



**Meet you
there.**

2020 GRI Supplemental Report

CF Cadillac
Fairview

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Introduction

As a progressive sustainability leader, Cadillac Fairview is committed to fulsome and transparent sustainability reporting in accordance with the Global Reporting Initiative (GRI) Standards. To address different reporting needs for our multiple stakeholders, we split our Corporate Responsibility reporting into multiple components. Please visit our Responsibility webpage to see all components of our 2020 Responsibility Report.

Our 2020 GRI Supplemental Report discloses our management approach and performance in the environmental, social and governance (ESG) topics that are most material to our organization. Our Corporate Responsibility Report, in conjunction with the GRI Supplemental Report is prepared in accordance with the GRI Standards: Core option.

Our GRI Supplement contains two sections:

1. General Disclosures provide an overview of Cadillac Fairview (CF) as well as our materiality process
2. Topic-Specific Disclosures cover information about sustainability topics that have been identified as material to CF. Consists of:
 - a. Topic overview – Topic explanation and importance
 - b. Management approach – How the topic is managed
 - c. Topic-specific indicator – Specific disclosures outlined in the GRI Standards

For a list of all GRI Disclosures and content location, please see our GRI Content Index.

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General Disclosures

Indicator	Disclosure
102-1	<p>Name of organization The Cadillac Fairview Corporation (CF)</p>
102-2	<p>Activities, brands, products and services CF is one of North America's largest owners, operators and developers of commercial real estate. We own, operate and develop best-in-class retail, office and mixed-use properties to generate long-term, stable cash flow and risk-adjusted returns – while aligning with our corporate purpose of positive community transformation and responsibility goals.</p>
102-3	<p>Location of headquarters CF's headquarters is located at CF Tower, 20 Queen Street West, Toronto, Ontario, Canada.</p>
102-4, 102-6	<p>Location of operations and markets served CF operates real estate property across Canada. Our portfolio also includes investments in retail, mixed-use and industrial real estate in the United States, Brazil, Colombia and Mexico.</p>
102-5	<p>Ownership and legal form CF is wholly owned by the Ontario Teachers' Pension Plan.</p>
102-7	<p>Scale of organization Number of properties: 70 properties Total leasable area: 37 million square feet Total asset value: \$32 billion CAD</p>
102-8	<p>Information on employees and other workers a. Total number of employees by employment contract (permanent and temporary), by gender:</p>

Employment type	Male		Female		Total	
	2018	2019	2018	2019	2018	2019
Permanent	593	614	478	472	1,071	1,086
Contract	6	8	21	28	27	36

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Indicator

102-8
(continued)

102-9

102-10

Disclosure

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

Employment type	Toronto		Ontario		Western		Eastern		Total	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Permanent	147	147	371	379	336	340	217	220	1,071	1,086
Contract	3	3	13	19	6	8	5	6	27	36

For the first two tables, we omit:

Employment type	Corporate Portfolio		US Portfolio		Total	
	2018	2019	2018	2019	2018	2019
Permanent	372	391	2	4	374	395
Contract	28	28	0	0	28	28

c. Total number of employees by employment type (full-time and part-time), by gender:

Employment type	Male		Female		Total	
	2018	2019	2018	2019	2018	2019
Permanent	686	714	578	581	1,264	1,295
Contract	73	80	108	106	181	186

Excludes: contract employees

Supply chain

Due to the nature of our work, geographically diverse locations and requirements for specialist services, CF relies on many suppliers. Suppliers typically provide utility, construction, professional and property services. Additionally, CF purchases products for property and office use, ranging from mechanical equipment to paper. For more information, please see Sustainable Development and Sustainable Procurement sections in this document.

Significant changes to organization's structure

- Entered into strategic partnership with Lincoln Property Group
- \$80 million to revitalize 230,000 square feet of CF Fairview Mall
- TD Bank group signed long term lease at 160 Front Street West
- Purchased East Harbour in Toronto, Ontario

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Indicator	Disclosure
102-11	<p>Precautionary principle or approach CF maintains a comprehensive and precautionary approach to risk management, which we term Enterprise Risk Management (ERM). For more information, please see Risk Management section in this document.</p>
102-12	<p>External initiatives CF subscribes to and/or endorses many external initiatives:</p> <ul style="list-style-type: none"> • Global Real Estate Sustainability Benchmark (GRESB), The ESG Benchmark for Real Assets <ul style="list-style-type: none"> - Real Estate Assessment participant since 2016 - Investor member through our owner, Ontario Teachers' Pension Plan (OTPP) • Principles for Responsible Investing, PRI (PRI investment owner signatory through our owner OTPP) • Global Reporting Initiative (GRI) Standards • Green Building Council of Canada (CaGBC) LEED green building rating system • Building Owners and Managers Association (BOMA) BOMA BEST green building rating system • International WELL Building Institute's WELL rating system • U.S. Green Building Council (USBGC) • ENERGY STAR administered through Natural Resources Canada • Centre for Active Design Fitwel certification standard
102-13	<p>Memberships of associations CF and/or our employees hold memberships in the following national associations:</p> <ul style="list-style-type: none"> • Real Property Association of Canada (REALPac) • Building Owners and Managers Association (BOMA) • Commercial Real Estate Development Association (NAIOP) • Canada Green Building Council (CaGBC) • Recycling Council of Ontario (RCO) • International Council of Shopping Centres (ICSC) • U.S. Green Building Council (USGBC) • Urban Land Institute (ULI)
102-14	<p>Statement from senior decision maker Due to the impact of COVID-19, we have omitted a CEO message from this year's report.</p>
102-16	<p>Values, principles, standards and norms of behaviour See Ethics and People and Culture sections in this document for information.</p>

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Indicator	Disclosure
102-18	<p>Governance structure See Sustainability Governance section in this document for information.</p>
102-40	<p>List of stakeholder groups CF's key stakeholder groups include:</p> <ul style="list-style-type: none"> • Brokers • Clients • Contractors and suppliers • Employees • Governments and regulators • Industry associations • Joint venture partners • Non-governmental organizations • Shareholder/owner pension members: represented by the Federation of Teachers • Shareholder/owner: Ontario Teachers' Pension Plan • Shoppers • Sustainability interest organizations <p>Through our business processes we engage with most stakeholder groups on an ongoing basis, (e.g., regular collaboration, communications programs, meetings, surveys, etc.). Many groups have dedicated CF relationship managers.</p>
102-41	<p>Collective bargaining agreements CF does not report externally on employees covered by collective bargaining agreements.</p>
102-42	<p>Identifying and selecting stakeholders / Approach to stakeholder engagement We have ongoing dialogue with key stakeholder groups, such as our shareholders, employees, contractors, suppliers, joint venture partners and clients. We survey our employees, clients and shoppers every 1-2 years using satisfaction surveys.</p>
102-43	<p>Approach to stakeholder engagement In 2019, we undertook a process to review what are material Environmental, Social, Governance issues for internal and external stakeholders. That process was completed through in person meetings, workshops and review of stakeholder disclosures / values. The results of this stakeholder engagement process are summarized in 102-44.</p>

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Indicator	Disclosure																		
102-44	<p>Key topics and concerns raised In 2019, we conducted an assessment to determine material aspects to our business as well as priority areas for our key stakeholders. Material issues are identified below:</p> <table border="0" style="width: 100%; text-align: center;"> <thead> <tr> <th style="width: 33%;">Internal Stakeholders</th> <th style="width: 33%;"></th> <th style="width: 33%;">External Stakeholders</th> </tr> </thead> <tbody> <tr> <td>Climate Action</td> <td></td> <td>Climate Action</td> </tr> <tr> <td>Resource Protection</td> <td></td> <td>Resource Protection</td> </tr> <tr> <td>Communities</td> <td></td> <td>Communities</td> </tr> <tr> <td>Supporting Employees</td> <td></td> <td>Supporting Employees</td> </tr> <tr> <td>Trusted Partnerships</td> <td></td> <td>Waste Management*</td> </tr> </tbody> </table> <p>* At CF, the priority of waste management is encompassed within "Resource Protection"</p>	Internal Stakeholders		External Stakeholders	Climate Action		Climate Action	Resource Protection		Resource Protection	Communities		Communities	Supporting Employees		Supporting Employees	Trusted Partnerships		Waste Management*
Internal Stakeholders		External Stakeholders																	
Climate Action		Climate Action																	
Resource Protection		Resource Protection																	
Communities		Communities																	
Supporting Employees		Supporting Employees																	
Trusted Partnerships		Waste Management*																	
102-45	<p>Entities included in consolidated financial statements CF's financial reporting boundaries include owned and operated properties in Canada and shareholdings in private and public funds, corporations and joint ventures in the Americas. Please see the Ontario Teachers' Pension Plan's Annual report and consolidated financial statements for more information.</p> <p>The 2020 Responsibility Report and GRI Supplemental Report cover our Canadian-owned properties managed by CF.</p>																		
102-46	<p>Defining report content and topic boundaries To develop the list of sustainability topics for our materiality assessment, we reviewed the GRI guidance and the Construction and Real Estate Sector Disclosures (CRESO), the GRESB Real Estate Assessment, global peer reporting and CF's existing sustainability programs and reporting. We also considered GRI's four principles for defining report content:</p> <ul style="list-style-type: none"> • Stakeholder inclusiveness: we considered all principal stakeholders that we affect in our operations and who contribute to our business success • Sustainability context: we provided information about relevance for each material sustainability aspect included in our report • Materiality: we tailored the report to the sustainability aspects that our internal and external stakeholders deemed most material through a quantitative assessment and analysis. Similar sustainability aspects have been combined (for example employee development and satisfaction) • Completeness: we have included multiple internal parties in developing the report to ensure that we provided complete information for each material aspect. Unless otherwise noted, information pertains to the reporting period September 1, 2018-August 31, 2019 																		

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Indicator

102-47

Disclosure

List of material topics

Environmental	Social	Governance
Higher priority aspects included in Corporate Responsibility Report and GRI Supplemental Report		
<ul style="list-style-type: none"> • Greenhouse Gas Emissions • Climate Resilience • Environmental Management System (EMS) • Energy Efficiencies and Resources • Water Efficiencies and Resources • Waste and Diversion • Green Building Certifications • Air Quality • Sustainable Development • Responsible Procurement • Green Leases 	<ul style="list-style-type: none"> • Youth Engagement • People and Culture • Employment Practices • Client Satisfaction • Health and Safety • Occupant Wellness and Productivity • Community Impact 	<ul style="list-style-type: none"> • Financial Performance • Ethics • Risk Management • Sustainability Governance • Regulatory Compliance

102-48

Restatements of information

2018 energy and water data are adjusted for occupancy and degree days to be comparable to 2019.

102-49

Changes in reporting

There are no significant changes from previous reporting periods.

102-50

Reporting period

September 1, 2018 – August 31, 2019

102-51

Date of most recent report

May 30, 2019

102-52

Reporting cycle

CF reports corporate responsibility performance annually.

102-53

Contact point for questions about the report

Please contact Karen Jalon, Senior Director, Sustainability & Energy Management (karen.jalon@cadillacfairview.com) with questions regarding this report.

102-54

Claims of reporting in accordance with the GRI Standards

This report has been prepared in accordance with the GRI Standards: Core option.

102-55

GRI Content Index

Please see the [GRI Content Index](#).

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Topic-specific Disclosures

Environmental Management System

Topic importance

An environmental management system (EMS) is a framework for identifying, mitigating, managing and measuring an organization's environmental impacts. Implementing an effective EMS is important to our operational efficiency and sustainability leadership. Our EMS ensures we operate best-in-class assets while continually reducing our environmental footprint.

Management Approach

We manage our environmental impact through:

- Our Corporate Responsibility Policy
- Our award-winning Green at Work® program
- Regulatory compliance

Corporate Responsibility Policy

CF's Corporate Responsibility Policy stipulates that senior management is responsible for developing and implementing an EMS and training employees to carry out their duties in compliance with all applicable environmental laws and regulations. Our National Operations team monitors compliance with this Policy and reports to the Executive Committee on environmental actions, initiatives and issues affecting the operation of our EMS.

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Green at Work®

CF's environmental sustainability management system is the Green at Work® (GAW) program. The program sets requirements for sustainability management at all Canadian properties. Since its establishment in 2008, this program has resulted in a 40.5% reduction in GHG emissions and a savings of \$47.7 million in energy and water costs. The GAW program integrates employee incentives at many levels to ensure all team members are engaged in the process of implementing projects to improve performance in the Five Pillars of environmental impact:

Pillar	Description	Target
Energy	Use energy conservation techniques, leading operational standards and efficiency technologies where possible.	3% reduction per year for LEED AAA office. 2.5% reduction per year for Retail and Other office.
Waste Management	Implement an industry-leading approach to waste diversion and waste minimization	Waste diversion rate: LEED AAA office (90%); Retail (70%); Other office (75%);
Environmental Protection	Focus on minimizing adverse impacts from our activities, products and services on land, air and water through management of hazardous materials, greenhouse gas emissions, air quality and water	2% water reduction per year.
Responsible Procurement	Use environmentally preferred products and services and follow best management practices whenever possible.	Embed sustainable procurement practices into our processes and policies.
Stakeholder Collaboration	Collaborate with key stakeholders to inspire and drive positive change, share information about our sustainability initiatives and involve partners to contribute to the program's success.	Inform, educate and build partnerships for sustainability success with our clients, shoppers, employees, communities and industry.

Each GAW Pillar specifies tactics, which are similar to operational brand standards. Properties are required to submit a report for each Pillar semi-annually. To satisfy the program, each property must:

- Form and mobilize a Green Team
- Plan and implement projects to address mandatory tactics for each Pillar
- Achieve short and long-term performance targets for each Pillar
- Pursue either LEED certification (for AAA offices) or BOMA BEST certification (for all non-AAA offices and shopping centres)

Regulatory compliance

CF uses a third-party risk consultancy to track regulatory environment, health and safety information and conduct periodic on-site visits.

Plans

We plan to launch the next version of GAW in September of 2020. The next iteration will include updates to Pillars, tactics and targets to ensure our program addresses evolving best practice and emerging trends and priorities.

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Greenhouse Gas Emissions

Topic importance

Globally, buildings account for 40% of global greenhouse gas (GHG) emissions (Source: World Green Building Council). The World Economic Forum's Global Risk Report identified the failure of climate change mitigation and adaptation are the one of the most significant risks facing the world economy in terms of likelihood and severity of impact. CF is aware of the cost of inaction against climate change and the challenges of higher fossil fuel costs associated with a shift towards a low-carbon economy.

Management approach

Our Climate Change and Greenhouse Gas Corporate Statement of Principles governs our approach to managing GHG emissions. It stipulates that we:

- Exceed climate change regulatory requirements
- Track and disclose GHG emissions
- Prohibit chlorofluorocarbons (CFC) and hydrochlorofluorocarbons (HCFC) refrigerants used in cooling equipment
- Incorporate environmental design into new construction activities
- Collaborate with stakeholders to achieve our emission-reduction goals
- Investigate opportunities for innovation

We have implemented numerous corporate and property initiatives to complement the Statement of Principles. Select examples include:

Initiative	Policy	Operational practice	Technology
Corporate			
Energy, Water and Waste Reduction Policy	✓		
Green at Work®	✓	✓	✓
Green Teams		✓	
Data management system		✓	✓
External review of GHG data		✓	
Property			
LED lighting retrofits			✓
Smart building operations system		✓	✓
Alternative energy implementation (e.g., geo-thermal system, deep lake water cooling, cogeneration)			✓

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In 2019, we modelled our expected future GHG emissions to inform GHG management strategies. This model will help us understand how we can optimize our efforts for emissions reduction.

Performance

Scope 1 emissions: Direct GHG emissions from activities at company-owned properties, including combustion of natural gas in boilers and furnaces, the use of gasoline in generators and vehicles and refrigerant losses.

Scope 2 emissions: Indirect GHG emissions from the generation of electricity, steam and chilled water purchased by the company.

Scope 3 emissions: GHG emissions from company operations, but from sources not owned or controlled by company (e.g., landfill waste, water and waste transportation and data centres.)

Between 2018 and 2019, our GHG emissions reduced by 0.3%. However, since 2008, we have reduced our annual GHG emissions by 79,000 tonnes despite increasing our portfolio by over 4 million square feet. This reduction is equivalent to removing 16,500 cars off the road for one year.

For more information on our 2019 greenhouse gas emission performance, please refer to our 2020 Responsibility Report – Emissions section.

Plans

Moving forward, we will continue to explore alternative energy options and continue to implement efficiency initiatives to reduce our GHG emissions.

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Energy Efficiencies and Reductions

Topic importance

A significant amount of energy is used to heat, cool, ventilate and power our 37 million square feet of office and retail space. Approximately 70% of the managed energy is consumed at our office buildings with the balance consumed in our retail portfolio (common area). Energy consumption ultimately results in the generation of greenhouse gas emissions. Energy reductions are environmentally beneficial, contribute to a reduction in operating and client costs.

Management approach

We manage our energy consumption through:

- Corporate programs and policies
- Operational practices
- Capital investments

Corporate programs and policies

Our energy management requirements are set in the Green at Work® (GAW) program. Our annual energy reduction targets are 2.5% for Other office and retail properties, and a 3.0% for LEED AAA offices. GAW energy reporting is normalized for weather to enable accurate year-over-year comparisons.

Our Energy, Water and Waste Reduction Policy sets short- and long-term objectives for our properties, and each property undergoes a third-party energy audit or retro-commissioning every four years.

Operational practices

About two thirds of building energy use is controlled by our building operations team, the remaining one third is controlled by tenants. Our operations team manages energy on a daily basis through practices including scheduling and preventative maintenance. Our property teams communicate energy management tips to tenants and implement programs such as night-time energy audits to identify reduction opportunities.

Capital investments

Property teams identify measures to counter rising energy costs and allocate capital to efficiency upgrades and new technologies as a part of the annual budgeting process

Performance

In 2019, we met our GAW targets with an overall portfolio energy reduction of 4.0%. For more information on our 2019 energy performance, please refer to our 2020 Responsibility Report – Energy section.

Plans

We will continue to invest in energy reduction measures while engaging key stakeholders to proactively identify and address energy efficiency opportunities.

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Building Certification

Topic importance

Securing external validation of sustainability performance through leading, third-party certification programs remains a priority for CF. Certified buildings also provide business value through higher occupancy rates, lower lease turnover and greater net rents. Building certifications serve as tangible alignment with our clients’ stated sustainability principles.

Management approach

Green at Work® outlines the following targets for building certification:

Certification	Asset class	Target (% of Asset Class Certified)
LEED	AAA offices	100%
BOMA BEST or LEED	Other offices and retail properties	100%

Performance

Please refer to our Consolidated 2020 Responsibility Report – Building Certifications section.

AAA office properties covered by our Green at Work® program that are not currently certified are registered for certification, and upon completion, 100% of all AAA offices will be LEED certified. 93% of all managed Canadian properties are either BOMA BEST or LEED-certified.

The table below summarizes our portfolio’s certifications

Certification	Number of Properties
LEED	29
BOMA BEST	51
Energy Star	12
WELL	1
Fitwel	1
Wired Score	6

Plans

We will continue to evaluate new third-party sustainability certifications for appropriateness at our properties and work toward our GAW target.

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Water Efficiencies and Reduction

Topic importance

Changing global weather patterns affect precipitation and create greater water stress in some regions where we operate. We must continue to reduce water usage at properties to conserve this natural resource, lower operating costs and minimize strain on municipal water and sewage infrastructures.

Management approach

We manage water through:

- Corporate programs and policies
- Operational practices
- Capital investments

Corporate programs and policies

Our Energy, Water and Waste Reduction Policy outlines our commitment to reducing water consumption.

Our Green at Work® program mandates water consumption targets of 2% reduction year-over-year, conservation strategies and ongoing tenant education. GAW water reporting is normalized for weather to enable accurate year-over-year comparisons.

Operational practices

The building operations team manages water consumption through ongoing maintenance, leak checks and cooling tower water management plans.

Capital investments

As water continues to be relatively inexpensive, the business case to invest in water-efficient technologies and programs can be a challenge. Regardless, many CF properties complete water audits to further identify opportunities for conservation and consider upgrades during capital planning and budgeting.

Performance

Between 2018 and 2019, we achieved our Green at Work® target with a portfolio-wide reduction of 6.8% - equivalent to 1.3 million regular sized bathtubs.

For more information on our 2019 water performance, please refer to our 2020 Responsibility Report – Water section.

Plans

We will continue to evaluate water conservation opportunities throughout our portfolio.

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Waste and Diversion

Topic importance

Our ability to divert solid waste from landfill remains a fundamental environmental and operational performance indicator. In 2019, landfill waste accounted for 22% of our emissions. Shoppers, guests, clients and our own employees practice sound recycling behaviours, and it is their expectation that waste produced at our properties is recovered and removed responsibly for disposal or recycling.

Management approach

We manage waste through:

- Corporate programs and policies
- Operational practices
- Capital investments

Corporate programs and policies

Waste targets and waste management initiatives are established through Green at Work®, which provides recycling amenities at all properties and education programs for our clients and shoppers. The program also sets targets to minimize our landfill waste:

- LEED AAA Office: 90% diversion
- Other Office: 75% diversion
- Retail: 70% diversion

Operational practices

Waste data is collected through haulage reports and invoices, and contractors are required to submit reports that track waste data for specific construction projects.

Capital investments

We have invested in many initiatives to reduce waste consumption and improve diversion, including assisted waste sorting and composters. We have also conducted studies to explore ideal waste receptacle sizing and functionality to improve diversion rate.

Performance

In 2019, our Other office and retail properties achieved their goals with respective diversion rates of 81% and 77%. Our LEED properties did not meet their target but achieved a strong diversion rate of 82%.

For more information on our 2019 waste performance, please refer to our 2020 Responsibility Report – Waste section.

Plans

We will continue to work with stakeholders to reduce waste generation and increase waste diversion at our properties. We are currently doing a review of industry best practices and client needs in order to optimize our sustainability efforts.

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Sustainable Development

Topic importance

Sustainable development includes implementing sustainability measures in new construction and major renovations through supplier selection, site considerations, material selection and design. It is key to preserving and adding value over the long term.

Additionally, many major market jurisdictions are updating regulations and building codes to include sustainable development features (e.g., net-zero). It is important for us to remain prepared for these regulations.

Management Approach

We integrate sustainability into our development process through:

- Development standards
- Expert consultation
- Certifications

Development standards

Our development standards incorporate best practices, building codes and regulations into all aspects of designing and building our properties. These best practices address aspects such as community engagement, placemaking, wellness, accessibility, smart building technology, energy, water, waste and GHG emissions management, security and life safety. Since these aspects are usually interconnected, we work to consider them at the earliest stages of planning.

Expert consultation

We engage sustainability experts, architects, consultants, engineers and contractors to embed best practices into the development process.

Certifications

We target Leadership in Energy and Environmental Design (LEED) certification at all new office developments.

Performance

One example of sustainable development is the provision of electric vehicle charging capacity. We recognize that Canadians will rely more on electric vehicles for transportation and as a result, we currently have 334 charging stations across our portfolio, and we incorporate them into new developments.

Plans

We will continue to develop our low-carbon strategy to support the transition to a low-carbon economy and stay ahead of future regulations.

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Responsible Procurement

Topic importance

Sustainable sourcing of services and materials brings positive benefits to the economy by promoting responsible business practices and fair labour principles while reducing the environmental impact of the supply chain.

Management Approach

We aspire to embed responsibility sourcing in:

- Corporate programs and polices
- Procurement practices

Corporate programs and policies

Responsible Procurement is a Green at Work® Pillar which includes best practices for responsible procurement at a property level. CF also employs a third-party pre-qualification program for all contractors from over 100 trades, to assess their policies and procedures, training and insurance compliance.

Procurement practices

In 2018, CF digitized procurement procedures. Through this process, we integrated sustainability considerations into procurement across our operations and measure adoption of these principles. Implementing sustainable procurement on a wide scale is challenging due to lack of information, differing levels of supplier engagement and complexity of supply chains.

Plans

We plan to continue to advance responsible procurement through standardized and comprehensive procurement practices.

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Community Impact

Topic importance

CF aims to have a positive impact on the communities in which we operate by supporting local citizens, businesses and charities. The spirit of our individual employees, their contributions and dedication, are ultimately reflected at a CF corporate level. CF aims to put our collective values into action for many causes important to us and our stakeholders, creating mutually beneficial relationships that contribute positively to our communities.

Management Approach

We manage our community impact through our:

- Building Communities program
- National Charitable Donations program
- Corporate partnerships

Building Communities program

Building Communities is CF's charitable program supporting employee volunteerism. CF employees can request a corporate contribution of up to \$5,000 for a charity based on personal volunteer hours.

National Charitable Donations program

Our corporate community investments are evaluated and governed by a National Charitable Donations Committee, which oversees the community-oriented Charitable Donations program. The National Charitable Donations Committee receives thousands of support requests each year from many important organizations and causes. Evaluating each request is a time intensive process, but one that CF is committed to completing in a disciplined manner.

Corporate partnerships

Through our philanthropic partnerships, we are investing in making meaningful change across Canada with a strong focus on empowering and inspiring youth to make a positive impact in their community and the lives of others.

CF Run Walk fundraiser

Established in 2004, the CF Run Walk fundraiser has supported many worthwhile causes including the Pediatric Oncology Group of Ontario (POGO).

CF Golf Classic

Since its inception in 1990, the CF Golf Classic has been a key chapter of our philanthropy story. Proceeds raised through the tournament – and through the collaboration of our clients, partners and employees — have enabled us to support many worthy community causes.

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Performance

In 2019, CF budgeted \$2,200,000 for philanthropic initiatives.

Budget	Cause
\$250,000	Contributions towards to organizations selected by the CEO
\$600,000	Contributions towards 15-20 youth charities in cities where CF does business
\$250,000	Contributions via the Building Communities program
\$150,000	Contributions part of a 4-year commitment to “Youth Success Strategy” at the United Way
\$900,000	Contributions to a broad range of charities selected by the National Charitable Donations Committee
\$50,000	Contributions towards costs to organize the CF Run

Plans

We will continue to create trusted partnerships and support philanthropic organizations that align with our overall corporate responsibility strategy.

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People & Culture

Topic Overview

We attribute much of our progress in meeting corporate responsibility goals to our strong culture and ability to develop engaged employees and leaders. Empowering our people is especially significant when engaging a multi-generational workforce. Understanding employment expectations and how best we can meet those in an inclusive environment is a key component of delivering an optimal employee experience.

Management Approach

Our culture, which enables our achievements, is fostered and made possible through:

- Our Values
- Our Value Proposition to Employees
- Our Commitment to Develop our People



Our Values

1. Aim higher – We strive to exceed expectations
2. Own your expertise – Own your expertise
3. Collaborate effectively – We bring the right people together to get the right results
4. Engage with empathy – We objectively consider the needs of others
5. Embrace change – We drive, learn from, and adapt to change

For more information on our Values, please visit [our website](#).

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Our Value Proposition to Employees

1. **Strong reputation:** CF is financially strong with premier assets and best practices; employees feel we are the best at what we do
2. **Great culture:** The culture is friendly, fun and flexible and we have a work environment that accepts individual differences.
3. **Interesting work:** Employees feel challenged with new and interesting projects and they feel their skills and experiences are aligned with their roles.
4. **Commitment to building leaders:** There is support for leadership development at every stage of an employee's career so that people can excel in their work and grow in their career.
5. **Total rewards:** CF offers a broad array of competitive cash and non-cash compensation programs and best-in-class benefits packages.

Our Commitment to Develop our People

We offer many programs that contribute to the development of our employees:

- **CF Building Leaders Coaching Program:** Every CF leader commits to meeting with their employees quarterly (at minimum) and coaching them on the behaviours that have the greatest impact on business results
- **Onboarding Program:** The CF onboarding experience is individualized and aims to accelerate the learning curve and productivity in each employee's role
- **Tuition Reimbursement Program:** CF will reimburse education up to \$2,500 per year per employee. Reimbursement is available to all active, full-time and part-time employees (working 20 or more hours per week)
- **Continuing Professional Development Training:** CF has an extensive online Learning Hub which all employees have access to. It offers many learning and development tools, like online courses, registration for in-class courses and workshops, career resources and a virtual library
- **Compliance Training:** All CF employees have access to the compliance training catalog through our online system

Recognitions

We have received a number of awards and accolades related to our culture:



Plans

We will update our value proposition and development programs when necessary to meet employee expectations and to maintain our culture and position as a best-in-class employer.

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Client Satisfaction

Topic importance

Client (tenant) satisfaction is vital to our financial sustainability and ability to grow our business. With client expectations constantly evolving, we are proud of our track record of innovation to add value, keep clients and shoppers satisfied and loyal, and enhance the long-term value of our portfolio.

Client focus is foundational to delivering on CF's purpose and we aspire to deliver a superior customer experience. Client satisfaction involves our entire company – decisions by properties, corporate departments and portfolios can affect the client experience.

Management Approach

Client satisfaction involves our entire company – decisions by properties, corporate departments and portfolios can affect the client experience. We manage client satisfaction by:

1. Analyzing data insights
2. Implementing programs to improve satisfaction

Data insights

CF consolidates and analyzes data from a variety sources to improve our understanding of customers and marketplace and to drive innovation.

We conduct office client engagement satisfaction surveys every year (rotating between office decision-makers and occupants every other year). We track results as a key performance indicator. At retail properties, information customer service desks track customer inquiries and behaviour. See our practices in the table below.

To serve our clients better, we have implemented CF Connect. It is a web-based instant connection to our service program that helps CF deliver a best-in-class client experience and track key service analytics. It provides benefits and efficiencies for both office and retail clients:

- Ability to submit service requests directly by password access
- Real-time connection to service request statuses and reports
- Access to real-time information for internal updates

We use the insights gathered from clients to develop property and portfolio action plans to improve operational procedures and the client experience.

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Practices with regards to customer feedback

Portfolio	Practice
Office	<ul style="list-style-type: none"> • Measured using an online feedback system and a global market research company that uses a standard methodology • Data is analyzed and used to inform decision making. This data is also scored using an algorithm, and is incorporated into the properties' LEED score
Retail	<ul style="list-style-type: none"> • CF is looking to reinstate the retail client satisfaction survey, but in the interim is focused on direct interactions with our clients for feedback vs. interacting through a survey tool • Shopper experience is measured using an annual feedback system and a global market research company that conducts a tailored survey that adheres to standard research methodology

About our clients

Cadillac Fairview customers are different in our office and retail properties. Our office customers include the companies that rent space at our properties and their employees. Our retail customers include retail chains, independent shopkeepers and their shoppers.

Programs to improve satisfaction

We implement numerous programs to ensure client satisfaction. Select examples include:

- 1. Property upgrades:** We invest heavily in the shopping experience, redesigning many properties to provide more natural light, modern décor, comfortable seating areas and water features
- 2. Client collaboration:** At CF Pacific Centre and CF Toronto Eaton Centre, we worked with tenants to engage them in the design of their new spaces to improve their work environments with features like adjustable desks, break-out areas, soft seating areas and meeting rooms
- 3. National Service Centre:** An efficient and consistent call answer process for requests, extended hours of operations with 24/7 bilingual service and improved continuity planning
- 4. Property-specific websites:** Sites help communicate building information to current and prospective tenants: leasing availability, building services and amenities (e.g., fitness clubs, bike parking), local shops and food options, sustainability information (e.g., building certifications, energy and water performance), resources for tenants (e.g., tenant manual) and contractors (e.g., service work permit)
- 5. Green building certifications:** Academic studies show the relationship between green-certified office buildings and higher occupancy rates, lower lease turnover and higher net rents

Plans

Moving forward, we will continue to invest in processes and systems to address customer feedback even more quickly and effectively.

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Occupant Wellness and Productivity

Topic importance

Occupant wellness is about developing workspaces that enhance occupant health and wellbeing through physical features and programming. This is an emerging aspect in real estate, with reports demonstrating that the design of an office impacts the health, well-being and productivity of its occupants. With the average person spending 90% of their time indoors (according to Delos, founder of the WELL building standard), CF believes in the importance of addressing and enhancing occupant wellness in our properties.

Management Approach

CF manages occupant wellness through:

- Corporate programs
- Property features, operations and programming

Corporate programs

Our Green at Work® program's Responsible Procurement Pillar supports best practices in wellness including: green contract work, chemical reduction strategies and use of low emissions products and equipment. In addition, our National Security Operations completes audits and property training and implements exemplary practices for accessibility, further creating inclusive spaces which promote mental health.

In 2019, we inventoried and benchmarked our practices for the purpose of developing a formal framework for health and wellbeing.

Select property features, operations and programming

Health & wellness concept	Example practices
Air	<ul style="list-style-type: none"> • Upgraded ventilation systems and raised floors • Indoor air quality audits
Water	<ul style="list-style-type: none"> • Free, accessible water • Water quality audits
Nourishment	<ul style="list-style-type: none"> • Functional kitchens in office properties • Healthy food retailers in retail properties
Light	<ul style="list-style-type: none"> • High-quality, energy efficient lighting • Natural daylight harvesting and large windows
Fitness	<ul style="list-style-type: none"> • Fitness programming • Bike racks and changing facilities
Comfort	<ul style="list-style-type: none"> • Temperature and humidity monitoring and control
Mind	<ul style="list-style-type: none"> • Art and design features

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Performance

Over the past few years, we have certified two buildings to health and wellness certifications:

1. HSBC Building to Fitwel Certification
2. 222 Bay to WELL

Plans

CF continues to monitor and implement leading industry practices for improving occupant wellness.

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Air Quality

Topic importance

The link between poor air quality and asthma, allergies and upper respiratory diseases is indisputable, making indoor air quality an important consideration for clients. Research has revealed that a low-VOC, high-ventilation office can lead to an increase in cognitive function (Source: Delos).

Management Approach

Our Green at Work® program addresses air quality management under the Environmental Protection Pillar where properties undertake indoor air quality (IAQ) audits and establish management plans. An audit tests indoor and outdoor air quality and reviews schematics and specifications to determine whether the space meets minimum ventilation requirements. Audits also identify materials and substances that “pollute” the indoor air.

Performance

All CF office properties have indoor quality audit, annual requirements.

Plans

We will continue to complete air quality testing at our properties.

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Health & Safety

Topic importance

Health and safety encompasses the programs, policies, disclosures and practices relating to the safety and wellbeing of customers, employees and suppliers. Our internal diligence ensures a high level of health and safety compliance, and CF is encouraged by the fact that we can positively influence our industry, clients, trades, as well as our suppliers.

Management Approach

We manage health & safety through:

1. Corporate committees and policies
2. Program and compliance assessments
3. Measurement and tracking
4. Employee input and training

Corporate committees and policies

We drive accountability through a National Health and Safety Committee of property peer leaders, who are local health and safety champions who encourage and support the properties in assuming an anticipatory and intuitive problem-solving approach. This leads to a much earlier identification and resolution of health and safety issues, in contrast to a compliance mindset where issues are exposed through an external audit or oversight program.

Our comprehensive environmental health and safety manual defines our policy, procedures and practices, which incorporate elements of OHSAS 18001 and builds on the internationally leading ISO 9001 and ISO 14001 standards. Elements that are addressed include:

- Hazardous material management
- Contractor safety
- Safe equipment operation
- Harassment, discrimination and workplace violence
- Worker rights and work refusal
- Employee training, protection and orientation
- Hazard recognition and control
- Accident prevention, reporting and investigation

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Program and compliance assessments

For objectivity and accountability, CF employs a third-party health and safety consultancy for independent, annual on-site assessments and deployment of an online compliance management tool. All third-party and internal reports are reviewed by each property, the respective portfolio managers and our head office team. Our properties target full compliance with the internal and external evaluation programs, with actual compliance rates continually above 90%.

CF also undertakes a comprehensive internal health, fire safety and emergency management audit program that ensures our Occupational Health and Safety program aligns with operational risk management efforts, including a national program to standardize all fire safety inspection and evaluation processes to the highest national standards.

Measurement and tracking

A current priority is the development of a consolidated protocol for collecting health and safety metrics, including absenteeism and lost time. While this data is currently captured, we seek to increase the degree of analysis it must undergo to deliver meaningful insights. CF has aligned with the contracting agency to provide WSIB and incident reporting services. This program has capabilities to identify health and safety metrics for first aid, lost time, near misses, and absenteeism.

Employee input and training

Regional health and safety committees hold monthly to quarterly safety meetings to collect employee input. If a work-related incident occurs, we conduct a root cause analysis to determine incident causes and recommendations to prevent reoccurrence.

CF adheres to all legislative requirements for employee health and safety training. Training topics are risk based and task specific. We also conduct general environmental health and safety training.

In 2019, we conducted a safety award initiative for properties demonstrating a high level of compliance. Some of the measures include legislative compliance, training requirements, internal and external audit results, and incidents,

Plans

Our ongoing focus is to move the mindset from “compliance” to a proactive and progressive “culture of safety” – an approach aligned with, and valued by, our clients, their customers, and our Board.

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Financial Performance

Topic Overview

Our ability to provide value to our stakeholders and be a leader in corporate responsibility depends on our ability to not only remain financially viable but to thrive. Financial performance is ranked by both internal and external stakeholders as one of our most material indicators.

Management Approach

CF undertakes an annual strategic planning and budgeting process. It is lead by our Corporate Development and Finance Teams and includes participation from the Executive Team, the Risk Management Office, Portfolio teams, functional departments, etc. The plan and budget are approved annually by the Executive Team.

Environment, social and governance aspects which may have a financial performance (impact) are managed through a variety of programs and initiatives. CF's Green at Work® program encourages properties to budget for initiatives which would help meet energy and water reduction targets – thereby reducing overall costs for the organization.

Performance

CF is privately owned by the Ontario Teacher's Pension Plan (OTPP). Please see financial information disclosed in the OTPP Annual Report and audited financial statements for more information.

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Ethics

Topic importance

CF is committed to keeping all aspects of our business in line with high legal and ethical standards. We expect all employees and other entities acting on our behalf to uphold this commitment. As a company, we act with integrity and believe that respect for others and doing the right thing are always good business. Our success depends on confidence in our competence, honesty and integrity that we maintain with our stakeholders and the general public.

Management Approach

Code of Business Conduct

CF's Code of Business Conduct outlines the ethical standards our employees must follow to earn and retain this confidence. Any breach of these guidelines is serious and can result in action up to and including termination of employment for cause. The Code is comprehensive and mandates that employees must:

- Follow the laws wherever CF does business
- Not put themselves or CF in a conflict of interest
- Conduct oneself honestly and with integrity
- Keep communications and information accurate, confidential and secure
- Treat everyone fairly and equitably
- Report any accounting irregularities or fraudulent activities
- Comply with CF policies and guidelines

The Code is updated regularly, and employees are required to acknowledge compliance with the Code annually.

Anti-Corruption Policy

The Anti-Corruption Policy outlines the parameters for acceptable employee conduct. Topics contained within the policy include bribery, kickbacks, corruption and appropriate processes to manage and escalate these issues. The policy is communicated electronically and is applicable to all directors, officers, employees, agents, representatives and other associated persons of CF. Each employee must review and sign the Anti-Corruption Policy in conjunction with their review of the Code of Business Conduct. In addition to this policy, CF implemented an in-person anti-corruption and anti-bribery training program that trained nearly 200 executives and employees in key risk areas.

Ethics Reporting Hotline

CF has established an Ethics Reporting Hotline, which is an anonymous and confidential on-line reporting system that helps to ensure that each CF employee lives up to the standards outlined in the Code of Business Conduct. The system provides our employees with a safe and comfortable way to anonymously report any concerns they may have about questionable financial reporting and accounting irregularities, unethical conduct and conflict of interest, falsification of data and violations of laws, regulations or company policies.

Plans

We will continue to work diligently to maintain the highest ethical standards.

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Risk Management

Topic importance

We define risk management as our competency to manage uncertainty and to proactively address threats to minimize their impact on our assets. We believe risk management is central to all that we do. Our responsibilities are varied and include managing financial, reputational, health and safety, physical asset, environmental, regulatory, people-related and development risks. To achieve our goals for managing risk, CF maintains a comprehensive and precautionary approach to risk management, which we term Enterprise Risk Management (ERM). We view ERM as the ability to further maximize our value by using risk identification and mitigation plans to create opportunity and competitive advantage.

Management Approach

We manage risks through our:

- Enterprise Risk Management process
- Policies and procedures
- Corporate programs

Enterprise Risk Management process

Our ERM process uses a rigorous framework to evaluate, capture and consolidate all our risks and risk management activities. We have a comprehensive and well-established process for identifying, prioritizing, monitoring and responding to risks.

- Our process runs on an annual cycle and begins with identifying the universe of risks we are facing. It then uses a formalized process to rate and assess these risks to establish a priority risk list for the year, which we call the Top Risk list. Top Risks are presented to the Board
- On a semi-annual basis, we refresh the Top Risk list as the internal and external operating environment changes. We employ a risk monitoring report which monitors key risk indicators against established limits to help us assess the changing risk profile
- On a quarterly basis, we report to the Board of Directors on Top Risks regarding changing risk levels, risk mitigation activities and organizational activities impacting our risk profile

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Our Risk Management office reports to the CFO and oversees activities, monitors risk and executes on risk management responsibilities. Risk management plans can include a variety of techniques, including transference, avoidance, insurance and mitigation through policies, procedures and controls.

We evaluate the results of our risk mitigation efforts via self-review, internal and external audit, or through third-party assessments, much of which is also reported to the Board and/or the Audit Committee.

In response to the evolving risk of disruptive innovation we have hired an Executive Vice President, Digital Innovation. This role will enhance our understanding of a rapidly evolving landscape and help CF deliver against new opportunities.

Policies and procedures

We have a robust set of policies and procedures for managing our risks.

Many of our most important corporate and regulatory risks are addressed in our Real Estate Operating Policy which lays out policies and procedures for managing the various risks of the organization and sets out responsibilities of management in managing these risks while also setting limits on certain activities that can be undertaken by management. In addition, we have the Code of Business Conduct, which is read and acknowledged by all employees on an annual basis to ensure that it is adhered to in the conduct of our employees.

The National Security Operations (NSO) team consolidates corporate risk management efforts in the following areas: Physical Security Services, Occupational, Fire and Life Safety Services.

As a national entity, NSO ensures our buildings follow national, provincial and municipal regulations. These activities also include instituting corporate best practices and mandate adherence to the CF Standard Operating Procedures.

We also have policies regarding due diligence procedures for new acquisitions and developments. They are assessed for sustainability aspects, including building safety and materials, contamination, energy efficiency, natural hazards, climate change adaptation, socio-economic conditions, health and safety, well-being and water supply.

Corporate programs

Prequalification program

NSO uses a third-party prequalification program when employing third parties to work on our behalf. Any contractors performing on-site services compensated by CF (excluding tenant contractors and construction) must be certified by the program to satisfy health and safety, training, insurance and our qualification requirements.

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Properties are required to maintain 100% compliance on requirements identified by a third-party that audits compliance with environmental and health and safety laws and regulations in all Canadian jurisdictions. The third party recommends procedures to eliminate or control areas of non-compliance, provides annual audit scores, and reports the compliance status of all our properties.

Anti-corruption program

We developed and implemented an anti-corruption and anti-bribery program that incorporates key components identified by regulatory bodies. Building on our Anti-Corruption Policy, we developed an in-person training program and trained nearly 200 executives and employees in key risk areas.

We have a pre-contract due diligence screening and review program and an anti-corruption and anti-bribery compliance contract provision for third-party business partners.

Cybersecurity measures

In 2018, we strengthened CF's ability to prevent cyber security issues from occurring, improve our ability to detect threats against our systems and network and prepare recovery actions in the case of a breach to minimize damages. By taking these actions, we protect our data and information from theft or misuse.

Extreme weather and climate change risk assessment

In 2019, we also evaluated our portfolio's exposure to climate change and extreme weather risks and completed an inventory of our resilience practices to identify opportunities to improve. We are actively closing the gaps discovered through our analysis by integrating risk and resilience practices into our properties.

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Performance

We acknowledge that climate change poses physical, economic and social risks to our organization and community. Some examples of climate change risks and opportunities, their potential impacts and our management approaches are outlined in the table below.

Risk or opportunity	Impact	Management methods	Cost of action
Extreme Weather Events and Sea Level Rise	<ul style="list-style-type: none"> Damaged assets from flooding and ice storms Increased snow and precipitation pose safety risk business disruption for us and tenants (liability) and will result in higher costs to operate our assets 	<ul style="list-style-type: none"> Insurance Business continuity strategies Operational guidelines and training Capital investment strategies Water reduction 	Increased operational/capital cost
Change in temperature extremes	<ul style="list-style-type: none"> Changes in heating and cooling requirements of buildings, resulting in increasing cost for clients 	<ul style="list-style-type: none"> Energy and waste reduction Equipment upgrades Capital investment strategies 	Increased operational/capital cost
Carbon cap and trade systems	<ul style="list-style-type: none"> New regulatory frameworks that may differ from province to province Compliance costs 	<ul style="list-style-type: none"> Energy reduction Energy reporting and assurance Development methods to reduce carbon load of new buildings Capital investment strategies GHG reporting 	Increased operational cost
Energy and water reporting regulation	<ul style="list-style-type: none"> Minimum energy and water performance and mandatory reporting Compliance costs 	<ul style="list-style-type: none"> Energy and water reduction Energy and water reporting and assurance Direct tenant billing to promote a culture of awareness and reduction 	Increased operational and compliance cost
Market demand for “climate protected buildings”	<ul style="list-style-type: none"> Customer preferences for high-efficiency buildings that are not subject to disruptions from climate events Increased competition for “climate protected” new buildings 	<ul style="list-style-type: none"> Green at Work® (GAW) program Corporate Responsibility initiatives Capital investment strategies 	Increased occupancy retention/net rent
Market demand for alternative energy	<ul style="list-style-type: none"> Customer preferences for energy from renewable sources and buildings with green certifications to meet sustainability goals 	<ul style="list-style-type: none"> GAW program Corporate Responsibility initiatives Capital investment strategies Renewable energy credits purchases & GHG reporting 	Increased operational costs/savings

Plans

Moving forward we will look to develop tools that will help us better manage risks from extreme weather and climate change.

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Sustainability Governance

Topic importance

Sustainability governance encompasses the processes and practices used to integrate environmental, social and governance (ESG) objectives and oversight into the organization. We recognize the interrelationship between ESG practices and their impact on the communities in which we operate. We channel CF's core values and the capabilities of our people to positively impact these communities and influence change while creating value for our clients, partners and shareholder.

Management Approach

Sustainability is governed and integrated into our organization through our:

- Policies
- Procedures (i.e. audit)
- Reporting
- Responsibility committees

Select initiatives are highlighted below:

Corporate Responsibility Policy

CF's Corporate Responsibility Policy supports our commitment to our core values and the capabilities of our people to positively impact and influence our communities, while creating value for our stakeholders. It outlines our Corporate Responsibility objectives:

1. To reinforce and a promote a culture where CF employees feel connected to our Corporate Responsibility strategic plan and empowered to positively impact the communities in which they live and work
2. To achieve the highest environmental, social and governance industry standards relevant to our portfolio
3. To have a positive impact on the communities in which we operate and engage our clients, customers and other stakeholders so they fully understand our commitment
4. To ensure we operate with good management practices and rigorous oversight to protect our employees, clients, shareholders and other stakeholders

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Responsibility committees

Historically, the National Operations team has driven the implementation of our Corporate Responsibility commitments.

In 2015, we developed a process where the Senior Director of Sustainability and Energy Management works to develop and implement the Corporate Responsibility strategic plan. It is guided by the Responsibility Management Oversight Process, which is aligned with Enterprise Risk Management and strategic/business planning objectives. The Process is governed by two committees:

- The CF Responsibility Steering Committee composed of all members of the Executive Team. The Committee reviews progress on initiatives, provides direction as required and understands new industry expectations as input to future planning
- The CF Responsibility Management Committee is led by the Operations Department, but includes leaders from all departments, including human resources, communications, legal and finance. The Committee reports on relevant progress, receives and shares information between departments, evaluates new opportunities, and monitors industry expectations.

Plans

We will continue to evolve policies and committees where appropriate to ensure that sustainability remains fully integrated into our business strategy.

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Regulatory Compliance

Topic importance

Regulatory compliance includes adherence to laws, regulations, guidelines and specifications relevant to our business. Ensuring regulatory compliance has financial and reputational implications.

Management Approach

CF complies with all laws and regulations in all jurisdictions. Our internal policies, procedure guidelines or operational standards often exceed laws and regulation. There is a Board committee responsible for overseeing regulatory compliance, including environmental and health and safety laws.

We provide annual compliance training to employees relating to key policies. There are compliance courses on Accessibility for Ontarians with Disabilities Act (AODA), Workplace Hazardous Materials Information System (WHMIS) and the CF Harassment, Discrimination and Workplace Violence Policy. These courses are available online for all employees.

We use a third-party Environmental, Health and Safety online compliance portal coupled with an annual audit to help our business follow regulations. This system includes annual assessments of all properties and workplaces and ensures that any identified issues are tracked and addressed.

Plans

We will continue our strong regulatory compliance performance and work with stakeholders to anticipate and stay ahead of incoming regulations.

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Responsible Employment

Topic importance

CF aims to be a responsible employer through responsible hiring practices, regularly engaging our employees and providing best-in-class benefits and work environment. We believe being a responsible employer is a fundamental step to ensuring satisfied employees.

Management Approach

CF's pension plan assists employees with preparing for retirement and is one of the most generous pension plans in Canada. CF's commitment to employee health and wellbeing is supported with multiple policies and programs including:

- Health and dental benefits
- Health care spending account
- Short and long-term disability
- Life insurance
- Employee assistance plan

In 2016, we introduced a benefits program for full-time employees on contract for a one-year duration or longer. Contract employees have access to health and dental programs, accident insurance, sick leave and vacation entitlement. This change allows us to be more consistent in our talent management process and to attract top talent to temporary, contract roles.

Performance

Total number and rate of new employee hires by region by gender during the reporting period

New Hires/Rehires	Male		Female		Total		Rate	
	2018	2019	2018	2019	2018	2019	2018	2019
Corporate	38	49	44	56	82	105	5.47%	6.8%
Toronto Office Portfolio	8	12	3	7	11	19	0.73%	1.23%
Ontario Portfolio	61	70	45	70	106	140	7.07%	9.06%
Western Portfolio	34	57	41	45	75	102	5.00%	6.60%
Eastern Portfolio	36	47	46	37	82	84	5.47%	5.44%

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Total number and rate of turnover by region by location during the reporting period

Termination	Male		Female		Total		Rate	
	2018	2019	2018	2019	2018	2019	2018	2019
Corporate	34	35	42	39	76	74	5.07%	4.79%
Toronto Office Portfolio	9	15	5	8	14	23	0.93%	1.49%
Ontario Portfolio	58	53	42	63	100	116	6.67%	7.51%
Western Portfolio	35	47	45	37	80	84	5.33%	5.44%
Eastern Portfolio	41	25	29	51	70	76	4.67%	4.92%

Total number and rate of new employee hires by age group by gender during the reporting period

New Hires	Male		Female		Total		Rate	
	2018	2019	2018	2019	2018	2019	2018	2019
Traditionalist	0	0	0	0	0	0	0.00%	0.00%
Baby Boomer	2	8	7	7	9	15	0.60%	0.97%
Generation X	42	63	20	48	62	111	4.13%	7.18%
Millennial	133	156	152	170	285	326	19.00%	21.10%

Total number and rate of turnover by age group by location during the reporting period

New Hires	Male		Female		Total		Rate	
	2018	2019	2018	2019	2018	2019	2018	2019
Traditionalist	0	0	1	1	1	1	0.07%	0.06%
Baby Boomer	16	15	6	19	22	34	1.47%	2.20%
Generation X	58	53	41	48	99	101	6.60%	6.53%
Millennial	103	107	115	130	218	237	14.53%	15.34%

CF does not disclose employee hiring and turnover by age, due to the confidential nature of this data.

Plans

We aim to advance our best-in-class employee policies and programming to continue to recruit and retain top talent.

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Green Leases

Topic importance

Green leases align the financial and environmental benefits of landlords and clients, enabling all parties to work together to save money, conserve resources and ensure efficient building operations. Green lease clauses help us improve the operational efficiency and sustainability of our properties by addressing aspects ranging from energy efficiency and water usage to recycling and indoor air quality.

Management Approach

CF is recognized as the first landlord in Canada to execute a green lease with a key client, the Royal Bank of Canada, at RBC Centre in Toronto. In 2015 we integrated green clauses in our standard office lease and in 2017, we rolled out a standardized green lease for retail properties.

Our green leases include sustainability-specific requirements for:

- Environmental initiatives – tenants and CF agree to meet annually to discuss environmental objectives
- Metering – tenants agree to install energy and water sub-meters for performance monitoring
- Energy, water and waste management – tenant and landlord agree to support efficient use of resources
- Indoor environmental quality – CF may conduct air quality tests on the premises
- Sustainable procurement and cleaning – the property is maintained using products that satisfy environmental criteria

Performance

We have demonstrated steady improvement with green lease integration since 2016. The percentage of leases signed within this year, with green clauses, is approximately 100%.

Metric	2016	2017	2018	2019
% of office space under green lease	27.6%	30.6%	38.0%	49.3%
% of retail space under green lease	0.0%	1.0%	7.0%	12.0%
% of total GLA under green lease	19.2%	21.2%	20.6%	28.7%

Plans

We will continue to promote a deeper understanding of the intent, implications and legal language of the leases to our retail clients who may be reluctant to commit to green standards, citing concerns about store design and operations. 100 per cent of new leases will be “green”.