

CSR annual report 2019

ASR Dutch Prime Retail Fund



Our vision

a.s.r. real estate facilitates the interests of our tenants and investors in the best possible way, by creating shops and retail areas that have long-term value in both a financial and societal perspective. a.s.r. real estate does this in a responsible manner with engaged and aware partners and employees.

The objective of the Fund is to create a retail portfolio with long-term value. This may be created at locations that have continuing appeal for consumers and tenants, or at locations that have this potential.

In order to realise the Fund's Corporate Social Responsibility (CSR) goals, a CSR policy has been drawn up for 2019-2021. This report presents the results of the Fund's CSR objectives to date following the thematic approach of the CSR policy.

The Fund's CSR policy is based on 'four Ps' which cover the entire spectrum of Corporate Social Responsibility: Property, Partners, Planet and People. While the four Ps represent different dimensions of the CSR policy, each is equally essential to the realisation of our vision. Each P has its own strategic goals, the results of which are discussed in this report. The Fund wishes to achieve the objectives set out below by the end of 2021. ASR DPRF's CSR annual report follows the INREV Sustainability Reporting guidelines. The Sustainability Reporting Compliance Rate of the Fund is 100%.

Strategic objectives 2019 - 2021

Property



Sustainable portfolio

Partners



Engaged partners

Planet



Contribution to society and the environment

People



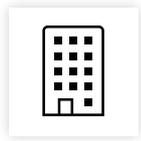
Sound business practices and healthy and satisfied employees

- Over 80% of the portfolio will have a Green Label
- Portfolio 100% asbestos-safe
- Environmental savings in all projects and included in maintenance
- Assess portfolio's sustainability based on BREEAM NL

- Optimal engagement of partners in the retail chain
- Continuous check on compliance with CSR requirements and objectives
- Tenant satisfaction survey with a satisfaction rate of >7.0
- Active tenant engagement programme
- 100% green leases for new lease agreements

- Optimal monitoring of environmental performance
- Reduce energy consumption and GHG emissions >10% compared to 2015
- Explore uses of renewable energy
- Encourage activities in inner cities and retail areas
- Contribute to opportunities for and development of pupils and students

- Informed and involved employees
- Optimal organisational embedding of CSR requirements
- Employee satisfaction >80%
- Personal development of employees



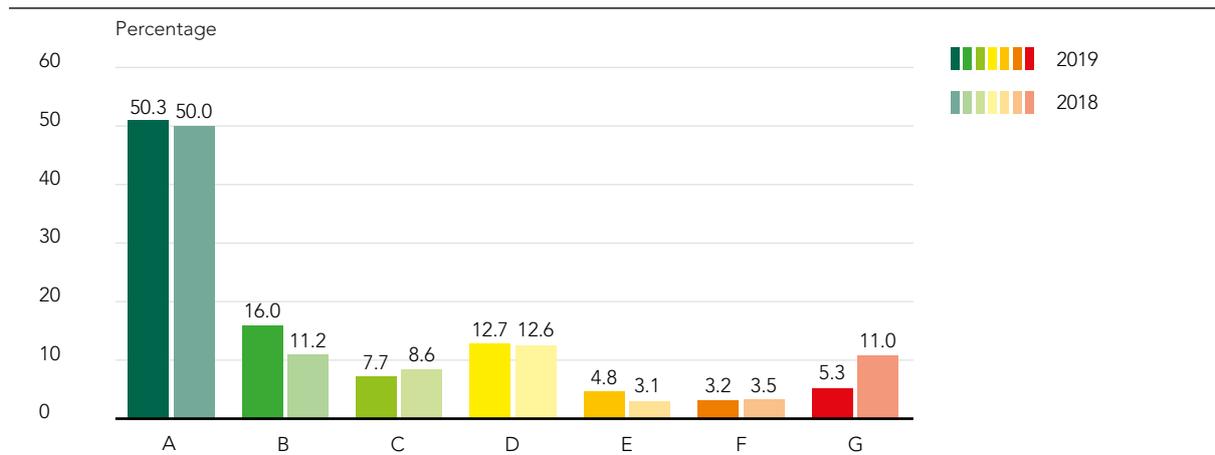
Property

Strategic objectives

- Over 80% of the portfolio will have a Green Label
- Portfolio 100% asbestos-safe
- Environmental savings in all projects and included in maintenance
- Assess portfolio’s sustainability based on BREEAM NL

Over 80% of the portfolio will have a Green Label

Energy labels (EPA)



- In 2019, the Fund continued to convert units above shops into apartments with a Green Label; in Haarlem and Amsterdam, for example. In addition, assets were acquired where energy label certification was assessed as part of the acquisition proposal. The assessment showed how acquisitions and investment contribute to the Fund’s Green Label objective. Also, sustainability requirements were set for purchases, new developments and renovations in the Fund’s Programme of Requirements and Technical Due Diligence processes. In addition, the energy labels for high street retail properties are largely determined by installations and modifications made by tenants. ASR DPRF will continue its policy of advising on and encouraging tenants to make their retail properties more sustainable, which ultimately improve energy labels.
- In 2019, the existing EPA labels were reviewed. We renewed labels for new and renovated buildings as well as lettable units not classified as shops. Over 99% of the portfolio currently has EPA label certification. Units which do not yet have EPA label coverage will be covered in the upcoming years.
- There was an increase in the number of Green Label properties (from 69.7% to 74.0%), mostly due to renovations, conversions and the acquisition of new assets. The Fund will continue to strive to achieve a Green Label for 80% of the assets, which is achievable for the coming years.

Portfolio 100% asbestos-safe

- All conversions and renovations include asbestos investigations. Any asbestos found is removed: this was the case at several buildings acquired for the high street portfolio in 2018 and during projects at Koningsplein (Amsterdam), Nieuwendijk (Amsterdam) and Pottenbakkerssingel (Middelburg). Asbestos risks are also assessed whenever there is a change in tenants, to avoid unsafe situations with the fitting out of tenants’ shops.
- In the case of new lease contracts, the tenant receives the most recent asbestos report (if applicable) and is informed of any asbestos risks. This enables tenants to have their shops fitted out safely.

The above measures also take into account the removal of asbestos difficult to reach in order to prevent unsafe situations. Our asbestos policy will continue throughout 2020. The goal to have an asbestos-safe portfolio by 2020 is unchanged.

Environmental savings in all projects and included in maintenance

Whenever possible, we incorporate sustainability improvements in a multi-year maintenance programme, which clearly identifies CSR activities. During construction work, we work with sustainable materials such as FSC-timber and take measures to reduce waste. Energy-saving measures include LED-lighting, high efficiency boilers, sustainable facades, HR(+)glass, solar panels and water-saving sanitation systems. For 2020, 0.5% of rental income will be allocated to sustainability improvements as part of the maintenance budget. In 2019, a similar percentage of rental income was spent on sustainability measures as an integral part of the maintenance budget.

A plan was developed to replace current lighting with energy-efficient LED lighting in the parking garage in district shopping centre Vleuterweide (Utrecht). This will be done in 2020. To prepare for the installation of solar panels, the roof of the Albert Heijn in Twello was given a new roof covering with extra insulation, lowering gas consumption in the colder seasons.

The Fund has launched a pilot scheme to remotely monitor water consumption in a number of district shopping centres. This will make it possible to prevent wastage due to improper use or leaks.

Assess portfolio's sustainability based on BREEAM NL

In recent years, including 2019, BREEAM In-Use certificates were awarded to five of the Fund's nine wholly owned shopping centres, which represents 56,000 sq.m. of the Fund's total of 364,000 sq.m.: Vathorst (Amfersfoort; Good), Vleuterweide (Utrecht; Good), Floriande (Hoofddorp; Good), Castellum (Houten; Good) and Terwijde (Utrecht; Very Good). These results serve as a guideline for enhancing the sustainability of these assets and other non-certified wholly-owned district shopping centres.

BREEAM certificates are being prepared for the following assets:

- The second part of project Koningsplein (Amsterdam). Many sustainability measures were applied, such as LED-lighting, FSC Timber and insulation. Upon completion of the renovation (due in 2020), the whole property will be BREEAM-certified. The goal is also to improve the BREEAM label to 'Excellent' (four stars).
- The redevelopment of Nieuwendijk (Amsterdam).
- The redevelopment of district shopping centre Pottenbakkerssingel (Middelburg). As this property will be 'Paris-proof', the whole property will be BREEAM-certified. The goal is also to achieve a BREEAM NL In-Use label of 'Excellent' (four stars).
- DSC Leidschenveen (The Hague) and Lijnbaan Vianen (Utrecht) will receive a BREEAM NL In-Use label in 2020, after a quickscan which aims to improve the property enough to result in a higher label before applying for it.

The Fund has started a pilot scheme to map out the sustainability of solitary retail properties based on the BREEAM methodology. The aim is to gain a structured insight into the possibilities of making these premises more sustainable.

Kleine Staat 6, Maastricht



a.s.r. real estate and Albert Heijn team up to generate more solar energy

a.s.r. real estate has signed five rental agreements with Albert Heijn on behalf of the ASR Dutch Prime Retail Fund, in order to generate renewable energy using solar panels. In the spring of 2020, solar panels will be installed on the roofs of five Albert Heijn supermarkets.

Over the past year, the ASR Dutch Prime Retail Fund has commissioned research which properties in its portfolio would be suited to the generation of solar energy. Supermarkets, in particular, appear to be suitable for the installation of solar panels due to their large roof area and high energy demand. An agreement has been signed with Albert Heijn for solar panels to be installed at five supermarket locations. These are located in Bergen op Zoom, Den Dolder, Maassluis, Middelburg and Twello. a.s.r. real estate leases these sites to Albert Heijn.

a.s.r. real estate will own the solar panels, and these will be connected to the smart meters of the supermarkets. The energy generated will be purchased by Albert Heijn through the rent that it pays. In the first year, the 1,925 new solar panels are expected to generate around 555,000 kWh. That is equivalent to the annual energy consumption of 185 households.

Sustainability goals

The rental agreements will contribute to the sustainability goals of both organisations. a.s.r. real estate's ambition is to use energy generated on-site, wherever possible. In this way, a.s.r. real estate is working towards sustainable and future-proof portfolios. In recent years, a total of 4,000 solar panels have been installed by a.s.r. real estate on residential properties and offices.





Partners

Strategic objectives

- Optimal engagement of partners in the retail chain
- Continuous check on compliance with CSR requirements and objectives
- Tenant satisfaction survey with a satisfaction rate of >7.0
- Active tenant engagement programme
- 100% green leases for new lease agreements

Optimal engagement of partners in the retail chain

Making clear sustainability agreements with our stakeholders is a key focus area for a.s.r. real estate. We are actively working towards increasing the number of sustainability agreements. In addition, we make sustainability an agenda item during periodic meetings with our key stakeholders. In 2019, we regularly discussed sustainability with tenants, suppliers, real estate managers, key tenants and appraisers.

In 2019, we discussed CSR with our key chain partners. We initiated CSR presentations with our partners and also attended their CSR events. Our aim was to facilitate information exchange and help enhance our employees' commitment to CSR. The Fund's investors were informed on sustainability issues through the Three Year Business Plan 2019-2021, in periodic meetings, and in the quarterly and annual reports. The CSR policy for 2020-2022 was restated in the Three Year Business Plan 2020-2022. The Fund's sustainability manager participates in three different sustainability working groups set up by real estate sector organisations (IVBN, NEPROM and DGBC) to share and increase our knowledge in the area of sustainable real estate development. In 2019, the sustainability manager participated in a sustainability event (Wageningen) organised by the Netherlands Council for Shopping Centres (NRW). In various cities – including Arnhem, Haarlem, Amsterdam, The Hague and Assen – we consult closely with municipalities and other stakeholders regarding the enhancement of city centres.

Continuous check for compliance with CSR requirements and objectives

We communicate our CSR objectives to all external property managers and make agreements on how the Fund wishes to deal with sustainability. External property managers are expected to have a CSR policy that includes measurable action points and objectives, and to report on them regularly to a.s.r. real estate.

Instructions we issue to external property managers include:

- Sustainability improvements of 5% annually in building complex(es).
- Tenant satisfaction rate of at least 7.0.
- Active tenant participation/involvement with CSR. Each calendar year, a minimum of two proposals should be made by real estate managers aimed at increasing tenant participation/involvement.
- Investing in/contributing to the neighbourhood by way of projects.

Sustainability provisions were included in purchase conditions that applied to all contractors. The maintenance process was recorded in the assessment criteria and is to be assessed as part of the internal operational controls. This complies with the objectives.

Tenant satisfaction survey with a satisfaction rate of >7.0 (out of 10)

Tenants are important partners, and the Fund wants to involve them and ensure they are satisfied. The last tenant satisfaction survey was carried out in 2018. The survey included questions on the services of a.s.r. real estate and the (external) manager, and tenants were also asked to evaluate the store, the surrounding area and other important aspects such as accessibility. The tenant satisfaction survey will be repeated periodically. In future, steps will be taken to make tenant satisfaction surveys part of ongoing contact between the manager and the counterparty, such as follow-up surveys after complaints.

Active tenant engagement programme

In 2019, meetings were held with various key users (major tenants) regarding the Fund's CSR policy and that of the tenants in question. ASR DPRF keeps tenants updated and actively seeks their partnership in sustainability projects. CSR is a standing item on the agenda for routine meetings with tenants, external property managers and most direct maintenance partners (contractors and consultants). Together with Ahold-Delhaize, the Fund made a renovation plan for Pottenbakkerssingel (Middelburg) in accordance with Paris-proof guidelines and is planning to install solar panels on five Albert Heijn supermarkets.

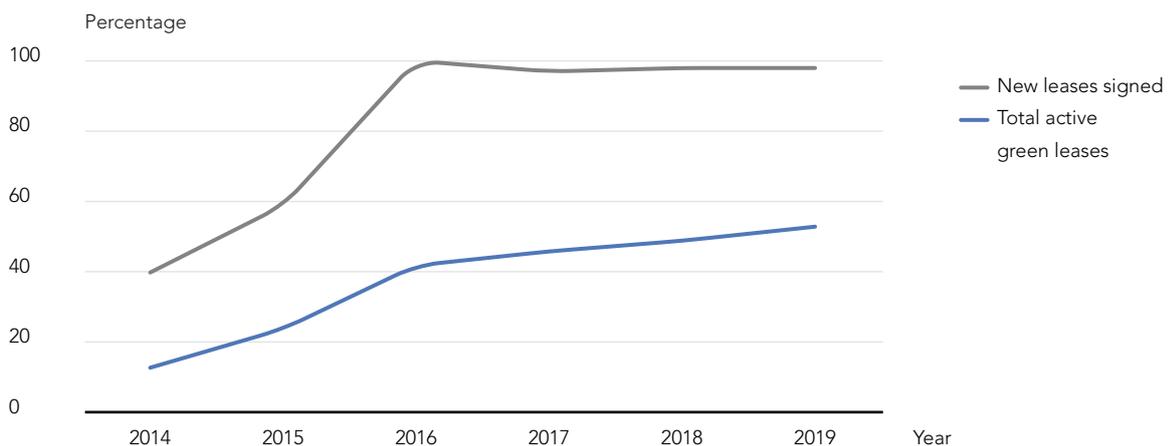
The challenge lies in joining forces whenever sustainability opportunities arise. The most effective way to achieve this is to engage in a dialogue. Tenant participation will be extended. Top priorities are to follow up and disseminate any ideas that result from these discussions, to improve Green Lease provisions, to finalise mutual agreements, and to share figures on energy consumption.

A project was started in the district shopping centre Castellum (Houten) to advise tenants on how to make their business operations and store more sustainable. For this, the Fund worked together with the company Eco Matters. This company has experience with this kind of customised advice. This was a pilot project for the Fund, in which an attempt was made to make the stores more sustainable and add substance to conversations with tenants. The project focuses primarily on independent tenants. More than 80% of the tenants participated in this pilot project. Advice to tenants included sustainability measures, such as the installation of LED lighting and the adjustment of installations. The Fund is considering offering this form of advice to other shopping centres as well.

100% green leases for new lease agreements

In 2019, 91% of all new rental contracts were Green Lease contracts. This means that the number of active green lease contracts is growing every year. Over the next few years, the Fund aims to further increase the number of green lease contracts and hold more substantive discussions with tenants on achieving green lease objectives. Another important objective is to improve the standard green lease contract together with the IVBN. The revised green lease is almost complete and currently being discussed with representatives of tenant organisations. It will be put into practice in 2020.

Figure 18 Green Lease provisions



Hinthamerstraat 31, 's-Hertogenbosch



GRESB results 2019

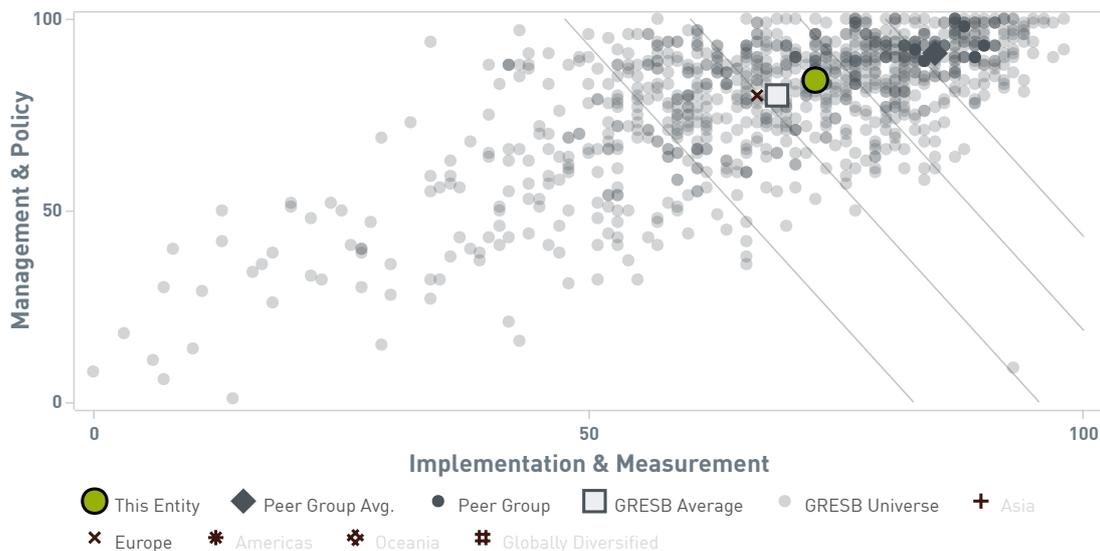
ASR DPRF took part in the GRESB Survey for the eighth consecutive time, increasing its score to 76 out of 100 points (2018: 72 out of 100) and maintaining its three-star rating. The Fund is outperforming the GRESB average (72) but is underperforming the peer average (86). The Fund scored 84 points for 'Management & Policy' and 73 points for 'Implementation & Measurement'.

Improvements in measurement and stakeholder engagement

- The outperformance on both Management & Policy and Implementation & Measurement (scoring respectively 89 and 82 out of 100) demonstrates the Fund's high-quality sustainable governance.
- The Fund performed particularly well on the ESG topic of Governance (G) with a very high score of 98 out of 100. This demonstrates the ambitious objectives that the Fund has set itself through its sustainability policies and the quality of the policy and disclosure of sustainability targets and performances.
- The Fund outperformed the retail benchmark on the 'social' component (S) and 'environment' component (E). The latter is impressive considering its high degree of exposure to high street assets which perform less well for standard environmental aspects, such as EPA-labels and BREEAM coverage.

Main focus areas for improvement are Monitoring & EMS and performance indicators

Monitoring & EMS will be improved in the upcoming years by assigning Cushman for a verification of energy, GHG, water and waste collection data, in addition to a check by the supplier INNAX. Performance indicators should increase as a result of better energy consumption monitoring and the installed PV-panels by means of investing with impact in the portfolio. This should lower the energy consumption and increase the performance indicator score of the Fund.





Planet

Strategic objectives

- Optimal monitoring of environmental performance
- Reduce energy consumption and GHG emissions by >10% compared to 2015
- Explore use of renewable energy
- Encourage activities in inner cities and retail areas
- Contribute to opportunities for and development of students

Optimal monitoring of environmental performance

The Fund contracted energy consultant INNAX to provide better insight into the energy performance of the Fund's portfolio. As a result, the Fund is better able to control energy consumption. One of the Fund's improvements is by incorporating these figures into the administration system. The Fund is also investigating ways to monitor tenants' energy consumption practices. The more data the Fund can collect, the better the Fund can advise tenants on their energy consumption.

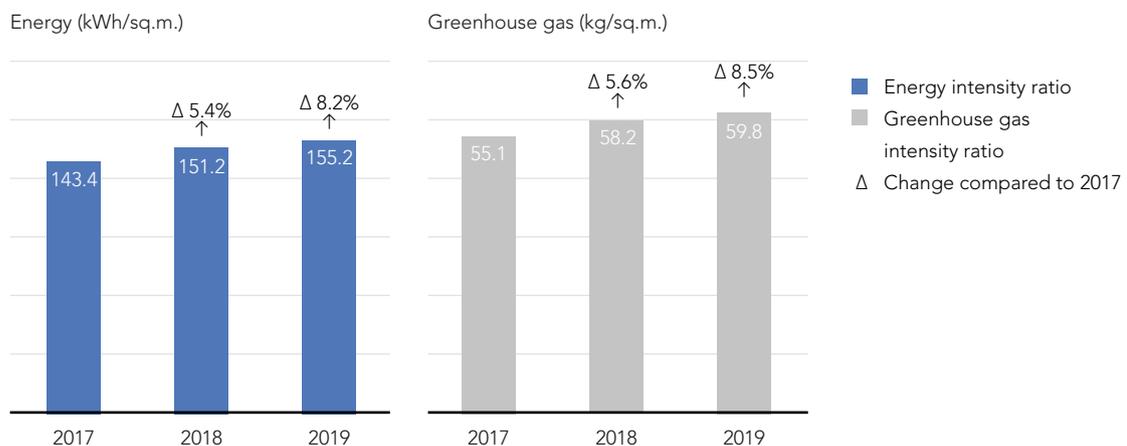
At the end of 2019, a pilot project was launched to measure automatically the water usage of properties in the portfolio. In two shopping centres, smart water meters were installed which gave more detailed insight into water usage in relation to the yearly invoice. These meters also functioned as water leak detection systems. Additionally for 2020, the Fund aims to get energy performance information in sooner and more frequently.

Reduce energy consumption and GHG emissions by >10% compared to 2015

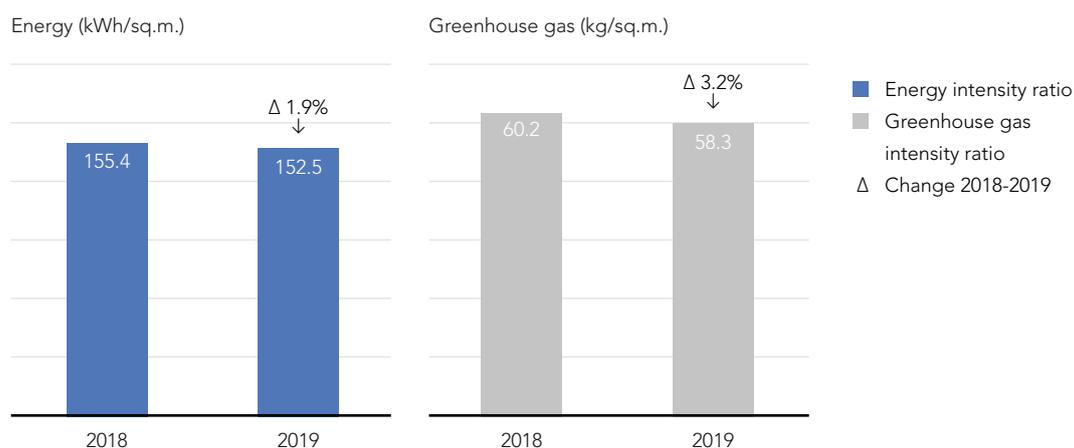
To minimise carbon emissions, the Fund is aiming to scale back the energy consumption, greenhouse gases, water consumption and waste production of its total portfolio. Goal is to reduce the energy consumption and greenhouse gases by 10% from 2015 to 2021. As the Fund has limited control on the energy consumption for account of its tenants, the main effort went into assessing the portfolio's energy consumption for account of the Fund. ASR DPRF had to conclude that the energy data in 2015 and 2016 were of unsatisfactory quality. Therefore, the energy consumption and greenhouse gases are shown vs. 2017 figures, instead of 2015 figures. For the CSR Policy, the base year will need to change, to be amended in the ASR Dutch Prime Retail Fund's CSR Policy 2021-2023.

The carbon emissions are measured by the absolute energy consumption and greenhouse emissions intensity ratios per sq.m. These ratios are normalised based on year of construction, vacancy, degree days and area. The absolute intensity ratios have risen last years. Due to the fact that the energy procurement and consumption largely is indirectly managed, positive influence remains a challenge. However, the like-for-like intensity ratios 2018-2019 have shown positive results. This shows that (part of) the portfolio which was measured in 2018 now report lower carbon emissions, whereas the addition of new properties or new data points did not result in a lower intensity ratio.

Absolute intensity ratios 2017-2019



Like-for-like intensity ratios 2018-2019



Explore use of renewable energy

Renewable energy measures such as solar panels are being explored for some of the Fund's assets. The Fund received an approved SDE+subsidy, which will be awarded by the Dutch Authority for Entrepreneurs (RVO) for the next 15 years. This is a top-up subsidy, negating the price difference between 'grey' energy and 'green' energy on the energy market. By analysing the rooftops of the portfolio, the Fund earmarked circa. € 2.5m in PV-panel investments for an impact in the retail real estate market, enabling its tenants to lower fossil energy consumption in return for a market-neutral energy price in 2020-2022. Ultimately, this is good for the environment (Planet), the tenants (Partners) and the underlying properties (Property). By 2022, more than 4,000 solar panels will be installed, in cooperation with a number of tenants like Jumbo and Ahold. In 2020, a large percentage of these panels will already be installed in eight projects.

Encouraging activities in inner cities and retail areas

In 2019, a.s.r. real estate once again participated actively in meetings about inner city revitalisation: for instance, with municipal authorities and other investors in Haarlem, The Hague, Assen and Arnhem. Whenever possible, managers acting for a.s.r. real estate are members of owner associations. In addition, we participate in various Business Investment Zones (BIZ) to maintain attractive business districts for retailers and investors. The Fund realised three new apartments in the centre of Amsterdam and is contributing to the liveability of the inner city. In district shopping centres managed by the Fund, retailers' associations are very active. Contributions to the promotional budget facilitate the organising of activities that embed the shopping centres into their neighbourhoods, such as a skating rink in district shopping centre Vleuterweide (Utrecht).

Contribution to opportunities for and development of pupils and students

a.s.r. real estate offers work placements for students from upper secondary vocational, higher professional and university levels. In 2019, a.s.r. real estate mentored several students and trainees, and organised several guest lectures. Furthermore, a.s.r. Nederland N.V. organised the second 'sustainable school challenge' in which all primary schools in the province of Utrecht were challenged to come up with sustainable ideas for their school. The best idea won €12,500.

Adapting to climate change

The built environment has an impact on global climate change through the development of real estate, the operational management of properties, and the removal of assets from the real estate stock. However, climate change can also affect the management of the built environment through natural disasters, rising sea levels and air or soil pollution, for example. Insight into the adverse effects of climate change is vital in order to respond to the impact which climate change is already having, while at the same time preparing for its future effects. The Fund has therefore investigated which effects may apply to the portfolio, and how urgently they require action. The Fund monitors those effects closely as part of its commitment to managing a future-proof portfolio.

Performance indicators ASR DPRF 2019

	absolute			like-for-like		absolute
	2019	2018	2017	2019	2018	Δ 2017-2019
ENERGY						
Intensity ratio energy - Electricity, fuel, district heating & cooling (kWh/sq.m.)	155.20	151.20	143.40	152.50	155.40	8.23%
Data coverage portfolio (sq.m.)	64%	74%	71%	58%	60%	
Intensity ratio electricity (kWh/sq.m.)	113.80	108.90	103.20	112.10	115.20	10.27%
Total energy consumption from electricity (kWh)	32,769,991	34,346,463	29,715,869	29,773,954	30,486,604	
Corresponding properties	142	151	141	101	101	
Data coverage portfolio (sq.m.)	74%	79%	76.07%	65%	67%	
Intensity ratio fuel (m3/sq.m.)	6.70	6.60	7.40	6.20	6.30	-9.46%
Total energy consumption from fuels (m ³)	1,498,974	1,696,178	1,763,916	1,351,690	1,360,323	
Corresponding properties	138	175	165	117	117	
Data coverage portfolio (sq.m.)	59%	67%	64%	54%	56%	
Intensity ratio energy (GJ/sq.m.)	0.00	0.00	0.00	-	-	0.00%
Total energy consumption from District Heating & Cooling (GJ)	-	6	6	-	-	
Corresponding properties	-	1	1	-	-	
Data coverage portfolio (sq.m.)	0%	100%	100%	0%	0%	
GREENHOUSE GAS						
Intensity ratio greenhouse gas (kg/sq.m.)	59.80	58.20	55.10	58.30	60.20	8.53%
Data coverage portfolio (sq.m.)	74%	79%	76%	68%	67%	
Total direct greenhouse gas emissions (kg)	2,824,066	3,195,600	3,323,219	2,546,583	2,562,849	
Electricity from main (with certificate of source)	3,039,480	3,263,824	3,473,864	3,039,480	3,088,048	
Electricity not from main	29,730,511	31,082,639	26,242,005	26,734,474	27,398,556	
Total indirect greenhouse gas emissions (kg)	14,121,993	14,764,486	12,475,354	12,698,875	13,023,361	
Total greenhouse gas emissions (kg)	16,946,059	17,960,086	15,798,572	15,245,458	15,586,210	
WATER						
Intensity ratio water (m³)	0.10	0.40	1.00	0.03	0.02	
Total water (m ³)	7,473	49,615	115,806	519	460	
Corresponding properties	9	18	18	5	5	
Data coverage portfolio (sq.m.)	12%	29%	30%	5%	5%	
WASTE						
Total weight of waste (metric tonnes)	163	129	359	2	2	
Total weight of recycled waste (metric tonnes)	67	51	43	-	-	
Recycled waste	41%	40%	12%	0%	0%	
Data coverage portfolio (sq.m.)	6%	10%	13%	2%	2%	

All data have been compiled and checked by INNAX and the portfolio portion of directly controlled investments uses 100% green electricity. The data shows the consumption of whole buildings. Total direct greenhouse gas emissions are emissions from sources that are owned or controlled by the Fund, such as combustion of fossil fuels. Total indirect greenhouse gas emissions are emissions from the consumption of purchased electricity, steam, or other sources of energy (such as chilled water) generated upstream from the Fund.

United Nations Sustainable Development Goals

On 25 September 2015, 193 world leaders committed themselves to the 17 SDGs of the United Nations, which aim to promote sustainable development worldwide. These goals will focus on the eradication of global poverty and inequality, combating climate change and creating a prosperous and peaceful life for all. The Manager’s contribution to SDGs have been categorised into four themes: ‘sustainable insurer’, ‘sustainable investor’, ‘sustainable employer’ and ‘social role’. These themes have been included in a.s.r.’s annual report. The Manager added a fifth theme: ‘sustainable real estate investor’, to monitor its contribution to the SDGs from a real estate perspective for the investors in the Fund. ASR DPRF actively contributes to the four SDGs mentioned below:

SDG 7 Affordable and clean energy

Renewable energy measures such as solar panels are being investigated for some of the Fund’s assets. In the upcoming Business Plan period, more than 4,000 PV-panels are scheduled to be installed, in cooperation with a few large tenants

SDG 11 Sustainable cities and communities

In addition to reducing energy consumption and exploring the use of renewable energy, the Fund is focusing on healthier and more attractive inner cities and retail areas by local initiatives, such as Tiny Forests and public areas in DSCs or taking a seat in voluntary urban counsels for the main high street cities.

SDG 12 Responsible consumption and production

The Fund publishes its CSR policy annually and adheres to the sustainability guidelines
The Fund also verifies whether 100% of its chain partners comply with its CSR policy.

SDG 13 Climate action

Besides the Fund’s attention to the broader climate developments, insight into the adverse effects of this climate change is necessary to respond to the impact of climate change. An important goal for 2020-2022 is to improve the monitoring of these effects. The Fund will return on adverse effects of climate change in 2020.





People

Strategic objectives

- Informed and involved employees
- Optimal organisational embedding of CSR requirements
- Employee satisfaction of >80%
- Personal development of employees

Informed and involved employees

ASR DPRF seeks to keep its employees fully informed regarding CSR issues in order to maximise the integration of CSR into their daily operations. This goal has been addressed by appointing a sustainability manager and making CSR a standing item on the agenda of various meetings, for instance. In addition, a.s.r. real estate keeps everyone informed on the latest CSR initiatives and results by means of a monthly internal newsletter. Since 2016, CSR has also been included in the annual targets for most employees. Another priority is to have them attend internal and external CSR-related masterclasses, seminars and/or congresses. Last year, a.s.r. real estate organised two masterclasses. The first was about the effects of climate change on real estate, presented by the Technical University of Delft, and the second was about the impact of digital technology and innovations on cities, presented by an architect of UN Studio. Finally, members of the CSR working group act as a contact for other a.s.r. real estate employees, as well as serving as a catalyst and inspiration on the subject of CSR.

Optimal organisational embedding of CSR requirements

To guarantee the correct implementation of its policy, ASR DPRF is focusing on optimising the use of sustainability assessments during internal decision-making processes. Last year, extra sustainability issues were added to the 'Programme of Requirements' for acquisitions and renovations, portfolios were assessed in relation to sustainability opportunities and risks, and a.s.r. real estate has worked consistently to optimise its administrative and BI systems.

Employee satisfaction >80%



Periodically, a.s.r. real estate commissions what is known as the 'Great Place To Work' (GPTW) survey. This global survey measures employee satisfaction on factors such as credibility, respect, honesty, pride and fellowship. Following each survey, the results are analysed and discussed intensively by the GPTW workforce and all departments and business lines. Where necessary, steps are taken to improve a.s.r. real estate's standing as an excellent employer. The last survey took place in 2018. The result was that a.s.r. real estate exceeded the goal of employee satisfaction of at least 80% (81%) and was nominated as one of the best workplaces in the Netherlands for the second time in a row. The next survey will take place in 2020.

Personal development of employees

The main focus of the human resources management policy of a.s.r. is the personal development of its employees in terms of professional expertise, competences and skills. In 2019, 33% of a.s.r. real estate's employees were invited to participate in a.s.r. Nederland's Development Programme, where they are challenged and trained for future professional and personal growth. Each year, a.s.r. real estate provides a number of individual employees the opportunity for additional education – such as a graduate-level master's degree – to broaden their knowledge and skills and help ensure life-long employability.

Colophon

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Haage Passage, The Hague

a.s.r.
de nederlandse
verzekering
maatschappij
voor alle
verzekeringen

