

cenco'malls

Regional Community Engagement Manual

Welcome Message



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“At Cenco Malls, we have embarked on a journey toward a new way of doing business, grounded in a socially responsible approach. This perspective reflects our deep commitment to actively engaging our key stakeholders in our management practices, aiming to create shared value with our surrounding communities.”

Dear Cenco Malls Team,

I am pleased to introduce our Regional Community Engagement Manual, a key tool designed to strengthen the connection between our shopping centers and the communities we interact with. At Cenco Malls, we are committed to the joint development and growth of the communities around us, and this document marks a significant step toward that goal.

With a regional scope that spans Chile, Peru, and Colombia, this manual seeks to establish a unified approach aligned with our Community Integration and Development Strategy. It offers guidance and resources to help build strong, meaningful relationships with our stakeholders, including employees, tenants, suppliers, customers, public authorities, and local organizations within the areas influenced by our operations.

Our goal is to create a positive impact in the communities we serve, starting from the early development stages of our malls and continuing throughout their operation. We aim to do this through collaborative initiatives and actions, embracing our role as a neighbor that contributes to the overall well-being of the environment and territories we are part of, beyond the services we provide.

Thank you for your ongoing commitment and effort in making Cenco Malls a benchmark for community engagement and sustainable development.

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1. Community Engagement at a Glance

1.1 Objectives

General Objective

To support the development of relationships between our shopping centers and their communities by providing tools that contribute to their growth and the implementation of joint initiatives.

Specific Objectives

- Implement a community engagement model from the early stages of each project through to its operational phase.
- Provide tools and practices that foster learning and strengthen community relationships.
- Learn to identify and maintain an up-to-date community engagement matrix and protocols.
- Design programs aligned with brand values that enhance the quality of life in the community.

1.2 Scope

Engagement programs with stakeholder groups apply across all project stages and operations that are part of the environment defined by each shopping center.

This manual has a regional scope, covering shopping centers in Chile, Peru, and Colombia, and aims to establish a unified and aligned approach to the Community Integration and Development Strategy. It is intended for teams from Construction, Projects, Operations, Sustainability, External Communications, and any Cenco Malls employees involved with stakeholder engagement.

It includes the early or anticipated engagement process from the project design stage, whether it is a Greenfield Initiative or an expansion.

1.3 Key Concepts

COMMUNITY

Refers to any organization or human group located in the vicinity of shopping centers, either directly (within a 1 km radius) or indirectly, that has an interest in or influence over the center. A community may vary in its purpose and may engage in a collaborative or dissenting manner.

COMMUNITY ENGAGEMENT

A set of practices established to initiate and maintain a mutually beneficial relationship with communities. Engagement management is part of the business and is integrated into day-to-day operations.

COMMUNITY RISKS

The main risks associated with not managing community engagement effectively are reputational (impact on public image) and business continuity risks related to the operation of the shopping centers.

1.4 Areas of Influence and Their Scope

The area of influence refers to the territory where each shopping center is located and where the main impacts associated with development, construction, and operations may occur.

It must be defined per project, including its area of influence and each country's regulatory standards.

Direct Area of Influence (DAI):

The territorial area in which the shopping center is physically located and which is directly affected by development, construction, or operation. The DAI depends on each project and, if registered with the Environmental Impact Assessment Service (SEIA or equivalent), is defined based on community proximity. For operational purposes, this is typically within a 1 km radius and may include local councils, neighborhood groups, and schools.

Indirect Area of Influence (IAI):

The territory beyond the shopping center's physical boundaries that may be indirectly affected by development, construction, or operations. Examples include regulatory bodies, media, and transportation systems.

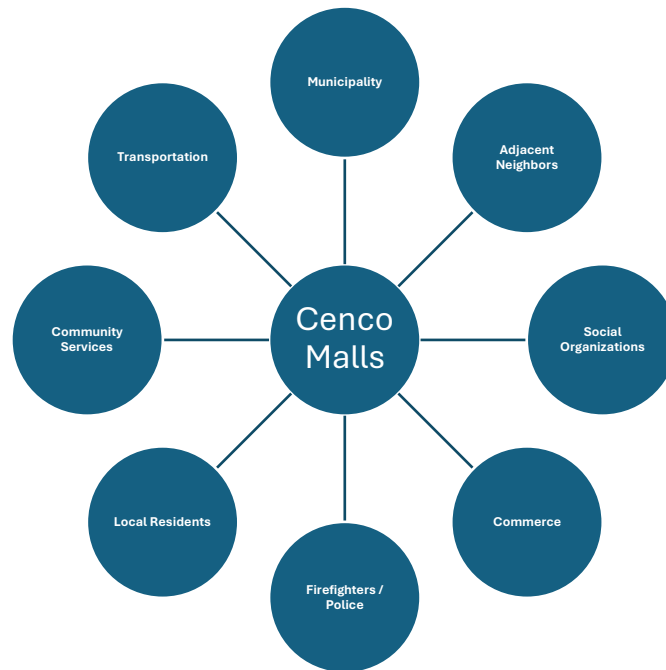
* Each shopping center has its own community engagement diagnosis tailored to its specific context.

** It's recommended to consider the municipality where the shopping center is located as the natural administrative boundary.

1.5 Community Stakeholders

Community stakeholders may vary in type and relevance, and therefore require proactive review for regular updates, or may be updated due to specific events involving one or more of them. The stakeholder map is updated annually, and during this process, each operation in its respective country identifies and classifies community stakeholders according to the following categories.

These categories are referential and do not imply that all such groups must be present at each shopping center; rather, they are adjusted to reflect the local context.



- **Firefighters / Police**
- **Local Residents**
- **Adjacent Neighbors**
- **Social Organizations**
 - o Foundations
 - o NGOs
 - o Sports clubs
 - o Senior citizen clubs
- **Commerce**
 - o Markets / Fairs
 - o Artisan fairs
 - o Strip malls
 - o Chambers of commerce
 - o Pharmacies
 - o Restaurants
- **Municipality**
 - o Municipal corporations (e.g., cultural)
 - o Community Development Office
- **Transportation**
 - o Shared taxis / Regular taxis
 - o Minibuses
 - o Intercity buses
 - o Metro / Train services
- **Community Services**
 - o Schools
 - o Daycare centers
 - o Universities
 - o Health centers
 - o Religious centers

2. Community Management Stages During Real Estate Development

2.1 Community Engagement During Project Development

(Ideation/Analysis, Design, and Development)

- The Construction and Projects Manager is responsible for forming a project committee composed of representatives from Construction and Projects, Corporate Affairs, Communications, and Sustainability.
- The manager appoints a Project Coordinator (design and construction) to lead the permitting process and the relationship with regulatory entities.
- Key Stakeholder Identification: Identify community leaders, local organizations, and relevant technical authorities.
- Community Mapping: Conduct surveys and interviews to understand community needs, concerns, and expectations, including those from municipal authorities and other stakeholders.
- Environmental Scan: Assess the social, environmental, and economic impact of the project on the community, based on the previous points.

2.2 Community Engagement During Project Construction

- Establish formal and recognizable communication channels to act as bridges between the Company and community counterparts, facilitating access to information.
- Develop a citizen participation plan starting from the early stages of the project. This plan should include consultation processes that consider community-related attributes during the feasibility or preliminary design phase.

2.3 Community Engagement in the Operational Phase

- When operations begin, the Project Committee must define a plan to gradually transfer community engagement responsibilities to the operations team of the shopping center. The plan should include presenting the operations team to community leaders, establishing communication channels, and issuing meeting minutes.
- The operations team in charge of community relations must implement the group's sustainability strategy through a dedicated community engagement plan, tailored to local needs.

2.4 Roles and Responsibilities in the Project and Construction Phases

The role of each team member and their respective department is critical to the timely execution and development of community engagement initiatives.

Chief Executive Officer

Construction and Projects Manager

Deputy Projects Manager

PROJECT COORDINATOR	CONSTRUCTION MANAGER	PUBLIC AFFAIRS & COMMUNICATIONS	SUSTAINABILITY DEPARTMENT
<ul style="list-style-type: none"> Initial project leader, responsible for directing and establishing regulatory and community engagement guidelines per local requirements, for example in the case of Chile: IMIV (Road Impact Mitigation Report) PAC (Community Participation) DIA (Environmental Impact Statement). Role of Project Coordinator ends at the start of construction after approvals are secured. 	<ul style="list-style-type: none"> Oversees construction execution within the scheduled timeline. Manages coordination and milestones outlined in project planning. 	<ul style="list-style-type: none"> Ensures compliance with legal framework and the action and management parameters necessary for the validation of the project, both upstream and downstream of the applicable regulations, ensuring a solid foundation for its eventual construction. Promotes smooth and effective communication among all the actors involved, promoting coordination and consensus during the different phases of the project. Ensure adequate visibility of the project, highlighting its relevance and progress, to generate interest, support and trust among stakeholders and the community. 	<ul style="list-style-type: none"> To be the main internal counterpart responsible for receiving and applying the guidelines established for the development of the project, ensuring their correct adoption and alignment with the strategic objectives of the organization. Lead the operational coordination in the shopping center, comprehensively managing the impacts that operations may generate in the surrounding communities and promoting solutions that favor territorial coexistence. Ensure early and effective engagement with the community, integrating key environmental standards that reinforce project sustainability, build trust and foster positive relationships from the beginning of the process.

3. Community Engagement Process During the Operational Phase

3.1 Levels of Community Engagement

We work with three levels of community engagement that range from informing (unidirectional), a second level that integrates feedback from the stakeholders of the territory and finally the creation of shared value through collaborative management.

These phases are:

- **Inform** (Minimum Operational Requirement)

Low Engagement: Ensure that actions linked to shopping center development and operations remain harmonious with the community. E.g.: Supplier loading logistics, noise management during operations.

- **Consult and Integrate** (Bond Management)

Targeted Initiatives: Build trust and mutual collaboration with local community actors.

- **Create Shared Value** (Positioning)

Strategic Engagement: Be recognized by the community as a valuable contributor, reinforcing a distinctive identity in the municipality.

3.2 Community Management Plan

How to structure/build/establish a management plan based on the level of engagement?

Level	Activities	Verification Method
Minimum Development and Operations Ensure that the actions associated with the minimum development of a shopping center and its operation maintain harmony with community stakeholders.	<ul style="list-style-type: none"> • Identify all critical minimum development and operational needs. • Establish action measures. • Communicate with stakeholders. 	<ul style="list-style-type: none"> • List of operational minimums with related complaints. • Action plan. • Meetings or formal minutes with stakeholders.
Relationship Management Establish relationships of trust and mutual collaboration with community stakeholders.	<ul style="list-style-type: none"> • Contact all relevant community stakeholders. • Meetings with key players (high power and interest in the project). • Design initiatives with community actors. 	<ul style="list-style-type: none"> • First-contact letters. • Meeting records. • Record of joint initiatives.
Positioning To be recognized by community stakeholders as a contribution to the community with a distinctive seal.	<ul style="list-style-type: none"> • Implement actions adapted to each mall's local reality. • Communicate initiatives. • Community development programs. 	Registry of actions: <ul style="list-style-type: none"> • Outcome evaluations. • Marketing campaigns.

3.3 Roles and Responsibilities in the Operational Phase

Operations Manager

Oversees community engagement across all shopping centers.

Center Manager	Operations Lead	Shopping Center Team	Strategic Team	Sustainability Department
<p>Directly responsible for implementing community engagement. Main liaison for the Operations Manager on all engagement-related actions. Ensures sustainability strategy is implemented at the center. Supports strategic decision-making aligned with community engagement.</p>	<p>Ensures community commitments are fulfilled during mall operation. Participates in community meetings alongside the Center Manager.</p>	<p>Supports both the Center Manager and Operations Lead in community engagement activities.</p>	<p><u>Activations, Marketing & Experience Department:</u> Designs campaigns and activations to promote entertainment and community experiences, ensuring measurement and impact tracking.</p> <p><u>Commercial Area:</u> Makes spaces available with a focus on social support.</p> <p><u>New Business:</u> Identifies risks and includes social management.</p> <p><u>Business Units and Tenants:</u> In centers with brands like Easy, Jumbo, or Paris (and others), community engagement is managed by the Center Manager. A communication channel must exist between the mall and the tenants.</p>	<p>Oversees implementation of the sustainability strategy, including community engagement, at each center. Strategically supports the execution of initiatives aligned with corporate objectives. Ensures sustainability-related activities are led by operations teams from the beginning. Implementation is left to the operations teams.</p>

4. Understanding My Community

4.1 Community Engagement Matrix

	LOW POWER	HIGH POWER
HIGH INTEREST	Specific Stakeholders	Key Players
LOW INTEREST	General Public	Context Setters

INTEREST

Interest is measured by how much a stakeholder is affected by or benefits from the Shopping Center. High interest may stem from employment, services, or community gathering spaces. Low interest is characterized by sporadic or insignificant relationships.

POWER

Power refers to a stakeholder's ability to influence the Shopping Center or other key actors. High power includes influencing opinions, permits management, media presence or local organizations leadership. Low power means little influence or few strategic connections.

4.2 How Are Stakeholders Grouped?

KEY PLAYERS

Stakeholders with the highest level of interest in the company and the strongest influence (power) over its development.

→“Manage closely”

- Know them well, dedicate time, and maintain ongoing engagement with proactive, concrete, and well-planned contact.
- High engagement level.
- Bi-monthly meetings at minimum.
- Seek collaborative workspaces.
- Direct communication with the Center Manager.
- Aim for positioning.

SPECIFIC STAKEHOLDERS

They share the interests of key players but lack their level of influence or power. Their motivation or commitment might be more limited in scope.

→“Keep informed”

- Communicate regularly through open and periodic channels without overwhelming them so that they can become good allies.

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- Semi-annual or annual meetings.
- Informational emails.

CONTEXT SETTERS

Actors with high power but low interest, though they may quickly shift into key players depending on context.

Their relationship is rather indirect with the Shopping Center, but they should not be ignored, and situations that may activate their power need to be reviewed.

→“Keep satisfied”

- Be open to dialogue and respond to specific needs promptly and accurately.
- Meetings only when requested.
- Identify risks or opportunities associated with them.
- Pre-establish engagement protocols (e.g., spokespersons, feedback methods, etc.).

GENERAL PUBLIC

Generally inactive until engagement actions prompt a response. Typically shows low levels of interest and influence.

→“Monitor”

- Keep their contact info and interests updated.
- Do not push information unless requested.

5. Community Engagement Process During Development and Operations

1. Gather and Analyze Information
2. Plan
3. Act
4. Evaluate

5.1 Information Gathering and Analysis in Operations

This process must be carried out at the beginning of each year.

ACTIVITIES:

- Identify and update the stakeholder map from the diagnostic, including the stakeholder database.
- Review the Local Community Development Plan (PLADECO) where the shopping center is located.
- Review the history of community engagement activities previously carried out.
- Review the existing communication channels for each stakeholder.

BEST PRACTICES / EXAMPLES:

- When reviewing the PLADECO, we identified that sports is a vital theme in the community.
- In recent years, we've hosted local running events and coordinated with municipal offices to form ticketing partnerships.
- Based on this, we updated the stakeholder map to include stadiums and sports organizations. We planned joint sports outreach events to generate mutual benefit.

5.2 Planning During the Operational Phase

ACTIVITIES

- Conduct two annual planning meetings with the Shopping Center operations team and the Sustainability Area.
- Define the year's main community engagement milestones.
- Establish the stakeholder engagement strategy: key topics, stakeholders, responsibilities, and monitoring mechanisms. Answer guiding questions.

BEST PRACTICES / EXAMPLES

- We identified that we lack a relationship with two nearby sports centers despite engaging in many sports-related activities.
- One of our key audiences is senior citizens. We'll increase initiatives that foster their participation via nearby senior centers.
- We will prioritize engagement with the municipality, immediate neighbors, and elderly-focused organizations, with themes such as wellness, beautification of surroundings, and active living.

RECURRING TOPICS

Suggested topics that strengthen transparency and may affect community life:

- Local celebration dates
- Key holidays (e.g., Christmas, Mother's Day, Earth Day)
- Construction/modification of buildings, use of vacant land
- Events or special activities in the shopping center
- Traffic disruptions due to events

KEY QUESTIONS TO ANSWER

- Who are our current stakeholders, and which relationships do we want to maintain?
- Who are we not engaging with but should be?
- What community-related themes have we developed (e.g., women, families, culture)?
- What engagement mechanisms have we used (e.g., space lending, creation of activities, event sponsorships, marketing campaigns)?

5.3 Acting During the Operational Phase

From strategy to implementation, each responsible party should drive stakeholder engagement, ensuring proper follow-up and delivery of commitments. Meetings with local stakeholders should identify concerns and emerging collaboration opportunities.

ACTIVITIES

- Develop an action plan with objectives, responsible parties, goals and dates committed to with each stakeholder.
- Schedule meetings in advance.
- Engage with high-priority stakeholders (which should result in responsibilities for both parties, which should be followed up on).
- Establish formal communication channels and strategies per milestone.
- Execute planned and budgeted activities.

BEST PRACTICES / EXAMPLES

- Hold biannual meetings with municipal representatives, setting agendas and follow-ups with departments (e.g., construction, transit, community development).
- Fulfill commitments: each of the actions developed with the stakeholders will entail making commitments on issues related to operational improvements, requests from the organizations, or common projects. It is essential to ensure no action is left unfinished, this is key to the credibility of the team and Cenco Malls.

Examples of Engagement Actions

*This is a reference chart. Stakeholder positioning varies by Shopping Center's location.

STAKEHOLDER TYPE	STAKEHOLDER	OBJECTIVE	ACTIVITY	VERIFICATION METHOD
KEY PLAYERS	Municipality	<ul style="list-style-type: none"> Strengthen relationship with the Municipality Establish/strengthen relationship with local authorities Attend to local demands 	<ul style="list-style-type: none"> Meetings with mayor, Participation in the city council Meetings with municipal team: DIDEKO, DOM, CORE Technical table 	<ul style="list-style-type: none"> Meeting minutes Council records Meeting minutes Technical table minutes
	Adjacent neighbors	<ul style="list-style-type: none"> Keep informed about changes in the shopping center Convey clarity on impacts and mitigation measures Promote dialogue 	<ul style="list-style-type: none"> Public assemblies Public bulletin Local press releases Coordination tables for road closures, power outages, etc. 	<ul style="list-style-type: none"> Assembly records Bulletin delivery record Media logs Coordination table records
SPECIFIC STAKEHOLDERS	Community service organizations	<ul style="list-style-type: none"> Generate instances of information and communication with the disabled, cyclists, fairgoers and other organizations with specific interests 	<ul style="list-style-type: none"> Meetings 	<ul style="list-style-type: none"> Meeting minutes
CONTEXT SETTERS	Local commerce in area of influence	<ul style="list-style-type: none"> Generate instances of information and liaison Generate alliances in a proactive manner 	<ul style="list-style-type: none"> Meetings 	<ul style="list-style-type: none"> Meeting minutes
GENERAL PUBLIC	Local residents	<ul style="list-style-type: none"> Share shopping center characteristics 	<ul style="list-style-type: none"> Assemblies Meetings Informative bulletins 	<ul style="list-style-type: none"> Assembly records Meeting minutes Meeting minutes

5.4 Evaluating Initiatives During the Operational Phase

From strategy to implementation, each responsible party must manage the stakeholder engagement process, ensuring follow-up and fulfillment of commitments. At this stage, meetings with local stakeholders are used to identify concerns and emerging opportunities for collaboration.

ACTIVITIES

- Maintain a record of all activities to later assess performance and evaluate the processes carried out. This includes minutes, attendance lists, photos, etc.
- After each activity, conduct an evaluation identifying what should be improved and what should be maintained.

BEST PRACTICES / EXAMPLES

To evaluate, you must first document. This means consistently keeping attendance lists and photo records, ideally in the highest possible quality.

SUGGESTION

Whenever possible, ensure there are photo records and written reports (minutes or summaries) of the activities conducted.

6. Communication Channels

6.1 Contact

[Click here](#)

6.2 Stakeholder Survey

Review the stakeholder materiality survey included in each Integrated Annual Report [here](#).