

Gazit-Globe

Corporate Responsibility Report 2015 - 2016



Index

A Message from Our President	3
About this Report	5
Section 1 - About Gazit-Globe	11
Section 2 - Economic Performance	28
Section 3 - Environmental Performance	36
Section 4 - Social Performance	70
GRI content index	90



A Message from Our President

Dear Stakeholder,

We are proud to present Gazit-Globe's Corporate Responsibility report for the years 2015-2016.

For many years, Gazit-Globe has aimed to establish, maintain and expand its position as a responsible corporate citizen in all of the regions and communities in which our businesses operate. We are very proud that our commitment to corporate responsibility and sustainability has been integrated into our platform and culture.

Gazit-Globe feels a heightened sense of responsibility to improve the individual and collective experiences of all our customers, tenants and team members by upholding the highest social and environmental standards. This policy manifests itself in our many efforts to embrace the most exacting models of environmental performance through initiatives such as building or renovating our shopping centers by applying Leadership in Energy and Designs (LEED) protocols, and aligning our group operations with up-to-date energy conservation and consumption standards and methods. In Canada, through First Capital Realty (TSX: FCR), a public entity in which we have a material interest, and in the Nordic countries, through Citycon (HEL: CTY1S), our publicly-traded subsidiary, we were pioneers in building properties according to LEED standards.

Furthermore, Gazit-Globe strives to rigorously implement robust corporate governance standards that advocate a relentless commitment to complete transparency, as well as a stringent code of conduct that mandates the highest ethical standards in the conduct of our businesses. We continually monitor the conduct of our businesses, managers and staff so as to ensure that our goals are accomplished without compromising our ethical standards.

Gazit-Globe aims to continue applying its policies of social responsibility so as to foster higher standards of living and enhance the quality of life in the communities in which we are active. We are motivated by a sincere desire to aspire to model corporate citizenship in the global community of which we form an inseparable part, while always mindful of the obligation to diligently and relentlessly pursue growth and profitability for our stakeholders.

Taken as a whole, we view the Corporate Responsibility reporting process as an important element that keeps us focused on our goals and enables us to measure our steady progress in these vital areas. We are proud to detail our



successes thus far, and are also committed to transparent reporting in the future. This report further demonstrates our acceptance of accountability for the social, environmental and economic impact of our operations and our commitment to the highest standards of corporate governance, transparency and business ethics.

I'm very proud of our Company's achievements over the past few years and the path we have charted for our future.

Dori Segal
CEO



About this Report

This report covers Gazit-Globe's Corporate Responsibility activities during 2015-2016 and follows our three previous reports for the years 2013-2014, 2011-2012 and 2009-2010. We publish our Corporate Responsibility reports on a bi-annual basis. This report also includes information related to activities following the reporting period, which is noted accordingly.

In this report, we describe our business approach, our operations and how they affect the communities, which we serve and operate in, the environment, our employees and other stakeholders, as well the economy, in general. This report is an important tool in our continuing efforts to communicate with our stakeholders, and it reflects our policy of maintaining a high level of transparency.

The report reflects our commitment to progress in achieving sustainable growth, as well as our long-term approach to investment and operations. Gazit-Globe strives for economic efficiency, social fairness and environmental sustainability in all its endeavors.

We stand by our values to do what is right for the environment, our communities, and our people.

In describing our relationship with various stakeholder groups, this report sheds light on who is impacted directly - or indirectly - by our business activities, and with whom we have day-to-day interaction or a mutual dialogue, or wish to engage in one.

We have established a Corporate Responsibility Steering Committee that comprises management and external advisors. This committee helped us determine the appropriate content, scope and structure of this report, and in general assists us in engaging in Corporate Responsibility best practices. All information contained in this report was prepared by qualified professionals, and all calculations have been based on widely-accepted standards. We have noted when specific calculation models have been used.

In producing this document, we have utilized the Global Reporting Initiative Standards ("GRI Standards") reporting standard, a widely-accepted and inclusive reporting framework that has also been adopted by our subsidiaries, to promote transparency and adherence to internationally accepted standards. We also highlight our participation and leadership in other initiatives that promote Corporate Responsibility around the globe. No significant changes from previous reporting periods in the list of material topics and topic boundaries took place. No restatement was made regarding information given in previous report.

Our approach to sustainability focuses on integrating management responsibilities across our Group to address sustainability's environmental, social, and governance factors.

This report mainly includes material information relating to Gazit-Globe, and whenever relevant, we also included information from our privately and publicly held subsidiaries around the world. Our subsidiaries' operations reflect our values and our commitment to promote and implement Corporate Responsibility throughout our Group. All data compiled by our subsidiaries regarding economic, environmental, human resources and other metrics was formulated in accordance with Best Practices. The subsidiaries mentioned in this report includes: our privately held subsidiaries Gazit Globe Israel (Development) Ltd. and Gazit Globe Brazil as well as our publicly traded subsidiaries, Atrium European Real Estate, Citycon in Northern Europe, Equity One in the U.S. and First Capital Realty in Canada. During the reporting period these holdings were fully consolidated in our financial reports.

Selected data from the following reports of our publicity traded subsidiaries were included in this report. The data was taken from the reports and was not verified by Gazit Globe. These publicly traded companies represent Gazit-Globe's major holdings in which we conduct a material portion of our activities:

- Equity One Inc.: 2015 Corporate Responsibility and Sustainability Report
- First Capital Realty Inc.: 2015 Corporate and Sustainability (CRS) Report
- Citycon Corporation: 2015 Annual and Sustainability Report
- Citycon Corporation: 2016 Annual and Sustainability Report
- Atrium: 2016 Sustainability Report

Contact point for questions regarding the report:

Zion Regev, Corporate Responsibility Manager,
zregev@gazitgroup.com

About Corporate Citizenship and Sustainability

Gazit-Globe has for some years endeavored to establish, maintain and expand its position as a responsible corporate citizen in all of the regions and communities in which our businesses operate. Gazit-Globe is dedicated to minimizing the environmental impact of its activities, with particular emphasis on sustainability.

Gazit-Globe feels a heightened sense of responsibility to improve the individual and collective experiences of all our customers, tenants and employees by upholding the highest social and environmental standards in these vital common spaces.

We have therefore committed ourselves to becoming the best and most responsible corporate citizens that we can be, whether measured in terms of corporate, social or environmental standards.

In order to be in line with the GRI standards we identified material topics that will be included in the report content:

Economic

- Economic Performance
- Economic Impact
- Anti-corruption
- Anti-competitive Behavior

Environmental

- Energy
- Water
- Emissions
- Effluents and Waste
- Environmental Compliance

Social

- Employment
- Training and Education
- Diversity and Equal Opportunity
- Non-discrimination
- Child, Forced or Compulsory Labor
- Local Communities
- Customer Health and Safety

In our view, Corporate Responsibility is about achieving **economic** success while acting for the good of society and the environment. To reach this ideal, we have formulated ethical standards and Corporate Responsibility policies according to which we evaluate our actions, and comply with both the letter and the spirit of relevant laws and international norms. Gazit-Globe strives to rigorously implement robust corporate governance standards that advocate a relentless commitment to complete transparency, as well as a stringent code of conduct that mandates the highest ethical standards in the conduct of our businesses. We continually monitor the conduct of our businesses, managers and employees so as to ensure our goals are accomplished without compromising our ethical standards

In the **environmental** field we have expanded our adoption of green building practices and increasingly conform our development and redevelopment activities to LEED® (Leadership in Energy and Design) certification standards. We also continue to align our group operations with up-to-date energy conservation and consumption standards or methods and increasingly focus on the utilization of alternative energy sources to operate our properties. We are committed to protecting the environment, health, and safety of our employees, customers and the global communities where we operate and strives for continuous improvement in our environmental, health and safety management systems and in the environmental quality of our properties.

In the **social** field, our Corporate Responsibility activities are focused inward as well. Our employees are our most important asset, and one of the basic fundamentals of our Code of Business Conduct is to treat them fairly. Their satisfaction with their jobs, employment terms, work conditions and the balance between their work and personal lives is very important to us. That is why we are dedicated to providing them with competitive pay and benefits, solid training, educational growth and opportunities for career advancement worldwide. We also regard the health and safety of our employees, tenants and customers with the utmost importance and take measures to ensure conformity with industry standards.

Above and beyond our business activities, we believe that it is a fundamental duty to contribute to the community. During the past several years, we have steadily expanded our support for numerous educational and social initiatives.

Gazit-Globe aims to continue applying its policies of social responsibility so as to foster higher standards of living and enhance the quality of life in the communities in which we are active. We are motivated by a sincere desire to aspire to model corporate citizenship in the global community of which we form an inseparable part, while forever mindful of the obligation to diligently and relentlessly pursue growth and profitability for our stakeholders.



The Corporate Responsibility policies and ethical standards that we have put in place over the past several years aid us in evaluating our day to day activities and complying with the increasingly stringent laws and regulations of our industry.

Increasingly, our strategies and management practices, as well as how we work in the field, are guided and shaped by the principles of the UN's Global Compact initiative which we adopted several years ago. Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. We are committed to this initiative and are proud of our behavior as a result of our alignment with the Global Compact's principles.



Section 1

About Gazit-Globe

Introduction

As of December 31, 2016, with 426 properties in over 20 countries, Gazit-Globe is one of the largest owners and operators of supermarket-anchored shopping centers in the world. We own and operate assets valued at approximately US\$21 billion, representing a gross leasable area of approximately 6.6 million square meters and a gross annualized income of approximately US\$1.8 billion. We engage in the acquisition, development and management of quality income-producing supermarket-anchored shopping centers in growing, high-density urban markets in North America, Europe, Israel and Brazil. There are no products or services we provide, that are banned in certain markets. The Group had 1146 employees as of 31, December 2016.

The Group's strategy, as undertaken over the years, is to focus on growing its cash flow through the proactive management of its properties. Moreover, the Group focuses on top-tier necessity-driven properties in leading urban markets, which the Group's assesses will provide long-term growth opportunities. At the same time the Group is working on selling non-core properties that in the Group's opinion, have limited

growth potential, identifying properties redevelopment and opportunities with cash flow growth and value appreciation.

In addition, as part of its strategy, the Company examines alternatives to increase the private real estate component of its activity (operations that are not owned through public companies), which, in the opinion of Company management, is expected to grow the cash flows received directly by the Company through improving the Company's costs structure and its revenues.

Gazit-Globe shares are listed on the New York Stock Exchange (NYSE: GZT), the Toronto Stock Exchange (TSX: GZT) and the Tel Aviv Stock Exchange (TASE: GZT). In addition, the shares of our public subsidiaries are traded on a variety of international exchanges, including the New York Stock Exchange, the Toronto Stock Exchange, the Helsinki Stock Exchange, Euronext Amsterdam and the Vienna Stock Exchange.

Section 1

About Gazit-Globe



Our Vision

The following principles define our vision for the Company:

Global presence and market dominance:

With the goal of continually strengthening our position as a leading multinational real estate company, we strive to increase our market presence, both in the regions in which we are already active and in new regions.

Creating value for shareholders:

We seek to maximize shareholder value over time by growing and enhancing our global real estate platform, our cash flow and our dividends.

The small details in the big picture:

As a key to maximizing our growth, we insist upon excellence in all our operations and maintain high quality standards. In practice, this takes the form of an intensive focus on the countless small details that comprise our strategies and ongoing work plans.

Enhance corporate responsibility:

We embrace corporate responsibility, in its broadest sense, as a guide and framework for our worldwide activities. For us, Corporate Responsibility includes the mandate to be socially aware, to contribute to and aid the communities in which we operate, to adopt ethical and transparent codes of conduct and do the utmost to conserve the world's natural resources. Gazit-Globe is committed to leading processes that reflect its beliefs, and aims to set an example of good corporate citizenship.



Global Presence

Organization Chart (As of December 31, 2016):

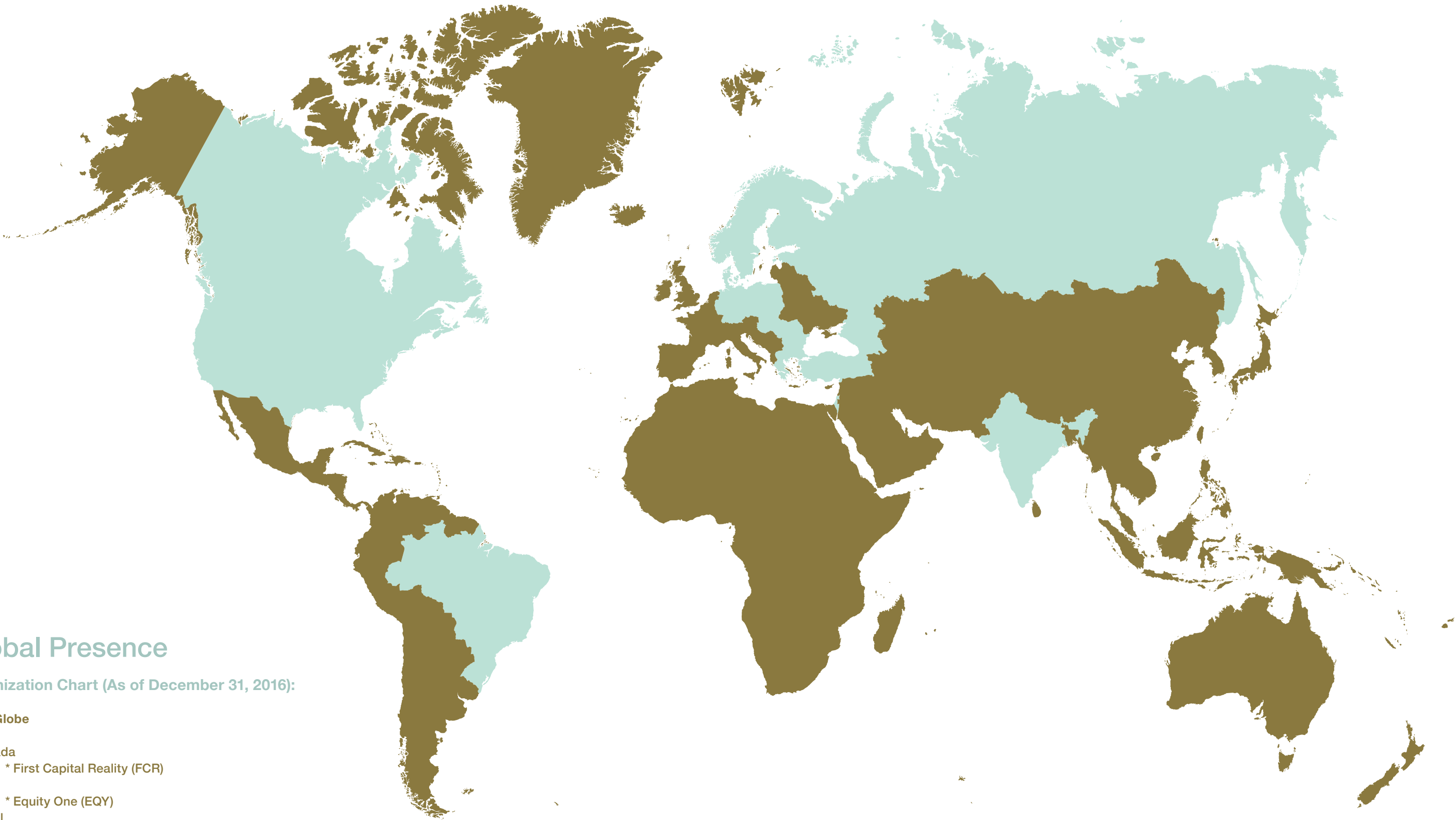
Gazit Globe

- Canada
 - * First Capital Reality (FCR)
- USA
 - * Equity One (EQY)
- Brazil
 - * Gazit Brazil
- Europe
 - * Citycon (CTY)
 - * Atrium European Real Estate (ATR)
 - * Gazit Germany
- Israel
 - * Gazit Globe Israel
 - * Gazit Development

A Global Real Estate Platform

There were some changes to the organization's structure, please see below.

- | | | |
|-----------|------------------|-------------|
| • India | • Germany | • Brazil |
| • Romania | • Poland | • Hungary |
| • USA | • Norway | • Bulgaria |
| • Canada | • Russia | • Denmark |
| • Finland | • Israel | • Macedonia |
| • Sweden | • Czech Republic | • Turkey |
| • Estonia | • Slovakia | |



Subsidiaries

United States

Equity One (“EQY”), is a publicly traded company that owns, develops and operates shopping centers located in strategic metropolitan areas across the US. These properties are anchored by leading supermarkets, pharmacies and retail store chains.

In 2017, Gazit-Globe announced the completion of the merger between Equity One and Regency Centers Corporation (“REG”) whereby Equity One merged with and into Regency, with Regency continuing as the surviving public company. As of March 31, 2017, Gazit-Globe holds 11.5% of the share capital and voting rights in Regency Centers Corporation.

Also in 2017, Gazit-Globe announced the formation of a new private subsidiary company, Gazit Horizons, Inc., to invest in income producing real estate throughout the United States.



Yorkville Village, Toronto, Canada



G city, Rishon LeZion, Israel

Canada

First Capital Realty (“FCR”), a publicly-traded company, is Canada’s leading owner, developer and operator of supermarket and drugstore-anchored neighborhood and community shopping centers located predominantly in growing and metropolitan areas.

In 2017, Gazit Globe announced a sale of First Capital Realty shares which reduced the company’s holding in FCR to approximately 32.7% of the outstanding shares and voting rights of FCR (vs. 36.4% as of December 31, 2016). As a result, Gazit-Globe will deconsolidate FCR from its financial statements.

Europe

Citycon (“CTY”) is a publicly-traded company that owns, develops and operates shopping centers and commercial properties primarily anchored by supermarkets. Citycon is the market leader in Finland, is also active in Sweden and Norway, and has a firm foothold in the Baltic countries and Denmark. As of December 31, 2016, Gazit-Globe holds 43.9% of Citycon’s share capital.

Atrium European Real Estate (“ATR”) is a publicly-traded company that specializes in the acquisition, development and management of shopping centers in Central and Eastern Europe, with a focus on Poland. As of December 31, 2016, Gazit-Globe holds 59.5% of Atrium European Real Estate’s share capital.

Gazit Germany is a privately-held company that is active in the shopping center sector in Germany.



Promenada, Warsaw, Poland

Israel

Gazit-Globe’s headquarters are located in Israel.

Gazit-Globe Israel Development is a privately-held company that is active in the acquisition, development and management of shopping centers in Israel.



G Kfar Saba, Kfar Saba, Israel

Brazil

Gazit Brazil, a wholly-owned subsidiary of Gazit-Globe, is active in the acquisition, development and management of shopping centers in Brazil, primarily in São Paulo.



Top Center, Av. Paulista, São Paulo, Brazil



Code of Business Conduct

We believe that conducting our business ethically is a fundamental value, and we work diligently to instill this value in all of our employees. The attitudes, values and behavior of our managers and employees impact not only our tenants, suppliers and the consumers who shop in our malls, but also their fellow employees.

Our Code of Business Conduct (“Code”) outlines the Company’s duties and attitudes towards our stakeholders and includes moral principles, such as avoiding conflict of interests, conducting business fairly and creating a decent work environment. This document serves as a reference for our employees regarding decisions made in the course of everyday business behavior, especially in the case of ethical dilemmas.

An Administrative Enforcement Officer responsible for the implementation of the Company’s enforcement program deals with routine compliance affairs and has overall responsibility for the following:

- Resolving concerns raised by employees or others in matters described in the Code;
- Reviewing the Code in reference to developments in the law;
- Providing guidance on the meaning and implementation of the Code;
- Reporting periodically to management on the implementation and effectiveness of the Code and other compliance matters.

Under the Code, employees may submit a report anonymously regarding a violation and/or a concern regarding a violation (including an expected violation) of a law. The Code states that the Company undertakes, subject to the provisions of any law and to the extent possible, to treat the information reported as confidential information and to maintain the confidentiality of the “whistle-blower’s” identity.

The Code applies to all employees of Gazit-Globe Ltd. as well as to the employees of its private subsidiaries.



Arkady Pankrac, Prague, Czech Republic



Global Compact

Our strategies and management practices, as well as, how we work in the field, are guided and shaped by the principles of the UN's Global Compact initiative, which we adopted in 2009.

Global Compact is a strategic policy initiative for businesses developed by the UN that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption. We are committed to this initiative and have incorporated the Global Compact's principles as part of our business practices. Our former Corporate Responsibility reports, for the years 2009-2010, 2011-2012 and 2013-2014 included our adaptation of the principles of the United Nation's Global Compact initiative and incorporated them as part of our business practices.



Maala

Our values are also expressed and refined through our association with Maala, an Israeli non-profit organization that assists Israeli companies in developing and implementing Corporate Responsibility strategies and that helps them integrate social, environmental and ethical values into their business strategies.

As part of its program, Maala ranks its member corporations according to their performance using a variety of Corporate Responsibility criteria. Gazit-Globe was awarded Maala's Platinum ranking for the past eight years (from 2009-2016), and received a Platinum Plus ranking for 2016.

Our Corporate Responsibility activities have earned us additional recognition, as follows:

- The European Public Real Estate Association (EPRA) cited our Citycon subsidiary's Corporate Responsibility Report as one of the best in the real estate sector for 2013 and 2014. Citycon has been awarded EPRA's gold award in the Financial Best Practices series for five consecutive years, as well as sustainability awards (gold-level) by EPRA and a 'Green Star' in the GRESB survey.



LEED® Building Standard

Several of our subsidiaries conform their building activities to LEED® (Leadership in Energy and Design), the internationally recognized green building certification system.

A LEED® certification demonstrates that a construction project is eco-friendly.



Corporate Governance

We are committed to sound principles of corporate governance. Our Board of Directors (see below) is responsible for outlining the policy of the Company overseeing and monitoring the performance of our senior management team, the body, which is charged with the day-to-day conduct of our business. The fundamental responsibility of the Board is to exercise business judgment on matters of strategic and critical significance to the Company in furtherance of the best interests of the Company and its shareholders.

The Company also complies with rules NYSE and TSX on which markets the Company's shares are traded.

As of December 31, 2016, our Board is comprised of eight members, one of them was appointed in 2016. Three of the board members are considered to be external according to the Israeli Companies Law (two males and one female), and five are considered to be independent of the Company according to the Israeli Companies Law (three males and two females).

Board members and all directors are appointed annually at the Annual General Meeting; after which they are eligible for re-election with the exception of external directors appointed once every three years and whose terms of are determined according to Israel's Companies Law. The criteria, which qualify candidates for the Board include, among other things, business knowledge; expertise; integrity; experience related to the Company's core business activities; proven leadership qualities; and proven ability to exercise sound judgment.

The Board currently has five standing committees: Audit, Financial Statement Review and Compensation Committee, Corporate Responsibility Committee, Nominating and Corporate Governance Committee and Investment Committee.

The Corporate Responsibility Committee is responsible for supervising Corporate Responsibility activities of the Company, ethical matters, fair employment issues, our relationship with our suppliers, social investment in the communities in which we operate, environmental matters and other important Corporate Responsibility issues that may affect our performance, business activities and reputation.

In addition to approving strategic CR policies and activities of the CR Committee, the Board takes an active interest in CR matters, including social investment, and is regularly updated about executive management decisions related to CR.

Shareholders, employees and other interested parties are invited to contact Board members directly. Written communications to Board members may be forwarded to Gazit-Globe's headquarters.



Board of Directors

• Chaim Katzman, Chairman

Mr. Chaim Katzman is the founder, controlling shareholder and Chairman of Gazit-Globe and Norstar Holdings, the parent company of Gazit-Globe, and the Chairman of Equity One (Until March 2017), Atrium European Real Estate and Citycon.

• Dori Segal, Vice Chairman, CEO

Dori Segal is Vice Chairman and CEO of Gazit-Globe, assuming the role of CEO in January 2017. From 2000 to 2015, Mr. Segal served as the president and CEO of First Capital Realty and currently serves as its Chairman. Mr. Segal also served as CEO of Gazit Globe from 1998 to 2008.

• Yair Orgler, External Director

Mr. Orgler was Chairman of the Board of the Tel Aviv Stock Exchange until 2006, and a Director of Bank Hapoalim until 2010.

• Haim Ben Dor, Director

Mr. Ben Dor is a corporate consultant in the field of finance and investments

• Ronnie Bar-On, External Director

Mr. Bar-On served in a variety of governmental positions in Israel from 2003 to 2013 including Minister of Finance.

• Zehavit Cohen

Zehavit Cohen is a managing partner and the Office Head of Apax Partners Israel Ltd.

• Douglas Sesler, Director

Mr. Sesler is a private real estate investor.

• Noga Knaz, External Director

Ms. Knaz is the Vice Chairperson of the Board of Directors of Rosario Capital Ltd.

Executive Management

Our executive management is responsible for the ongoing management of the Company according to the Company’s vision and goals, and for executing the strategic plans and policies established by our Board of Directors.

Our executives cooperate with the management of our privately held subsidiaries and support them in their activities. The management of Gazit-Globe’s publicly-held subsidiaries is carried out by their independent management teams. Gazit-Globe is involved in the activities of these public companies through representation on their respective boards. In general, our management team strives to maximize knowledge share, capabilities and synergies between all the members of the Gazit-Globe Group.

The members of our Executive Management include the following individuals:

- Dori Segal, CEO
 - Adi Jemini, Deputy CEO & CFO
 - Rami Vaisenberger, Vice President and Controller
 - Revital Cahalon, Legal Counselor and Company Secretary
 - Dina Yogev, Controller
 - Itzhak Naftalin, Internal Auditor
-
- Zion Regev, Corporate Responsibility Manager



Compensation of Senior Employees

In November 2016, the Company's general meeting approved, after receiving the approval of the Company’s Board of Directors and its Compensation Committee, the adoption of a compensation policy for the officers of the Company. For details regarding the policy, please see Regulation 21 in Chapter D of Gazit-Globe’s Periodic Report for 2016.

Stakeholders

In identifying our stakeholders and parties who are impacted directly or indirectly by our business activities, we used the following parameters: groups with whom the Company has day-to-day interaction, and groups with whom the Company holds a mutual dialogue, or wishes to engage in one.

Our ‘internal’ stakeholders include our shareholders, Board of Directors, subsidiaries and employees. Our ‘external’ stakeholders are our customers, including tenants and consumers, as well as regulatory authorities, our suppliers, the media, financial analysts, the community and the environment.

Our Corporate Responsibility Reports serve as an important mechanism for informing our stakeholders of our Corporate Responsibility activities. Together with other materials, they are meant to cultivate a transparent dialogue with our stakeholders.

The following section further defines our stakeholder groups and the methods by which we interact with them.



Shareholders, including Institutional Investors

Shareholders in the Company participate in the management of our organization through their votes at shareholder meetings.

A shareholder holding 1% or more of the Company’s voting rights is entitled to suggest a topic for inclusion on the agenda of our next General Meeting. Any shareholder holding 5% or more of the Company’s outstanding equity and 1% or more voting rights, or any shareholder holding 5% or more of the voting rights of the Company, can call for a Special Meeting of Shareholders.

We communicate with our shareholders through our Annual Meetings of Shareholders where decisions are taken by our shareholders through a voting process that is mandated by the law. As a corporation registered under the laws of the State of Israel, we comply with the Israel Companies Law, as amended, which states that the following corporate issues must be discussed and approved at a general meeting of shareholders:

- company regulations and jurisdiction of the Board appointment
- termination and work terms of the auditing accountant
- appointment of external directors
- approval of transactions with interested parties
- increase of registered capital stock
- merger activities

We also communicate with our shareholders through our website, as well as through our annual, quarterly and other periodic financial reports and immediate reports.

We also hold quarterly conference calls in both Hebrew and English during which our CEO and CFO review financial and other events of the preceding financial reporting period and allow for questions from participants on the call. A press conference is also held following the publication of our annual financial results every year in March. In addition, we conduct investor days to provide information to institutional investors.

Our contact information (telephone numbers and email addresses) is published on our website, as well as on all of the written materials that we disseminate to our shareholders and to the exchanges in which our securities are traded.

Board of Directors

Our Board of Directors writes Company policy and supervises its performance, business functions and operations. During 2015, the Board held 28 meetings, the Audit Committee conducted 10 meetings, the Remuneration Committee conducted 8 meetings, the Investment Committee held 3 meetings, the Nomination Committee and the Corporate Governance Committee met once. In 2016, the Board met 29 times, the Audit Committee met 9 times, the Remuneration Committee conducted 10 meetings, the Nomination Committee held 3 meetings, the Investment Committee and the Corporate Governance Committee met once.

Our Board of Directors governs our Company by establishing broad policies and objectives; selecting, appointing, supporting and reviewing the performance of our executive team; ensuring the availability of adequate financial resources; approving annual budgets; setting the salaries and compensation of Company management; and accounting to our stakeholders for our Company’s performance. In addition to ensuring the Company’s prosperity by collectively directing the Company’s affairs and meeting the appropriate interests of our shareholders and stakeholders, our Board deals with challenges and issues relating to Corporate Responsibility.



Subsidiaries

Gazit-Globe is a major shareholder in four publicly-held companies. Gazit-Globe also controls a number of privately-held companies throughout the world. For further information, see Financial Statements for the 2016 and visit our web-site: <http://www.gazit-globe.com/>.

Through our intensive interaction with our privately held subsidiaries, we help guide their management teams with their strategic direction. We also sit on the Boards of Directors of our publicly held companies thereby contributing to their management. We organize an annual management conference attended by all of our subsidiaries which is hosted by a different subsidiary each year. These gatherings include brainstorming and interaction. In addition, we hold regular conference calls with the management of our subsidiaries to discuss ongoing business issues and activities.

Employees

As of December 31, 2016 we have 31 employees working at Gazit Globe.

Total number of employees by employment contract (permanent and temporary), by gender:

Men	61%	19
Women	39%	12
		31

All employees of Gazit Globe are employed in Israel and as full time employees (100%).

Age		Women	Men	Total
20-30	3	3%	6%	10%
30-40	15	32%	16%	48%
40-50	9	13%	16%	29%
50+	4	6%	6%	13%
	31			



Among the activities we engage in to interact with our employees are the following:

- We conduct employee satisfaction surveys to obtain feedback on management performance, employees' overall satisfaction and the Company's volunteer activities. The results of the surveys are distributed to employees and serve as a basis for discussions at meetings attended by employees and management.
- We engage in annual performance reviews of employees, which are attended by each employee's manager and the CEO. We maintain a Work-Life Balance policy to help employees achieve a balance between their work and their personal lives. When possible, we make an effort to meet the needs of our employees by providing flexible work

hours and enabling them to work from home. We also host events for employees and their families, including family vacations and holiday gatherings. In addition, we encourage employees to continue their academic studies by adjusting their employment conditions to allow for study periods and unpaid leave. We maintain an "Open Door" policy thereby encouraging our employees to communicate with our management.

- Our employees attend a bi-annual training sessions related to ethics and sexual harassment designed to allow for dialogue between management and employees.

There are no labor unions or collective bargaining agreements at Gazit-Globe.

Customers: Tenants and Consumers Stakeholder

Our customers include not only end-user consumers who shop for products and services in our shopping centers or visit our properties, but also our tenants who rent space in the shopping centers.

1. Tenants

We interact with our tenants in several ways: negotiating agreements with them, conducting satisfaction surveys to obtain feedback, and holding tenant focus groups to ascertain their needs. The managers of our centers maintain contact with tenants to ensure harmonious business dealings with them, and to respond to their concerns. Many of our subsidiary companies employ a ‘tenant relations manager’, whose duties include:

- developing relationships with tenants and acting as a one-point source of contact;
- facilitating meetings between tenants and our executives to coordinate leasing, property and asset management issues;
- maintaining retailer information;
- proactively assisting agents by providing them with leasing information.

2. Consumers

Our leasing representatives attend trade shows and conferences throughout the year, some of which are held in conjunction with local chambers of commerce, where brokers and tenant representatives are invited to obtain information about space available for lease in our shopping centers. Our subsidiaries’ websites also provide information for potential tenants, including contact information.

Suppliers

Contractors, appraisers, architects, engineers, supervisors and suppliers of raw materials act as suppliers to our Company. They provide us with the products and services we need to develop our properties and maintain them. Our goal is to ensure that they provide for the needs of our tenants and end-user customers.

Attorneys, accountants, economists, marketing and advertising professionals, public relations managers, human resources compensation consultants, and research companies assist us to ensure that we conform to regulatory and other requirements.

Our goal is to incorporate Corporate Responsibility criteria into our background checks of major potential suppliers in which we plan to engage in long-term relationships. We do this by requesting that they complete a

questionnaire about their Corporate Responsibility activities. During 2016 and 2015, we obtained confirmation from our top ten suppliers that they reviewed our Code of Business Conduct and that they agree to follow the Code’s guidelines in the conduct of their businesses.

We are concerned that our subcontractors conduct their business activities according to accepted norms and regulations, especially with respect to employment. At our headquarters in Tel-Aviv, we conduct annual checks of our sub-contractors’ pay slips to confirm that they pay salaries and benefits to their employees as required by law.

Regulatory Authorities

We rely upon the approval of a broad range of governmental and municipal regulatory authorities to conduct our business. These include development authorities and others that are responsible for urban planning and zoning, as well as local building and planning committees that approve architectural, engineering and environmental protection plans. Many of these governmental bodies and authorities also pass laws, regulations and directives, which directly affect how we conduct our businesses in their jurisdictions.

We interact with governmental authorities through the applications that we submit to them for approval, periodic reports that we file with them on our activities, and payments that we make to them in the form of taxes and fees. These authorities include the following:

- Securities Authorities: We report financial and other information related to our business activities to the New York Stock Exchange (NYSE), the Toronto Stock Exchange (TSX) and the Tel Aviv Stock Exchange (TASE), on which Gazit-Globe’s shares are listed, as required by these exchanges’ rules. In addition, we and our subsidiaries maintain an ongoing dialogue with the security authorities of several jurisdictions as required of publicly traded companies.
- Tax authorities: We submit regular filings to Israeli and other tax authorities, as required by those authorities’ laws and regulations.
- Local authorities: We cooperate fully with local authorities to obtain building licenses and to conduct our businesses according to municipal building codes and other legislation.
- Environmental authorities: We cooperate fully with federal and local environmental agencies, and maintain continuous contact with environmental personnel to ensure compliance with environmental standards maintained by them.





Financial Analysts

Many analysts representing different financial institutions follow the Company's activities and progress. A list of analysts covering our Company and their contact information is available on Gazit-Globe's website.

We communicate with analysts on a regular basis. We conduct an investor day to provide information to financial analysts and institutional investors. In addition, management makes itself generally available to analysts to answer their queries about the Company.

Media

The economic press and media organizations throughout the world review our business activities and financial results in their newspapers, magazines, television shows, web sites, news blogs and other media, thereby providing the general public with objective information on our Company.

As part of our ongoing efforts to increase transparency and enable stakeholders to make informed decisions, we issue press releases for broad media distribution that contain information regarding material developments or financial results of the Company. An archive of these press releases can be found on the Company's website. In addition, our management is regularly requested by traditional and online media, to comment on various issues relating to our Company and the commercial real estate industry.

Community

Our shopping centers play a significant role in hundreds of communities around the world. As a result, these communities are also stakeholders in our business. In addition to serving as shopping destinations, our centers provide community services, entertainment and to places to socialize.

We also influence the communities in which we operate through our philanthropic activities directed to a variety of organizations and social projects that educate, aid the poor, distribute food, support underprivileged children and youth, and others. Our employees are also encouraged to volunteer their time to non-profit organizations and volunteer programs.

We conduct surveys of the populations of the communities in which we operate in order to assess their shopping habits and to obtain feedback on their particular needs. This enables us to create a proper mix of goods and services for each shopping center that we operate.

Our contributions to the community are determined by an internal charitable activities group that is comprised of members of our management. This group establishes our corporate giving goals and identifies target areas in which we will focus our charitable activities.



Environment

We continue to progress in our efforts to incorporate green building practices into our development program. Green construction, or sustainable building, refers to an environmentally responsible and resource-efficient progress throughout a building's life-cycle: from 'siting' to design, construction, operation, maintenance, renovation and demolition. Green buildings are designed to reduce the overall impact of the built environment on human health and the natural environment, they do so by efficiently using energy, water, and other resources, protecting occupant health, improving employee productivity and reducing pollution.

We comply with rules and regulations mandated by Israel's Ministry of Environmental Protection, as well as the environmental ministries of other countries in which we conduct our business activities. We interact with non-governmental organizations ("NGO's") that are active in protecting the environment, and hire consultants to assist us in assessing the environmental impact of our activities. They advise us in the use of green construction methods and in reducing our environmental impact. This benefits not only us, but our tenants, who reduce their electricity and water costs.

Membership in Associations

Gazit-Globe and its subsidiaries maintain memberships in the following industry and other organizations:



EPRA
European Public Real Estate Association



GRI
Global Reporting Initiative



Israel - America Chamber Of Commerce



Israel - Canada Chamber Of Commerce



REALpac
Real Property Association Of Canada



BOMA
Building Owners And Building Council Of Canada



Canada Green Building Council



EPRA
Corporate Real Estate Women



NAREIT
The National Association of Real Estate Investment Trusts

Risk Management

Risk Management includes our ability to identify, assess and treat deliberate, systematic and consistent risks that threaten our achievement of goals and objectives, as well as the ability to analyze events, draw conclusions and take actions to reduce damage and prevent future recurrences.

We engage in risk mapping, and it specifies specific activities for managing the material risks inherent in our operations and in corporate control, including financial risk management. In addition, we implement internal audits and control activities, and comply with Israel's 'Goshen' ISOX Committee requirements, as well as Sarbanes Oxley laws in the US.

We are working systematically and consistently to strengthen our corporate governance as well as our risk management.





Section 2

Economic Performance

Section 2

Economic Performance

Introduction

Direct Economic Value

With hundreds of shopping centers visited by millions of consumers, our business affects not only our stakeholders, but communities worldwide.

As a global real estate company managing and operating income-producing properties around the world, our operations have both a strong direct and indirect economic impact on the communities in which we operate.

We act as a spur to the creation and growth of businesses, commercial activity and jobs. We promote substantial economic growth by leasing space to tenants who employ tens of thousands of people in their supermarkets, drug stores, clothing chains, specialty shops, cafes and restaurants, banks and service centers. Our development and redevelopment activities also have an economic impact by creating work opportunities for the construction industry. Our economic impact also extends to our contributions to various non-profit organizations to support their activities in the community.

Our primary objective is to create value through long-term maximization of cash flow and capital appreciation, and to increase our dividends over time. We do this through a differentiating focus on a recession-resilient, necessity driven asset class, which has demonstrated an ability to generate strong and sustainable cash flow through different economic cycles.

The business model that we have developed and implemented over the years, whereby we own and operate our properties through our publicly traded and privately held subsidiaries, has driven this substantial and consistent growth. We leverage our expertise to grow and improve the operations of our subsidiaries, maximize our profitability, mitigate our risk and create value for shareholders.

	2015	2016
revenue	4809	4801
operating costs	1613	1607
employee wages and benefits	288	301
payments to providers of capital	328	295
payments to government	55	90
community investments	11	9.5
Economic value retained	620	787

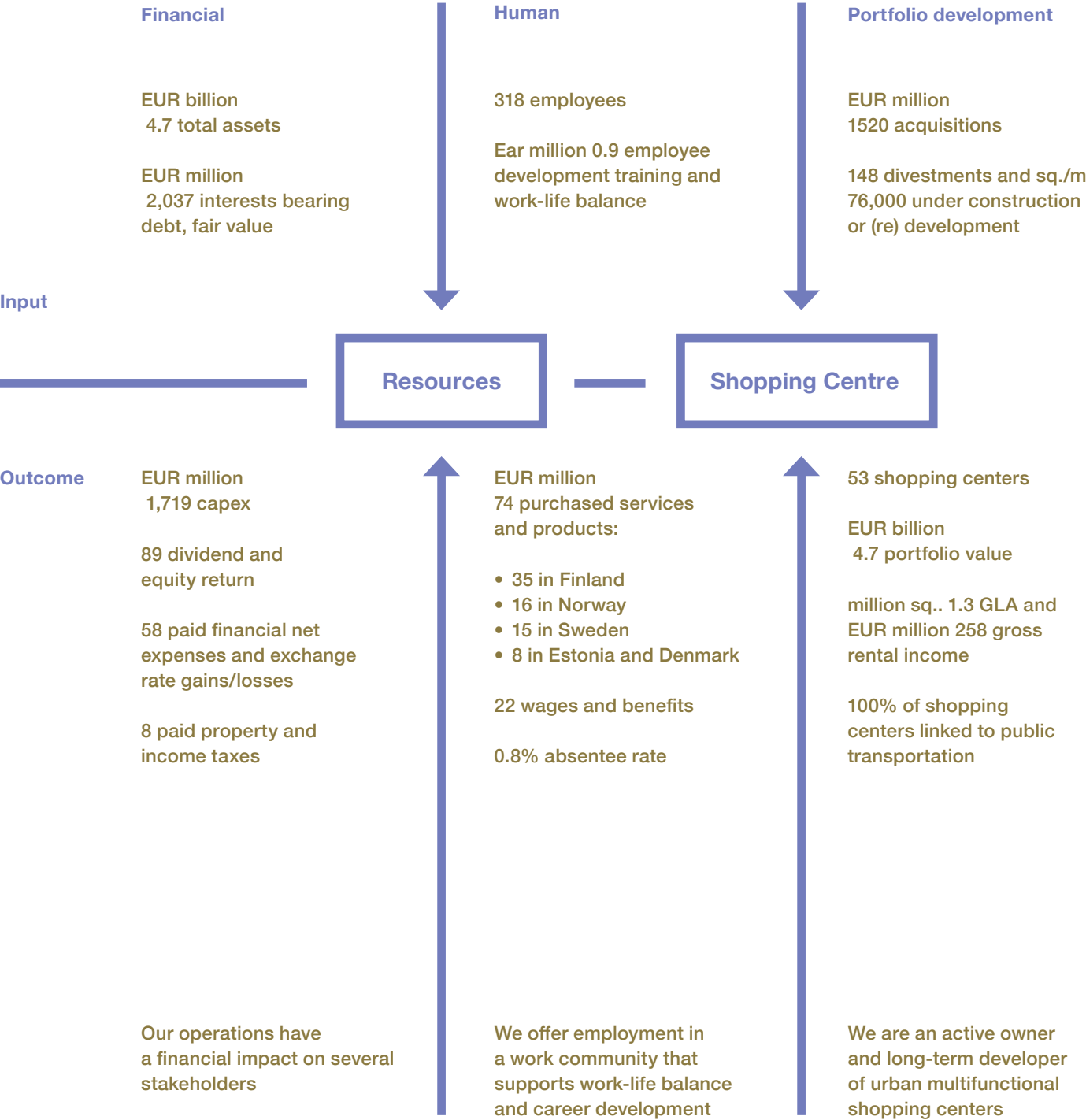
*All data in NIS (million)

Please refer to our website for all financial disclosures, including our 2016 Annual Report gazitglobe.com/financial-reports.

Spotlight: Atrium

Atrium's strategy revolves around sustainable revenue growth and continuous operational improvement. KPIs set by the Company, such as the operating margin (over 96%) and dividend growth (23% in 2010-16), reflect this approach. The Company maintains its investment grade credit rating (BBB-/ stable) and low leverage (29% net LTV).

Spotlight: Citycon 2015/2016



Economic value generated and distributed

Direct economic value generated	2015	2016
Revenues		
• Finland	139	127.2
• Norway	60.5	115.1
• Sweden	60.4	57.3
• Baltics and Denmark	35.6	32.2
Gross rental income	223.9	251.4
Service charge income	71.7	80.3
Revenues from sale of investment properties	126.8	109.9

Economic value distributed

Operating costs		
• Finland	-35.2	-32.2
• Norway	-15.6	-26.6
• Sweden	-14.8	-14.1
• Baltics and Denmark	-8.2	-6.8
• Headquarters	0	0.5

Purchase related to property operating costs	-73.8	-79.2
• Finland	-109	220.3
• Norway	-1556.2	45.7
• Sweden	-43.7	45.6
• Baltics and Denmark	-8.4	1.8
• Headquarters	-1.3	1.1
Investments	-1718.6	314.5

Employee wages and salaries

• Finland	-2.7	-3.2
• Norway	-9.5	-12
• Sweden	-3.4	-3.7
• Baltics and Denmark	-1	-1.2
• Headquarters	-5.5	-6.1

Paid wages and salaries	-22.1	-26.2
• Finland	0	0
• Norway	-0.1	0
• Sweden	0	-0.1
• Baltics and Denmark	0	0
• Headquarters	0	-0.1
Funds used for employee training	-0.2	-0.1



Payments to providers of capital	2015	2016
• Paid dividends and return from invested unrestricted equity	-89.2	-131.4
• Loan repayments and proceeds	3.9	133.5
• Paid and received financial expenses as well as raised exchange rate losses/gains	-57.9	-54.3

Payments to government

Income taxes received/paidFinland	-0.2	-0.8
• Finland	-36	-3.7
• Norway	-0.7	-1.4
• Sweden	-3.2	-2.5
• Baltics and Denmark	-0.4	-0.4
Property taxes	-7.8	-8.1

Indirect Economic Influence

Our hundreds of income producing properties throughout the world have a strong indirect economic influence. Our tenants include supermarkets, drug stores, banks, appliance stores, apparel shops, and other shops and service providers. They market and sell goods and services valued at hundreds of millions of dollars a year, employ thousands of people and pay taxes to the local jurisdictions in which our centers are located.

To drive economic growth, we make our commercial centers easily accessible, convenient and a pleasant environment in which to shop. In addition to leasing space to large department stores and supermarket anchors, we also rent space to small and medium-sized businesses that benefit by being located adjacent to larger stores, which attract strong traffic. To best serve consumers, we also focus on creating a consumer friendly and safe environment, a diverse shopping experience, and easy accessibility for disadvantaged populations. We also strive to build and operate our commercial centers in an environmentally friendly way, by employing green construction methods and conservation methods in an effort to create additional economic and other benefits for the communities where we operate.

Our indirect economic influence also extends to the taxes we pay in the jurisdictions in which we operate. These taxes help to finance government activity aimed at improving the welfare of citizens in the countries in which we operate.

Proportion of spending on local suppliers

As a good corporate citizen, we attempt to utilize the resources and services provided by local suppliers. Local sourcing helps us to foster the relationship with the local communities and by doing business with the local suppliers, resources are re-circulated within the local operating environment, which energizes the local economy and provides economic growth opportunities. Utilizing local suppliers is not only good for our business but also for our communities, our stakeholders and even the planet.

Spotlight: Citycon

Purchases related to property maintenance totaled EUR 73.8 million (EUR 62.1 million). Of which 45% was spent in Finland, 21% in Norway, 20% in Sweden and 11% in Baltics and Denmark in 2015.
Services related to property maintenance always require the use of local employees. Energy was the largest cost included in maintenance costs. The Principal heating method is properties in district heating which is procured locally from each region's districts heating company.
Electricity is purchased on centralized basis in all countries.

Anti-Corruption

For a discussion of our Anti-Corruption policy, please see our website: www.gazit-globe.com. The Anti-Corruption policy is included in our Code of Conducts. All Gazit-Globe employees and management are aware of the Anti-Corruption policies and procedures. During the reporting period there were no reported incidents of corruption. Gazit-Globe Anti-Corruption policy is in accordance with The Foreign Corrupt Practices Act (FCPA).

Spotlight: FCR

First Capital Realty has clearly defined its expectations of employees, officers and directors in its Code of Conduct and Ethics, Anti-Corruption Compliance Policy, Ethics Reporting Policy, and Disclosure and Insider Trading Policy. Employees, officers and directors are required to acknowledge having read these documents and agree to comply with these policies upon joining the organization. Employees, officers and directors are required to acknowledge these documents annually thereafter. Each employee's manager is responsible for ensuring that the employee completes this acknowledgement. The Vice President, Business Process and Risk Management tracks and reports compliance with this directive, which was 99% for 2015, to the EVP and CFO. During the reporting period there were no reported incidents of corruption, harassment or discrimination.

Spotlight: Citycon

In line with its ethical business principles, Citycon is explicitly opposed to corruption and bribery. Apart from gifts of only token monetary value or reasonable hospitality, Citycon or persons acting on its behalf must not offer or accept any benefits, gifts or hospitality that could influence its ability to make objective and honest decisions. Similarly, it refrains from trying to affect objective and honest decision-making by a public authority, client, partner or any other party. There is a mandatory learning tool for the whole personnel (can be found on Citycon website). No corruption, fraud or bribery cases were brought to Citycon's attention in 2015 and in 2016.

Spotlight: Equity One

Equity One reviews its Code of Conduct each year. 100% of our employees receive and acknowledge receipt annually.

Anti-Competitive Behavior

The Group meets all statutory requirements and avoids any practices intended to subvert or eliminate competition and refrains from price-fixing contracts and price discrimination. During the reporting period, the Company was not subject to any legal action for anti-competitive behavior, anti-trust, or monopoly practices.



G-6, Yokneam Illit, Israel

Section 3

Environmental Performance

Section 3

Environmental Performance



Kista Galleria, Stockholm, Sweden

Introduction

We believe that protecting the environment and promoting sustainable development is our responsibility and it is important from both an environmental and a long-term financial point of view. We strive to carry out the activities that have an environmental impact, such as the construction and maintenance of our commercial buildings in an environmentally responsible manner.

An integral part of our strategy for minimizing our environmental footprint is

the reduction of emissions through the management and development of our shopping centers; improving the energy efficiency of buildings, reducing energy consumption and increasing the use of renewable energy sources in the properties' energy production and procurement. We recognize that by integrating sound environmental, health, and safety management practices into all aspects of our business, we can offer products and services while conserving and enhancing resources for future generations.

Delivering on our environmental responsibilities builds a stronger foundation on which to prosper and defines our reputation as a positive contributor to the communities in which we live and work.



Spotlight: Citycon

Citycon are committed to sustainable development, and its ongoing target is to further increase the energy efficiency and environmental soundness of the shopping centers.

In 2015 we
Commit to sustainable development, with a continuous aim to further increase the energy efficiency and environmental performance of our shopping centers
Invest in the energy efficiency of buildings and increase the use of renewable energy sources in the properties' energy production and procurement
Ensure the environmental soundness of our buildings through internal property management practices as well as external benchmarks

In 2016 we
Improve energy and carbon efficiency of our shopping centers
Study, analyze and pilot on-site renewable energy production options such as gr thermal energy
Continue to promote green building and acquire high grade environmental certifications for major (re)developments
Vast majority of existing buildings to have environmental certification
Increase the share of recycled waste (recycling rate – 93%)
Reduced energy consumption by 6% and greenhouse gas emission by 27% (since 2014)



Spotlight: Atrium

In our places we provide safe and healthy spaces that operate efficiently by stimulating innovation and optimum design.

Our goals:

- Actively monitor and reduce energy and water consumption, and waste
- Certify every major new development and extension
- Provide safe and healthy spaces for customers and tenants
- Reduce environmental footprint

In 2016 we:

- Performed data collection and target setting
- Increased external transparency through our first sustainability report
- Obtained BREEAM certifications
- Introduced Sustainable procurement policy in place

Ways to make an impact:

- Cleaning - We insist that our suppliers use high efficiency cleaning machines that use less water and unarmful products
- Security - For security we stimulated the use of Segways in larger shopping centers so teams are on location faster
- Safety - Guards must have medical training, and all shopping centers are equipped with defibrillators
- Animals - Protection If any animal is found within our centers, such as a bird, it needs to be removed by our suppliers alive and unharmed

Energy

• 2015-2016 Total Energy Consumption for Gazit-Globe's Headquarters (kWh)

2015	2016
417,666* all group	128,358* headquarters

• 2015-2016 Total Gas Consumption for Gazit-Globe's Headquarters (kWh)

2015	2016
105,163* all group	31,961* headquarters

Spotlight: Gazit Israel

The Company has completed construction of a new center in Yavne, which has been opened since September 2014. The Company has avoided of building a central air conditioning system, which is energy and water consuming. Instead, each store in a center has its own air condition system.

Spotlight: Equity One

Our fixture-based lighting controls and LED conversions continue to drive steady reductions in our overall energy usage. On like for like basis between 2014 and 2015, our energy consumption was reduced by 4%. We will continue these strategic initiatives to maximize our reductions going forward and are excited to see the benefits we've achieved.



San Pelegrino, San Pelegrino, Caxias do Sul, Brazil

2015 Electricity KWH

190,400	High Street-Tenant
1,249,661	Office
1,423,608	Retail Shopping Center
20,370,786	Retail Warehouse
1,254,400	High Street-Retail
1,060,573	Health Care



global energy supply. Although the use of non-renewable energy provides employment and generates economic value, it places burdens on the environment, such as the depletion of finite resources, loss of habitat and air pollution.

Due to the nature of the provincial electric grids in Canada and the location of the Company's shopping centers, 41% of the Company's energy consumption was sourced from **renewable power**, i.e., wind, solar or hydraulic generation.

Spotlight: FCR

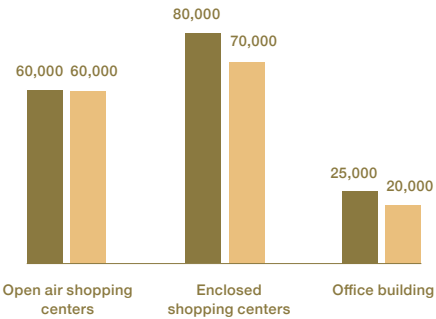
Energy in the form of natural gas and electricity supplies heating, cooling and power to FCR's properties. In 2015 the Company established and distributed monthly energy property performance reports to Property Management team. Energy consumed in 2015: 153,290 MWh.

Energy is necessary to transform raw materials into products and services to meet the needs of tenants and consumers. Buildings consume approximately 30% of the

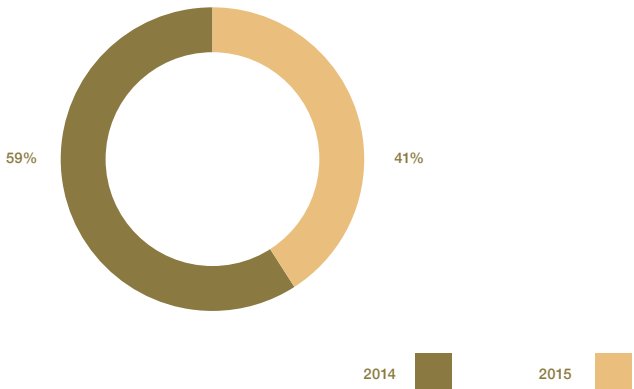
Energy consumption from entire portfolio (eMWh)

2014	2015
165,000	150,000

Energy consumption by asset class (eMWh)



Renewable Energy consumption



Weather corrected like-to-like portfolio - energy

parameter	2012 (base year)	2015	2015 versus 2012 change (%)
Energy (ekWh)	128,731,559	114,675,189	-10.9%
Electricity (kWh)	91,313,235	81,856,964	-10.4%
Natural gas m2	3,615,297	3,170,843	-12.3%
Water m3	1,192,623	1,174,694	-1.5%



Spotlight: Citycon

In order to improve energy efficiency, Citycon has optimized the energy consumption of properties, invested in energy efficiency and improved the monitoring of consumption. Energy consumption at Citycon’s properties is mostly indirect consumption, i.e., procured energy. Only 8 of its shopping centers are equipped with a heating plant, and the fuel used by it is reported as direct energy consumption.

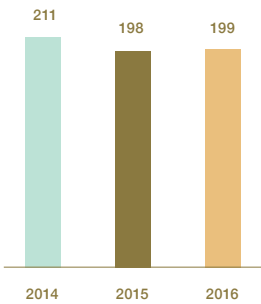
In 2016 the total share of green electricity amounted to 58% (47% in 2015). Only a few shopping centers are heated by fossil fuels and the fuel used is reported as direct energy consumption

Energy consumption in common areas by 0.4% in 2016. In like-for-like shopping centers, electricity consumption decreased by 5% in 2015 and 3% in 2016.

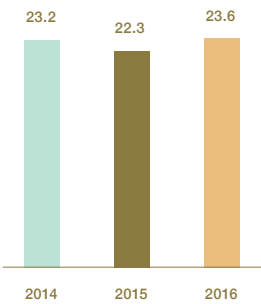
Heating energy consumption decreased by 22% in 2015 but increased by 11% in 2016 compared to the previous year. Weather adjusted consumption, decreased by 16% in 2015 and by 2% in 2016.

During 2016 carbon intensity was reduced by 18%.

Energy intensity of shopping centers (baseline corrected, kWh/sq.m)



Heating and electricity charges (eur million)



Total Energy Consumption

MWH	2014	2015	2016
Electricity consumption in common areas	105,246	131,916	132,411
Tenants' Electricity purchased by landlord	72,922	85,546	80,609
Total electricity consumption	178,168	217,461	213,020
Electricity consumption in Citycon's offices and business premises	33	97	95
Non-renewable electricity	143,471	116,312	89,362
Renewable electricity	34,697	101,150	123,563
District heating	126,614	98,404	109,522
Weather corrected district heating	139,718	117,080	113,481
District cooling	6,694	5,888	7,773

Direct energy consumption			
• Total energy consumption from fuels	3,279	2,782	3,192
• Total energy consumption in premises	314,754	324,536	333,506

Intensity indicators			
• Building energy intensity shopping centers * kWh/sq.m	245	184	196
• Building energy intensity shopping centers * kWh/visitor	1.43	1.23	1.34
• Building energy intensity other retail properties * kWh/sq.m	208	172	184
• Baseline corrected building energy intensity shopping centers * kWh/sq.m	211	198	199

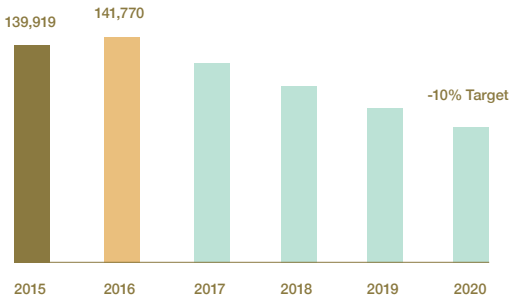


Spotlight: Atrium

Our goal is to optimize energy intensity by 10% between 2016 and 2020, on a like-for-like basis.

Energy consumption
* m3 x 1000

		Absolute	Poland	Czech Republic & Slovakia	Romania	Russia	Total
Energy consumption from electricity kWh/m2/year	2015	369.2	323.1	422.6	154.6	483.0	387.0
	2016	370.3	319.5	419.7	165.9	483.1	386.1
Energy consumption from electricity kWh/visitor/year	2015	2.39	2.31	2.00	1.31	3.22	2.53
	2016	2.44	2.28	1.97	1.42	3.36	2.60



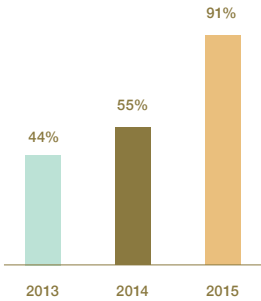
		Absolute	Poland	Czech Republic & Slovakia	Romania	Russia	Total
Energy consumption from electricity	2015	90,899	30,317	31,121	2,026	34,552	80,103
	2016	89,901	31,121	13,006	2,026	32,401	78,553
Electricity exclusively sub-metered to tenants	2015	120,097	42,985	39,693	4,393	51,846	116,380
	2016	118,576	39,693	16,925	5,510	51,711	113,839
Total electricity consumption	2015	210,996	73,302	70,814	7,028	86,397	196,483
	2016	208,477	70,814	29,931	7,536	84,112	192,392
District heating and cooling	2015	47,528	10,445	11,020	0	29,986	46,216
	2016	50,547	11,020	5,233	0	32,769	49,022
District heating and cooling sub-metered to tenants	2015	15,181	2,500	3,313	0	2,754	14,751
	2016	14,498	3,313	9,611	0	1,354	14,278
Energy consumption from fuels	2015	13,600	1,860	1,949	1,468	10,117	13,600
	2016	14,195	1,949	150	1,558	10,538	14,195
Fuels exclusively sub-metered to tenants	2015	6,918	434	439	255	5,659	6,918
	2016	7,423	439	530	294	6,161	7,423
Total energy consumption from all sources	2015	294,223	88,541	87,535	8,750	134,913	277,968
	2016	295,140	87,535	45,455	9,388	134,934	277,311

Energy Consumption - Reduction

We consume significant amounts of energy to light, heat and cool our properties. As such, we are increasingly focused on the conservation of energy in all of our operations, and on the utilization of alternative energy sources where possible to operate our shopping centers and other properties. This is an ongoing process which has not yet been implemented fully throughout our operations.



In 2015, we executed cool roofing projects on 91% of the roof areas that were replaced across our portfolio. We continued our long-term strategy of seeking opportunities across the portfolios to use cool roofing materials in all roof replacement activities. We have also partnered with local utility companies to maximize our ability to recover all available rebates and incentives.



Spotlight: Gazit-Globe

As part of our efforts to increase the energy efficiency and environmental soundness of the shopping centers, we have switched the lighting systems to LED based. At the Sinai Gate, the lighting system was changed to LED and in our Yokneam Shopping Mall the parking lot's lighting was also changed to LED. We aim to reduce energy consumption by 5% every year.

Spotlight: Equity One

Efficient property operation is a key component of Equity One's financial and environmental strategies. One goal that satisfies both strategic attributes at the asset level is the reduction of energy consumption in the areas within our operational control. Our operational control is described as the common areas of our shopping centers, which includes: parking lot lighting, landscape lighting, property signage and exterior building lighting.

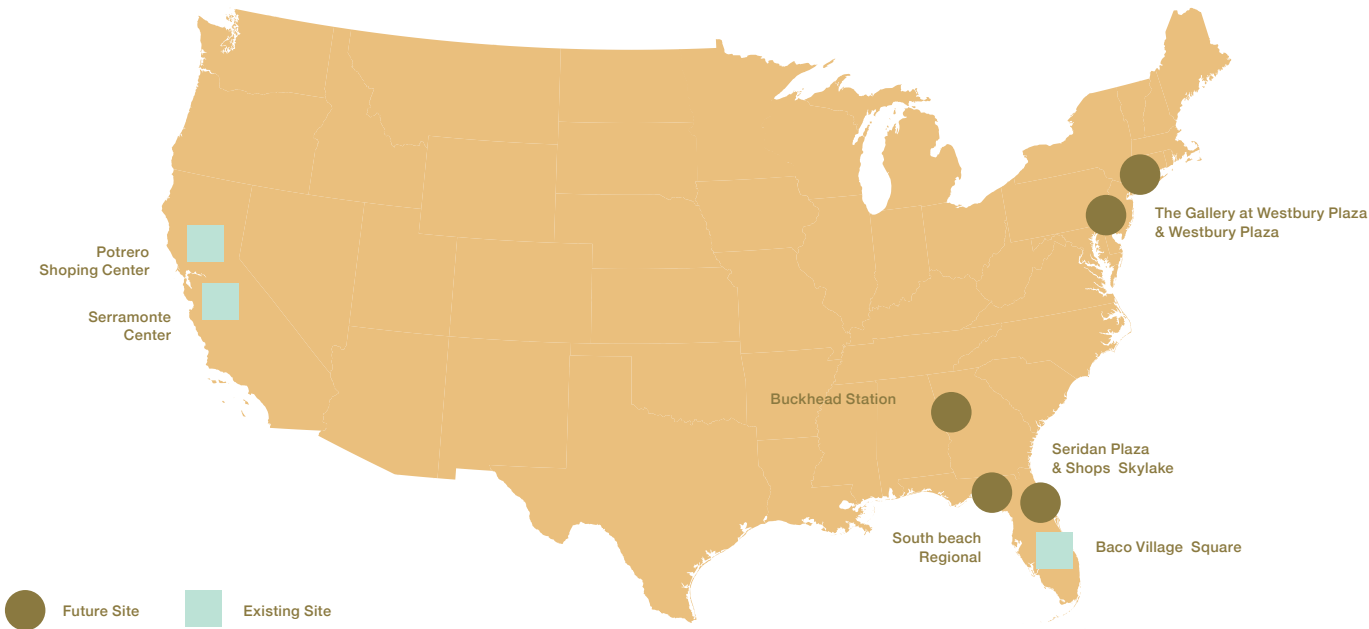
Our main objective in our energy consumption strategy is composed of controlling these light sources in off hours and replacing inefficient light fixtures with the most efficient LED technology on the market. Since we began our programs, we have replaced over 1,065 inefficient lighting fixtures with high-efficiency LED fixtures in our buildings. These replacements not only improve energy efficiency, but also reduce repair and maintenance expenses, reduce liability exposure, and improve aesthetics for our tenants and patrons. We will continue to systematically improve our lighting facilities across our portfolio and look for opportunities for efficiency improvements.



The support of alternative transportation at our shopping centers is an important element of our environmental strategy.

Electric car use in the US continues to rise at a steady pace, and that growth will continue into the future. In order to ensure that we meet the demand of our patrons, tenants, and employees who are using this new and efficient technology, we began installing electric car charging stations at our shopping centers during the 2012 reporting period.

We continue to follow a strategic approach with regard to the installation of additional charging units throughout our portfolio and look forward to furthering our commitment to promote alternative transportation at our shopping centers. The map shown in this section highlights our existing sites and sites that are in our pipeline for installation.



Spotlight: FCR

As part of First Capital Realty's 2013-2015 Sustainability Strategy, the Company made a commitment to reduce its 2015 energy consumption by 5% from a 2012 base year, weather-corrected, like-to-like portfolio. To increase the likelihood of success, the SVP, Operations linked this goal to the property managers' bonus structure. The Company undertook recommissioning activities at 8 properties. By investing \$1.4 million dollars in energy conservation measures with a simple pay back of 4.3 years, energy consumption at these properties was reduced by 8.3%; energy consumption decreased by 3.0 million ekWh resulting in an annual cost avoidance of \$312,000.

By implementing various energy conservation measures, including recommissioning activities at these 8 properties, from 2013 to 2015, the Company not only achieved but surpassed its 2015 goal. Energy consumption in 2015 compared to the 2012 base year in the weather-corrected, like-to-like portfolio was reduced by 11% or by 14 million ekWh resulting in an annual cost avoidance of \$1.3 million dollars and enhancing the Company's operational efficiency.



Asset Class	2014 (eMWh)	2015 (eMWh)	2015 versus 2014 change %
Open air shopping centers			
• Natural gas	18,170	14,130	-22%
• Electricity	46,670	46,680	0
• Total asset class	64,840	60,810	-6%
Enclosed shopping centers			
• Natural gas	30,910	25,000	-19%
• Electricity	45,360	43,350	-4%
• Total asset class	76,270	68,340	-10%
Office buildings			
• Natural gas	11,450	10,010	-13%
• Electricity	14,300	14,130	-1%
• Total asset class	25,750	24,140	-6%
Entire portfolio			
• Natural gas	60,530	49,140	-19%
• Electricity	106,330	104,160	-2%
• Total asset class	166,860	153,290	-8%

Spotlight: Citycon

Energy Efficient

by 2020	Achievements 2015	Continuing	Achievements 2015
Reduction of energy consumption (kWh/ sq.m) by 10%	-0.06	Carrying out a renewable energy feasibility study in (re) development project	Achieved
Reduction of green-house gas emission (kgCO2e/sq.m) by 20%	-0.1		

- In Jakobsberg Centrum in Sweden geothermal heating was installed, and it is estimated that the solution will cover approximately 97% of the heating and cooling needs
- At Iso Omena in Finland solar panels are being installed. Approximately 5% of property electricity will be solar powered.
- 74% of the shopping centers are BREEAM IN-Use certified (measured by fair value)



Tzameret, Tel-Aviv, Israel

Spotlight: Atrium

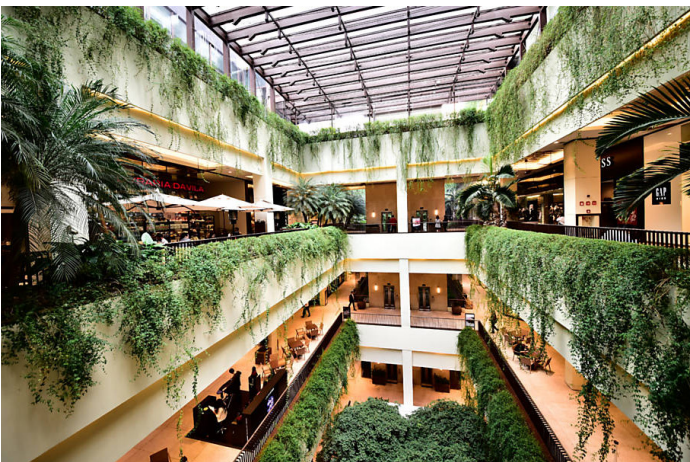
In one of the shopping centers in Poland (Biala) we have changed the lighting in the underground car park. Previously, the 1008 lights in the car park each used 58 Watt bulbs and were lit up 24 hours a day, which led to an energy usage of 512 MWh/year. During the recent renovations the team changed to 32 Watt lights. Now only 75% of the lights are used during operating hours and 5% at night. Energy usage per year has been reduced by 27% to 145 MWh.

In 2016 12.4% of our shopping centers are certified with BREEAM. In the coming years, we expect BREEAM certifications to be in place for all the extensions currently under development.



Water

Our properties use water to support cleaning activities, supply landscape irrigation and to provide sewage conveyance, as well as for consumption by our employees, tenants and their customers. In most cases, municipal water treatment plants provide our properties with potable water, and our wastewater is sent to municipal treatment plants. We recognize the vital importance of promoting the responsible use and conservation of water in all of our operations



Shopping Cidade Jardim, Cidade Jardim, Sau Paulo, Brazil



Tel Baruch, Tel-Aviv, Israel

Spotlight: FCR

The sustainability of fresh water supplies is an increasing concern globally. Industrial expansion, intensification of agricultural practices and rapid urbanization can place pressure on water quality and supplies. Environment Canada has categorized the regions of Canada according to their level of water stress.

The Company’s properties primarily use water to supply drinking water, support maintenance cleaning activities, supply landscape irrigation, and

provide sewage conveyance. Municipal water treatment plants provide potable water to the Company’s portfolio. Municipal waste water treatment plants treat its waste water. Typically, there is one water meter installed by the utility at each property.

First Capital Realty continued to implement water conservation measures in its portfolio in 2015. The Company undertook a major project to replace the entire cooling system at Meadowlark

Health and Shopping Centre in Edmonton, Alberta. Water audits were completed at Chartwell Shopping Centre and 801 York Mills in Toronto, Ontario. In 2015, First Capital Realty’s water consumption decreased by 4% from 2014 levels.

Asset Class	2014 m3	2015 m3	2015 versus 2014 change %
Open air shopping centers	942,020	892,380	-5%
Enclosed shopping centers	372,370	359,610	-3%
Office buildings	65,230	71,500	10%
Entire portfolio	1,379,620	1,323,500	-4%



Iso Omena, Espoo, Finland

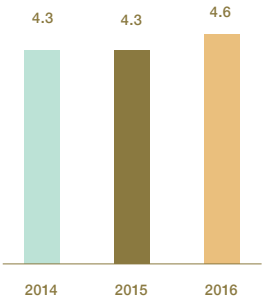


Tzameret, Tel-Aviv, Israel

Spotlight: Citycon

Energy Efficient

The total water consumption in all shopping centers and retail properties owned by Citycon was 835 thousand cubic meters in 2015 and 845 in 2016. Water consumption in 2016 per visitor in shopping centers was 4.6 liters and 3.3 liters in like-for-like shopping centers.



Water Consumption

Asset Class	2014	2015	2016	Change % 2015/2016	Change % 2016/2012
Total water consumption (m3)	723,424	835,054	845,34	1.2	33.7
Like-for-like total water consumption (m3)		303,220	293,260	-3.3	
Total water consumption in shopping centers (m3)	685,898	815,374	839,477	3.0	44.2
Total water consumption in like for like shopping centers (m3)		298,786	292,392	-2.1	
Water intensity in shopping centers liter/visitor	4.3	4.3	4.6	5.9	13.5
Water intensity in like for like shopping centers liter/ visitor	3.5	3.3	3.3	1.6	



Total Water Consumption by business units

Asset Class	Total Water Consumption *(m3)	Total Water Consumption in shopping centers *(m3)	Total Water Consumption in like-for-like shopping centers *(m3)	Water intensity *liter/visitor
Finland				
• 2014	280,803	245,193	----	3.1
• 2015	253,637	235,001	132,619	3
• 2016	249,977	245,377	132,081	3.1
Change % 2015/2016	-1.4	-4.4	-0.4	4.8
Change % 2016/2012	-15.5	-4.3	15.5	2
Norway				
• 2015	192,998	192,998	----	5.1
• 2016	187,449	187,449	----	5
Sweden				
• 2014	378,896	376,786	161,022	6.6
• 2015	328,039	326,995	138,922	5.8
• 2016	356,026	254,829	132,536	6.4
Change % 2015/2016	8.5	8.5	-4.6	10.7
Change % 2016/2012	32	37	----	10.7
Baltics and Denmark				
• 2014	63,919	63,919	----	3.7
• 2015	60,381	60,381	27,245	3.5
• 2016	51,861	51,861	27,775	3.9
Change % 2015/2016	-14.1	-14.1	1.9	11.6
Change % 2016/2012	-22.3	-22.3	----	11.6

* by business units liter/visitor

* by business units (m3)

Spotlight: Equity One

As part of our ongoing utility data collection strategies, we are aggressively sub-metering tenant spaces for water services. This allows us to isolate tenant usage from the overall common area usage for these services. Because a number of properties were transitioned to this sub-meter program, the usage information contained in this

report is greatly reduced from prior reporting periods. In addition to our sub-metering strategies for water services, we also strategically convert municipal water for landscape irrigation to direct well water sources. This allows us to utilize a raw water source instead of a water source that goes through extensive purification and processing.

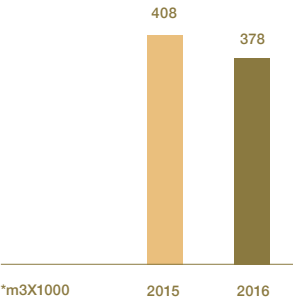
2015 Water Sewer (CU3)

2015 Electricity KWH	
Office	804
High Street-Retail	3,047
Retail Warehouse	209,468
Retail Shopping Center	1,423,608

Spotlight: Atrium

Our goal is to reduce water intensity by 10% between 2015-2020

Water consumption



Environmental Performance Indicators (m3)

		Absolute	Poland	Czech Republic & Slovakia	Romania	Russia	Total
Water consumption for common and restricted areas	2015	430,693	165,116	152,614	9,435	160,036	408,152
	2016	402,912	152,614	71,608	12,602	141,456	378,279
Water consumption exclusively sub-metered to tenants	2015	334,180	96,527	114,500	32,620	108,770	294,555
	2016	364,792	114,500	52,352	37,033	110,556	314,441
Total water consumption	2015	764,872	261,643	267,113	42,055	268,806	702,707
	2016	767,704	267,113	123,960	49,635	252,012	692,720
Building water intensity liter/m2/year	2015	959.7	954.9	1,202.2	743.0	962.4	978.4
	2016	963.2	974.9	1,144.6	876.9	902.3	964.5
Building water intensity liter/visitor/year	2015	6.2	6.8	5.7	6.3	6.4	6.4
	2016	6.4	7.2	5.4	7.5	6.3	6.5



Emissions

Spotlight: FCR - GHG Emissions

GHG emissions at FCR properties result from burning fossil fuels to provide power, heating and cooling to its properties as well as the transportation of water to and from properties. As part of First Capital Realty’s 2013-2015 Sustainability Strategy, the Company made a commitment to reduce its 2015 GHG emissions by 5% from a 2012 base year, weather corrected, like-to-like portfolio. GHG emissions in 2015 compared to the 2012 base year in the weather-corrected, like-to-like portfolio decreased by 20% or 6,510 tones despite a 9% increase in emission factors. In 2015, First Capital Realty’s GHG emissions decreased by 10% from 2014 levels in spite of a 1% increase in GLA reporting GHG emissions. Carbon dioxide (CO2), methane (CH4), nitrous oxide gases (N2O) were used to calculate CO2e.



Asset Class	2014 (tCO2e)	2015 (tCO2e)	2015 versus 2014 change %
Open air shopping centers			
• Natural gas	3,360	2,620	-22%
• Electricity	5,910	5,610	5%
• Water	120	120	-3%
• Total asset class	9,390	8,340	-11%
Enclosed shopping centers			
• Natural gas	5,750	4,650	-19%
• Electricity	7,880	7,190	-9%
• Water	50	50	-5%
• Total asset class	13,680	11,890	-13%
Office buildings			
• Natural gas	2,110	1,850	-13%
• Electricity	1,490	1,960	32%
• Water	---	10	45%
• Total asset class	3,600	3,810	6%
Entire portfolio			
• Natural gas	11,220	9,110	-19%
• Electricity	15,270	14,760	-3%
• Water	180	170	-2%
• Total asset class	26,670	24,050	-10%

Weather corrected like to like portfolio (GHG Emission)

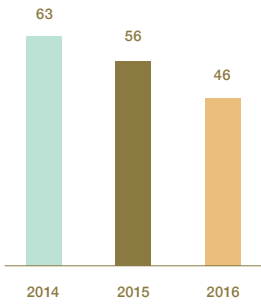
Parameter	2012 base year	2015	2015 versus 2012 change %
Emissions (tCO2e)	32,856	26,348	-19.80%
Emissions Factor (tCO2e/unit of energy)	755	832	9.00%

Spotlight: Citycon – GHG Emissions

GHG emissions at FCR properties result from burning Citycon’s carbon footprint decreased by 7% compared to the previous year, as a result of changes in its property portfolio and due to increased share of CO2 free electricity bought. The carbon footprint of like-for-like properties decreased

by 11% in relation to property area, the baseline corrected carbon footprint decreased by 10%.

Greenhouse gas intensity from building energy (baseline corrected, kgCO2e/sq.m)



Greenhouse gas emission by scopes

2015

2016

TnCO₂e

• Scope 1 direct	566	603
• Scope 2 Indirect	71,593	58,124
• Scope 3 indirect	1,500	1,567

Total

73,659

60,295

Greenhouse Gas emission by scopes in like-for-like properties

TnCO₂e

• Scope 1 direct	0	0
• Scope 2 Indirect	35,049	31,794
• Scope 3 indirect	360	346

Total

35,408

32,140

Total direct and indirect greenhouse gas emissions

TnCO₂e

• Electricity in common areas	19,619	15,928
• Tenants' electricity supplied by the landlord	34,919	23,460
• Electricity in Citycon offices	11	10
• District heating and cooling in properties	17,044	18,726
• Fuels	566	603
• Wastewater in properties	879	889
• Waste in properties	116	109
• Business travel	315	397
• Commuting	187	169
• Paper consumption and mail	4	4

Total

73,093

60,295

Like for like total direct and indirect greenhouse gas emissions

TnCO₂e

• Electricity in common areas	8,073	8,864
• Tenants' electricity supplied by the landlord	16,829	12,540
• District heating and cooling in properties	9,356	10,181
• Wastewater in properties	319	309
• Waste logistic	41	38

Total

35,408

32,140

Greenhouse gas intensity from building energy

Building greenhouse gas intensity	kgCO ₂ e/sq.m	56	46
Building greenhouse gas intensity	kgCO ₂ e/visitor	0.38	0.32
Baseline corrected Building greenhouse gas intensity	kgCO ₂ e/sq.m	56	46





Spotlight: Atrium

Our goal is to reduce carbons by 10% between 2016-2020

Environmental Performance Indicators

		Absolute	Poland	Czech Republic & Slovakia	Romania	Russia	Total
Total direct GHG emissions GHG Protocol Scope 1 Tones	2015	2,787	381	399	301	2,073	2,787
	2016	2,909	399	31	319	2,160	2,909
Total indirect GHG emissions GHG Protocol Scope 2 CO2e	2015	72, 734	26,013	26,769	1,315	28,784	64,009
	2016	73,131	26,769	8,115	1,011	28,032	63,927
Total indirect GHG emissions GHG Protocol Scope 3 CO2e	2015	83,200	34,219	31,831	2,244	34,905	80,202
	2016	81,874	31,831	8,876	2,810	34,608	78,125
Total direct and indirect GHG emissions	2015	158,722	60,614	59,000	3,860	65,762	146,998
	2016	157,914	59,000	17,022	4,140	64,800	144,962
Greenhouse gas intensity from building energy kgCO2e/m2/year	2015	199.1	323.1	154.8	68.2	235.5	204.7
	2016	198.1	215.3	157.2	73.1	232.0	201.8
Greenhouse gas intensity from building energy gCO2e/visitor/year	2015	1,287	1,581	731	580	1,569	1,339
	2016	1,308	1,593	738	625	1,616	1,357



Green Building

Over the past few years, we have made major strides forward in our efforts to incorporate green building practices. According to the US Environmental Protection Agency, green building is defined as “the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building’s life-cycle from siting to design, construction, operation, maintenance, renovation and deconstruction. This practice expands and complements the classical building design concerns of economy, utility, durability, and comfort. Green building is also known as a ‘sustainable’ or ‘high performance building’.”

Green building often includes taking measures to reduce energy consumption – both the energy required to extract, process, transport and install building materials, as well as operating energy required to provide services such as heating and power for equipment. To reduce operating energy use, high-efficiency windows and insulation in walls, ceilings, and floors increase the efficiency of the building envelope and solar water heating further reduces energy costs.

The energy used to heat and power buildings accounts for a substantial amount of CO2 emissions and greenhouse gas (GHG) emissions. Measures to reduce GHG emissions from buildings fall into one of three categories: reducing energy consumption and embodied energy in buildings, switching to low-carbon fuels including a higher share of renewable energy, or controlling the emissions of non-CO2 GHG gases.

Some of our achievements in green building include:

Spotlight: Gazit Israel

Gazit Israel constructs its new shopping centers according to Israeli standards related to preventing air and water pollution, sewage, waste, and noise. Among other things, the company places an emphasis on climate control in its structures especially in places where there are large internal spaces, and is careful to use the appropriate glass sheathing.

Spotlight: FCR

In 2006 FCR made a commitment to build all new developments to LEED standards, the first shopping center developer in Canada to make this commitment. LEED is an internationally recognized green building rating system which uses a whole-building approach to sustainability by addressing five key areas: sustainable site development, water and energy efficiency, material selection and indoor environmental quality. As of December 31, 2015, 103 projects comprising 3.3 million square feet of GLA, or 13% of FCR’s GLA, were certified to LEED.



BOMA BEST (Building Environmental Standards)

Spotlight: FCR

In 2011, FCR began a process to seek BOMA BEST certification for its existing properties. BOMA BEST is the largest environmental assessment and certification program for existing buildings in Canada. Building owners complete a questionnaire that critically evaluates six key areas of environmental performance and management: energy, water, waste, emissions and effluents, indoor environment and environmental management systems. In 2015, 104 of FRC’s properties comprising 9.5 million square feet were certified to BOMA BEST certification.



Effluents & Waste

Spotlight: Equity One – Waste Stream

During 2015, EQY continued to focus its efforts with its waste providers to develop new strategies to minimize the total amount of waste being sent to local landfills. 91 EQY's operating properties, in addition to our corporate and satellite offices, generated a total of 33,587 tons of nonhazardous waste. Of the total waste volume, 12,491 tons (or 37%) was made up of recyclable materials, and 9,062 tons

were incinerated. The remainder of this material, or 12,034 tons, was sent to waste disposal facilities. Due to our ability to identify the waste amounts sent to incinerator facilities, we were able to achieve a total diversion rate of 64%. We continue to focus our efforts with our waste providers to develop new strategies to minimize the total amount of waste being sent to local landfills.

	2014	2015
Total Diversion rate	66%	64%
Property Waste totals (tons)		
• Total waste generated	35,526	33,588
• Total waste sent to landfill	11,423	12,034
• Total waste incinerated	9,134	9,062
• Total waste diverted	23,298	21,554
Resources Saved		
• Paper recycled (tons)	16,392	11,069
• Oil consumption saved (tons)	1,250,963	1,023,985
• Landfill space saved (CU YDS)	39,651	13,874
• Energy Saved (kW)	15,780,000	12,940,000
• Air Pollution Avoided (tons)	236,920	194,100

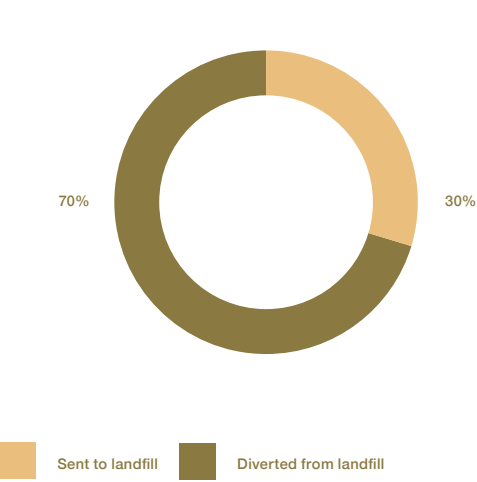


Spotlight: FCR - Waste Disposal Data

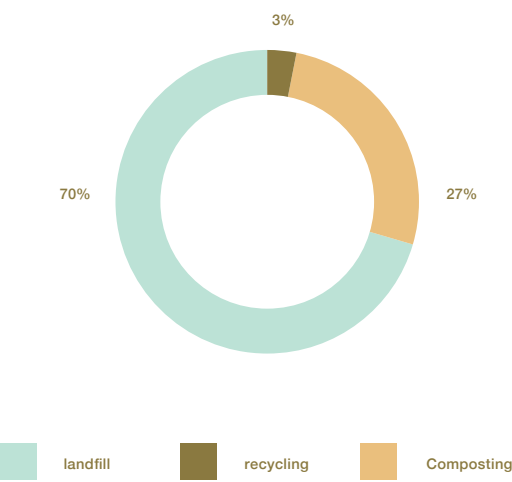
Due to various local recycling and waste markets across the country, First Capital Realty currently does not have a national comprehensive, recycling/waste program for its properties. There are a number of factors contributing to this situation. First, different methods of recycling/waste disposal are available depending on local market conditions. Second, the viability of collecting different recycling/waste streams is dependent on the urban markets in which the Company operates and the market conditions of the recycling/waste sector. Third, the Company uses a number of regionally based recycling/waste management companies to transport and recycle/dispose of its properties' recycling/waste streams. Consequently, the Company does not have the ability yet to report on its waste diversion programs nationally. However, the Company can report on its waste expenditures nationally. In 2015, the Company spent \$4.3 million on recycling/waste disposal across its entire portfolio.

The Company has a comprehensive waste reporting system in 51% of its portfolio or 12 million square feet of GLA. For each property within this subset of the portfolio, a waste report is generated identifying the recycling/waste steam, quantity of recycling/waste generated and method of disposal or diversion. The report includes tenants' waste where First Capital Realty is responsible for their waste management. Typically, paper/mixed fibre, cardboard and mixed glass, metal, plastic waste streams were collected from the properties in this subset of the portfolio and sent for recycling. Where organic waste was collected separately, it was sent for composting. The Company's general waste was sent to landfill.

2015 waste diversion rate of non-hazardous waste



2015 disposal profile of non-hazardous waste



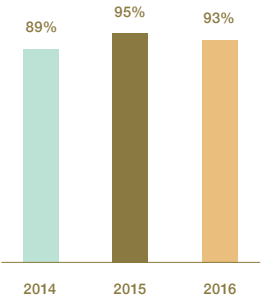
Type of waste	2014 (tones)	2015 (tones)	2015 versus 2014 change %
Paper/mixed fibre	840	1,210	46
Cardboard	2,350	2,670	14
Organics	550	540	-2
Mixed grass/metal/plastics	240	450	88
General Waste	11,190	11,490	2
Total	15,150	16,360	8

Spotlight: Citycon - Waste Management

Systematic training was arranged in shopping centers to improve sorting and recycling. In order to make information easily accessible we launched a new e-quiz for tenants. We also organized site visits to recycling plants to give fresh perspective and motivation. Instructions for sorting waste are made available to all operators in Citycon's shopping centers.

Properties managed by Citycon generated 21,761 tons of waste in 2016. The recycling rate of waste materials for Citycon's shopping centers was 93% in 2016

Recycling Rate of Shopping Centers %



Waste

Total weight of waste by disposal routes	2015 t	2016 t
Landfill waste	1,137 (4.9%)	1,545 (7.1%)
Incinerated waste	8,151 (35.3%)	6,873 (31.6%)
Composed waste	4,148 (17.9%)	4,4143 (19%)
Recycled waste	8,645 (37.4%)	8,180 (37.5%)
Reused waste	1,029 (4.5%)	1,021 (4.7%)
Total waste amount	22,110	21,761

Total Weight of waste in like-for-like shopping centres by disposal routes

	2015		2016	
	t	%	t	%
Landfill waste	749	9.3	662	9
Incinerated waste	3,116	38.5	2,585	35.1
Composed waste	1,235	15.3	1,277	17.4
Recycled waste	2,590	32	2,430	33
Reused waste	404	5	407	5.5
Total waste amount	8,095	100	7,360	100





Total waste amount by business units t

	2014	2015	2016
Finland	9,780	9,465	9,253
Norway	---	7,088	6,524
Sweden	6,338	5,621	5,109
Baltics and Denmark	986	937	877

Total waste amount t

2014	2015	2016	Change % 2015/2016	Change % 2016/2012
17,105	23,110	21,761	-5.8	46.1

Total waste amount in shopping centers t

2014	2015	2016	Change % 2015/2016	Change % 2016/2012
16,599	22,882	21,545	-5.8	52.6



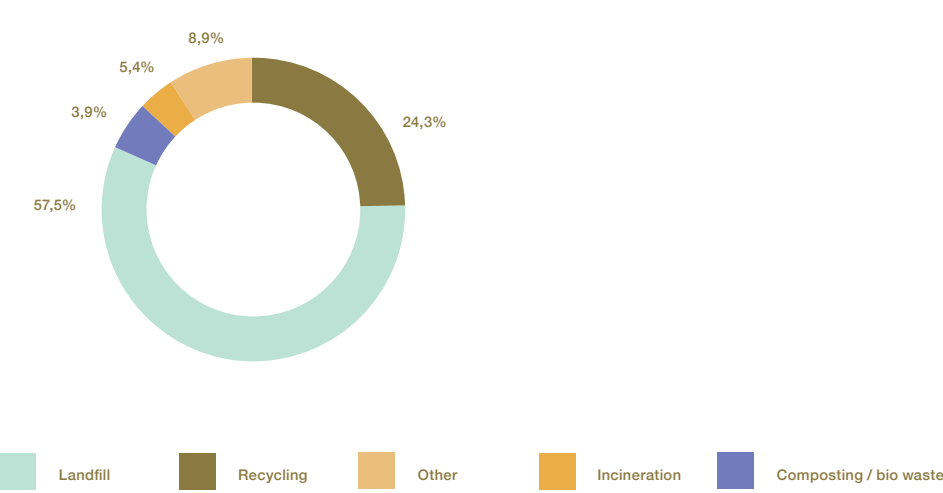
Total waste amount in shopping centers by type t

Non-hazardous waste	2015		2016	
	t	%	t	%
Landfill	901	3.9	1,308	6
Energy	8,047	35.2	6,804	32
Paper	667	2.9	632	3
Plastic	335	1.5	296	1
Cardboard	6,785	29.7	6,347	29
Compost	4,125	18	4,134	19
Metal	327	1.4	330	2
Glass	445	1.9	455	2
Other recycled	795	3.5	923	4
Other unsorted waste	235	1	222	1
Hazardous	221	1	93	0
Total	22,882	100	21,545	100

Spotlight: Atrium

We continuously stimulate on-site recycling.

Waste Management Disposal Routes



Total waste amount in shopping centers t

		Absolute	Poland	Czech Republic & Slovakia	Romania	Russia	Total
Total weight of waste Tonnes	2015	6,526	2,479	2,620	1,175	25,160	5,810
	2016	7,012	2,620	1,175	1,485	25,410	6,250
Disposal route % Recycled	2015	25.0%	35.4%	36.1%	11.1%	2.0%	25.1%
	2016	24.3%	36.1%	20.9%	7.5%	2.0%	24.1%
Disposal route % Landfill facility	2015	56.1%	47.7%	46.3%	88.9%	97.0%	53.7%
	2016	57.5%	46.3%	42.4%	92.5%	97.0%	56.0%
Disposal route % Incineration	2015	5.4%	0	0	0	0	6.1%
	2016	5.4%	0	17.7%	0	0	6.1%
Composting/ anaerobic digestion facility	2015	4.2%	2.7%	0.9%	0	1%	4.6%
	2016	3.9%	0.9%	10.5%	0	1%	4.0%
Other disposal route	2015	9.4%	14.1%	16.7%	0	0	10.5%
	2016	8.9%	16.7%	8.5%	0	0	9.9%

Conservation and Recycling

Our Company and its subsidiaries use a variety of resources and materials in our commercial offices and shopping centers, ranging from energy and water to office equipment, paper, ink toner, bottles and packaging. An integral part of our strategy for minimizing our environmental footprint is to decrease our use of natural resources, energy and non-perishable materials, while increasing our use of recycled materials. We also strive to collect used products and materials for recycling and/or re-use.

In our shopping centers, we employ conservation measures wherever possible, ranging from the installation of water-saving devices in restrooms to the employment of ‘dry garden’ principles in landscaping, the recycling of packaging materials and the use of low energy lighting and alternative energy sources.

Compliance with environmental laws and regulations

The Company puts effort to comply with all environmental laws and regulations and hasn't received any fines or sanctions.



Section 4

Social Performance

Section 4

Social Performance

Introduction

Gazit-Globe's employees and management are our most important asset. That is why we and our subsidiaries are focused on finding the right people to work in our business and providing them with competitive pay and benefits, strong training, educational opportunities and opportunities for career advancement. Their health and safety, as well as that of our tenants and customers, is very important to us and we employ methods to conform with industry standards in these areas.

Dealing fairly with our employees is one of the basic fundamentals of our Code of Business Conduct. We pride ourselves on conducting our business without discrimination based on race, origin, religion, gender, sexual preference, age or disability. Our recruitment, employment, training, promotion, transfer and termination of employees are based solely on the employee and his/her ability, achievements, experience, conduct and other reasonable business considerations.

One of the core values of our company is Human Rights, our commitment to support and protect human rights is central to our global business. Our company supports the principles of the United Nations Universal Declaration of Human Rights, which calls for equality, civil and political rights and economic, social and cultural rights. We believe in the freedom of association of our employees and their right to join labor unions as mandated by law. We also strongly oppose child labor and employment of underage minors, as well as forced or compulsory labor.

Employment – benefits

The primary focus of our HR programs is to influence employee commitment, motivation and engagement through best practices, rewards, performance management and communication. We strive to create a rewarding, stimulating and fun place to work where individuals are treated with respect and dignity. While we have a broad base of best practices, the graphic to the right illustrates several benefits that we provide to our employees:

Spotlight: FCR

The Company strives to deliver a rewarding, stimulating and fun place to work where individuals are treated with respect and dignity. First Capital Realty will conduct an employee engagement survey in May 2016 to get a new baseline from which to measure the Company's progress to continue to enhance employee engagement.

- Benefits and perquisites
- Vacation (paid time off)
- Personal responsibility days (paid time off)
- Summer hours
- Parental leave top up
- Life insurance, accidental death and dismemberment (AD&D), spousal life insurance coverage
- Short term and long term disability coverage
- Stock ownership and equity grants
- Tuition reimbursement
- Matching RRSP contribution
- Employee assistance program
- Subsidized fitness membership
- Professional development days
- Comprehensive group benefits
- Referral bonuses
- Performance based incentives

The Company is dedicated to providing employees with competitive remuneration, generous benefits, training, educational opportunities, and career advancement.

First Capital Realty provides a comprehensive benefits package to its full-time employees. The Company does not provide a benefits package to casual and part-time employees.

Job Training and Career Development

Our job training strategy focuses on enhancing skills, motivation and ethical behavior and we also work to encourage and develop employee skill levels and positive attitudes to maximize our operations. We also strive to increase the skill base of our employees by supporting long term self-development, for instance, through further or advanced studies.

To retain our valued employees and advance their careers, we offer career development opportunities, where possible. Due to the size and geographic scope of our operations, where appropriate we encourage our employees to move from one position to another within our organization in order to advance their careers.

Gazit Globe During the years 2015 and 2016, 98% of the employees spent approximately 8 hours each on training programs in ethics, sexual harassment prevention and administrative enforcement. About 42% of the employees underwent professional training that took over 20 hours. Among them 43% were males and 57% females.

Average hours of training per employee – averaged about 12 hours per year (including general training).

All **Equity One** employees are offered training through Grovo training platform, regardless of gender or employee category. Equity One does not track participation based on gender or employee category.

In **Citycon** employees are offered equal possibilities to participate in trainings. During 2015 Citycon employees spend cumulative 334 days on trainings (2.2 day per employee). Crisis training has been organized for relevant groups in Finland and Sweden.

Atrium offered more than 3000 training hours for the employees in 2016 and invested 140.000 EUR in training and development.

First Capital Realty encourages employees to develop and advance in their careers. Employees are encouraged to take professional development courses and seminars.

The Company also provides internal training related to Company programs and process changes (e.g., new computer software, employee benefit programs).

The Company offers a generous employee tuition reimbursement plan for professional development and training to full-time permanent employees. Employees can receive up to \$3,500 annually towards tuition reimbursement provided the subject of study is relevant to his or her current role or will develop new skills of mutual benefit to the Company and individual. Costs that are eligible for reimbursement include tuition for in-class, on-line/distance learning courses, exams and books.

First Capital Realty offers a number of training and communication programs. Six programs from HarvardManageMentor®: Career Management, Difficult Interactions, Feedback Essentials, Goal Setting, New Manager Transitions, and Delegating Skills are made available to employees. An internal management training program for new and mid-level managers is a standard offering to enhance the skills of the Company’s managers.

The program is focused on the role of the manager, on-boarding, recruitment, and performance management. The Company hosted a number of lunch and learn sessions on employee well-being and posted monthly newsletters from its Employee Assistance Program on its portal.



Performance Review

Gazit Globe - Our managers are required to conduct annual performance appraisals of their employees to ensure that expectations are understood, and performance is acknowledged and rewarded. They include providing the employee with feedback for the previous period, establishing targets for the coming period and tailoring a personal short and long term development plan. At Gazit-Globe, the CFO and EVP meets with all the employees and conduct their annual performance review. The CEO also personally meets with all employees on an annual basis.

As of 2015, Gazit-Globe has a structured assessment and feedback process in which all of the Company's employees and managers take part. In the feedback process, apart from assessing the performance, objectives for the next period are set and the possibility of training and promotion channels is reviewed. The process is conducted orally and in writing.

Spotlight: Citycon - At Citycon, employee performance review is an essential tool for managing target-oriented activity and employee skills. Both in 2016 and 2015, 99% of employees were reviewed.

Spotlight: First Capital Realty - Managers are required to conduct annual formal performance reviews of their employees to ensure that expectations are understood and performance is acknowledged and rewarded. 100% of eligible employees received performance reviews in 2015.

Spotlight: Equity One According to Human Resources Strategy 100% of Equity One employees receive annual performance reviews

Spotlight: Atrium - In 2016 84,8% of the employees received performance evaluation. We aim to reach 100% in 2017.



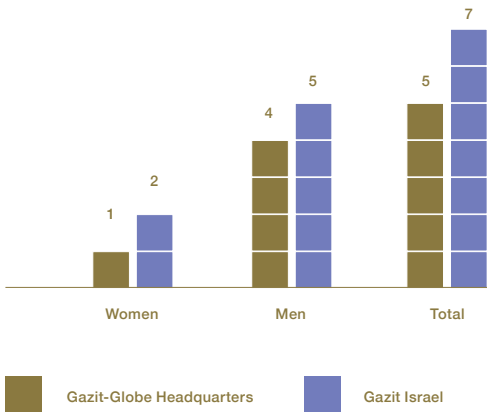
Diversity and Equal Opportunity

Gazit Globe

Our recruitment, employment, training, promotion, transfer and termination of employees are based solely on the employee and his/her ability, achievements, experience, conduct and other reasonable business considerations. We conduct our business without discrimination based on race, origin, religion, gender, sexual preferences, age or disability.

While we and our subsidiaries do everything possible to prevent cases of discrimination in the workplace we understand that there is a need to establish suitable mechanisms for handling them, if and when they occur.

The following graph illustrates the composition of our management according to their gender (as of December 31, 2016):

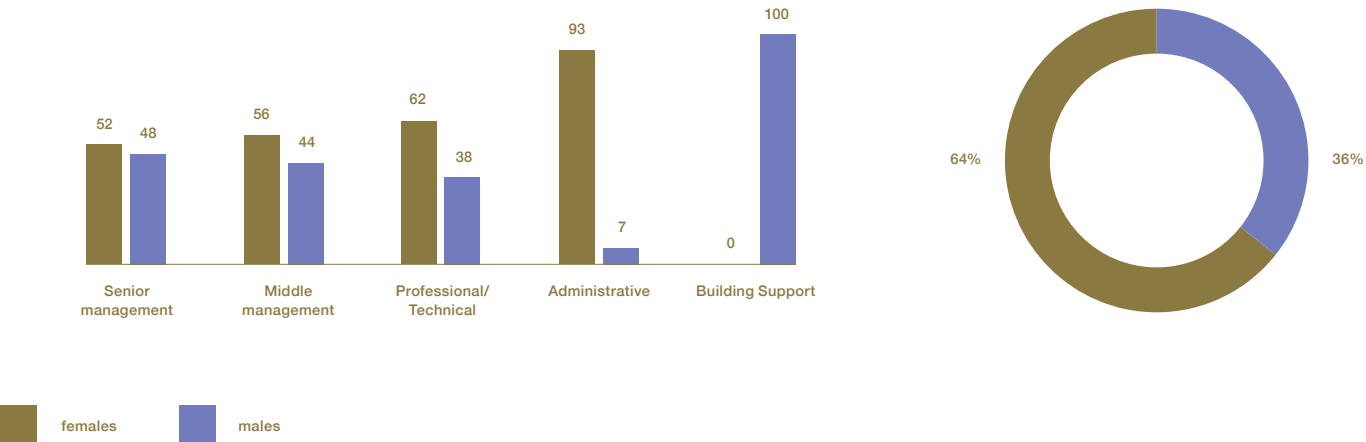


		Brazil	Gazit Israel	ATR	CTY	Gazit Globe	Total
Age	20-30	1					1
	30-40	2	1	2	1	1	7
	40-50		2	3	2	1	8
	50+		2	1	3	2	8
Management - all		3	5	6	6	4	24
Management - Women		1	3	2	2	1	9



Spotlight: FCR

2015 entire workforce by employment category and gender %



2015 turnover rates of permanent employees by age

	males	females	total
employees <30 years	25%	34%	31%
employees 30-50 years	22%	26%	24%
employees > 50 years	33%	29%	31%



Spotlight: Citycon

	2015	2016
Age profile		
• Under 30	9%	11%
• 30-50	65%	62%
• Over 5	26%	27%
Service profile		
• Under 2 years	23%	22%
• 2-4 years	22%	26%
• More than 4 years	55%	52%
Permanent contract	96%	95%
Fixed term contract	4%	5%
Full time employees	87%	99%
Part time employees	3%	1%

Gender profile 2015	males	females	total
Total	52%	48%	100%
Management Committee	48%	33%	2%
Other directors	100%	35%	9%
Managers	67%	42%	45%
Other employees	33%	57%	44%

Spotlight: Citycon

2015 Diversity

	males	males %	females	females %	total
Total	57	38%	92	62%	149
Minority	13	19%	55	81%	68
Nonminority	44	54%	37	46%	81
Full-time	57	37%	97	63%	154
Part time			1	100%	1
Permanent	51	36%	92	64%	143
Fixed term	6	100%			6



Spotlight: Atrium

Gender diversity	Number	%	Out of that senior management
Male employees	260	66%	27,5%
Female employees	131	34%	15%

Type of contract

• Indefinite contract	269
• Definite contract	123
New hires	17%
Employees left	13%

Age

• <25	1%
• 25-34	46%
• 35-44	38%
• 45-54	12%
• 55>	4%



Non-discrimination

We are proud that during 2016 no incidences of harassment or discrimination against employees were reported at Gazit-Globe headquarters.

In addition to our Code of Business Conduct, our subsidiaries have formulated procedures for promoting equality and protecting their employees from insult and harassment, including procedures for dealing with sexual harassment.

Working at Atrium

• <1 year	17%
• 1-5 years	52%
• 5-10 years	27%
• 10> years	4%

Employees by region

• Netherlands/Jersey	45
• Poland	150
• Czech Republic	45
• Hungary	13
• Romania	7
• Slovakia	13
• Russia	118
Total	391

Spotlight: Citycon

During the year 2015, there were no reports of harassment or discrimination against employees. Citycon conducts personnel surveys which are a key workplace well-being indicator.

Spotlight: EQY

No incidents of discrimination were reported during the report period.

Human Rights

Upholding human rights is one of the core values at Gazit-Globe and our commitment to support and protect human rights is an inherent part of Gazit-Globe's multinational business practices. Our respect for humanity is a top priority. Employees working for the Company are granted basic rights as mandated by law such as fair wages, rest times, annual leave, convalescence, etc., as well as additional benefits such as social activities, holiday gifts and families' gatherings.



Human Rights

Global Compact

In 2010, we adopted the principles of the United Nation's Global Compact initiative and incorporated them as part of our business practices. A summary of the Global Compact principles, and how we align our business practices with them, can be found on page 5.

We also respect and support the principles of the United Nations' Universal Declaration of Human Rights, which, in addition to equality, include civil and political rights as well as economic, social and cultural rights.

In all of our years of operations, there has never been a single complaint, investigation or action pertaining to forced, compulsory or child labor at Gazit-Globe.

Spotlight: Gazit-Globe

Every year, as part of the employees training programs in ethics and administrative enforcement, topics related to human and labor rights are also reviewed and discussed.

Spotlight: Citycon

Respect for Human Rights and Labor Rights

Within its sphere of influence and legal requirements in the countries where our Citycon subsidiary operates, Citycon respects and supports internationally acknowledged human rights as expressed in the United Nations Universal Declaration of Human Rights and the basic labor rights stated in the ILO Declaration on Fundamental Principles and Rights at Work. Citycon will not employ forced labor or child labor and respects the right of all personnel to decide on joining trade unions and other associations. Citycon's Code of Conduct lays the foundation for employee relations and human rights-related matters. Citycon's supply chain includes low-wage tasks, and the hiring people for these jobs may involve risk factors related to work conditions and human rights.

Social Performance

Introduction

We are committed to acting as a model corporate citizen. We express this through our daily business activities and by making substantial contributions to numerous charitable organizations and initiatives in the areas of education, health, welfare, the arts and culture.

We firmly believe that our business of developing, managing and operating shopping centers has a strong positive effect on the communities in which our businesses operate. We also appreciate that through our financial support and the volunteer activities of our employees, we can make a difference in the lives of at risk populations, in educating future generations and in advancing culture. During the reporting period, we were not subject to any legal action for anticompetitive behavior, anti-trust, or monopoly practices.



Benefiting the Community

Our shopping centers are predominantly anchored by supermarket or drug stores, and also include discount retailers, restaurants, banks, medical clinics as well as smaller local businesses. They provide a variety of basic necessities, products and services that are typically required on a regular basis and offer a diversity of shopping experiences for consumers in one easily accessible location.

Spotlight: Equity One

Equity One is an active member of the local communities in which we serve. We also consider this to be a fun venture. As such, Equity One created the Equity One Fun Committee that develops relationships with strategic charity partners.

This allows us to identify areas of financial need within the community and also points employees to opportunities for volunteerism.

Prevent parental illness	\$ 36 K raised
Clothing dotation drive	183 coats donated
Feeding the homeless	200 meals served
Children's cancer charity	\$2500 raised
Earth Day sunflowers	190 sunflowers distributed
Breakfast with Santa	150+ families hosted
Make a Wish	\$1105 donated
Toy drivers	896 toys donated
Book Drive	800 books donated
Blood Drive	2 drivers hosted



Spotlight: Citycon

It is priority for Citycon to maintain naturally cooperative relationships with local actors, residents in and tenants around our shopping centers. We are committed to high ethical principles and strive to offer healthy and safe buildings to our customers. 2015 was a year for many fresh ideas and actions, but also constant work to reach our existing goals.

Citycon launched a business idea competition aimed at entrepreneurially minded students. The winner was a

venture titled WST. The top prize included a free three-month lease at Citycon shopping center and a EUR 10.000 seed fund to help get their business of the ground.

Citycon started a project to better understand the social and economic effect in the community. The purpose of the project is to enhance our ability to estimate Citycon's total value and allow to consider other non-financial relevant aspects and impacts on the community and stakeholders.

In 2015
We Focus on urban multifunctional shopping centers offering sustainable customer flows to tenants
We Commit to contributing to the community in everything we do
We Enrich our communities through proactive networking dialogue and selected community partnerships
We Are a sustainable business partner with the aim of also ensuing that our business partners adhere to high ethical principles

In 2016
We have carried out a number of events with Finnish local organization
We have supported local non-profit organizations I Sweden, working with refugees
We have been working with local organizations in Norway to rise safety in cities
The security guards for youngsters have been trained by the NGO Youth Service Association and serves as trusted and reliable adult that youths spending time in our shopping centers can contact with both small and big issues

Objectives for 2017
Engage more actively with local communities
Confirm the link between community activities and business goals via prompting greater internalization of our community enrichment guidelines

Spotlight: Atrium

Stimulating Education

In Atrium Flora (Prague, Czech Republic) – an event so popular we do it each July and November. Chemistry students and professors present experiments and create magical color effects, combining science and entertainment for audiences of all ages. This career field is put in the spotlight and support is raised for the local university.

Local Community Charity

In Atrium's Militari Shopping Centre (Bucharest, Romania) – in December 2016, we organized a local community charitable event. Creative Christmas workshops are set up for children to help Santa Claus's elves build toys and Christmas ornaments. These are then sold and proceeds donated to SOS Children's Villages, a non-profit organization focusing on children in need in the countryside.

Promoting Local Talent

In Atrium Duben (Zilina, Slovakia) – in November and December 2016, the common area of the center was given to local musicians. Musicians from a music school in Zilina were able to showcase their talent, as we provide space for the local community to meet and socialize. After the concert, there is a Happy Hour in the food court and promotional sales from tenants.



Charitable Investment

Above and beyond our business activities, Gazit-Globe believes that it is both a duty and a privilege to contribute to the community. For more information, see “Supporting the Community” below.

In the health field, for over 10 years we have been a major supporter of organization whose goal is to improve the quality of life and well-being of children with cancer and their families. We also support hospitals and other organizations providing medical care. In the field of arts and culture, we support museums and theaters, and in the field of welfare, we support underprivileged families with food and by funding summer camps for children.

Social Responsibility of Gazit-Globe employees: As part of strengthening ties with the local community, we

encourage our employees to volunteer for appropriate social activities and projects. We offer several options for volunteering in the areas of education and welfare such as the “Larger than Life” and “Etgarim” projects so that every employee can select a manageable opportunity in which he/she can contribute. In recent years, we have volunteered regularly in a program, where all the employees of the company participate in meetings and distribution of food packages to Holocaust survivors.

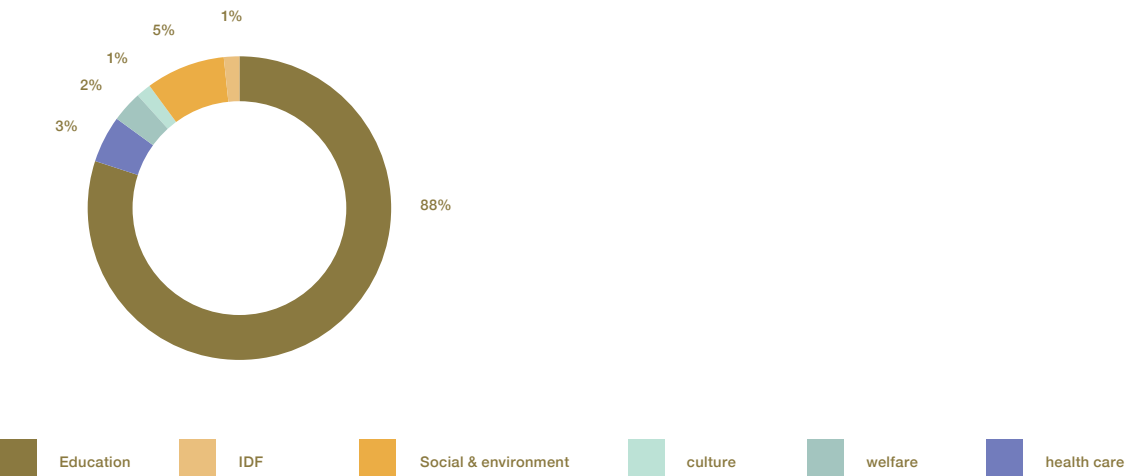
During 2015-2016, 95% of Gazit-Globe employees have participated in volunteering activities. The annual volunteering time of employees is on average 14 hours per employee. Our Corporate Responsibility Manager is responsible for initiating and coordinating the volunteering activities.



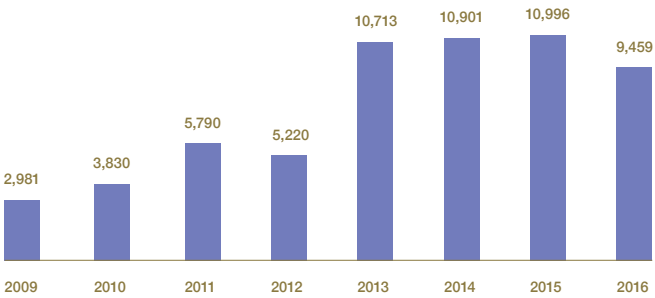


Donations by the Group for 2016

A total of NIS 9,5 million was donated by the Group during 2016. The breakdown of donations per sector was as follows:



Donations



Supporting the Community

Above and beyond our business activities, we believe that it is both a duty and a privilege to contribute to the community. Several years ago, we formulated a Social Investment Policy which outlines our Group’s commitment to contribute, invest and assist the community, as well as our philanthropic activities and opportunities for employees who wish to volunteer their time to various organizations. The policy is established by our Corporate Responsibility Committee, which is comprised of Gazit-Globe board members and management. The committee determines the guidelines of contributions, monitors their effectiveness and the influence of sponsored projects, as well as employee volunteerism.

Among Gazit-Globe’s community initiatives in Israel during 2016 were the following:

“Supporting the South” – the Company invested during 2015-16 around NIS 13 million to support educational programs in towns in Israel’s Negev region.

The company has developed and is leading a unique philanthropic model aimed to strength the infrastructures of the education systems in disadvantaged periphery communities, together with the local authorities and the Ministry of Education.

In Kiryat Malachi, a collective impact model was implemented in cooperation with school principals, residents, partners and investors. A comprehensive mapping of data in the locality was conducted and its results were presented to the city's leaders and residents.

The results of social investment are already bearing fruitful - the number of students passing the matriculation exam in Kiryat Malachi’s High School has increased from 47% to 85% and the number of students studying mathematics at the highest level has increased from 2% to 14% in four years. The Youth Center, established at the initiative of Gazit-Globe, provides counseling and guidance to more than 1000 young people each year and significantly increases the number of students in the community.

In Yeruham, an evaluation study was carried out in 2016 by the Research Institute (CET) on the work processes that were introduced following the contribution of Gazit- Globe and its partners to extent effectiveness. Results will be submitted in a few months.

Gazit provides financial support for social welfare, health and cultural organizations, as well as assistance to soldiers, Diaspora Jews and the environment. Gazit-Globe also offers elderly support, providing food and basic equipment for families in distress and support children with disabilities.

Political Contribution

In 2015 and 2016, Gazit-Globe did not provide any donations to political parties.

Spotlight: FCR

In 2015, the Company did not provide any common area temporary or permanent rental space to a political party and did not donate any money to political parties.

Spotlight: Citycon

Citycon does not support the activities of any political parties or groups. However, we want to engage in open dialogue with regional officials and political decision-makers in our operating areas. In 2015 and 2016 in connection with the zoning planning of our development projects, our representatives participated in the meetings of municipal political bodies. The purpose of this activity was to improve interactions. Citycon's shopping centers may be used by political parties to host election campaign events, subject to the company standard leasing terms.



Customer Health and Safety

Spotlight: Equity One

As part of Equity One's operating policies and procedures, our properties are inspected on an ongoing basis for health and safety impacts, i.e., roof inspections, building inspections, fire/life safety inspections and general liability inspections.

In addition, Equity One also conducts environmental assessments on acquisitions and development projects and performs ongoing monitoring of sites previously identified for remediation activities.



Spotlight: Citycon

The Company established co-operative occupational safety committee in Finland. Matters discussed include issues related to health and safety as well work-life balance.

Spotlight: Atrium

In Atrium's Park House Togliatti (Russia) – in November-December 2016, we held an event to promote safety in traffic. Together with local police we promoted traffic safety and awareness. Local community dance schools provided the entertainment and everyone walked away with a better understanding about public and traffic safety.

Compliance with laws and regulations in the social and economic area

Gazit-Globe and its subsidiaries did not receive any fines during the reporting period.

Customer Satisfaction

We regard client satisfaction as a top priority. Clients of Gazit-Globe's subsidiaries can be divided into two groups: tenants, who rent stores in our shopping centers, and consumers who use the facilities and stores in the shopping centers. We check the satisfaction level of these two client groups through surveys at our shopping centers. These surveys enable management to understand the needs of our clients and consumers and result in improved service and greater satisfaction on their part.



Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
General	General Disclosures	Name of the organization	Core	102-1	V	1	
		Activities, brands, products, and services	Core	102-2	V	11	
		Location of headquarters	Core	102-3	V	14	
		Location of operations	Core	102-4	V	14	
		Ownership and legal form	Core	102-5	V	11	
		Markets served	Core	102-6	V	12, 13, 14, 22	
		Scale of the organization	Core	102-7	V	11	
		Information on employees and other workers	Core	102-8	V	20	
		Supply chain	Core	102-9	V	22	
		Significant changes to the organization and its supply chain	Core	102-10	V	13-14	
		Precautionary Principle or approach	Core	102-11	V	28	
		External initiatives	Core	102-12	V	16	
		Membership of associations	Core	102-13	V	16	
		Statement from senior decision-maker	Core	102-14	V	3	
		Key impacts, risks, and opportunities	---	102-15	/	---	
		Values, principles, standards, and norms of behavior	Core	102-16	V	11	
		Mechanisms for advice and concerns about ethics	---	102-17	/	---	
		Governance structure	Core	102-18	V	17	
		Delegating authority	---	102-19	/	---	
		Executive-level responsibility for economic, environmental, and social topics	---	102-20	/	---	
		Consulting stakeholders on economic, environmental, and social topics	---	102-21	/	---	
		Composition of the highest governance body and its committees	---	102-22	/	---	
		Chair of the highest governance body	---	102-23	/	---	
		Nominating and selecting the highest governance body	---	102-24	/	---	
		Conflicts of interest	---	102-25	/	---	
		Role of highest governance body in setting purpose, values, and strategy	---	102-26	/	---	
		Collective knowledge of highest governance body	---	102-27	/	---	
		Evaluating the highest governance body's performance	---	102-28	/	---	
		Identifying and managing economic, environmental, and social impacts	---	102-29	/	---	
		Effectiveness of risk management processes	---	102-30	/	---	
		Review of economic, environmental, and social topics	---	102-31	/	---	
		Highest governance body's role in sustainability reporting	---	102-32	/	---	
		Communicating critical concerns	---	102-33	/	---	
		Nature and total number of critical concerns	---	102-34	/	---	
		Remuneration policies	---	102-35	/	---	
		Process for determining remuneration	---	102-36	/	---	
		Stakeholders' involvement in remuneration	---	102-37	/	---	
		Annual total compensation ratio	---	102-38	/	---	
		Percentage increase in annual total compensation ratio	---	102-39	/	---	



Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
General	General Disclosures	List of stakeholder groups	Core	102-40	V	18	
		Collective bargaining agreements	Core	102-41	V	21	
		Identifying and selecting stakeholders	Core	102-42	V	18	
		Approach to stakeholder engagement	Core	102-43	V	18	
		Key topics and concerns raised	Core	102-44	V	6	
		Entities included in the consolidated financial statements	Core	102-45	V	14	
		Defining report content and topic Boundaries	Core	102-46	V	6	
		List of material topics	Core	102-47	V	6	
		Restatements of information	Core	102-48	V	5	
		Changes in reporting	Core	102-49	V	5	
		Reporting period	Core	102-50	V	5	
		Date of most recent report	Core	102-51	V	5	
		Reporting cycle	Core	102-52	V	5	
		Contact point for questions regarding the report	Core	102-53	V	6	
		Claims of reporting in accordance with the GRI Standards	Core	102-54	V	1	
		GRI content index	Core	102-55	V	90	
		External assurance	Core	102-56	V	5	
	Management Approach	Explanation of the material topic and its Boundary	Core	103-1	V	6	
		The management approach and its components	Core	103-2	V	6	
		Evaluation of the management approach	Core	103-3	V	6	

Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
Economic	Economic Performance	Direct economic value generated and distributed	---	201-1	V	29	
		Financial implications and other risks and opportunities due to climate change	---	201-2	/	---	
		Defined benefit plan obligations and other retirement plans	---	201-3	/	---	
		Financial assistance received from government	---	201-4	/	---	
	Market Presence	Ratios of standard entry level wage by gender compared to local minimum wage	---	202-1	/	---	
		Proportion of senior management hired from the local community	---	202-2	/	---	
	Indirect Economic Impacts	Infrastructure investments and services supported	---	203-1	/	---	
		Significant indirect economic impacts	---	203-2	V	34	
	Procurement Practices	Proportion of spending on local suppliers	---	204-1	V	34	Partial reporting - subsidiaries
	Anti-corruption	Operations assessed for risks related to corruption	---	205-1	/	---	
		Communication and training about anti-corruption policies and procedures	---	205-2	V	35	
		Confirmed incidents of corruption and actions taken	---	205-3	V	35	
	Anti-competitive Behavior	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	---	206-1	V	35	



Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
Environmental	Materials	Materials used by weight or volume	---	301-1	/	---	
		Recycled input materials used	---	301-2	/	---	
		Reclaimed products and their packaging materials	---	301-3	/	---	
	Energy	Energy consumption within the organization	---	302-1	/	---	
		Energy consumption outside of the organization	---	302-2	/	---	
		Energy intensity	---	302-3	V	40	Partial reporting
		Reduction of energy consumption	---	302-4	V	46	
		Reductions in energy requirements of products and services	---	302-5	/	---	
	Water	Water withdrawal by source	---	303-1	V	51	Partial reporting - subsidiaries
		Water sources significantly affected by withdrawal of water	---	303-2	/	---	
		Water recycled and reused	---	303-3	/	---	
	Biodiversity	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	---	304-1	/	---	
		Significant impacts of activities, products, and services on biodiversity	---	304-2	/	---	
		Habitats protected or restored	---	304-3	/	---	
		IUCN Red List species and national conservation list species with habitats in areas affected by operations	---	304-4	/	---	
	Emissions	Direct (Scope 1) GHG emissions	---	305-1	/	---	
		Energy indirect (Scope 2) GHG emissions	---	305-2	/	---	
		Other indirect (Scope 3) GHG emissions	---	305-3	/	---	
		GHG emissions intensity	---	305-4	V	56	Partial reporting - subsidiaries
		Reduction of GHG emissions	---	305-5	/	---	
		Emissions of ozone-depleting substances (ODS)	---	305-6	/	---	
	Effluents and Waste	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	---	305-7	/	---	
		Water discharge by quality and destination	---	306-1	/	---	
		Waste by type and disposal method	---	306-2	V	62	Partial reporting - subsidiaries
		Significant spills	---	306-3	/	---	
		Transport of hazardous waste	---	306-4	/	---	
		Water bodies affected by water discharges and/or runoff	---	306-5	/	---	
	Environmental Compliance	Non-compliance with environmental laws and regulations	---	307-1	V	68	
	Supplier Environmental Assessment	New suppliers that were screened using environmental criteria	---	308-1	/	---	
		Negative environmental impacts in the supply chain and actions taken	---	308-2	/	---	

Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
Social	Employment	New employee hires and employee turnover	---	401-1	/	---	
		Benefits provided to full-time employees that are not provided to temporary or part-time employees	---	401-2	V	---	
		Parental leave	---	401-3	/	---	
	Labor/Management Relations	Minimum notice periods regarding operational changes	---	402-1	/	71	Partial reporting - subsidiaries
	Occupational Health and Safety	Workers representation in formal joint management–worker health and safety committees	---	403-1	/	---	
		Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	---	403-2	/	---	
		Workers with high incidence or high risk of diseases related to their occupation	---	403-3	/	---	
		Health and safety topics covered in formal agreements with trade unions	---	403-4	/	---	
	Training and Education	Average hours of training per year per employee	---	404-1	V	72	
		Programs for upgrading employee skills and transition assistance programs	---	404-2	V	72	
		Percentage of employees receiving regular performance and career development reviews	---	404-3	V	73	
	Diversity and Equal Opportunity	Diversity of governance bodies and employees	---	405-1	V	74	
		Ratio of basic salary and remuneration of women to men	---	405-2	/	---	
	Non-discrimination	Incidents of discrimination and corrective actions taken	---	406-1	V	78	
	Freedom of Association and Collective Bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	---	407-1	/	---	
	Child Labor	Operations and suppliers at significant risk for incidents of child labor	---	408-1	V	79	
	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	---	409-1	V	79	
	Security Practices	Security personnel trained in human rights policies or procedures	---	410-1	/	---	
	Rights of Indigenous Peoples	Incidents of violations involving rights of indigenous peoples	---	411-1	/	---	
	Human Rights Assessment	Operations that have been subject to human rights reviews or impact assessments	---	412-1	/	---	
		Employee training on human rights policies or procedures	---	412-2	/	---	
		Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	---	412-3	/	---	
	Local Communities	Operations with local community engagement, impact assessments, and development programs	---	413-1	V	80	
		Operations with significant actual and potential negative impacts on local communities	---	413-2	/	---	



Sector	GRI Standard Title	Disclosure Title	Core	Disclosure Number	Included	Page	Comments
Social	Supplier Social Assessment	New suppliers that were screened using social criteria	---	414-1	/	---	
		Negative social impacts in the supply chain and actions taken	---	414-2	/	---	
	Public Policy	Political contributions	---	415-1	V	85	
	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	---	416-1	V	87	Partial reporting - subsidiaries
		Incidents of non-compliance concerning the health and safety impacts of products and services	---	416-2	/	---	
	Marketing and Labeling	Requirements for product and service information and labeling	---	417-1	/	---	
		Incidents of non-compliance concerning product and service information and labeling	---	417-2	/	---	
		Incidents of non-compliance concerning marketing communications	---	417-3	/	---	
	Customer Privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	---	418-1	/	---	
	Socioeconomic Compliance						
		Non-compliance with laws and regulations in the social and economic area	---	419-1	V	87	