

2019

EPRA
Sustainability
Best Practice
Recommendations

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EPRA Sustainability Best Practice Recommendations

Introduction

Vonovia is a leading international residential real estate company with a portfolio of around 356,000 of its own apartments (December 31, 2019) in almost all of Germany's attractive cities and regions, as well as around 22,500 apartments in Austria and approximately 17,000 in Sweden. We employ 10,059 people (excluding Hembra) throughout the Group.

As a residential real estate company, Vonovia is an important part of society. After all, a home is a basic human need, and housing is a matter that also involves social factors. We are guided in our actions by the three basic principles of sustainability: We take economic responsibility for our company, make an ecological contribution to climate and environmental protection, and assume social responsibility for our approximately one million tenants, the neighborhoods that they live in, and our employees.

We offer a home for everyone. For us, this means providing needs-based and good living standards, an intact residential environment that protects our climate and biodiversity, and neighborhoods that are functioning and appealing at the same time. We are continuing to develop these neighborhoods in which our apartments are located in a holistic manner and with a view to environmental and climate protection. This also includes the construction of new apartments, both for the company's own portfolio and for sale. Sustainable business practices are an integral part of our business model and are at the very heart of our corporate strategy. This means that we take responsibility for safe, good-quality and affordable housing.

As a member of EPRA (European Public Real Estate Association), we want to contribute to greater transparency in reporting. This is why we make annual publications based on the EPRA Sustainability Best Practice Recommendations. The following report consists of two parts: the Overarching Recommendations and the Sustainability Performance Measures.

Overarching Recommendations

Organizational Boundaries

The key figures published focus on Vonovia SE's activities in Germany, as well as on the sites in Germany, Austria and Sweden that were acquired in 2018. They are generally recorded based on the operational control approach. The data also, however, includes units from homeowners' associations in Germany and Austria. In some cases, we own less than 50% of the ownership rights to these units. This sort of minority interest affects around 3% of our portfolio.

Coverage

This EPRA report relates to Vonovia's portfolio and operations.

Portfolio

The sustainability figures presented for 2019 include 400,082 residential and commercial units covering a total area of 25,991,328 m².

Residential and Commercial Units/Area per Region

Region	Residential and commercial units	Area in m ²
Germany	359,686	22,865,032
Austria	23,039	1,824,224
Sweden	17,357	1,302,072
Total	400,082	25,991,328

In line with the approach taken for the companies that were acquired in 2018, Hembra AB in Sweden, which was acquired in 2019, has not yet been included. In line with this approach, the environmental key figures from 2018, which mainly relate to a specific time period, also remain unchanged. For reasons of consistency, acquisitions in 2018 have not been included on a pro rata basis for 2018.

Business Operations

The objective is to attain as complete a view as possible of the environmental impact of the Vonovia Group and its many different locations. These locations include not only the company headquarters in Bochum and the large customer service centers in Duisburg and Dresden, but also regional administration offices, caretakers' offices, and offices and workshops used by the technical service and the residential neighborhood services. Some of these belong directly to the Vonovia portfolio; some relate to rented space. For the latter, Vonovia can only improve the environmental performance to a limited extent, or only in agreement with the landlord.

For the 2019 reporting period, the corporate headquarters in Bochum, fourteen other German locations, the BUWOG headquarters in Berlin and the two largest BUWOG offices in Vienna and Villach are included in the report. There is no office building in the Sweden region that meets the criterion of more than 500 m² of office space.

Estimation of Landlord-obtained Utility Consumption

The environmental key figures relating to heat consumption in the portfolio were calculated based on the energy certificate data (demand and consumption certificates) wherever possible. These cover heat consumption in both the residential units and communal areas in the Germany and Sweden regions. The majority of Vonovia energy certificates in the Germany region are demand certificates (approx. 74%), meaning that 26% of the data is based on consumption certificates. There is no energy certificate data available for 2.7% of the portfolio. As far as the Austria region is concerned, actual consumption was used to determine heat consumption.

The environmental key figures for electricity consumption in the German portfolio's communal areas are based on the quantities accounted for by the Vonovia company VESG (Vonovia Energie Service GmbH). We have applied actual consumption values for the regions of Austria and Sweden.

The German portfolio's water consumption is based on meter readings, which are also included in the operating and ancillary costs, and refers to the residential and communal areas. For the Austria and Sweden regions, these figures will be collected in the future, but are not yet available for 2019.

The German portfolio's waste volumes are calculated on the basis of the costs incurred, which are passed on to tenants via the operating and ancillary costs. For the Austria and Sweden regions, these figures will be collected in the future, but are not yet available for 2019.

Third-party Assurance

The Sustainability Report – and, as a result, also the key figures set out herein – are currently not audited by third parties. All of the data is, however, reviewed by the Internal Audit department of Vonovia SE on behalf of the Supervisory Board's Audit Committee. The carbon emissions are calculated by an external service provider.

Boundaries – Reporting on Landlord and Tenant Consumption

We only report on the consumption of heating, water and waste purchased from the landlord and on the electricity that we make available to our tenants for the communal areas. Tenant-related utility services, i.e., from invoices that tenants receive directly, cannot be reported. This primarily includes the electricity that tenants use in their own apartments.

The portfolio data therefore covers the following areas:

- > Heating: residential and communal areas
- > Electricity: communal areas
- > Water: residential and communal areas
- > Waste: living areas

Normalization

We use intensity figures wherever possible. For intensities relating to building floor space, we use the rentable area as the denominator. When it comes to calculating consumption (the numerator), we use the rentable area plus a 20% surcharge for the communal areas. The resulting intensities for energy consumption and greenhouse gas emissions include the consumption of heating and general electricity, but not the electricity used by tenants in their own homes.

The calculations of the key occupational safety and health figures are explained in the corresponding table of key figures.

Segment Analysis

For a segment analysis of our portfolio, please refer to the chapter Portfolio in the Property Management Business in our 2019 Annual Report.

In our key reporting figures, we generally make a distinction between our three core markets: Germany, Austria and Sweden.

Disclosure on the Company's Own Offices

The offices' environmental key figures are partly based on heating and electricity bills from the energy providers, the municipal water utilities and the waste disposal company. Extrapolations were necessary in some cases because the bills from utility companies for the reporting period had not yet been received at the time of publication. The fuel consumed by Vonovia's fleet was evaluated based on fuel cards.

Narrative on Performance

As part of the performance measures, we report additional explanatory information at relevant points in the individual tables of key figures.

Reporting Period

As with the Annual Report, we report by fiscal year, i.e., from January 1 to December 31 of a given year. For most of the key figures, we are reporting the last three fiscal years (2017, 2018 and 2019) in the 2019 Sustainability Report. As far as the EPRA key figures are concerned, we refer to the 2018 and 2019 fiscal years. As some key figures have been added for the first time, only data for the current fiscal year is available.

Materiality

In 2017, we used a stakeholder survey to validate and add to our material topics. Key parameters have changed in the meantime, i.e., the acquisition of BUWOG and Victoria Park in 2018 and the associated internationalization and expansion of the field of activity to include the development business, as well as the social debate on subsidized housing and climate change. This means that the material topics need to be reevaluated. As a result, Vonovia will be conducting a new materiality analysis as part of a process of dialogue with relevant stakeholders in 2020. You can find more information in the chapter Material Topics in our 2019 Sustainability Report.

Further information on the Overarching Recommendations can be found in the chapter About This Report in our 2019 Sustainability Report ([📄 SR 2019, p. 109 et seqq.](#)).

Sustainability Best Practice Performance Measures (EPRA tables)

This chapter contains the EPRA performance measures as well as the respective narratives on performance. The narratives on performance are located in the tables below, which contain more information on the performance

measures. You can find further explanatory information on our key figures (including the scope of consolidation and data collection) in our 2019 Sustainability Report in the chapter About This Report (SR 2019, p. 109 et seq.).

Environmental Performance Measures

Impact category	EPRA Sustainability Best Practice Performance Measures			PORTFOLIO PERFORMANCE					OWN OFFICES			
				Absolute measures (Abs)		Like-for-like (LfL)			Absolute measures (Abs)			
Environmental impact	EPRA code	Measurement unit	Indicator	2018	2019	2018	2019	% change	2018	2019	% change	
Energy	Elec-Abs, Elec-LfL	MWh	Electricity	Landlord-shared services (Sub)metered exclusively to tenants	51,187	100,990	47,431	38,798	-	3,313	3,447	-
				Total landlord-obtained electricity	51,187	100,990	47,431	38,798	-18.2	3,313	3,447	4.0
				Total tenant-obtained electricity	N/D	N/D	N/D	N/D	N/A	N/A	N/A	-
				Total electricity	51,187	100,990	47,431	38,798	-18.2	3,313	3,447	4.0
				% from renewable sources	36.5	56.3	36.5	56.3	-	42.0	60.4	-
				No of applicable properties	337,988	400,082	333,641	333,641	-	15	18	-
				m ² of applicable properties	21,506,455	25,991,328	21,214,742	21,214,742	-	67,617	57,112	-
				%	3.4	3.0	3.2	3.2	-	1.2	8.1	-
				Fuel-Abs, Fuel-LfL	MWh	Fuel	Landlord-shared services (Sub)metered exclusively to tenants	2,056,892	2,241,147	2,039,616	2,036,903	-
	Total landlord-obtained fuel	2,056,892	2,241,147				2,039,616	2,036,903	-0.1	72,574	77,599	6.9
	Total tenant-obtained fuel	N/D	N/D				N/D	N/D	N/A	N/A	N/A	-
	Total fuel	2,056,892	2,241,147				2,039,616	2,036,903	-	72,574	77,599	6.9
	% from renewable sources	0.0	0.0				0.0	0.0	-	0.0	0.0	-
	No of applicable properties	188,093	204,544				187,531	187,531	-	11	11	-
	m ² of applicable properties	11,964,128	13,145,950				11,954,292	11,954,292	-	33,112	17,030	-
	%	8.0	4.3				8.3	4.0	-	7.0	1.3	-
	DH&C-Abs, DH&C-LfL	MWh	District heating & cooling				for landlord-shared services (Sub)metered exclusively to tenants	1,344,131	1,736,643	1,318,295	1,261,710	-
				Total landlord-obtained heating & cooling	1,344,131	1,736,643	1,318,295	1,261,710	-4.3	3,293	4,470	35.7
Total tenant-obtained heating & cooling				N/D	N/D	N/D	N/D	N/A	N/A	N/A	-	
Total heating & cooling				1,344,131	1,736,643	1,318,295	1,261,710	-4.3	3,293	4,470	35.7	
% from renewable sources				0.0	0.0	0.0	0.0	-	0.0	0.0	-	
No of applicable properties				142,163	174,283	138,529	138,529	-	4	7	-	
m ² of applicable properties				8,996,361	11,432,358	8,765,282	8,765,282	-	34,505	40,082	-	
%				15.2	7.5	14.7	6.8	-	0.6	9.0	-	
Energy-Int				MWh/m ² /year	Energy intensity	0.166	0.161	0.166	0.162	-1.9	0.148	0.164

You can also find the energy data for the portfolio, including explanatory information, in the 2019 Sustainability Report in the table [Energy Consumption in the Portfolio](#).

You can also find the energy data for our office buildings, including explanatory information, in the 2019 Sustainability Report in the table [Energy and Water Consumption](#).

Impact category	PORTFOLIO PERFORMANCE										OWN OFFICES		
	EPRA Sustainability Best Practice Performance Measures			Absolute measures (Abs)			Like-for-like (Lfl)			Absolute measures (Abs)			
	EPRA code	Measurement unit	Indicator	2018	2019	2018	2019	% change	2018	2019	% change		
Environmental impact	GHG-Dir-Abs		Direct	Total landlord-obtained	522,421	561,031	517,327	513,683	-	21,936	23,757	-	
				Total tenant-obtained	N/D	N/D	N/D	N/D	-	N/D	N/D	-	
				Total Scope 1	522,421	561,031	517,327	513,683	-0.7	21,936	23,757	6.6	
				Total landlord-obtained	406,913	453,033	398,990	370,820	-	2,864	2,502	-	
				Total tenant-obtained	N/D	N/D	N/D	N/D	-	N/D	N/D	-	
				Total Scope 2	406,913	453,033	398,990	370,820	-7.1	2,864	2,502	-17.5	
	GHG emissions	GHG-Indir-Abs		Indirect	Total landlord-obtained	120,432	132,949	118,296	116,785	-	4,542	5,203	-
					Total tenant-obtained	N/D	N/D	N/D	N/D	-	N/D	N/D	-
					Total Scope 3	120,432	132,949	118,296	116,785	-1.3	4,542	5,203	8.0
					Total	Scope 1 + Scope 2	929,334	1,014,064	916,318	884,503	-3.5	24,800	26,259
Total	t CO ₂	Scope 1 + Scope 2 + Scope 3	1,049,766	1,147,013	1,034,613	1,001,288	-3.2	29,342	31,462	-			
	No of applicable properties	GHG disclosure coverage	337,988	400,082	333,641	333,641	-	15	18	-			
	m ² of applicable properties	GHG disclosure coverage	21,506,455	25,991,328	21,214,742	21,214,742	-	67,617	57,112	-			
	%	Proportion of GHG estimated	9.4	5.8	9.4	4.8	-	0.3	1.9	-			
		(Scope 1 + Scope 2)/m ²	0.043	0.039	0.043	0.042	-3.5	0.367	0.460	-			
	GHG-Int	t CO ₂ e	(Scope 1 + Scope 2 + Scope 3)/m ²	0.049	0.044	0.049	0.047	-3.2	0.434	0.551	-		

You can also find the carbon footprint for the portfolio, including explanatory information, in the 2019 Sustainability Report in the table [CO₂e Emissions in the Portfolio](#).

You can also find the carbon footprint for our business operations, including explanatory information, in the 2019 Sustainability Report in the table [CO₂e Emissions in Business Operations](#).

Water	Water-Abs, Water-Lfl	m ³	Water	Landlord-shared services	43,818,297	45,236,534	43,150,926	41,847,387	-	19,285	37,386	-
				(Sub)metered exclusively to tenants	N/D	N/D	N/D	N/D	-	N/A	N/A	-
				Total landlord-obtained water	43,818,297	45,236,534	43,150,926	41,847,387	-3.0	19,285	37,386	93.9
				Total tenant-obtained water	N/D	N/D	N/D	N/D	N/A	N/A	N/A	-
				Total water consumption	43,818,297	45,236,534	43,150,926	41,847,387	-3.0	19,285	37,386	93.9
				No of applicable properties	Water disclosure coverage	337,988	359,686	333,641	333,641	-	15	18
		m ² of applicable properties	Water disclosure coverage	21,506,455	22,865,032	21,214,742	21,214,742	-	67,617	57,112	-	
		%	Proportion of water estimated	73.0	67.6	71.6	62.0	-	0.0	22.0	-	
		Water-Int	m ³ /m ² /year	Water intensity	2.04	1.98	2.03	1.97	-2.9	0.33	0.66	102.5

The portfolio's water consumption is based on extrapolations to a large extent (67%). Consumption relates to living and communal areas.

The water data for the portfolio (excluding Austria and Sweden) can also be found in the 2019 Sustainability Report in the table [Fresh Water Consumption in the Portfolio](#).

You can find the water data for our business operations in the 2019 Sustainability Report in the table [Water Consumption in Business Operations](#).

Due to construction of and relocation to the new BUWOG customer and administration center in Vienna and the simultaneous use of the new and old office buildings, water intensity changed by 102.5%. This also explains higher percentage changes in waste and electricity.

Impact category	EPRA Sustainability Best Practice Performance Measures		PORTFOLIO PERFORMANCE					OWN OFFICES					
			Absolute measures (Abs)		Like-for-like (Lfl)			Absolute measures (Abs)					
Environmental impact	EPRA code	Measurement unit	Indicator	2018	2019	2018	2019	% change	2018	2019	% change		
Waste	Waste-Abs, Waste-Lfl	m ³	Total landlord-obtained waste	4,963,192	5,053,052	4,587,952	4,716,991	2.8	N/A	N/A	-		
			Total tenant-obtained waste	N/A	N/A	N/A	N/A	-	N/A	N/A	-		
			Total waste by disposal route	4,963,192	5,053,052	4,587,952	4,716,991	2.8	N/A	N/A	-		
			Recycled	29.6	30.1	29.4	29.7	0.9	N/A	N/A	-		
			Incineration	31.8	32.9	31.7	32.4	2.3	N/A	N/A	-		
			Landfill	5.0	5.0	5.0	4.9	-1.8	N/A	N/A	-		
			Other	33.6	32.0	33.9	33.0	-2.7	N/A	N/A	-		
			No of applicable properties	337,988	359,686	333,641	333,641	-	N/A	N/A	-		
			m ² of applicable properties	21,506,455	22,865,032	21,214,742	21,214,742	-	N/A	N/A	-		
			Waste-Abs, Waste-Lfl	Tons	Total landlord-obtained waste	479,795	485,828	443,673	454,047	2.3	262	459	75.2
					Total tenant-obtained waste	N/D	N/D	N/D	N/D	-	N/A	N/A	-
					Total waste by disposal route	479,795	485,828	443,673	454,047	2.3	262	459	75.2
	Recycled	7.6			7.8	7.6	7.7	1.4	40.2	45.5	-		
	Incineration	35.6			37.0	35.5	36.5	2.8	59.8	54.5	-		
	Landfill	20.5			20.4	20.4	20.1	-1.3	N/D	N/D	-		
	Waste-Abs, Waste-Lfl	%	Waste	Other	36.2	34.7	36.5	35.7	-2.3	N/D	N/D	-	
			No of applicable properties	337,988	359,686	333,641	333,641	-	15	18	-		
			m ² of applicable properties	Waste disclosure coverage	21,506,455	22,865,032	21,214,742	21,214,742	-	67,617	57,112	-	

The amount and type of waste produced by the tenants (private households) does not fall under the control of Vonovia. It depends on the individual behavior of our customers. Providing the figure of Waste-Abs still gives an idea of the amount of waste our tenants produce in our portfolio.

The portfolio's waste volumes are estimated on the basis of an average waste volume per residential unit. This means that we do not (or rather cannot) measure the concrete quantities of waste. Instead, we use the total volume of waste bins and assume an average amount of waste per bin and a corresponding waste mix.

As a result, the values fluctuate depending on the size of the portfolio. This also means that like-for-like figures are not particularly meaningful.

No statistics have been kept for Austria and Sweden so far.

You can also find data on the portfolio's waste volumes, including explanatory information, in the 2019 Sustainability Report in the table [Waste Volume Portfolio](#).

You can also find data on the waste volume in business operations, including explanatory information, in the 2019 Sustainability Report in the table [Waste Volume in Business Operations](#).

Certified assets	Cert-Tot	%	Mandatory (Energy Performance Certificates)	% of portfolio certified by floor area	93.1	97.9	93.1	97.9	5.1	N/D	N/D	-
				% of portfolio certified by number of properties	94.0	97.9	94.0	97.8	4.1	N/D	N/D	-
				% of portfolio certified by value	N/D	N/D	N/D	N/D	N/A	N/D	N/D	-
	Cert-Tot	%	Voluntary (BREEAM, BRAVE, LEED)	% of portfolio certified by floor area	N/D	N/D	N/D	N/D	N/A	N/D	N/D	-
				% of portfolio certified by number of properties	N/D	N/D	N/D	N/D	N/A	N/D	N/D	-
				% of portfolio certified by value	N/D	N/D	N/D	N/D	N/A	N/D	N/D	-

Social Performance Measures

Impact category	EPRA Sustainability Best Practice Performance Measures			PORTFOLIO PERFORMANCE		
				Portfolio		
Social & Corporate Governance impacts	EPRA code	Measurement unit	Indicator	2018	2019	% change
Health and safety	H&S-Asset	% of assets	Asset health and safety assessments	90	100	10.0
	H&S-Comp	Total number of incidents	Asset health and safety compliance	0	0	0.0

Safety checks are conducted at Vonovia every two years from the date of the first inspection; the annual certificates are therefore not distributed exactly equally (50%-50%). During the reporting period, the inspections did not reveal any violations of regulations and/or voluntary codes concerning health and safety aspects that were not immediately remedied. Vonovia has established standard processes for handling defects discovered as a result of inspections, which request prompt handling. These processes functioned perfectly during the reporting period.

This information relates to the Germany region. No evaluations for 2019 have been performed for Austria or Sweden yet.

You can find more information in the table [☞☞ Safety Inspections \(Vonovia Germany\)](#).

Impact category	EPRA Sustainability Best Practice Performance Measures			CORPORATE PERFORMANCE			
				CORPORATE PERFORMANCE			
Social & Corporate Governance impacts	EPRA code	Measurement unit	Indicator	2018	2019	% change	
Health and safety	H&S-Emp	Per 100,000 hours worked	Injury rate	Direct employees	3.1	2.6	-16.1
		Per 100,000 hours worked	Lost day rate	Direct employees	36.7	31.7	-13.6
		Days per employee	Absentee rate	Direct employees	6.8%	5.6%	-17.6
	Total number	Fatalities	Direct employees	0	0	0.0	

No statistics are kept for Sweden at present. Vonovia does not yet record the accident figures of subcontractors.

Lost day rate:

Only time lost due to occupational and commuting accidents; occupational diseases cannot be evaluated as the reason for occupational diseases is not recorded in Germany. Calculated based on work-related accidents of all employees divided by the total required working days of all employees (FTE).

While the calculation in the Sustainability Report differs slightly from the information presented in the EPRA sBPR, the figures on which the information is based are identical.

You can find more information in the table [☞☞ Occupational Health and Safety](#).

Diversity	Diversity-Emp	% of female employees	Diversity Employees	Board of Directors members	33.3	33.3	0.0
				Executive Management	25.0	25.0	0.0
				Managers	33.9	26.0	-23.3
				All employees	24.0	23.9	-0.4
	Diversity-Pay	Ratio (women/men)	Gender pay ratio	Board of Directors members	☞☞ AR 2019, p. 124	☞☞ AR 2019, p. 124	N/A
				Executive Management	☞☞ AR 2019, p. 122 et seq.	☞☞ AR 2019, p. 122 et seq.	N/A
				Managers	N/D	N/D	N/A
				All employees	118.4	116.1	-1.9

Diversity-Emp:

The key figures for diversity are calculated on the basis of Vonovia's headcount, and not based on full-time equivalents (FTEs). A calculation based on FTEs would produce a rate of 22.6% of female employees for both 2018 and 2019.

The figures for the management show the second level below the Management Board.

More information is available in the [☞☞ 2019 Annual Report](#) and in the table [☞☞ Total Number of Employees](#) in the 2019 Sustainability Report.

Diversity-Pay:

Vonovia is committed to ensuring the greatest possible degree of transparency in matters relating to pay. As the components of the remuneration paid to the Supervisory Board and the Management Board depend on several remuneration components, we have not shown a ratio here. Please refer to the remuneration report in the 2019 Annual Report for this information.

[☞☞ For the Supervisory Board](#)

[☞☞ For the Management Board](#)

The remuneration system for the management, i.e., the first and second levels below the Management Board, is not shown separately.

The ratio and specific remuneration levels for all employees can be found in the 2019 Sustainability Report in the table [☞☞ Wage/Salary Structure](#).

Impact category	EPRA Sustainability Best Practice Performance Measures			CORPORATE PERFORMANCE			
Social & Corporate Governance impacts	EPRA code	Measurement unit	Indicator	2018	2019	% change	
Employees	Emp-Training	Average hours	Women	N/D	12.2	N/A	
			Men	N/D	5.2	N/A	
			All employees	5.9	6.8	15.3	
			Women	42.2	41.8	-0.9	
			Men	57.8	58.2	0.7	
			All employees	27.0	33.6	24.4	
	Emp-Dev	% of employees	Employee performance appraisals	Women	42.2	41.8	-0.9
			Men	57.8	58.2	0.7	
			All employees	27.0	33.6	24.4	
			Employee performance appraisals	All employees	27.0	33.6	24.4
Emp-Turn-over	Total number and rate	Total number of new employees		2,125	2,364	11.2	
		New hires	Proportion of new employees	21.4%	23.5%	9.7	
		Departures - turnover	Total number of departed employees	1,515	1,793	18.3	
		Proportion of departed employees	15.3%	17.8%	16.7		
		Total number of employees	9,923	10,059	1.4		

Emp-Training:

The calculation is performed based on the total hours of further training divided by the total hours for all employees (FTE). The value for 2018 was not broken down by gender at the time.

Statistics are not yet available for Sweden.

You can find additional key figures on further training in the 2019 Sustainability Report in the table [Further Training](#).

Emp-Dev:

Statistics are not yet available for Sweden. As statistics on the gender split for further training measures are not yet available for Austria, a 50/50 split has been assumed.

The key figures exclude the technical service.

You can find more information in the table [Performance Appraisal](#).

Emp-Turnover:

The turnover rate is calculated in accordance with the German Commercial Code (excluding trainees, external staff, bodies and miscellaneous employees). Employees leaving the company include voluntary resignations, dismissals, retirement and deaths. They exclude traineeships that have come to an end and integration-related dismissals.

In 2019, there was a change in the calculation method compared with 2018. The expiration of temporary contracts was included for the first time, resulting in a significantly higher number of employees leaving the company.

You can find more information in the table [Personnel Turnover](#).

Communities	Comty-Eng	Percentage of assets	Community engagement, impact assessments and development programs	100	100	0.0
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Vonovia is involved in local communities and in activities affecting its own tenants in a variety of ways. Proximity to our customers and making it convenient for them to contact us are key elements of our customer service philosophy. Our tenants can reach us 24/7 via our caretakers, our rental offices, the customer portal and our customer hotline.

We have an extensive hardship management system in place to provide individual support to all tenants faced with difficult situations. This applies to 100% of our assets under operational control.

In addition, we rely on extensive neighborhood development measures. By way of example, consultation procedures are used in all modernization processes so that tenants can help to shape the change processes involved. We modernized 13,200 apartments in 2019 and reached out to more than 8,000 tenants by organizing 179 tenant meetings and consultation processes.

The vast majority of our existing buildings, however, are not undergoing any changes, meaning that consultation procedures play less of a role. The consultation procedures are organized and implemented individually by local Vonovia representatives.

Social and charitable organizations make a big contribution to vibrant neighborhoods. Vonovia supports these organizations based on the local requirements, by providing rent-free or discounted commercial premises or financial support. This is based on [Group guidelines](#) that set out the scope of support provided and the objective of the commitment. Any support provided must serve to strengthen a sense of community spirit. An amount of more than € 900,000 in grants for social projects and facilities was invested in more than 200 projects in 2019.

You can find further key figures on our social commitment in the table [Involving Local Communities](#) in the 2019 Sustainability Report.

You can find descriptions of a large number of projects at: <https://www.vonovia.de/de-de/vor-ort> (only available in German).

Corporate Governance	Gov-Board	Total number	Composition of the highest governance body	12	12	0.0
			Executive	0	0	0.0
			Non executive	12	12	0.0
	Gov-Selec	Narrative on process	Process for nominating and selecting the highest governance body	AR 2018 , p. 48 et seq.	AR 2019 , p. 40 et seq.	
	Gov-Col	Narrative on process	Process for managing conflicts of interest	AR 2018 , p. 50	AR 2019 , p. 43	

Gov-Board, Gov-Selec & Gov-Col:

The composition of the management and control bodies is described in detail in the [2019 Annual Report](#).

You can also find more information in the table [Composition of Controlling Bodies](#) in the 2019 Sustainability Report.

The process for dealing with conflicts of interest is also described in the [2019 Annual Report](#).

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