





# 3.6 Action plan

We have carefully defined an action plan with objectives that are to be reached by 2025 at the latest. These objectives mark the first phase of Aedifica's net zero carbon pathway. As indicated, some of the objectives have been updated and one new objective has been added.

Aedifica materiality	Actions (AED)	Portfolio/HQ	Date	Current status	KPIs
<b>Environmental</b>					
<b>Lifecycle assessment of the portfolio - toward a net zero future</b>	Include energy performance of buildings in assessment of potential investments - acquisitions, developments and redevelopment - as well as divestments	Portfolio	2023	<b>Ongoing</b>	Implement new ESG criteria for all investment decisions by 2023
	Set up sustainability requirements for external suppliers and service providers	Portfolio and HQ	2021	<b>Implementation prepared</b>	Define standard terms to be included in contracts
	Perform recurring analysis on the technical maintenance condition of the buildings following the NEN 2767 <sup>1</sup> standard	Portfolio	Recurring	<b>Ongoing (2020 = 56%)</b>	% of buildings for which NEN2767 has been reviewed in past 24 months
	 <sup>2</sup> Use EPC (or similar) standard for determining energy use intensities. These will be the basis for developing business plans toward net zero emissions per asset. Achieve EPC coverage of 80% of the portfolio.	Portfolio	2023	<b>Ongoing (2020 = 57%)</b>	% of assets with EPC
	 <sup>3</sup> Set up sustainable development framework	Portfolio	2023	<b>To be initiated</b>	Framework implemented for new development contracts
<b>Climate change adaptation</b>	 <sup>2</sup> Reduce landlord emissions (scope 1 and scope 2) by 20%	Portfolio and HQ	2025	<b>Ongoing</b>	% CO <sub>2</sub> decrease measured per employee
	 <sup>2</sup> Recurring analysis using sustainability framework - part of our building assessment - for each of our buildings	Portfolio	Recurring	<b>Ongoing</b>	% of buildings for which sustainability framework has been reviewed in past 24 months
<b>Energy management</b>	Encourage tenants to procure electricity from renewable energy sources	Portfolio	2025	<b>Ongoing (2020 = 18% of assets)</b>	% of portfolio (weighted by m <sup>2</sup> )
	Target energy monitoring of 80% of the portfolio in cooperation with our tenants. Tenants will be provided with feedback on these numbers	Portfolio	2025	<b>On track (2020 = 70%)</b>	Data coverage

1. Dutch technical standard, internationally acknowledged.

2. ADJ: Adjusted action.

3. NEW: New action.

Aedifica materiality	Actions (AED)	Portfolio/HQ	Date	Current status	KPIs
<b>Social</b>					
<b>Employee wellbeing at work</b>	Organise annual employee survey and set up working group for implementing subsequent action plan	HQ	Recurring	✓ (2020 = 50%)	Participation rate
<b>Stakeholder relations</b>	Run a well-being programme for employees	HQ	Continuous	Ongoing (2020 = 5.3%)	% of absenteeism
<b>Housing operator's satisfaction, service quality</b>	Organise a tenant satisfaction survey	Portfolio	September 2020 recurring	✓ (2020 = 42%)	Participation rate
<b>Stakeholder relations</b>	Our care homes provide a pivotal role in communities and between generations, allowing residents and their families to meet and interact and host services for residents and the neighborhood. Beyond investing in these, Aedifica is supporting specific community engagements initiatives and supports volunteering initiatives	HQ	2020	Ongoing (2020 = 13 actions; €50,000)	# of actions/ € donated
<b>Talent development</b>	Set up (short) in-house trainings for all employees, to create company-wide awareness on Aedifica's sustainability approach and goals, including environmental issues	HQ	2021	Ongoing	# of trainings organised
	Offer a training programme to employees	HQ	2020	✓ (2020 = 70%)	% of employees followed a course
<b>Governance</b>					
<b>Ethics, diversity, compliance &amp; integrity</b>	Maintain an agile & diverse (expertise, gender, age) governance model	HQ	Continuous	✓	-
	Implement environmental, human rights & anti-bribery/anti-money laundering policy	HQ	2021	On track	Policies being implemented
<b>Risk Management</b>	Assess to incorporate climate change risks into risk management strategy and processes	HQ	Continuous	✓	-