



## Environmental Social and Governance Guidelines

USAA Real Estate has a reputation for excellence in customer service and taking a leadership role in the real estate industry. As part of our commitment to excellence, we will identify and implement improved financial and operational efficiencies, striving toward world-class status in environmental, social and governance performance. ESG will play an important role in our efforts to achieve our strategic objectives. Our ESG strategy includes:

### Commitment to Environmental Management

Support the organization's strategic plan to maximize ownership value and provide customers and partners with the highest quality of service, including reduced operating costs, increasing comfort and increasing competitiveness.

Support our commitment to our employees, partners, customers, environment and communities in which we conduct business, through active efforts to reduce energy and water use, increase waste diversion and conduct more sustainable operations and environmental impacts.

Maintain world-class status by striving to maximize opportunities for sustained energy and water efficiency, enhanced waste management and taking a continuous process improvement approach towards overall sustainability.

### Commitment to Social Responsibility

Continue to promote employee awareness of the company's culture, which is committed to the highest levels of service, loyalty, integrity and trust.

Serve as a conscientious corporate citizen, to all stakeholders including local communities, building tenants/occupiers, employees, service provider partners, and investors.

Promote health and wellness initiatives that provide a work-life balance and atmosphere conducive to physical and mental health well-being. These efforts include ways to improve indoor environmental quality, comfortable spaces and amenities intended bolster work-life balance.

### Governance

Continue to adopt strategies and practices aimed at advancing ESG measures, and engaging stakeholders on them in a collaborative manner.

Providing investor partners with appropriate reporting and disclosure to ensure transparency into ESG performance.

Increasingly promote appropriate ESG opportunities into the way USAA Real Estate does business, including in the management of our portfolio.

### Management Objectives

- Work to achieve targeted improvements at existing owned and managed properties, which include:
  - Continuous process-improvement approach towards improving tenant satisfaction, to contribute toward efforts to achieve above-market tenant satisfaction and occupancy
  - An overall reduction of 5% annually in energy and water consumption.
  - An overall reduction of 2% annually in energy and water costs.

- Improve waste diversion and reduce costs by 2% annually
  - An increase in portfolio and per-property Energy Star Rating
  - Participation in Global Real Estate Sustainability Benchmark, with a goal of continual improvement.
- Identify and implement health and well-being strategies that improve stakeholder engagement, satisfaction and comfort.
  - Identify and implement highly attractive capital investments that provide superior financial returns, wherever possible and financially feasible.
  - Develop awareness programs designed to educate partners, investors, employees and associates about opportunities to save money and protect the environment, through improved ESG and our high-performance sustainability strategy.
  - Create and continually foster a business environment that will support sustainable efforts and best management practices in energy efficiency.

**Len O'Donnell**  
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