Better together
Welcome

Our 2017 corporate responsibility (CR) report sets out our progress against the long-term commitments we set in 2014. It celebrates our successes and considers the challenges that we, and our stakeholders, face in the coming years.

What’s inside

“I have been impressed with the dedication of our teams to go that extra mile for our communities.”

Read our Chairman’s message
page 1

Communities and economic contribution
page 10

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Find out how relationships help us deliver
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Read about our focus on CR
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See how the numbers stack up: data appendix
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Go online intugroup.co.uk/en/about-us/corporate-responsibility

Read more in our annual report intugroup.co.uk/en/investors
I have always believed that CR is integral to the best and most sustainable businesses. As a long-term investor, with our operations in the UK and Spain focused on people and places, we ensure our CR strategy reflects our values and supports all our stakeholders.

Since becoming Chairman this year, I have been impressed by the dedication of our teams at all of our centres to go that extra mile for our customers, retailers and communities.

Our purpose is to make our customers smile and help retailers flourish. Our varied CR programme supports this: it increases economic value by improving skills and employment near our centres, giving our retailers a first-class talent pool of potential employees; it makes our centres accessible for disabled customers through our enhanced customer service training; and it enhances green space and biodiversity to improve the fabric of our communities.

We are a people business and we are at the heart of our communities. Our centres are no longer just about retail, they are places to meet and socialise, and increasingly, hubs for communities with a strong record of local employment. Our committed employees and our close relationships with our stakeholders mean we are well-placed to support and partner them on the social and environmental issues important to us and our communities.

My annual Chairman’s prize celebrates our day-to-day relationships and helps us show our commitment to the community, which is one of the things we want to be known for. As well as this year’s worthy winner The Bus Shelter MK (see right), I would like to make special mention of the joint runners-up – the Nice to be Nice partnership at intu Lakeside (page 16), and our partnership with Guide Dogs at intu Derby.

As our Spanish business starts to mature we are integrating it into our wider business, and include the performance of our three Spanish centres in this report for the first time.

As we reach our fifth year, we celebrate our CR achievements to date. We are proud to report that, this year, we have met and surpassed our carbon reduction target three years early, in addition to meeting our water use and waste landfill diversion targets in 2016. We are now working on new commitments for 2020 and beyond. Our progress on the strategy review is detailed in this report.

John Strachan
Chairman

Message from our Chairman

Significant economic contribution
gross value added (GVA) in 2017
£4.6bn

Reduction in carbon emissions
intensity since 2010
58%

Read more on page 26
Our purpose is to create compelling, joyful experiences that surprise and delight our customers and make them smile. We are a people business and everything we do is guided by our culture and our values.

We are passionate about providing people with their perfect shopping experience so that our retailers flourish. And it’s this that powers our business, creating opportunity for our retailers and value for investors; benefiting our communities and driving our long-term success.

“Our aim is to put a smile on the face of our customers. We want them to be happier after a visit to our centres than when they walked through the door. We know that happy customers mean happy retailers.”

David Fischel
Chief executive

58% reduction in carbon intensity of our operations since 2010

Highlights from our business in 2017

With 20 million sq ft of retail, leisure and catering space in the UK, we welcome over half the UK’s population in centre and online every year

intu in 2017

400m customer visits

35m customers

1m social media followers

£4.6bn total economic contribution

£10.5bn Asset value

(2016: £10bn)
Highlights from our business in 2017 continued

We delivered the first national autism quiet hours with the National Autistic Society

28,000 hours contributed to community engagement projects by our staff

800 volunteering activities by intu staff

We achieved our long-term carbon reduction target three years early

800 volunteering activities by intu staff

1 litre average water use per customer visit

zero waste to landfill

880 number of charities supported

250,000 customers aware of our community programmes

We have a growing presence in Spain with three of the country’s top-10 centres

Our customers are at the heart of everything we do

Creating the intu brand in 2013 was a bold move, putting the customer at the heart of everything we do. Our commitment to this strategy over the last five years has paid off, with the success of the brand evident throughout the business. Our reputation, awareness and consideration scores are now the highest in the industry.

Driven by our values of bold, creative and genuine we encourage effective experimentation both by individuals and through group initiatives such as intu Accelerate or Green Lab.

Employee innovation is captured through our Ideas Funnel and success is recognised and rewarded through Win Your Dream staff awards.

We introduced our first personal shopping service for visually impaired customers at intu Braehead
Our business model

Our business model is focused on creating shopping centres that are loved by customers and where retailers flourish. This builds a long-term business that delivers value for our shareholders and stakeholders.

Our assets and resources
We have unique assets and resources that provide the foundations for our business

- **Our centres**: National presence, with high-quality retail and leisure destinations visited by half of the UK’s population each year.
- **Our brand**: Respected shopping centre brand focused on enriching the customer experience both in centre and online.
- **Our financial strength**: Robust capital structure provides capacity to deliver our objectives from a range of funding sources.

What we do
We apply the intu difference – our specialist knowledge, expertise and market insight – to create the most popular shopping centres by:

- **making customers smile**: Professional, empowered and motivated teams that are specialists in their fields.
- **helping retailers flourish**: Environments that help retailers flourish +2.9% outperformance of national footfall benchmark.

The value we add
We deliver sustainable value for our shareholders and stakeholders

- **Our shareholders**: Strong stable income and capital growth 5.2% total financial return.
- **Our retailers**: Environments that help retailers flourish +2.9% outperformance of national footfall benchmark.
- **Our customers**: Compelling experiences 70 average net promoter score.
- **Our communities**: Significant economic contribution £4.6bn gross value added.
- **Our employees**: Professional, empowered and motivated teams 14/14 all intu centres awarded Investors in People gold standard.
- **Our environment**: Operational and environmental efficiency 58% reduction in carbon intensity since 2010.

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Underpinned by our culture
Behaving responsibly
- **Being a good employer**
- **Living our values**

Read more about our strategy in our annual report at intugroup.co.uk
Our focus on CR

CR supports our strategic aims, helping to create a long-term and sustainable business that brings value to all our stakeholders.

Our approach

Our commitment to CR and sustainability is one of the things we want to be known for. We want to give our customers and our communities a sense of belonging in our centres and connect with them by being a responsible business that addresses issues they care about.

We focus on growing our business while delivering positive change in our communities and operating with minimum impact on the environment. This brings value to both us and our stakeholders.

To do this we need to understand our stakeholders. Strong two-way relationships with all of them are vital. Open and regular communication enables us to understand their needs and expectations and find opportunities to work together on social, environmental and economic issues.

As relationships are integral to everything we do, in the future we will no longer consider our relationships to be a standalone area of work. Instead, we will show how our relationships underpin our work around communities and economic contribution and environmental efficiency.

Issues our stakeholders consider most material to our business

- Economic value generation
  - Driving economic growth for example via employment and taxes
- Labour rights
  - Respecting rights of workers, ensuring fair wages, providing secure employment
- Safety
  - Ensuring customers, staff and those in surrounding areas are secure and feel safe
- Community investment
  - Investing in social issues in our communities
- Employee development
  - Supporting employee wellbeing and developing their skills
- Energy management
  - Reducing energy use and seeking low-carbon sources of energy

Sustainable Development Goals

The United Nations’ Sustainable Development Goals (SDGs) provide a universal framework for tackling the biggest sustainability challenges we all face. Last year we identified the three SDGs where we can make the biggest positive difference, outlined below. Our current programmes already align well with these goals and we are using these to frame our long-term thinking.

Partnerships for the goals

Collaboration is key to ensuring the SDGs are achieved. We already support our charity partners by helping to build capability. We are exploring how we can maximise our impact by partnering with multiple organisations with mutual interests.

- Decent work and economic growth
  - Fair and decent work is essential to economic growth and social mobility. Our employment programmes already help local people improve their skills and reduce unemployment. We are exploring how our programmes can tap into new opportunities, such as increased tourism or a changing workforce.
- Sustainable cities and communities
  - We all have an interest in making our communities more resource-efficient and inclusive. Our national electric vehicle charging network is already supporting connectivity and resource efficiency. We can work in partnership to bring together communities to act on sustainable development.

Read more on our material issues and our materiality assessment process online.
Our focus on CR continued

Developing our 2030 strategy
As we near completion of our current set of performance targets for 2020, we have the opportunity to think about how we develop our sustainability strategy and make sure it integrates with our corporate objectives.

As discussed in last year’s report, we have begun the process of developing a vision for 2030.

We said we would look at external developments, the issues raised during our materiality process and the implications of adopting our chosen SDGs.

We are proud of achieving the majority of our environmental targets early and being on track with the rest, as well as the positive change we have created for our communities through our employment, wellbeing and inclusion initiatives.

Our 2030 strategy will build on these achievements as well as consider how changes in the wider world relate to the long-term direction of intu, and where we can focus on delivering long-term value for ourselves and our stakeholders.

In 2018, we will engage internal and external stakeholders to discuss our next areas of focus and develop new commitments around them.

Future trends that will affect our business between 2030 and 2050

<table>
<thead>
<tr>
<th>Trend</th>
<th>Why it matters to intu</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate change and resource scarcity</strong></td>
<td>Energy efficiency and renewable energy technologies offer opportunities to further reduce our carbon emissions and meet growing demand for natural resources, keeping us within the 2°C needed to mitigate the worst impacts of climate change.</td>
</tr>
<tr>
<td>The next two decades will see ever closer links between climate change and scarcity of resources.</td>
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<tr>
<td>For example, extreme weather patterns, such as floods or drought, will lead to reduced availability of resources, while demand continues to increase.</td>
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<tr>
<td><strong>Demographic change</strong></td>
<td>Being ready to adapt to changing workforce demographics will be critical to intu’s success, as will ensuring our centres are fit to meet the changing demands of our customers.</td>
</tr>
<tr>
<td>By 2050 there will be just two working-age people for every retired person in Europe.</td>
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<tr>
<td>It is expected that by 2030 two-thirds of retail spend will come from people over 55.</td>
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<tr>
<td><strong>Urbanisation and smart cities</strong></td>
<td>To be sustainable, our cities will need to develop new networks to support economic growth. With our centres strategically located in urban areas, we are well-placed to be part of the multistakeholder partnerships that will create these networks and the green infrastructure needed to combat the negative impacts from increasing urbanisation. Our growing electric vehicle (EV) network is already part of existing green infrastructure.</td>
</tr>
<tr>
<td>Today, over half the world’s population lives in cities, increasing to another 2.5 billion people by 2050.</td>
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<tr>
<td>Cities already account for 75 per cent of the world’s natural resource use and 80 per cent of greenhouse gas emissions. Both air quality and wellbeing will be affected by increased urbanisation.</td>
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</table>
## Our targets and long-term commitments

With all our targets either on track or achieved, we are in the process of setting new targets for 2020 and beyond. The table below shows our progress on current targets.

### Targets and commitments

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Impact</th>
<th>Material issue</th>
<th>Our commitment</th>
<th>Status</th>
<th>2017 performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities and economic contribution</td>
<td>Community</td>
<td>Community investment</td>
<td>Support community issues relevant to intu customers</td>
<td>£1.9m donated to community causes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extend Retail Gold to all centres by 2025</td>
<td></td>
<td>Retail Gold now at four intu centres</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Become an accessible destination of choice</td>
<td></td>
<td>All intu centres made autism-friendly</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economy</td>
<td>Economic value generation</td>
<td>Provide positive socio-economic impacts in our communities</td>
<td>£4.6bn gross value added (GVA)</td>
<td></td>
</tr>
</tbody>
</table>
|                                             | People       | Employee engagement                   | Increase employee awareness of CR  
Improve employee health and wellbeing by increasing volunteering to 20% of staff | Six CR induction activities held for intu staff  
24% of staff volunteered                    |                                            |
|                                             | Waste        | Natural resource use                  | 75% waste generated recycled by 2020                                          | 63% of waste recycled                      |                                            |
|                                             | Energy and carbon | Energy management          | 50% reduction in carbon intensity by 2020 on 2010 levels                    | 58% reduction since 2010                   |                                            |
|                                             | Water        | Natural resource use                  | 10% reduction in water use per customer visit                                 | 16% reduction since 2010                   |                                            |
|                                             | Healthy lifestyles | Sustainable options               | Provide sustainable choices for our customers                                | To be reported in the next strategy phase  |                                            |
| Material issues reported elsewhere          | Our customers | Retail environment/shopping habits    | Improve customer experience                                                    | See annual report, Principal risks and uncertainties |                                            |
|                                             | Safety       | Safety                                | Ensure our centres are secure and feel safe                                   | See annual report, People                  |                                            |
|                                             | People       | Labour practices and human rights     | Uphold and respect all rights of workers                                      | See annual report, People                  |                                            |
|                                             | Diversity and equality | Support greater diversity and equality for our staff |                                                                  | See annual report, People                  |                                            |

![Achieved](image) - Achieved  
![On track](image) - On track  
![Partly achieved](image) - Partly achieved  
![Not achieved](image) - Not achieved
Our relationships matter

Our relationships equip us to deliver our objectives and bring wider value to our stakeholders.

We have seven core stakeholder groups, defined as those that have an impact on and are impacted by our business. Our people are an integral part of our business and it is the relationships that they develop that connect our stakeholders to our business.

Meaningful relationships are built on trust and transparency and ensure a two-way dialogue with our stakeholders. We engage with our stakeholders in a variety of ways: from formal processes such as public consultations and materiality exercises, through to day-to-day interactions by staff across the business. For example, many of our general managers are involved in town centre partnerships and chambers of commerce – a great example of advocacy.

By taking into account the perceptions, beliefs and expectations that our stakeholders have of intu and balancing this with our corporate objectives, we hope to reduce risk and increase loyalty.

Ultimately, we want our stakeholders to be advocates for our brand, which means nurturing and cultivating our relationships. A good reputation with all of our stakeholders is essential to building these trusted and strong relationships.

How do our relationships help us do better?

— loyalty and satisfaction
— employee retention
— innovation and business improvement
— risk profile
— advocacy

How we behave

We encourage our employees to look at things differently and creatively, to consider carefully and then to act boldly and genuinely.

We are better together

Overview

Communities and economic contribution

Environmental efficiency

Measuring performance

Assurance

intu properties plc
Corporate responsibility report 2017
Investors: our indices performance
Environmental, social and governance (ESG) indices provide concise information about our sustainability performance and demonstrate our long-term thinking to investors to encourage them to invest in us.
See more on page 26

Retailers: accessible retail
We work with our retailers to create a better retail environment for all our customers, such as the first national autism quiet hours, which we created with the National Autistic Society.
See more on page 16

Customers: creating joy through intu socials
Tea dances, which run monthly at intu Trafford Centre with Age Concern, bring joy to some of our older customers who enjoy a nostalgic experience.

Suppliers: Modern Slavery Act
Extending our values across our supply chain is important to us. We work with our suppliers to prevent modern slavery in our supply chains.
See more in our annual report

Community: supporting local charities
Our position in our communities means we can bring people together to make a positive change. In Newcastle, both intu Metrocentre and intu Eldon Square get involved in supporting Go Bananas, the annual fundraiser for local charity, the Sunshine Fund.
See more on page 17

Local and national government: working together
General managers are empowered to actively participate in town centre initiatives. Our general manager at intu Chapelfield is vice-president of the local Chamber of Commerce.

Paul understands our local community needs, allowing us to act together locally and nationally on key issues.”
Chris Sargisson
CEO, Norfolk Chamber of Commerce

Working together helps to spread autism awareness and transform the lives of autistic people and their families.”
Sophie O’Donoghue
Head of partnerships, National Autistic Society

“We love dancing, we always recommend the tea dance. We come to meet friends and make new ones, it’s so enjoyable.”
Brenda
Tea dancer, intu Trafford Centre

“We are delighted to have intu Chapelfield as an active member of the local Chamber of Commerce, allowing us to work together on key local and national issues.”
Chris Sargisson
CEO, Norfolk Chamber of Commerce

intu properties plc Corporate responsibility report 2017
We create value by supporting high-quality employment and training, investing in the local economy and bringing people together to create positive and lasting change.
Communities and economic contribution continued

Progress against our annual commitments

<table>
<thead>
<tr>
<th>Long-term commitments</th>
<th>What we said we would do in 2017</th>
<th>What we did</th>
<th>Our plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve employee health and wellbeing</td>
<td>Increase volunteering to 20% of staff</td>
<td>24% of staff volunteered in 2017</td>
<td>Increase volunteering to 35% of staff Encourage healthy lifestyles</td>
</tr>
<tr>
<td>Support community issues relevant to intu customers</td>
<td>Explore opportunities to provide omnichannel support for community partners</td>
<td>Supported World Cancer Day awareness with digital space in our centres</td>
<td>Trial digital fundraising at 40 Broadway with The Passage homeless shelter</td>
</tr>
<tr>
<td>Make all intu centres autism-friendly</td>
<td>All centres autism-friendly and hosted first national quiet hours</td>
<td>Make all centres dementia-friendly</td>
<td></td>
</tr>
<tr>
<td>Extend Retail Gold to all centres by 2025</td>
<td>Progress Retail Gold employability programmes at four sites</td>
<td>Retail Gold reached 1,500 people at intu Eldon Square, intu Metrocentre, intu Braehead and intu Watford</td>
<td>Bring all intu skills programmes under the Retail Gold umbrella to ensure consistently high standards in our skills delivery</td>
</tr>
</tbody>
</table>

Why it matters

Our centres are at the heart of local communities and our actions have a direct impact. We want to make sure it’s a positive impact.

For our centres and retailers to flourish, we need to invest in our communities with our stakeholders, to tackle social problems and create shared value. We also need to make sure there are the right skills in the community to support our retail and leisure destinations.

Demographic changes mean an increase in the number of people aged over 65. For younger people, increased urbanisation means social mobility will become more important but more challenging. We need to be ready to adapt to these changes, making our centres accessible for all, considering employment programmes for older people and looking at the education and training needs of younger people.

We also have a role in responding to social needs, supporting causes important to our communities.

What’s important

We work in partnership with local organisations on initiatives that bring prosperity and encourage inclusivity. We focus on supporting economic inclusion by improving skills and creating employment opportunities. We also invest in partnerships that address health and wellbeing, accessibility and youth inclusion.

Supporting local economies and employment

We make a significant economic contribution to our communities and have an enduring social and economic impact in these areas. We bring considerable investment and employment to our local communities through employment (in several areas we are the largest local employer), taxes and by retaining local spending within communities.

We empower and equip people to be ready for work through a range of skills and employability programmes.

Health and wellbeing

Ensuring healthy and happy communities is central to our purpose. We want to help our customers and our staff improve their wellbeing and get involved in looking after their communities.

Accessibility

Almost one-fifth of the UK population has a disability, according to the Office of National Statistics. Our goal is to be known as the accessible destination of choice by providing the right support and enabling our customers to visit our centres as independently as possible.

Charity and community support

Our high-footfall locations allow us to support charities to promote themselves and their causes to the wider public and raise funds in our centres.

Employee volunteering and wellbeing

Our people are one of our biggest assets and one of the most valuable things we can offer to the community is our time and expertise. This also benefits our employees’ wellbeing and we want to make sure we support our employees to live healthy and happy lives.
Helping communities in need

It is estimated that 13 million people are living below the poverty line in the UK. Families on low incomes face daily battles to make ends meet and demand for foodbanks continues to rise. We recognise the complexities of these welfare challenges and offer many different types of support that respond to the needs of the communities near our centres.

This year has seen a variety of activities in our centres:

At intu Potteries the team took part in the Big Sleep Out to raise funds for a local homeless charity.

Our staff at our head office 40 Broadway used their volunteering hours to serve breakfast at The Passage homeless shelter and to help run the charity’s foodbanks.

We have giving boxes in our centres where customers can donate items, such as food and clothing. intu Broadmarsh has offered its giving box to Nottingham-based charity, Shoe Aid, so customers can donate shoes to underprivileged schoolchildren and homeless people.

intu Lakeside teamed up with Thurrock Council’s Give a Gift campaign to deliver presents donated by our customers to 1,900 of the most vulnerable young people in the borough.

***intu’s support for The Passage is invaluable and a model of good practice for how corporates can get involved in the community and help transform lives.***

Mick Clarke
Chief executive, The Passage

intu Spain’s solidarity spaces

Our Spanish centres each have a space dedicated solely for the use of local charities, the ‘espacio solidario’. This is a permanent space located in the centre malls that can be used by the charities we support to raise awareness and funds with our customers.

The spaces give charities the opportunity to engage with customers directly, and provide digital space to promote images and videos, making the kiosks interactive and allowing customers to connect with and discover causes important to their communities. With a combined total of over 40 million customers a year in our Spanish centres, these new solidarity spaces are effective communication channels for social and environmental causes.

In 2017, our Spanish centres collaborated with 52 charitable projects covering everything from environmental issues to cancer information. For example, the Caritas charity used the Puerto Venecia space over 2017 to collect clothes for recycling, collecting 40 tonnes of clothes and raising €77,466.

The total value of our charitable support in Spain, from all sources, came to €310,000 for the year.
Green Gym – 10 healthy years

This year marked a milestone in our long-term partnership with The Conservation Volunteers (TCV) to regenerate and conserve green spaces up and down the country.

Green Gyms® offer volunteers the opportunity to take part in practical nature conservation sessions while getting fit and active. As each Green Gym becomes established they are independently run by the local community.

Over the last 10 years we have supported 10 Green Gyms near our centres. The first Green Gym to launch was Renfrew Green Gym near intu Braehead and the programme has since branched out to many sites across the UK, including the first on a UNESCO heritage site, at Saltwells at intu Merry Hill.

Since the start of our partnership there has been plenty of mud, sweat and community spirit and we are pleased to continue our commitment to our communities by launching two new Green Gyms this year – at intu Milton Keynes and intu Uxbridge.

“intu and TCV have been working in partnership for 10 years to establish community Green Gyms to transform our towns’ and cities’ neglected green spaces. intu’s continued investment ensures a growing impact and a sustainable and resilient legacy.”

Craig Lister
Managing director, Green Gym

Our total support in numbers

<table>
<thead>
<tr>
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<th>10</th>
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</thead>
<tbody>
<tr>
<td>Green Gyms supported</td>
<td></td>
</tr>
<tr>
<td>2,000 total tasks</td>
<td></td>
</tr>
<tr>
<td>81,000 intu staff volunteering hours</td>
<td></td>
</tr>
<tr>
<td>180,000 community volunteering hours</td>
<td></td>
</tr>
<tr>
<td>1,000 registered participants</td>
<td></td>
</tr>
</tbody>
</table>

2007 Renfrew/Linwood Green Gym (intu Braehead)
2010 Penge Green Gym (intu Bromley)
2011 Colne River Green Gym (intu Watford)
2013 Partington Green Gym (intu Trafford Centre)
2013 Bromley Green Gym (intu Bromley)
2015 Cassiobury Green Gym (intu Watford)
2015 Whitehall Green Gym (intu Bromley)
2016 Saltwells Green Gym (intu Merry Hill)
2015 Whitehall Green Gym (intu Bromley)
2017 Milton Keynes Green Gym (intu Milton Keynes)
2017 Uxbridge Green Gym (intu Uxbridge)
2017 performance
In addition to our long-term partnerships, this year we have supported our communities in particularly unexpected and difficult circumstances. We contributed to the British Red Cross Manchester Appeal for victims of the Manchester Arena tragedy. intu Uxbridge provided space to store donations following the Grenfell Tower fire. We have also helped to address the growing problem of homelessness and social deprivation (see page 12).

Economic contribution
With our tenants we support 123,950 jobs across the UK. These jobs represent almost three per cent of the UK’s total retail employment – and an indirect wage bill of £1.8 billion. Of these 96,350 are direct jobs in our centres and 27,600 are indirect jobs – additional local employment that comes from spending by us and by businesses in our centres on goods, supplies and services. We generated 608 jobs from the £70.4 million we invested in developing our centres in 2017. However, we are not just focused on our current impact. As a long-term company, we are always investing in the future of our business and our communities. We have an investment pipeline of £1.4 billion in the UK over the next 10 years, which we expect will create an additional 12,080 construction jobs and 18,300 jobs indirectly within the construction supply chain.

Skills and employment
We work in partnership with local skills providers to deliver training and help people find work experience. This increases the pool of talent we and our tenants have to draw on and, ultimately, produces economic value.

Our schemes provide a range of support starting with career mentoring, CV writing and mock interview workshops, through to providing real-life experience in retail and leisure settings that gives participants practical skills and experience to improve their employment opportunities and raise their self-confidence and self-esteem.

Our various skills programmes continue to deliver strong results, reaching over 2,750, of which 1,500 people were measured for impact, of whom 84 per cent reported that the programmes made a positive change.

“Volunteers report learning lots about the environment, gardening and helping to protect and improve green spaces.”

Aiden
Volunteer, Saltwells Green Gym

This year, we employed a skills consultant to review our Retail Gold programme. This has resulted in a toolkit to identify our current best practice and enable us and our skills partners to efficiently pilot and roll out further Retail Gold initiatives.

The intu Braehead skills programme ran four courses in 2017 and 30 of those who attended (51 per cent) found employment as a result.

Our longest-running programme, in Newcastle, runs 16 courses a year for both intu Eldon Square and intu Metrocentre. In 2017, 139 participants (62 per cent) found employment as a result of attending one of these courses.

We are bringing the intu Trafford Centre skills programme in line with Retail Gold in 2018. We ran a pilot skills programme at intu Watford in January that had strong results – of the 17 learners who completed the course, 13 have found employment as a result (77 per cent). We are now starting to look at the skills requirements of the new development and will tailor the programme to meet these needs.

Business Class Derby
We support Business Class Derby, an enterprise and employability training scheme for young people run by local businesses. A number of graduates of the scheme have found roles at intu.

Measuring success
£4.6bn GVA
123,950 jobs supported
608 jobs created
£1.8bn wage bill
£1.4bn investment

1,500 people given skills support
84% made a positive change
64% improved skills
56% improved quality of life
Communities and economic contribution continued

Health and wellbeing
Our partnership with TCV hit the 10-year milestone this year (see page 13 for information on our total impact). In 2017, working with TCV, we have welcomed 460 volunteers at our Green Gyms, who have been able to get a better understanding of the value and importance of their green spaces.

Participants reported learning about how to protect the environment and improve green space, while also reporting improvements in their wellbeing. Volunteers who are looking for employment reported a marked increase in their confidence and sense of worth, helping them to secure employment.

We have a long-running partnership with The Outward Bound Trust, a charity that uses outdoor activities to help develop young people. This year 35 Nottingham schoolchildren took part in the life-changing experience which helped them grow and learn, and raised their aspirations. They were supported by intu employee ambassadors who also had a unique experience, challenging themselves and improving their teamworking and leadership skills. They have gone on to volunteer for the Inspire programme, which is a student mentoring programme developed to continue the relationship between the intu mentors and Nottingham Academy students who attend the Outward Bound adventure trips.

We continue to support healthy lifestyles by sponsoring local sports activities, such as swimming kit for the Robert Miles school in Nottingham or MIND’s Time to Move event in Uxbridge, which raised awareness with customers of the importance of exercise to mental wellbeing.

Accessibility
We have furthered our goal to become the accessible destination of choice for disabled customers by creating a cross-business group to give us a holistic view of improving accessibility. We commissioned accessibility audits for each centre and 40 Broadway to identify opportunities to improve the customer experience in our physical environment, customer service and employee support. We encourage centre colleagues to use their relationships to engage disabled customers and find innovative ways to improve their experience of our centres.

This builds on initiatives we have delivered in 2017, such as the personal shopping service for our visually impaired customers, the creation of autism quiet hours (read more right and on page 16), and our Chairman’s prize runners-up at intu Derby who have partnered with Guide Dogs to deliver staff training and improve facilities at the centre.

Our commitment extends to Spain, where Madrid Xanadú has revised its accessibility certification, which covers training, customer information and innovations such as Braille plans with audio.

Personal shopping for our visually impaired customers
Every effort goes into making sure everyone has easy access to the shopping and leisure attractions at intu centres.

At intu Braehead a free service has been launched to help people who are blind or visually impaired get around the malls.

Staff at intu Braehead have been given specialist training by Visibility Scotland to act as personal shopping guides around the stores.

Theresa Jenson from Erskine and Cathy Slyder from Paisley were the first to take advantage of the new service, as they were guided around the stores at intu Braehead by staff members, Christine Olsen and Christine Wilson.

Cathy said: “This means a lot to me. It’s a great service and very helpful as the staff who accompany us are able to describe the colour, design, type of material and size of what we were planning to buy. If it wasn’t for this service I would have to rely on family to come round the shops with me.”

Theresa added: “Having this service at intu Braehead gives me some independence and means I don’t have to rely on other people. And I can buy my family presents without them having to be there with me.”

Valerie Breck, Operational Director at Visibility Scotland, said: “The training allowed the staff to get an insight into the challenges of living life with a visual impairment – especially when it comes to busy shopping centres. This project of volunteer guides will certainly give people the opportunity to shop without having to rely on family and friends and means that they can buy surprise presents for their loved ones’ birthdays and Christmas without them being there.”

A specialist trainer in sign language was also brought in by intu Braehead to teach up to 20 staff basic sign language skills over a two-day course, so they can help people who are deaf or hearing impaired.
Communities and economic contribution continued

Accessibility continued
We are leading the way and sharing our experiences with our retailers and external stakeholders. We offer autism and other disability training to retailers and we are working closely with the Minister for Disabilities to champion accessibility in retail. Our CR manager was appointed a disability champion in February and is co-chairing a retail accessibility forum with the Minister to improve accessibility in retail.

Charity and community support
Providing space to promote awareness and raise funds remains one of our largest contributions to community organisations both in the UK and Spain.

In the UK this year we supported 880 charities who raised £180,000 from our customers for their charitable causes. In our Spanish centres we supported 52 charitable projects and raised €310,000 (read more on page 12).

Raising funds is not the only benefit charities enjoy from taking up space in our centres. In these high-footfall locations, charities are able to raise awareness of their causes. We started to measure customers reached by charities taking space, which in 2017 was 280,000.

Autism hour
Being autism-friendly is about creating great experiences for all our customers. This year we worked with the National Autistic Society (NAS) to create the first-ever mass participation autism-friendly quiet hours. Having already trialled quiet hours in some of our centres last year, we were delighted to support the NAS to make this a nationwide event. We launched the quiet hours on 2 October to kick off the week-long campaign in all of our UK centres with every one of our retailers choosing to be involved.

Causes our customers care about
In February, we supported World Cancer Day by selling unity bands across all of our centres to raise funds and awareness with our customers.

We were proud to raise over £10,000 for the cause and with digital promotion on intu.co.uk we provided multichannel awareness to both our online and in store customers.

Supporting It’s Nice to be Nice
When Chloe Levelle heard about teenagers unable to attend their school prom because they couldn’t afford a dress she decided to help. When we heard about the project, we got some of our retailers involved.

Thurrock Council helped by involving the foster care and educational teams and Chloe was able invite over 30 girls to a VIP event held at intu Lakeside. They each took away a dress to impress and were given hair and make-up tips by intu Lakeside’s personal stylist. We are helping Chloe’s great initiative to grow in 2018.

Measuring success

| 880  | charities supported |
| 28,000hrs | time given |
| £1.9m | total value of donations |
| £180,000 | funds raised by charity groups |
Communities and economic contribution continued

Employee volunteering and wellbeing
We give our time and expertise to community initiatives on a daily basis. Everyone at intu has two days’ leave each year to volunteer either with a cause personal to them or to support intu’s community engagement. We want to encourage everyone to take the opportunity to give back.

The amount of time intu staff have given to supporting our communities has more than doubled to 28,000 hours, up from 10,000 hours in 2016.

We have seen an increase in volunteering, with 800 volunteering activities by intu staff – using their two days of volunteering leave to contribute to our community projects or support their own charitable causes.

Not only does this raise awareness of and support for the social issues of our communities (91 per cent of volunteers agree), it also benefits our employees. Volunteers have reported increases in their wellbeing (92 per cent) and job satisfaction (91 per cent) from their volunteering experiences.

Our match-funding scheme contributes to and supports our employees’ personal fundraising efforts. The scheme continues to be fully used each year, even after increasing the fund by 25 per cent this year. In 2017, 152 staff raised a total of £45,000 for 30 charities, and this figure reached a total of £55,000 with intu’s contribution.

Measuring success

<table>
<thead>
<tr>
<th>800</th>
<th>intu volunteering activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>92%</td>
<td>of volunteers report improved wellbeing</td>
</tr>
<tr>
<td>£55,000</td>
<td>raised by intu staff with match-funding</td>
</tr>
</tbody>
</table>

Looking forward

— Continue our mission to be the accessible destination of choice for our disabled customers by making all of our centres dementia-friendly
— Bring all skills programmes under the Retail Gold umbrella
— Introduce ways to engage staff on wellbeing, including using an app to motivate and reward exercise
— Continue digitally connecting our community programmes by trialing a digital fundraising app with staff at 40 Broadway

Go Bananas

Go Bananas is a month-long fundraising event in Newcastle, in aid of the Chronicle Sunshine Fund, which has been sponsored by intu Metrocentre and intu Eldon Square for the past three years.

The Sunshine Fund provides specialised equipment to children with disabilities in the northeast of England.

The campaign encourages the whole of the northeast to have fun and raise funds for the charity. The aim of the appeal is to raise £60,000 throughout the month of June to support 10 children with disabilities and help them buy specially adapted equipment, from walkers to wheelchairs. Our centres are at the heart of our communities and we encourage staff, retailers and shoppers to all get involved and support the charity.

Our staff have come up with some wild and wonderful fundraising ideas, from walking 26 miles around the centre, to cycling the length of the coast to coast twice over and organising a scout sleepover in centre. One of our favourite events to get staff involved is the 5K Sunshine Run. The Newcastle Quayside is lit up with over 300 runners in their intu-branded orange t-shirts.

Each year we contribute about £10,000 of the total funds raised through our staff volunteering activities.

Clare Cannon
Community manager,
intu Eldon Square
and intu Metrocentre

Every year our staff look for fun and creative new ways to raise funds for the Go Bananas campaign and this year has been no exception.”
Environmental efficiency

We work together with our retailers, suppliers and industry experts to operate our centres efficiently, conserving natural resources and developing sustainably.

Sustainable development at intu Costa del Sol
We are about to start on site on the new concept regional resort at intu Costa del Sol. This draws together the very best in retail, placemaking and leisure, combined with intu’s unique brand and asset management and the latest thinking in sustainability.

See page 20 for the full story
Progress against our annual commitments

<table>
<thead>
<tr>
<th>Long-term commitments</th>
<th>What we said we would do in 2017</th>
<th>What we did</th>
<th>Our plans for 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce carbon emissions intensity by 50% by 2020 on 2010 baseline</td>
<td>Install new environmental management system (EMS)</td>
<td>EMS successfully installed</td>
<td>Set new carbon reduction commitments using learning from energy efficiency and renewable energy pilots</td>
</tr>
<tr>
<td></td>
<td>Understand impact of onsite renewables</td>
<td>intu Chapelfield solar project is informing our wider onsite renewables strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Begin phase five of LED project</td>
<td>Phase five LED project completed</td>
<td></td>
</tr>
<tr>
<td>Divert 99% of waste from landfill by 2020</td>
<td>Maintain zero waste to landfill</td>
<td>Maintained zero waste to landfill</td>
<td>Understand resource-efficiency opportunities</td>
</tr>
<tr>
<td>Increase recycling rates to 75%</td>
<td>Focus on increasing recycling rates</td>
<td>Researched the market impact of China’s ban on accepting waste</td>
<td>Look at domestic opportunities for increasing recycling rates</td>
</tr>
<tr>
<td>Reduce water intensity per customer by 10% by 2020 on 2010 baseline</td>
<td>Maintain REEB best practice for water use per customer (0.7–1.3 litres per customer)</td>
<td>Maintained REEB best practice water use</td>
<td>Use One Planet principles to seek new opportunities in our developments</td>
</tr>
</tbody>
</table>

**Why it matters**
Managing natural resources efficiently is essential to green growth and developing a resource-efficient economy. It means we can respect the limits of the planet, live healthier lives, create jobs, boost the economy and save money.

In doing so, we are making our contribution to achieving the UN Sustainable Development Goal 11 for Sustainable Cities and Communities.

Both the rising demand for, and the decreasing supply of, natural resources means we face an increasing risk of both rising costs of the materials we need to run our centres, and not being able to source them at all. Increasing populations and urbanisation will put extra pressure on the built environment. Additionally, the sustainable development of our centres is critical to our long-term success. Our centres need to mitigate environmental damage while becoming more resilient to the impacts of climate change. We also need to ensure our centres can cope with future resource depletion and demographic change.

What’s important
We are concerned with using natural resources efficiently, as well as making sure that our centres are designed, developed and operated sustainably. Our activities are focused on five material issues:

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**Energy and carbon management**
Buildings are responsible for 40 per cent of energy consumption in the European Union, and electricity consumption is a major part of that, according to the European Commission. We are focused on not just reducing our carbon footprint but on using energy more efficiently to make our centres more resilient in the long term.

**Waste management**
Retail, catering and leisure operations produce large amounts of waste. Our focus is to make sure that none of this waste is sent to landfill, and to support recycling for as many materials as possible to increase resource efficiency. We therefore manage our retailers’ waste on their behalf to create economies of scale and ensure a high level of recycling.

**Water efficiency**
With a million visitors a day, our customer water use is significant. Our aim is to minimise our water usage, while maintaining customer comfort. We are trialling and using new technologies to help us to achieve this.

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**Sustainable transport**
We work with local authorities and other key stakeholders in our communities to ensure our centres fit in to the local environment and are accessible by sustainable forms of transport. We aim to help customers, staff and retailers make more sustainable travel choices.

**Sustainable development**
We design and build our centres to be as efficient as possible. Our focus is to make sure our centres are built with a reduced impact on natural resources and the environment, and can respond to future challenges.
Environmental efficiency continued

Halving our carbon footprint¹

In 2012, we embarked on an ambitious project to roll out LED lighting across the whole of our portfolio as part of our target to reduce our carbon footprint by 50 per cent, from our 2010 footprint. Lighting accounts for up to 50 per cent of energy use in retail spaces, according to research by Revo, so this was identified as the most significant aspect to tackle. We recognised that this would be a challenge as we own and manage some of the largest shopping centres in the UK. Working with our energy consultants we developed a phased approach, which has seen us install over 60,000 energy-efficient light bulbs over six years.

But we did more than just switching the bulbs. We installed new energy management systems and appointed energy champions at each centre, who used this technology to educate and change operational behaviours which have helped save even more energy.

We have begun to trial onsite renewables at intu Chapelfield and this year we have identified further sites to test for a wider roll out, which are informing our next stage of carbon reduction.

Key achievements since 2010

- **58%** reduction in carbon intensity
- **144,000** tCO₂e saved
- **56m** kWh saved
- **£25m** saved in energy bills

Awards:
LUX Award, 2Degrees, Carbon Trust, Mayor of London Energy Challenge Award.

intu Costa del Sol – the benchmark for sustainability

Our new shopping resort at intu Costa del Sol will be our most sustainable shopping centre yet. From the planning phase onward our designs include the latest in inclusive and sustainable development, which will go far beyond legal requirements and will incorporate the latest technological advances in energy efficiency, water use and sustainable construction.

The shopping resort will meet, and where possible exceed, all the requirements of ISO 14001 and ISO 50001, and other internationally recognised standards such as BREEAM.

Two major areas of our sustainability strategy for intu Costa del Sol are respect for the environment both during construction and operation, and the social and economic benefits. We want the centre to have a positive impact on the local community, to enhance local economic development and create strong links with the community. The centre will generate about 5,500 direct and indirect jobs and we are committed to supporting local employment.

The 175,000 sq m site will draw in visitors from across the region, and we are committed to mitigating the environmental impact the centre will have. Our objective will be to conserve the previously existing biodiversity of native species and to increase the biodiversity and ecology of the area. The approved plans demonstrate a landscape based on sustainability and environmental conservation criteria, where vegetation, habitats and water use are considered together.

¹ Of our operational energy use in our common parts.
Sustainability innovation through our Green Lab

Green Lab is our cross-functional innovation hub for sustainability. The lab was created to identify new sustainability initiatives and test and roll out ideas to address the pressing environmental challenges that will face our shopping centres in coming decades.

One of the initiatives we have been trialling this year is the application of Bioregional’s One Planet principles in different areas of our business, looking at ways to make sustainable choices available to our customers and staff and in our fit-out guidance for retailers.

intu Broadmarsh

We decided to trial the application of the One Planet principles in the redevelopment of intu Broadmarsh. In November 2017, we held a workshop led by Bioregional where intu development experts explored each of the 10 One Planet principles and what opportunities exist to achieve them in the redevelopment. The workshop looked at potential benefits, the feasibility and the key challenges associated with its implementation. There were five of the principles we felt could be most successfully incorporated into the design and planning of intu Broadmarsh: health and happiness; culture and community; land and nature, local and sustainable food; and sustainable water. These include initiatives such as increased indoor planting and biophilic design, healthy food options for our contractors and turning unused space adjoining the centre into community space which would increase the health and wellbeing potential of the development.

Sustainable options

Providing sustainable options for customers and tenants was identified as a material issue in our 2016 materiality assessment. Through Green Lab we are exploring new initiatives such as providing recycling facilities for our customers in Spain, offering more sustainable travel options and looking at how we can reduce the use of single-use plastics. We have already replaced all single-use plastics with sustainable options at 40 Broadway.

Sustainable fit-out guides

We have included the One Planet principles in our fit-out guides to engage retailers with the principles and get feedback on where they are already applying them in their store fit-outs. We aim to create a sustainability category in our 2018 retailer awards.

We are delighted to be working with intu to create a more sustainable and compelling shopping experience. We are excited by the initial steps taken for intu Broadmarsh, and look forward to embedding the approach more widely.

Ronan Leyden
Head of sustainable places, Bioregional
2017 performance

We have now achieved three of our four environmental targets for 2020 three years early.

We are using our Green Lab to assess and pilot new ideas for how we can increase the ambition of our environmental commitments (read more on page 21).

Energy and carbon management

In 2012, we set ourselves the target to reduce our carbon emissions intensity by 50 per cent by 2020. We have concentrated our carbon management on improving our energy efficiency to reduce overuse and make our centres more operationally efficient to run.

This year we have met and exceeded this target. We have achieved a carbon emissions intensity reduction of 58 per cent by 2020, surpassing our target by 8 per cent.

Measuring success

17% reduction in carbon emissions (tCO₂e) in 2017

2% reduction in energy use (kWh) in 2017

Solar energy at intu Chapelfield

We generated 180,000 kWh of renewable energy in 2017, saving 63 tCO₂e

We have been impressed with intu’s rapid carbon reduction; we are proud to work with them on their next stage of becoming a low-carbon company.

John Macdonald-Brown
Consultant, Syzygy Renewables

Energy-efficient lighting has been installed in the common areas and building management systems are used to optimise energy use, with intu Asturias going through two refurbishments in 2017 to bring it in line with our Group energy policy.

As we have addressed most of the energy-efficiency measures effective for us, we are looking ahead to our next stage of carbon reduction. We are continuing to pilot onsite renewable energy generation at intu Chapelfield. In 2017 this scheme generated 180,000 kWh of carbon-free energy for the centre. We have conducted feasibility studies on installing solar at two of our flagship centres – intu Trafford Centre and intu Lakeside – which will inform our longer-term plan for renewable energy and add to the operational efficiency of these centres.

We are also exploring options for renewable energy power purchasing so that we can reduce our carbon impact further and complement the green electricity we have already been purchasing for 10 years.
Environmental efficiency continued

Waste disposal at directly managed centres

<table>
<thead>
<tr>
<th>Year</th>
<th>Waste recycled (tonnes)</th>
<th>Waste to landfill (tonnes)</th>
<th>Waste to energy (tonnes)</th>
<th>Waste diverted from landfill (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>16</td>
<td>32</td>
<td>8</td>
<td>70</td>
</tr>
<tr>
<td>2014</td>
<td>16</td>
<td>32</td>
<td>8</td>
<td>70</td>
</tr>
<tr>
<td>2015</td>
<td>16</td>
<td>32</td>
<td>8</td>
<td>70</td>
</tr>
<tr>
<td>2016</td>
<td>24</td>
<td>8</td>
<td>16</td>
<td>60</td>
</tr>
<tr>
<td>2017</td>
<td>32</td>
<td>0</td>
<td>8</td>
<td>100</td>
</tr>
</tbody>
</table>

Waste management

As we produce relatively small amounts of waste in our own operations, our focus is on how we manage the waste produced by our retailers and customers.

Our primary objective is to ensure no waste is sent to landfill. We achieved this target in 2016 and have maintained it in 2017, in large part, through sending waste that is not suitable for recycling to energy recovery. In 2017, we sent 10,500 tonnes of waste for energy recovery, equivalent to 37 per cent of the total waste generated in our centres.

Our secondary objective is to increase our recycling to a rate of 75 per cent; at the end of 2016 we had almost achieved this target with a recycling rate of 74 per cent. Historically, we sent our waste for recycling to China (50 per cent of European Union waste was sent to China for recycling in 2016), however, in July 2017, China announced a ban on imported waste materials from other countries. This means, along with the rest of the UK, our established route for waste recycling has been cut off. This has resulted in an immediate drop in our recycling rate to 63 per cent. We expect the full-year impact in 2018 to be higher.

Recycling with our staff and our customers

While we sort and manage the waste for recycling in our centres, we also want our staff to be motivated to recycle more and reduce the amount of waste we produce in the first place.

This year we extended our eco hero campaign to focus on waste as well as energy. We produced tips for our staff and retailers to reduce waste at work and at home. Our eco heroes put their capes on and got staff involved by organising litter picks, encouraging staff to sign up to green pledges.

We used Recycle Week to encourage staff, customers and retailers to recycle more, by demonstrating the benefits of recycling a wide variety of items.

A number of events took place, including school visits to show students how we recycle in centre and collaborations with local councils such as Bling your Bin with Trafford council. Stoke on Trent council came into intu Potteries to raise awareness with customers about food waste.

In Spain too, we are encouraging more recycling – Madrid Xanadú has introduced recycling facilities for our customers where they can recycle a wide range of items they may not be able to recycle at home.

intu Trafford Centre partnered with recycling charity Every Can Counts, encouraging its customers and retailers to recycle 47,000 cans.
Measuring success

1,056 m³

of water use per million customers

REEB water intensity

△ Good practice: 0.7 litres per customer
△ Typical practice: 1.3 litres per customer
△ intu water intensity: 1 litre per customer

Waste management continued

We are implementing a new data monitoring system in our UK centres. Don’t Waste aims to improve information on waste streams so we can understand the material waste streams and opportunities for reductions.

Each centre has its own waste plan and, using the best practicable environmental option, is exploring innovations in waste management. For example, in August this year we started a new food waste trial at intu Eldon Square. The Organic Waste Logistics system (OWL) recycles 100 per cent of food waste produced by food outlets in the centre. This system improves both environmental and operational efficiency and pays for itself. At 40 Broadway we have removed all plastic cutlery and cups to reduce the amount of disposable plastic we use.

A key focus for 2018 is to understand circular economy opportunities and explore new and alternative options for recycling our waste. We are looking particularly at the segregation of recyclable materials in an effort to reduce the contamination of materials.

Water efficiency

We manage our centres to use water as efficiently as possible. The majority of our water use is from our 35 million customers in our toilet facilities, as we use very little through our own activities. We are seeing higher than average water use in our in-town centres, which we believe is because of the closure of other public facilities.

Having met and surpassed our 2020 target to reduce our water intensity by 10 per cent in 2016, we challenged ourselves with a new target of meeting the Real Estate Environmental Benchmark (REEB) good practice range of 0.7–1.3 litres of water used per customer visit. We have consistently achieved this – in 2016 we reduced it to 1.2 litres per visit and in 2017 reduced it further to 1 litre. We have done this by installing water-efficient fixtures in our centres as part of our regular mall refurbishments, including low-flow taps and automated fixtures to reduce wasted water use.

We also look at how we can reduce the water usage from our own activities, such as using the latest cleaning equipment, which has saved us significant amounts of water over the past three years – with the added benefit of eliminating the need for polluting chemicals.

In Spain, where water stress is more apparent, water efficiency is particularly important. Our centres there are focused on reusing water wherever possible and using the most efficient technology they can. In addition, digital water meters have been installed so that water consumption can be monitored and controlled. The water consumption of tenants and ourselves is regularly reviewed. Any surges in water use are investigated to see if they are indicative of leaking. In 2018, viability studies will assess water management systems and consumption meters to improve the data and management of water use in the centres.

Sustainable transport

intu has long promoted sustainable travel to help our customers, staff, retailers and suppliers make sustainable travel choices. Every centre and 40 Broadway has a green travel plan and a sustainable travel champion or manager, and we actively promote sustainable travel options.

We make sure our centres are accessible by all forms of transport – bus, rail, walking, cycling – as well as by car. Where we manage the parking in our centres we provide bike parking and a large and growing network of electric vehicle chargers. Currently we have 80 charge points across our centres.

Cycle to work scheme

By encouraging more sustainable forms of transport, such as cycling, we are also promoting healthier lifestyle choices.

Managed and promoted by our network of travel champions, the cycle to work scheme provides travel loans for bikes and cycling equipment. With an uptake of 10 per cent we outperform the national average of two per cent. This demonstrates the success of our travel champions to engage and support our staff to make more sustainable choices.
A number of our centres have onsite bus terminals, which have undergone refurbishments to ensure they provide clear and accurate information and a more comfortable experience for our customers, encouraging them to use the bus more often.

To complement centre travel plans and make them easier to use, we provide information on how to reach our centres by all modes of transport. We are now producing ‘instant travel plans’. These two-page leaflets provide at-a-glance information on travel for each centre and are shared with our staff and those of our retailers. They make it easier to access and understand the travel options available, helping our retailers and staff make more informed, sustainable choices. Digital versions will be available in 2018.

Our sustainable travel champions arrange and support events and raise awareness. For example, in 2017 they arranged bike maintenance sessions and walking tours. We are also piloting pool bikes at intu Lakeside to provide sustainable and healthy alternatives for our staff, retailers and customers.

**Sustainable development**

How our centres are built has lifelong impacts on their performance and efficiency.

Our environmental policy and guide sets out our sustainability expectations, such as meeting BREEAM ‘Very Good’ rating and adhering to our Materials Schedule, which means we can influence our development partners to ensure our centres encompass sustainability in their design. For example, the new Travelodge hotel at intu Lakeside has been awarded BREEAM ‘Very Good’, performing well on its use of materials and water and waste efficiency.

Our major works at intu Watford has sustainability at its heart. Nearly all of the demolished materials from the site have been recycled – 67,000 of the total 72,000 tonnes of rubble (93 per cent).

In Spain, our centres are constructed with sustainability excellence in mind, for example, Madrid Xanadú is LEED Gold certified.

**Looking forward**

— Set a new short-term carbon reduction target up to 2020
— Use Green Lab to explore opportunities to evolve our recycling strategy
— Maintain our water efficiency per customer
— Align Spanish assets with our Group CR strategy

**Increasing our EV provision**

Electric vehicle infrastructure is critical to the creation of sustainable cities and communities.

Recent industry forecasts suggest that more than 10 per cent of all cars on UK roads could be electric by 2020 and that this is likely to increase to 20 per cent by 2030. By 2040 all new cars registered in the UK could be electric. We need to ensure that our EV charging infrastructure can adapt to this growing demand.

We are increasing our EV charging provision to feed into the national network and help accelerate the transition to a low-carbon economy. We are working with a number of EV charging companies to develop a charging network that delivers a consistent experience for our customers.

We are also working with local authorities and others to fulfil increasing customer demand for charging points.

We plan to provide a mix of charger types which will offer customers the choice of rapid charging or, if they plan to spend the day at the centre, a longer charge point.

In Spain, at Puerto Venecia we have partnered with the first electric car-sharing operator in Zaragoza and created special parking for these cars to encourage customers to use this service as part of their visit to the centre.

Puerto Venecia is the first shopping centre in the region with this innovative sustainable solution for visitors. This concept is being explored for both Madrid Xanadú and intu Asturias.
Measuring performance

This section gives the details behind our stories of the year. We provide information on our accordance with the Global Reporting Initiative (GRI) and external engagement with working groups, indices, and benchmarks.

Accordance with GRI
Building and maintaining trust is fundamental to being a sustainable business and this requires providing transparent and robust information for our stakeholders.

We follow the GRI G4 framework for reporting to ensure we report consistently on our CR impact and performance through a globally recognised framework.

We report in accordance with the core requirements of GRI. Our material aspects for GRI 4, decided through the materiality process, are those issues which we describe as most material – or core.

Materiality and stakeholder information
We reviewed our materiality exercise in 2016 with consultants Corporate Citizenship. We revised our list of material issues to make them specific to intu’s operations.

In 2016, we also conducted a stakeholder engagement exercise to understand what our stakeholders think of our reporting and communications. Please read online how we are responding to stakeholder feedback.

The full information on our materiality and stakeholder engagement can be found on the corporate responsibility page of our website at intugroup.co.uk.

External recognition
Benchmarking against our peers helps us remain focused on best practice and ensuring continual improvement.

Global Real Estate Sustainability Benchmark (GRESB) – Green Star – 58/100
GRESB assesses the sustainability performance of real estate portfolios. It allows us to compare our sustainability performance against our peers. Green stars are awarded to companies considered to have an integrated approach to environmental key performance indicators. We scored 58/100 in our 2016 GRESB disclosure. We performed well in governance, management and monitoring.

Dow Jones Sustainability Indices (DJSI) Member – 65/100
The DJSI tracks the world’s leading companies in terms of economic, environmental and social factors. It allows us to monitor our performance against global best practice and informs us about issues of increasing importance to investors. Of note, we ranked in the 81st percentile for our action on human rights.

FTSE4Good Constituent Member – 3.2/5
The FTSE4Good index and ratings measure the performance of companies on corporate responsibility standards. It allows us to measure our performance against our supersector peers. We rank in the 83rd percentile in our sector group, scoring particularly high in our governance (3.9/5).

JSE Socially Responsible Investment (SRI) Index Constituent Member
JSE has developed criteria to measure the triple bottom line performance of companies in the FTSE/JSE All Share Index. This index allows us to measure our performance against our South African peers and is of value to our South African investors. We have maintained our position in this index.

CDP Disclosure – C grade
CDP’s Climate Change Survey requests information on behalf of 827 institutional investors and scores companies on their level of disclosure for climate risks. In 2016 a new grading system was introduced by CDP, intu achieved a C grade.

Business in the Community – CommunityMark Owner
The CommunityMark is a national standard that publicly recognises leadership and excellence in the community. It is awarded to companies that can demonstrate how they maximise positive and minimise negative community impacts, prioritising those that are most relevant to their business. intu achieved the CommunityMark in 2010. This was reaccredited in 2014 and we will go through reaccreditation again in 2018.
Data appendix

Monitoring and measuring our performance in our two pillars – communities and economic contribution, and environmental efficiency – is key to our ongoing success.

This section provides material data for our directly managed centres in the UK and Spain.

Additional disclosures can be found in the GRI/EPRA disclosure table online.

Key highlights

- 2% reduction in building energy intensity
- 64% improved skills from our skills programmes
- 5,004 training days
- £1.9m total charitable donations, including facilitated donations
- 3,600 people reached in the community
- 28,000 hours given to the community by intu employees
- 63% of waste recycled
- £4.6bn gross value added

Waste disposal at directly managed centres (tonnes)

- Total waste 28,349
- Waste recycled (tonnes) 17,884 63%
- Waste to landfill (tonnes) 0 0%
- Waste to energy (tonnes) 10,465 37%

intu volunteer feedback (percentage of people who agreed or strongly agreed)

- Sense of wellbeing improved 92%
- Awareness of wider social issues improved 93%
- Job satisfaction improved 91%
- Adaptability improved 87%
- Teamworking skills improved 91%

Measuring performance

Assurance

Overview

Communities and economic contribution

Environmental efficiency

Assurance
#### Community contributions and outputs

<table>
<thead>
<tr>
<th></th>
<th>Inputs</th>
<th>Outputs</th>
<th>UK</th>
<th>Spain</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2016</td>
<td>2017</td>
<td></td>
<td>2017</td>
</tr>
<tr>
<td>Cash</td>
<td>£446,103</td>
<td>£439,128</td>
<td>£513,750</td>
<td>€261,095.00</td>
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<tr>
<td>Value of time</td>
<td>£174,390</td>
<td>£247,683</td>
<td>£703,885</td>
<td>€3,925.00</td>
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<tr>
<td>In kind</td>
<td>£671,127</td>
<td>£484,651</td>
<td>£512,884</td>
<td>€44,500.00</td>
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<tr>
<td>Time (hours)</td>
<td>8,272</td>
<td>10,478</td>
<td>22,707</td>
<td>157</td>
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<td>Facilitated cash</td>
<td>£557,631</td>
<td>£340,944</td>
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<tr>
<td>Numbers reached</td>
<td>–</td>
<td>–</td>
<td>3,645</td>
<td>–</td>
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<tr>
<td>Activities held</td>
<td>–</td>
<td>–</td>
<td>1,309</td>
<td>–</td>
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<tr>
<td>Total donations</td>
<td>£1,849,251</td>
<td>£1,512,406</td>
<td>£1,909,372</td>
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<tr>
<td>Total donations excluding facilitated</td>
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<td>£1,171,462</td>
<td>£1,730,519</td>
<td>€309,520.00</td>
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#### Economic contribution

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<th>Gross value added (GVA)</th>
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</tr>
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<td>Employment (jobs)</td>
<td>123,950</td>
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<tr>
<td>Direct</td>
<td>96,350</td>
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<tr>
<td>Indirect</td>
<td>27,600</td>
</tr>
<tr>
<td>Tax</td>
<td>£297.2m</td>
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<tr>
<td>National insurance and income tax</td>
<td>£18.3m</td>
</tr>
<tr>
<td>Business rates</td>
<td>£278.9m</td>
</tr>
<tr>
<td>Investment expenditure</td>
<td>£2.1bn</td>
</tr>
<tr>
<td>Past five years</td>
<td>£70.4m</td>
</tr>
<tr>
<td>Next 10 years</td>
<td>£1.4bn</td>
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</table>

#### Causes supported by intu and our customers in 2017 (%)

- Arts and culture: 3%
- Economic development: 3%
- Environment: 3%
- Emergency relief: 5%
- Social welfare: 1%
- Health: 33%
- Other: 20%
- Young people and education: 32%

#### Our corporate community partnerships

<table>
<thead>
<tr>
<th>Centre</th>
<th>NAS</th>
<th>BRC</th>
<th>CR</th>
<th>First Give</th>
<th>EACH</th>
<th>Create</th>
<th>FG</th>
<th>GB</th>
<th>OB</th>
<th>RGG</th>
<th>TC</th>
<th>TP</th>
<th>WCS</th>
<th>CN</th>
<th>No. of projects</th>
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<td>intu Braehead</td>
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<tr>
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<tr>
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<td>intu Eldon Square</td>
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<td>intu Merry Hill</td>
<td>●</td>
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<tr>
<td>intu Watford</td>
<td>●</td>
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<td>3</td>
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<td>40 Broadway</td>
<td>●</td>
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<td>44</td>
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</tbody>
</table>

#### Economic contribution key:

- NAS: National Autistic Society
- BRC: Business in the Community
- CR: Cancer Research
- Create: Create
- EACH: East Anglia's Children's Hospices
- FG: First Give
- OB: The Outward Bound Trust
- RGG: Retail Gold
- TC: The Conservation Volunteers
- TP: The Passage
- WCS: West College Scotland
- CN: Cardwell Nurseries
## Data appendix continued

### Total greenhouse gas emissions

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂e (t)</strong></td>
<td>41,392</td>
<td>37,528</td>
<td>32,132</td>
<td>1,013</td>
</tr>
<tr>
<td><strong>Scope 1 (t)</strong></td>
<td>5,595</td>
<td>6,348</td>
<td>6,643</td>
<td>42</td>
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<tr>
<td><strong>Scope 2 (t)</strong></td>
<td>35,797</td>
<td>31,528</td>
<td>25,489</td>
<td>972</td>
</tr>
<tr>
<td><strong>CO₂e (kg/m² communal floor area)</strong></td>
<td>73</td>
<td>56</td>
<td>49</td>
<td>6</td>
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<tr>
<td><strong>CO₂e/£m net rental income (NRI)</strong></td>
<td>109</td>
<td>84</td>
<td>68</td>
<td>35</td>
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</table>

### Total energy (fuel) consumption

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absolute (kWh)</strong></td>
<td>110,103,599</td>
<td>108,732,336</td>
<td>110,253,311</td>
<td>12,215,945</td>
</tr>
<tr>
<td><strong>Like-for-like 2016 portfolio (kWh)</strong></td>
<td>–</td>
<td>–</td>
<td>107,297,416</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Like-for-like 2015 portfolio (kWh)</strong></td>
<td>–</td>
<td>108,073,642</td>
<td>107,297,416</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Like-for-like 2014 portfolio (kWh)</strong></td>
<td>93,328,617</td>
<td>92,363,652</td>
<td>94,911,958</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Energy use (kWh)/m² CPA</strong></td>
<td>194</td>
<td>167</td>
<td>169</td>
<td>75</td>
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</tbody>
</table>

### Total waste streams

<table>
<thead>
<tr>
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<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hazardous waste</strong></td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td><strong>Total non-hazardous waste</strong></td>
<td>28,178</td>
<td>31,181</td>
<td>28,395</td>
<td>4,676</td>
</tr>
<tr>
<td><strong>Like-for-like 2016 portfolio (t)</strong></td>
<td>–</td>
<td>–</td>
<td>27,081</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Like-for-like 2015 portfolio (t)</strong></td>
<td>–</td>
<td>28,830</td>
<td>27,081</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Like-for-like 2014 portfolio (t)</strong></td>
<td>25,264</td>
<td>28,267</td>
<td>24,074</td>
<td>n/a</td>
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<tr>
<td><strong>Waste recycled (t)</strong></td>
<td>19,870</td>
<td>23,032</td>
<td>17,897</td>
<td>1,518</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>70.5%</td>
<td>74%</td>
<td>63%</td>
<td>32%</td>
</tr>
<tr>
<td><strong>Waste to energy (incinerated with recovery) (t)</strong></td>
<td>8,227</td>
<td>8,149</td>
<td>10,465</td>
<td>105</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>29%</td>
<td>26%</td>
<td>37%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Waste to landfill (t)</strong></td>
<td>80</td>
<td>–</td>
<td>–</td>
<td>3,053</td>
</tr>
<tr>
<td><strong>%</strong></td>
<td>0.3%</td>
<td>0%</td>
<td>0%</td>
<td>65%</td>
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</tbody>
</table>

---

**EPRA gold**

We have been reporting in line with the European Property Real Estate Association (EPRA) sustainability best practice reporting (sBPR) guidelines since 2012. We have now held the Gold Award for four years, from Silver in 2013. Gold means we have been recognised for our exceptional adherence to the sBPR guidelines with a score of over 85 per cent; we achieved just under 90 per cent last year. This year, we have increased our disclosures in line with the new guidance that was released in 2017.
**Water use at directly managed centres**

![Graph showing water use](image)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absolute water consumption</strong></td>
<td>411,413</td>
<td>466,660</td>
<td>395,038</td>
<td>141,353</td>
</tr>
<tr>
<td><strong>Water like-for-like 2016</strong></td>
<td>-</td>
<td>-</td>
<td>359,033</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Water like-for-like 2015</strong></td>
<td>-</td>
<td>444,449</td>
<td>335,635</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Water like-for-like 2014</strong></td>
<td>333,553</td>
<td>354,466</td>
<td>293,950</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Water intensity m³/m customers</strong></td>
<td>1,118</td>
<td>1,192</td>
<td>1,056</td>
<td>3,448</td>
</tr>
</tbody>
</table>

**Energy use**

<table>
<thead>
<tr>
<th>Centre</th>
<th>Total electricity consumption (kWh)</th>
<th>CO₂ tonnes from electricity</th>
<th>Gas (kWh)</th>
<th>CO₂ tonnes from gas</th>
<th>District heating (kWh)</th>
<th>CO₂ tonnes from district heating</th>
<th>Energy generated (solar PV kWh)</th>
<th>Total energy use (kWh)</th>
<th>Total CO₂ emissions (tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>intu Braehead</td>
<td>7,826,011</td>
<td>2,751</td>
<td>1,821,443</td>
<td>335</td>
<td>-</td>
<td>9,647,454</td>
<td>3,087</td>
<td>Intu Braehead</td>
<td>9,647,454</td>
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<td>intu Broadmarsh</td>
<td>1,245,672</td>
<td>438</td>
<td>1,604,230</td>
<td>295</td>
<td>1,604,230</td>
<td>160</td>
<td>2,191,971</td>
<td>Intu Broadmarsh</td>
<td>2,191,971</td>
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<tr>
<td>intu Chapelfield</td>
<td>1,582,165</td>
<td>556</td>
<td>609,806</td>
<td>112</td>
<td>178,833</td>
<td>19</td>
<td>2,657,893</td>
<td>Intu Chapelfield</td>
<td>2,657,893</td>
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<td>intu Derby</td>
<td>5,443,607</td>
<td>1,914</td>
<td>1,955,543</td>
<td>360</td>
<td>-</td>
<td>7,399,150</td>
<td>2,274</td>
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<td>19,727,841</td>
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<td>intu Lakeside</td>
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<td>593</td>
<td>-</td>
<td>11,645,389</td>
<td>3,555</td>
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<td>1,863</td>
<td>1,247,865</td>
<td>230</td>
<td>-</td>
<td>6,548,473</td>
<td>2,093</td>
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<td>intu Milton Keynes</td>
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<td>1,374,169</td>
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<td>-</td>
<td>2,666,677</td>
<td>707</td>
<td>Intu Milton Keynes</td>
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<td>intu Potteries</td>
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<td>-</td>
<td>2,257,901</td>
<td>742</td>
<td>Intu Potteries</td>
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<tr>
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<td>13,894,941</td>
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<td>5,049,943</td>
<td>930</td>
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<td>674</td>
<td>Intu Uxbridge</td>
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<td>intu Victoria Centre</td>
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<td>251</td>
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<td>intu Watford</td>
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<td>621,378</td>
<td>114</td>
<td>-</td>
<td>5,476,607</td>
<td>1,822</td>
<td>Intu Watford</td>
<td>5,476,607</td>
</tr>
<tr>
<td>intu Broadway</td>
<td>488,201</td>
<td>172</td>
<td>714,126</td>
<td>122</td>
<td>-</td>
<td>1,202,327</td>
<td>303</td>
<td>Intu Broadway</td>
<td>1,202,327</td>
</tr>
<tr>
<td><strong>UK total</strong></td>
<td><strong>72,503,952</strong></td>
<td><strong>25,489</strong></td>
<td><strong>34,779,609</strong></td>
<td><strong>6,405</strong></td>
<td><strong>2,969,750</strong></td>
<td><strong>110,253,311</strong></td>
<td><strong>32,132</strong></td>
<td>UK total</td>
<td><strong>110,253,311</strong></td>
</tr>
<tr>
<td>intu Asturias</td>
<td>2,858,108</td>
<td>972</td>
<td>226,109</td>
<td>42</td>
<td>0</td>
<td>3,084,217</td>
<td>1,013</td>
<td>Intu Asturias</td>
<td>3,084,217</td>
</tr>
<tr>
<td>Madrid Xanadú</td>
<td>3,477,331</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,477,331</td>
<td>0</td>
<td>Madrid Xanadú</td>
<td>3,477,331</td>
</tr>
<tr>
<td>Puerto Venecia</td>
<td>4,721,031</td>
<td>0</td>
<td>933,366</td>
<td>0</td>
<td>0</td>
<td>5,654,397</td>
<td>0</td>
<td>Puerto Venecia</td>
<td>5,654,397</td>
</tr>
<tr>
<td><strong>Spain total</strong></td>
<td><strong>11,056,470</strong></td>
<td><strong>972</strong></td>
<td><strong>1,159,475</strong></td>
<td><strong>42</strong></td>
<td>0</td>
<td><strong>12,215,945</strong></td>
<td><strong>1,013</strong></td>
<td>Spain total</td>
<td><strong>12,215,945</strong></td>
</tr>
</tbody>
</table>

**Absolute energy use and carbon emissions (CO₂e) at directly managed centres**

![Graph showing energy use](image)

- Absolute water consumption (m³)
- Water intensity m³/m customers
- Electricities (MWh)
- Gas (MWh)
- District heating (MWh)
- CO₂ emissions (tonnes)
Waste management

<table>
<thead>
<tr>
<th>Centre</th>
<th>Recycled on site (t)</th>
<th>%</th>
<th>Recycled off site (t)</th>
<th>%</th>
<th>Total recycled (t)</th>
<th>%</th>
<th>Waste to landfill (t)</th>
<th>%</th>
<th>Waste to energy (t)</th>
<th>%</th>
<th>Total centre waste (t)</th>
</tr>
</thead>
<tbody>
<tr>
<td>intu Braehead</td>
<td>1,069</td>
<td>0</td>
<td>372</td>
<td>15</td>
<td>1,441</td>
<td>59</td>
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<td>0</td>
<td>1,017</td>
<td>41</td>
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<tr>
<td>intu Broadmarsh</td>
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<td>31</td>
<td>78</td>
<td>38</td>
<td>143</td>
<td>69</td>
<td>0</td>
<td>0</td>
<td>65</td>
<td>31</td>
<td>208</td>
</tr>
<tr>
<td>intu Chapelfield</td>
<td>532</td>
<td>51</td>
<td>90</td>
<td>9</td>
<td>622</td>
<td>59</td>
<td>0</td>
<td>0</td>
<td>431</td>
<td>41</td>
<td>1,053</td>
</tr>
<tr>
<td>intu Derby</td>
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<td>27</td>
<td>0</td>
<td>0</td>
<td>459</td>
<td>27</td>
<td>0</td>
<td>0</td>
<td>1,257</td>
<td>73</td>
<td>1,716</td>
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<tr>
<td>intu Eldon Square</td>
<td>884</td>
<td>34</td>
<td>1,952</td>
<td>61</td>
<td>2,475</td>
<td>96</td>
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<td>0</td>
<td>113</td>
<td>4</td>
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<tr>
<td>intu Lakeside</td>
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<td>531</td>
<td>16</td>
<td>2,488</td>
<td>74</td>
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<td>0</td>
<td>870</td>
<td>26</td>
<td>3,358</td>
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<tr>
<td>intu Merry Hill</td>
<td>1,103</td>
<td>42</td>
<td>25</td>
<td>1</td>
<td>1,127</td>
<td>43</td>
<td>0</td>
<td>0</td>
<td>1,478</td>
<td>57</td>
<td>2,606</td>
</tr>
<tr>
<td>intu Metrocentre</td>
<td>1,786</td>
<td>48</td>
<td>942</td>
<td>25</td>
<td>2,728</td>
<td>73</td>
<td>0</td>
<td>0</td>
<td>1,023</td>
<td>27</td>
<td>3,750</td>
</tr>
<tr>
<td>intu Milton Keynes</td>
<td>476</td>
<td>71</td>
<td>193</td>
<td>29</td>
<td>669</td>
<td>99</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>674</td>
</tr>
<tr>
<td>intu Potteries</td>
<td>524</td>
<td>46</td>
<td>563</td>
<td>49</td>
<td>1,087</td>
<td>95</td>
<td>0</td>
<td>0</td>
<td>51</td>
<td>5</td>
<td>1,138</td>
</tr>
<tr>
<td>intu Trafford Centre</td>
<td>2,187</td>
<td>37</td>
<td>726</td>
<td>12</td>
<td>2,913</td>
<td>49</td>
<td>0</td>
<td>0</td>
<td>3,022</td>
<td>51</td>
<td>5,935</td>
</tr>
<tr>
<td>intu Uxbridge</td>
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<td>48</td>
<td>101</td>
<td>11</td>
<td>527</td>
<td>59</td>
<td>0</td>
<td>0</td>
<td>361</td>
<td>41</td>
<td>887</td>
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<tr>
<td>intu Victoria Centre</td>
<td>542</td>
<td>48</td>
<td>78</td>
<td>7</td>
<td>621</td>
<td>55</td>
<td>0</td>
<td>0</td>
<td>510</td>
<td>45</td>
<td>1,131</td>
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<tr>
<td>intu Watford</td>
<td>562</td>
<td>66</td>
<td>23</td>
<td>3</td>
<td>585</td>
<td>69</td>
<td>0</td>
<td>0</td>
<td>263</td>
<td>31</td>
<td>849</td>
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<tr>
<td>40 Broadway</td>
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<td>16</td>
<td>6</td>
<td>0</td>
<td>13</td>
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<td>0</td>
<td>0</td>
<td>33</td>
<td>1</td>
<td>46</td>
</tr>
<tr>
<td>UK total</td>
<td>12,571</td>
<td>44</td>
<td>5,312</td>
<td>19</td>
<td>17,897</td>
<td>63</td>
<td>0</td>
<td>0</td>
<td>10,465</td>
<td>37</td>
<td>28,395</td>
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<tr>
<td>intu Asturias</td>
<td>0</td>
<td>0</td>
<td>309</td>
<td>44</td>
<td>309</td>
<td>44</td>
<td>388</td>
<td>56</td>
<td>0</td>
<td>0</td>
<td>697</td>
</tr>
<tr>
<td>Madrid Xanadú</td>
<td>438</td>
<td>22</td>
<td>0</td>
<td>0</td>
<td>438</td>
<td>22</td>
<td>1,508</td>
<td>78</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Puerto Venecia</td>
<td>772</td>
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<td>0</td>
<td>0</td>
<td>772</td>
<td>38</td>
<td>1,157</td>
<td>57</td>
<td>105</td>
<td>5</td>
<td>2,033</td>
</tr>
<tr>
<td>Spain total</td>
<td>1,209</td>
<td>26</td>
<td>309</td>
<td>7</td>
<td>1,518</td>
<td>32</td>
<td>3,053</td>
<td>65</td>
<td>105</td>
<td>2</td>
<td>4,676</td>
</tr>
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</table>

Employee data (UK only)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employees</td>
<td>2,537</td>
<td>2,555</td>
<td>2,467</td>
</tr>
<tr>
<td>Total training days</td>
<td>3,633</td>
<td>4,257</td>
<td>5,004</td>
</tr>
<tr>
<td>Average training days per employee</td>
<td>1.4</td>
<td>1.7</td>
<td>2</td>
</tr>
<tr>
<td>Whistleblowing incidences</td>
<td>2</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Grievances</td>
<td>38</td>
<td>42</td>
<td>34</td>
</tr>
<tr>
<td>Average employee sick days</td>
<td>3.5</td>
<td>3.1</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Health and safety incidents (UK only)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>RIDDOR incidents</td>
<td>28</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Employees and contractors</td>
<td>312</td>
<td>261</td>
<td>337</td>
</tr>
<tr>
<td>Members of the public</td>
<td>1,632</td>
<td>1,139</td>
<td>3,028</td>
</tr>
<tr>
<td>Fatalities: Employees, contractors, members of the public</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Waste disposal at directly managed centres

Data appendix continued

Average training days per employee

Health and safety incidents (UK only)
The chart below shows the gender pay gap for different groups of employees within the business. In a number of areas we have a negative gender pay gap, which means that the average pay of men is higher than that of women. The gender pay gap is different to equal pay, which takes into account the nature of a role and its seniority.

We welcome the new gender pay gap legislation and increased pay transparency that will result. The gender pay gap compares the average pay for men and women in our business. If there are more men than women in senior positions, as is currently the case at intu, this results in the overall average of the pay of men being higher than that of women. We regularly review the pay across the organisation with the aim of ensuring that the pay of men and women is the same for equivalent roles and seniority. Our median pay and bonus gaps are significantly smaller than the national picture with a slightly higher proportion of women than men receiving bonuses. Our higher mean bonus gap is largely due to the current significantly higher proportion of men in the most senior positions.

<table>
<thead>
<tr>
<th>Pay gap</th>
<th>Bonus gap</th>
<th>Proportion of women receiving a bonus</th>
<th>Proportion of men receiving a bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median</td>
<td>2.6%</td>
<td>0.0%</td>
<td>84.7%</td>
</tr>
<tr>
<td>Mean</td>
<td>7.8%</td>
<td>51.5%</td>
<td>84.5%</td>
</tr>
</tbody>
</table>

Notes to the report

The 2017 CR report covers the period 1 January 2017 to 31 December 2017.

Organisation boundaries and coverage
We apply the operational control approach to the scope of our environmental and socio-economic management. This applies to the operational performance of the common part areas (CPA) of our directly managed centres and 40 Broadway in the UK (landlord consumption). We report on the base building performance of these directly managed centres.

When we refer to directly managed centres in 2017 we are referring to the following: intu Braehead, intu Broadmarsh, intu Chapefield, intu Derby, intu Eldon Square, intu Lakeside, intu Merry Hill, intu Metrocentre, intu Milton Keynes, intu Potters, intu Trafford Centre, intu Victoria Centre, intu Uxbridge and intu Watford. 100 per cent of assets under our operational control are reported, making up 81 per cent of our total portfolio (ie including our joint ventures).

Economic contribution data
The data from Nathaniel Lichfield and Partners on the economic contribution of intu (see page 14) includes data from all of our UK centres, not just those that are directly managed, as well as our Spanish portfolio.

Carbon and greenhouse gas emissions and mandatory reporting
Carbon emissions (CO2e) for 2017 are calculated using the Department for Environment, Food and Rural Affairs’ (Defra) 2017 emissions factors as the CRC and Defra emissions factors have merged. These factors include transmission of energy.

Community engagement
Our definition of community engagement covers all types of community programmes and stakeholder engagement.

Reporting indicators
We report against EPRA and GRI indicators. Please see the GRI/EPRA table, which sets out where all CR performance indicators can be found in the CR report, annual report and intu website.
Assurance

Independent Assurance of intu’s Corporate responsibility report 2017: ISAE 3000 statement

The nature of the assurance
This is a report by Corporate Citizenship for intu properties plc.

Corporate Citizenship has undertaken limited assurance of intu’s ‘Better together’ Corporate responsibility report 2017 against the GRI Principles for Defining Report Content (materiality, stakeholder inclusiveness, sustainability context and completeness) and Principles for Ensuring Report Quality (balance, comparability, accuracy, timeliness, clarity and reliability).

The assurance covers the period from 1 January 2017 to 31 December 2017.

intu is entirely and solely responsible for the production and publication of the data assured. Corporate Citizenship for its assurance.

The assertions and data in the report relates to intu’s performance in their UK and Spain operations. intu applies the operational approach in reporting GHG emissions in line with the GHG protocol definition.

Our work has involved reviewing selected data claims and assertions included in the report against the GRI principles for Defining Report Quality. The carbon emissions data has been prepared using the UK Department for Environment, Food and Rural Affairs (DEFRA) Environmental Reporting Guidelines: including mandatory greenhouse gas reporting guidance (June 2013) and the appropriate GHG conversion factors for company reporting, as published by DEFRA.

GHG quantification is subject to inherent uncertainty due to factors such as incomplete scientific knowledge about the global warming potential of different GHGs and uncertainty around the models and parameters used in estimating GHG emissions.

This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the relevant subject-matter specific ISAE for GHG data (ISAE 3410, Assurance Engagements on Greenhouse Gas Statements).

Corporate Citizenship has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000.

Assurance work performed
The assurance work was commissioned in November 2017 and was completed in March 2018. Detailed records were kept of meetings, assurance visits and correspondence relating to the assurance. The assurance process was undertaken by a team of three, including one Consultant, a Senior Researcher and a Director acting in a supervisory capacity.

The assurance engagement was undertaken to a limited level, and involved the following activities:

1. Site visits to intu Derby on 15 November 2017 and intu Milton Keynes on 24 November 2017, assessing data and processes through interviews with those responsible for the main elements of corporate responsibility at each centre.

2. Interviews with issue owners at intu 40 Broadway regarding the data and processes informing intu’s CR report, including those responsible for energy and water, waste, sustainable travel, human resources, community data, and internal audit.

3. Review of key assertions in the report against evidence provided by intu, including policy and strategy documents, sources of stakeholder feedback and data from reporting systems.

4. Commentary on two draft versions of the CR report, provided by intu’s CR team in February 2018 and March 2018 respectively, assessing the content in line with the GRI Principles for Defining Report Content and Ensuring Report Quality.

Our experience and independence
Corporate Citizenship is a specialist management consultancy, advising corporations that seek to improve their economic, social and environmental performance around the world and is a leading assuror of corporate responsibility and sustainability reports.

This is the fifth year that Corporate Citizenship has provided independent assurance services in relation to intu’s corporate responsibility reporting.

Conclusion
Based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that intu’s CR report 2017 is not prepared, in all material respects, in accordance with the GRI Principles for Defining Report Content and Principles for Ensuring Report Quality and the DEFRA Environmental Reporting Guidelines.

Commentary
On the basis of the work performed, the following commentary addresses ways in which the content definition and quality of intu’s reporting could be strengthened in future reports.

The 2017 ‘Better together’ report clearly communicates intu’s performance in CR against its 2020 targets. The use of case studies throughout the report illustrates how intu has delivered its CR objectives and created positive value in society and the environment in the last year.

In this year’s report, intu has for the first time incorporated data from its Spanish centres. This data has been covered by the scope of our assurance and the addition of the data is made clear in the report. The inclusion of data from Spain is a valuable addition for intu to understand and communicate its impacts on society.

Nothing has come to our attention during the assurance process to suggest that there are significant errors or misstatements in intu’s data, or that processes are not in place to prevent these.

Looking ahead, a unified system of data capture for community data from each centre is now in place for next year’s reporting cycle. This will make it easier for community managers when inputting data and ensure consistency in data submission across intu’s centres.

Corporate Citizenship Limited
London
22 March 2018