is agile and its model has demonstrated on several occasions, notably during the health crisis, the relevancy of its "open" structure.

The view of...



Christophe Garot

Objective 8

Acquiring and sustainably managing forests in France



In 2020, Frey committed to invest on a large scale in the French timber industry by devoting €35 million over 10 years to the acquisition of French forests and their sustainable management and by creating the FoREY forestry group. The purpose of this investment is twofold:

- to become a recognised and structuring supplier for the French timber industry,
- to provide the Group's projects with quality French bio-sourced material.



⁽¹⁾ At 31.12.2021

⁽²⁾ Examples: creation of pockets of senescence to encourage the growth of numerous bird species (Black Woodpecker, Little Owl, Hazel Grouse, etc.).

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • Continue acquisitions with the objective of 3,500 ha in 2030 • Be innovative and exemplary in the management of forest assets 	<ul style="list-style-type: none"> • Invest at least €115/ha/year in the recovery of biodiversity (actions to protect threatened bird species)⁽²⁾ • Invest at least €15/ha/an to ensure responsible forest management and stimulate the French timber industry (forest diversity, partnerships with construction players in the timber industry)



FREY and sustainable forest management

FREY is a member of Pro Silva through its forestry group FoREY. This association of foresters, present in 25 countries in Europe and North America, advocates "mixed continuous cover" silviculture, based on irregular treatment and respecting the natural processes of forest ecosystems (no clear-cutting, promoting natural regeneration).



Objective 9

Developing low-carbon projects



Since 2008, environmental issues have been taken into account in the design and construction of the Group's projects through:

- the deployment of an arsenal of innovative environmental solutions,
- systematic certification (HQE or BREEAM) of projects over 15,000 m².

In 2020, following the definition of its carbon strategy, FREY committed to the transition to low-carbon construction methods, using wood as the main bio-based material.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 100% of projects^(*) subject to a low-carbon operations management system (OMS) and aiming for the E+C- label 	<ul style="list-style-type: none"> • Implement the low-carbon operations management system (OMS) on the Open Grand Genève pilot project and obtain the E+C- level E3C1 label

^(*) See page 37 the scope of the Mission



OPEN - GRAND GENÈVE (Saint-Genis-Pouilly)

In response to the expectations of a population that is particularly sensitive to ecological issues, in a region (Pays de Gex in the Ain) where biodiversity and water resources are major concerns, OPEN is a 100% eco-responsible project.

Its various priorities reflect FREY's strong level of commitment in this area, with the Group aiming in particular to obtain BREEAM Excellent certification for its future asset.

Open is also FREY's 1st "major wood construction project". The use of wood as the main material for the superstructure and cladding of the buildings makes it possible to aim for the E+C- label (level E3C1).

Objective 10

Promoting low-carbon mobility



Since 2012, FREY has been deploying electric vehicle charging stations in its various operations, but the level of equipment varies greatly, ranging from 3% of spaces equipped for the most recent operations to 0% for the oldest.



Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 5% of the sites' car parks^(*) equipped with charging stations for electric vehicles • Implement at least 1 operation per year to promote low-carbon mobility on all sites^(*) 	<ul style="list-style-type: none"> • 1.5% of the sites' car parks equipped with charging stations for electric vehicles (+100 charging stations) • Launch qualitative studies to identify customer expectations and practices at 4 sites • Implement 1 event to promote low-carbon mobility on 1 site

^(*) See page 37 the scope of the Mission

Objective 11

Strengthen the monitoring and reduction of our sites' consumption



The monitoring of water and electricity consumption and waste production at FREY sites is currently varied and partial, and thus deserves to be systematised in order to obtain a precise inventory and to define a reduction strategy. Good waste management and operational practices are implemented at some sites but need to be generalised.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 100% of sites^(*) supplied with green energy and committed to reducing consumption (for common areas) • 100% of sites^(*) committed to a strategy of optimising waste management 	<ul style="list-style-type: none"> • Carry out an inventory of consumption (common areas) • Carry out an audit of solutions for reducing consumption (common areas) • Continue to optimise waste management on 2 new sites

(*) See page 37 the scope of the Mission

Objective 12

Supporting lessees through responsible leases



Since 2010, FREY has been including an environmental appendix on all commercial leases for sites of more than 10,000m² GLA in order to raise awareness and engagement among its tenants. However, this approach lacked oversight and control. In 2021, FREY therefore decided to go a step further by implementing a new responsible lease (effective from October 2021) and a process for monitoring commitments made with tenants.

Today
5 responsible leases
 signed in 2021 (implemented in October 2021)

Vision 2025	Targets 2022
<ul style="list-style-type: none"> • 100% of tenants^(*) sign a responsible lease • Establish a bonus system for retailers who go beyond the defined environmental requirements • Support retailers in their social commitment 	<ul style="list-style-type: none"> • Deploy the new responsible lease on 2 projects and 1 existing site • Achieve 80% of responsible leases signed on these 3 pilots

(*) See page 37 the scope of the Mission



Shopping Promenade® Claye-Souilly

Pillar 4



FREY offers its employees the opportunity to participate in sponsorship actions, in particular in favour of the Epicerie Sociale et Solidaire de Reims



Through dedicated signage, FREY will share the major commitments of the Mission on its sites, with their users



The Service Provider and Supplier Charter FREY's managers commit the Group's partners to respect the spirit of the Mission

FREY, a company that serves the common good

Challenges and key issues

Our vision:

The 3 previous ambitions can only be achieved through the mobilisation of FREY's ecosystem of partners: starting with its employees, but also its service providers and the visitors to its sites. This last pillar thus aims to engage all its stakeholders in achieving the Mission.

The view of...



Carine Stœffler

Frey positions itself as a creator and facilitator of forward-looking collective living spaces

This pillar seems essential to me as it will enable us to promote our status as an "Entreprise à Mission" to all the Group's stakeholders, in particular employees, suppliers and the visitors to our sites.

For our suppliers, for example, in addition to signing the Responsible Purchasing Charter, the Group will be able to go a step further in providing support by offering advice and sharing best practices.

Internally, the positive impact generated by this Mission should be noted. The employees have really been able to take ownership of it thanks to the organisation implemented and to very concrete initiatives (daily eco-actions, skills transfer sponsorship of the Epicerie Solidaire).

To do is good, to make known and to communicate is even better. I therefore consider it essential to engage in widespread and consistent communication on the Group's actions to the general public.

The fact that all employees, without exception, have a personal goal related to the CSR approach also creates excellent momentum.

Communicating on our approach helps to change the perception of retail and to assert FREY's positioning as a creator and facilitator of collective living spaces that look to the future.

The emulation and inspiration that the Mission generates must be deployed throughout our ecosystem in the broadest sense (partners, suppliers, customers, brands) and lead each of us to reflect on this commitment on a more personal level.

Objective 13

Including our employees in the Mission



FREY has always been committed to social, societal and environmental actions (toy collections, bake sales for charity, implementation of a waste reduction and sorting policy, direct sales from local producers, etc.). However, these actions are not sufficiently valued because they are not cohesive. The “Entreprise à Mission” approach will enable FREY to structure its commitment for its employees in order to include, unite, engage and share with them.

Today
100% of employees

directly involved in the Mission today
(teamwork to achieve objectives / 1 personal objective per employee directly linked to the Mission and on which a part of his/her annual bonus is based)

Vision 2025	Targets 2022
<ul style="list-style-type: none"> 100% of staff committed to achieving the Mission’s objectives Organise actions that engage employees in working towards the Mission 	<ul style="list-style-type: none"> Organise 2 events for employees (a day of forestry work and a day of volunteering at the Épicerie Sociale et Solidaire de Reims) Encourage employees to participate in daily solidarity actions (sorting and reduction of waste, collections for the Social Market, etc.)



Hélène and Augustin during their volunteer day at the Epicierie Sociale et Solidaire in Reims



FREY and the Epicierie Sociale et Solidaire in Reims

Frey has been a sponsor of the Epicierie Sociale et Solidaire in Reims since June 2021. The Epicierie provides food aid in exchange for a small financial contribution.

It provides personalised support and a friendly welcome, with the aim of restoring social ties and going beyond the food aspect of the aid to provide a place of support and reintegration.

As part of this sponsorship, FREY invites its employees to participate in volunteer days throughout the year. Every week, two employees spend a day at the Epicierie Sociale et Solidaire (in the morning to prepare the shop: unpacking, tidying, stocking, etc., and in the afternoon to help with the checkout and assist the beneficiaries) and thus work alongside the volunteers who are present throughout the year.

Objective 14

Involving our service providers in the Mission



At the beginning of 2021, FREY adopted and communicated to its partners a “Responsible Service Providers and Suppliers” framework charter aimed at committing service providers to invest in the social and environmental issues supported by the Group.

Today
101 charters adopted and **29% of eligible providers⁽¹⁾**

Vision 2025	Targets 2022
<ul style="list-style-type: none"> 100% of suppliers signatories to the Responsible Service Provider and Supplier Charter in France and abroad Support our suppliers and providers in their CSR approach 	<ul style="list-style-type: none"> 75% of all eligible French suppliers and 100% of new eligible suppliers adhere to the Charter Translate and adapt the charter for its deployment abroad from 2023 Question suppliers and service providers on the application of the charter

⁽¹⁾ 351 eligible providers and suppliers: Suppliers of the Group's French companies whose annual turnover with the Group represents more than €10k including tax



Vallès Park - Terrassa (Spain)



Algarve Shopping - Albufeira (Portugal)

Objective 15

Raising awareness and sharing the Mission with the users of our sites



Today, few elements demonstrating FREY’s commitment and Mission are materially present on the Group’s various sites, making it impossible to raise visitors' awareness of the social, environmental and societal issues defined in the Mission.

Vision 2025	Targets 2022
<ul style="list-style-type: none"> Communicate on the Mission at 100% of the sites^(*) Obtain an average Net Promoter Score of at least 7/10 	<ul style="list-style-type: none"> Deploy actions to enhance evidence of the Mission to visitors at 2 sites Deploy dedicated communication on site (signage) and off site (media campaign) Deploy customer surveys for these sites and achieve an average Net Promoter Score of at least 6/10

^(*) See page 37 the scope of the Mission



For more information

- 1 -

Presentation of the Mission's scope of engagement

This first Mission report provides a picture of a rich and complex year for FREY and its teams. The "Société à Mission" adventure is ambitious, but it is in line with the challenges the Group wishes to take up.

2021 was a pivotal year as it clearly confirmed FREY's desire to help build the sustainable city of tomorrow, one that creates a new role for retail in the service of the common good.

This report is a first step: it is the beginning of a long story that remains to be written. FREY does not build its convictions alone, but by placing trust in our group of experts, the members of the Mission Committee. Our ambition is clear: to learn and develop together in our affirmation of a common belief that companies have an essential role to play in giving meaning to our society and in finding answers to the challenges we face today.

2021 was also the year of the acceleration and structuring of FREY's social commitment. The changes are profound and structural: defining a precise roadmap and its 15 objectives, strengthening dialogue with stakeholders, opening up to new subjects.

These first steps must be accompanied by the mobilisation of the entire company, which gives this approach its full meaning. It is now an integral part of the daily life of all employees. Now is the time to develop reflexes in terms of organisation to serve the business sustainably through the lens of the Mission.

The B Corp certification is fully in line with these goals. It structures and formalises responsible environmental and social practices.

This certification is not a given: FREY has set itself the challenge of renewing its certification in three years, with the stated objective of improving its score.

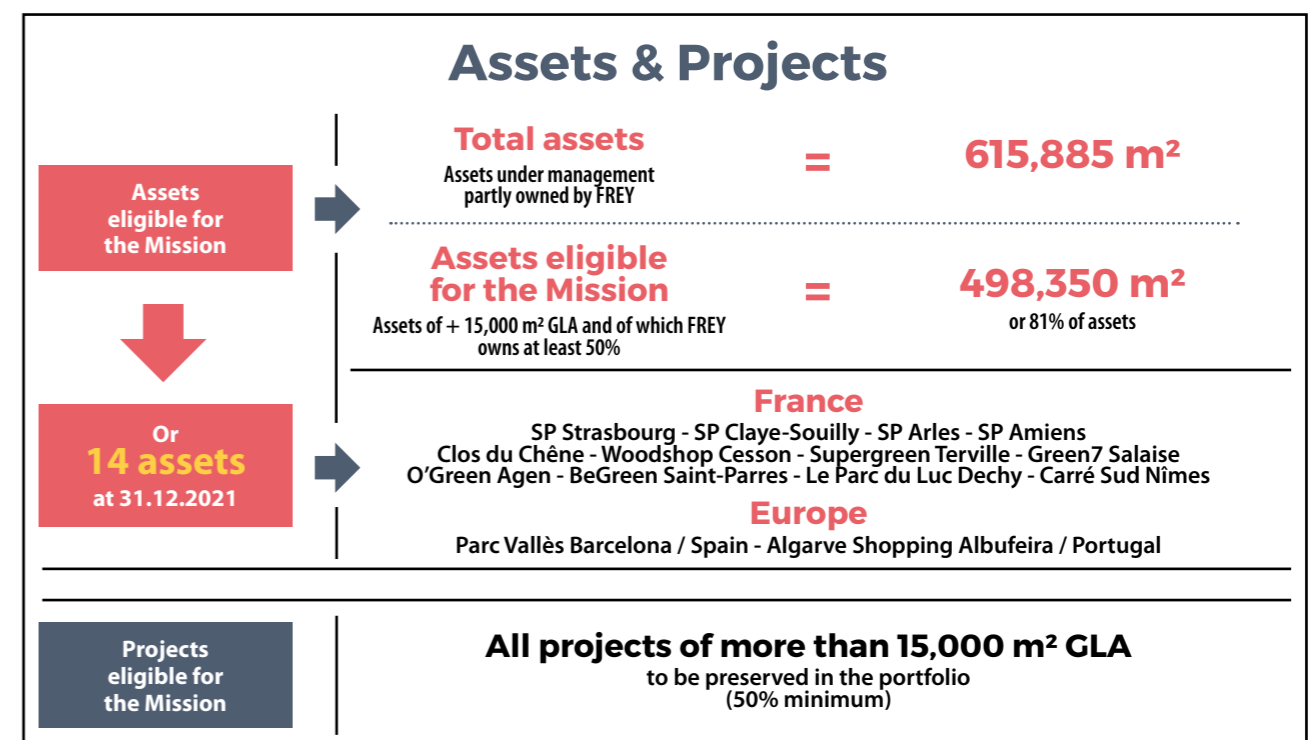
The foundations have been laid, and it is now a question of going a step further. Some objectives still have to be identified, the inventory to be completed, and the indicators to be monitored. Above all, it is important not to lose sight of the fact that the target is evolving, and to remain flexible in order to progress and improve practices gradually.

2022 will be the year of implementation through the launch of test projects on pilot sites. The objectives can be readjusted on the basis of concrete results with a view to defining shared benchmarks.

The drafting of this report was also an opportunity to share initial feedback from the members of the Mission Committee. We all want to fully take our place as a challenger, to make our Mission a long-term project, and to take the time to explore certain subjects in-depth. Enthusiasm is essential; perseverance will be the key to success.

The definition of the Mission's scope of engagement is based on various criteria, such as the surface area of the sites or FREY's share of ownership of the assets. It was thus decided to include in the scope of the Mission existing sites and projects of more than 15,000m² GLA owned more than 50% by FREY (which are thus intended to be retained in the real estate assets of the company in the medium and long term). Initially, sites over which FREY has little control (small

sites, low participation) are excluded from the scope in order to target efforts where they will have the greatest impact, i.e. on the most significant sites (the latter representing 81% of the Group's total assets). However, in the long term, FREY's ambition is to play an influential role with its partners, thus enabling the remaining sites to be integrated into the Mission's scope through the definition of relevant objectives.



ABOUT FREY's statutory commitments

It should be noted that the 4 main pillars as set out in FREY's articles of association have been fully incorporated into the pillars presented in this first Mission Report. Only the wording of pillars 1 and 2 differs.

The members of the Mission Committee

- 2 - Summary table of the 15 objectives and their indicators

(*) See page 37 the scope of the Mission

Develop the mix and density of our sites and projects

	Vision 2025	Targets 2022
1	<ul style="list-style-type: none"> Mixed use: maintain a mixed-use share of 30% of the GLA of projects Density: boost density and accommodate new regulated uses within existing sites 	<ul style="list-style-type: none"> Achieve a mixed-use share of 30% of the GLA of current projects.^(*) Engage in discussions with local authorities on increasing density and accommodating new types of regulated uses (housing, offices, hotel, logistics, etc.) on 100% of all sites^(*)

Optimise low-carbon access to our sites

	Vision 2025	Targets 2022
2	<ul style="list-style-type: none"> Create a focus group for each site^(*) with the various stakeholders to improve external connections (public transport, cycle paths, pedestrian routes) Improve the quality of the infrastructure for non-carbon based mobility within our sites 	<ul style="list-style-type: none"> Define a methodology for working with stakeholders to develop external connections and apply it to a first site Improve infrastructure and services related to internal soft mobility on 2 pilot sites

Better integrate the challenges of the regions in the design of our projects

	Vision 2025	Targets 2022
3	<ul style="list-style-type: none"> 100% of projects^(*) adopting a methodology and a frame of reference for the analysis of regional issues Institutionalise meetings and exchanges with a panel of project stakeholders (companies, retailers, craftspeople, artists, producers, associations, etc.) 	<ul style="list-style-type: none"> Define the analysis framework and test it on 1 project

Maximise our impacts and their economic benefits for the regions

	Vision 2025	Targets 2022
4	<ul style="list-style-type: none"> Maximise the economic impact and benefits for the regions through the presence of local players in the construction and operation of the sites 	<p>Construction companies:</p> <ul style="list-style-type: none"> 30% of local companies involved in work on the Docks de Saint-Ouen and Open Grand Genève projects 100% of contracts including an integration or training clause. <p>Service providers:</p> <ul style="list-style-type: none"> Maintain 90% of 2022 budgets allocated to local companies for site management 100% of contracts integrating the responsible operation charter <p>Tenants:</p> <ul style="list-style-type: none"> Maintain 30% of rents by local tenants within the portfolio Add a "local impact" component to the responsible lease

Make our sites places of encounter between the public and actors in the local social and solidarity network

	Vision 2025	Targets 2022
5	<ul style="list-style-type: none"> 100% of sites^(*) involved in the promotion of local social and solidarity activities Continue to develop Social Clubs in France and abroad Hold more events that bring people together in a convivial setting 	<p>Design and deployment:</p> <ul style="list-style-type: none"> 1 "hybrid" social club in Saint-Ouen - Les Docks 3 association events 1 large responsible flea market

Make our sites places of exchange between consumers and local producers

	Vision 2025	Targets 2022
6	<ul style="list-style-type: none"> Organise at least 1 action per year promoting producers and craftspeople at 100% of sites^(*) 	<ul style="list-style-type: none"> Sustain existing actions Organise 1 market of local producers and craftspeople on 2 new sites

Use our sites as spaces to promote urban art

	Vision 2025	Targets 2022
7	<ul style="list-style-type: none"> 100% of sites offering a unique artistic experience to visitors^(*) 	<ul style="list-style-type: none"> 3 new sites concerned 23 new works created, in part by local artists Organise the 4th edition of the Street art festival of Clos du Chêne-Marne la Vallée (10 artists, 15 new works) with the new addition of opportunities for exchange between artists and the public (schools, visitors, employees on site)

Acquiring and sustainably managing forests in France

	Vision 2025	Targets 2022
8	<ul style="list-style-type: none"> Continue acquisitions with the objective of 3,500 ha in 2030 Be innovative and exemplary in the management of forestry assets 	<ul style="list-style-type: none"> Invest at least €15/ha/year in the recovery of biodiversity (actions to protect threatened bird species) Invest at least €15/ha/year to ensure responsible forest management and stimulate the French timber industry (forest diversity, partnerships with construction players in the timber industry)

Developing low-carbon projects

	Vision 2025	Targets 2022
9	<ul style="list-style-type: none"> 100% of projects^(*) subject to a low-carbon operations management system (OMS) and aiming for the E+C- label 	<ul style="list-style-type: none"> Implement the low-carbon operations management system (OMS) on the Open Grand Genève pilot project and obtain the E+C- level E3C1 certification

Promoting low-carbon mobility

	Vision 2025	Targets 2022
10	<ul style="list-style-type: none"> 5% of the sites' car parks^(*) equipped with charging stations for electric vehicles Implement at least 1 operation per year to promote low-carbon mobility on all sites^(*) 	<ul style="list-style-type: none"> 1.5% of the sites' car parks equipped with recharging stations for electric vehicles (+100 recharging stations) Launch qualitative studies to identify the customers' expectations and practices at 4 sites Implement 1 event to promote low-carbon mobility on 1 site

Strengthen the monitoring and reduction of our sites' consumption

	Vision 2025	Targets 2022
11	<ul style="list-style-type: none"> 100% of sites^(*) supplied with green energy and committed to reducing consumption (for common areas) 100% of sites^(*) committed to a strategy of optimising waste management 	<ul style="list-style-type: none"> Carry out an inventory of consumption (common areas) Carry out an audit of solutions for reducing consumption (common areas) Continue to optimise waste management at 2 new sites

Supporting lessees through responsible leases

	Vision 2025	Targets 2022
12	<ul style="list-style-type: none"> 100% of tenants^(*) sign a responsible lease Establish a bonus system for retailers who go beyond the defined environmental requirements Support retailers in their social commitment 	<ul style="list-style-type: none"> Deploy the new responsible lease on 2 projects and 1 existing site Achieve 80% of responsible leases signed on these 3 pilots

Including our employees in the Mission

	Vision 2025	Targets 2022
13	<ul style="list-style-type: none"> 100% of staff committed to achieving the Mission's objectives Organise actions that engage employees in working towards the Mission 	<ul style="list-style-type: none"> Organiser 2 events for employees (a day of forestry work and a day of volunteering at the Épicerie Sociale et Solidaire de Reims) Encourage employees to participate in daily solidarity actions (sorting and reduction of waste, collections for the Social Market, etc.)

Involving our service providers in the Mission

	Vision 2025	Targets 2022
14	<ul style="list-style-type: none"> 100% of suppliers signatories to the Responsible Service Provider and Supplier Charter in France and abroad Support our suppliers and providers in their CSR approach 	<ul style="list-style-type: none"> 75% of all eligible French suppliers and 100% of new eligible suppliers adhere to the Charter Translate and adapt the charter for deployment abroad from 2023 Question suppliers and service providers on the application of the charter

Raising awareness and sharing the Mission with the users of our sites

	Vision 2025	Targets 2022
15	<ul style="list-style-type: none"> Communicate on the Mission at 100% of sites^(*) Obtain an average Net Promoter Score of at least 7/10 	<ul style="list-style-type: none"> Deploy actions to promote evidence of the Mission among visitors at 2 sites Deploy dedicated communication on site (signage) and off site (media campaign) Deploy customer surveys for these sites and achieve an average Net Promoter Score of at least 6/10



Reims-Bezannes TGV Business Park - 1 rue René Cassin - 51430 BEZANNES
14, rue Auber - 75009 PARIS

Frey.fr