We launched our GREEN AT WORK™ program in 2008 with a commitment of applying leading global sustainability practices to reduce our environmental impact and enhance the value of our assets. This commitment of putting sustainability at the core of how we plan, build and manage our portfolio has led to noteworthy accomplishments over the past five years:

• Achieved BOMA BESt at all commercial and retail properties in 2008
• Committed to certifying all landmark office properties under LEED EB: O&M
• Reduced energy use by 16%, water consumption by 28%, and improved waste diversion by 10%, compared to the 2008 baseline year

This report highlights our sustained momentum in 2013, a year which saw us reduce energy consumption by 2%, reduce water consumption by 6%, and divert 38,000 tonnes of waste from landfill at a 70% diversion rate. With this annual report, we are pleased to provide details of our progress across five key performance pillars: energy, waste management, environmental protection, sustainable procurement and communications.

As industry leaders, we always seek to set new standards for sustainability excellence, and as a result, Cadillac Fairview will launch an evolution – a re-invigoration – of the GREEN AT WORK™ program in 2014. I look forward to updating our stakeholders on our progress as we continue to redefine what’s possible in building sustainability into our best-in-class properties.
Our 2013 National Sustainability Report highlights Cadillac Fairview’s activities and accomplishments between September 1, 2012 and August 31, 2013. It encompasses all of Cadillac Fairview’s Canadian commercial and retail properties as part of the GREEN AT WORK™ program. Specifically, performance data focuses on the following areas:

- Energy data includes electricity, natural gas, steam and chilled water consumption for common area for retail and with plug load excluded for office. Data is normalized for weather, occupancy, major users and portfolio changes. Water data includes all properties, but excludes major users. Waste data includes all properties.
- Greenhouse gas emissions data includes client and common areas at commercial properties. Data includes common areas for retail properties, but excludes client spaces.
- The Greenhouse Gas Protocol and ISO 14064-1 are used to develop Cadillac Fairview’s greenhouse gas inventories. Activity data includes raw natural gas, back-up fuels, refrigerants, electricity (base building and office client plug loads), steam, chilled water, vehicles, landfill waste and transportation of recycling and waste to landfill.

All stated years refer to our GREEN AT WORK year (September – August).

ABOUT THIS REPORT

Our 2013 National Sustainability Report highlights Cadillac Fairview’s activities and accomplishments between September 1, 2012 and August 31, 2013. It encompasses all of Cadillac Fairview’s Canadian commercial and retail properties as part of the GREEN AT WORK™ program. Specifically, performance data focuses on the following areas:

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WHO WE ARE

The Cadillac Fairview Corporation Limited is one of North America’s largest owners, operators and developers of commercial real estate. Cadillac Fairview focuses on developing and managing high quality office, retail and mixed-use properties in Canada and the United States, as well as international investments in real estate companies and investment funds.

With a portfolio valued at more than $22 billion, Cadillac Fairview and its affiliates own and manage nearly 44 million square feet of leasable space at 74 properties across North America, including some of Canada’s landmark developments, such as Toronto-Dominion Centre, Toronto Eaton Centre, Pacific Centre, Chinook Centre and Le Carrefour Laval.

Cadillac Fairview is wholly-owned by the Ontario Teachers’ Pension Plan, which invests to secure the retirement income of 303,000 active and retired teachers in Ontario.
Our commitment to best-in-class retail and commercial spaces has transformed how we integrate sustainability into each stage of our building’s lifecycle.

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**PLAN**

- Define achievable sustainability targets that add value to developments and meet client needs
- Identify sustainable building opportunities before we break ground
- Ensure sustainability experts are included on every project to identify and assess sustainable building opportunities
- Foster collaboration between our development team, architects, consultants and contractors

**BUILD**

- Use sustainable building practices to reduce our environmental footprint during the construction process
- Limit energy, water, waste to landfill, raw material and carbon intensity of each project
- Work with partners that demonstrate outstanding health and safety records
- Engage with clients to collaborate on environmentally-conscious decisions

**MANAGE**

- Use the five pillars of GREEN AT WORK™ to integrate sustainability into building operation and maintenance practices
- Ensure properties are continuously monitored for waste output, energy and water use
- Engage clients as active partners to reach pre-established targets
- Regularly assess sustainability-related investment opportunities

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If each of our buildings is planned according to a lifecycle, then sustainability is in their DNA. We’re proud to have innovative buildings with state of the art technologies that can help fundamentally redefine the Canadian cityscape.

Wayne Barwise, Executive Vice President, Development

Our focus on operational excellence means we can continue to deliver real results. Lower operating costs and better asset management mean client satisfaction and alignment with their corporate values.

Ron Wratschko, Executive Vice President, Operations
A RECORD OF INNOVATION

Our efforts, which recognize that sustainability principles will drive our success and innovation, have culminated into one of the most comprehensive sustainability programs in the Canadian real estate industry.

FOR EXAMPLE, WE:

• Fully deployed Zero Waste challenges at key office properties in Toronto and Vancouver, aimed at diverting greater than 90% of waste from landfill

• Introduced a Sustainable Shops certification program for reduced environmental impact within select retail properties

• Lead the industry by engaging and partnering with tenants for sustainability initiatives through our Occupant Engagement Program™ and other related programs

• Align property and management incentives with GREEN AT WORK™ performance

• Were one of the first companies to use the Enwave Deep Lake Water Cooling System to significantly reduce energy consumption and carbon emissions at downtown Toronto office properties

5 YEAR HIGHLIGHTS

BASELINE YEAR : 2008

• Achieved BOMA BEST for all Canadian commercial and retail properties and adapted the standard to retail properties before a system existed for shopping centres

• Launched GREEN AT WORK™ nationally by implementing a centralized system to monitor sustainability performance

YEAR ONE : 2009

• Committed to certifying all landmark office properties under LEED EB: O&M

• Launched Sustainable Shops program

YEAR TWO : 2010

• Certified first Cadillac Fairview LEED EB: O&M Gold property (Simcoe Place)

• Certified Canadian Green Building Council’s first LEED EB: O&M Gold property (77 King Street West)

• Opened Canada’s first food courts to offer patrons re-usable dishes, cutlery and glasses (Carrefour Laval, followed by Toronto Eaton Centre in 2011)

YEAR THREE : 2011

• Certified largest LEED for New Construction project in Canada, achieving Gold level (RBC Centre)

YEAR FOUR : 2012

• Released first property-focused sustainability report in North America (TD Centre)

YEAR FIVE : 2013

• Released first property-focused sustainability report in North America (TD Centre)

5 YEAR RESULTS

ENERGY  94 MILLION ekWh

GREENHOUSE GAS EMISSIONS  4,300 TONNES

WASTE DIVERSION RATE  10%

WATER  732 MEGALITRES

LEED®  10 CERTIFICATIONS

RECOGNITION  43 AWARDS
GREEN AT WORK™ is Cadillac Fairview’s national sustainability operational platform. Since its official launch, we have applied leading practices to integrate sustainability into our property management and operations. Our efforts focus on five pillars for maximum impact.

**ENERGY**
To reach our target of a 15% reduction in energy consumption by 2014, we used energy conservation techniques, leading operational standards and efficiency technologies where possible. We aim to further reduce our consumption and demand in future years.

**WASTE MANAGEMENT**
Our goal is to divert at least 65% of waste from landfill every year. We continue to meet this goal by implementing an industry-leading approach to waste diversion and waste minimization. We continue to strive for zero waste throughout our portfolio.

**ENVIRONMENTAL PROTECTION**
We are focused on minimizing adverse impacts from our activities, products and services on land, air and water. With this focus, we are able to meet our target of reducing water consumption by 15%.

**SUSTAINABLE PROCUREMENT**
Our contractors, consultants and suppliers play an essential role in our sustainability journey. Whenever possible, we use environmentally friendly products and services and follow best management practices at all properties.

**COMMUNICATION**
We believe in Building Sustainability Together™ by working with our clients, employees, suppliers and customers to share information about our ongoing green initiatives and involve all partners in the program’s success.

The next evolution of the GREEN AT WORK™ program is being launched in 2014, featuring updated performance targets and new, leading sustainability practices.
Scope 1 emissions are released directly from primary sources controlled by Cadillac Fairview. These include emissions from on-site boilers and other gas fired equipment (roof top units, make up air units), fleet vehicle emissions, and refrigerant leakage.

Scope 2 emissions are released indirectly as a result of Cadillac Fairview’s consumption of secondary energy sources such as purchased electricity, district cooling and district heating.

Scope 3 emissions are released from secondary energy sources that Cadillac Fairview does not control, but result from our activities. These include emissions from tenant plug loads and waste disposal.
SUSTAINABILITY IN ACTION

Our success is the direct result of our collective efforts. Our properties are responsible for identifying unique opportunities to implement GREEN AT WORK™. Their success stories demonstrate our accomplishments and are a testament to Cadillac Fairview’s commitment to making sustainability work each and every day, at each and every property.

Achieving LEED certification is an integral part of our leadership platform. The incorporation of LEED best practices into our construction and property management and the mandating of LEED EB: O&M certification for our premier office towers are core principles that consistently guide our activities.

Congratulations to all of our properties and tenants that achieved LEED certification in 2013.

2013 CASE STUDIES

DELOITTE TOWER

DOWNTOWN MONTREAL REDEVELOPMENT PROJECT AIMS TO BE THE CITY’S FIRST LEED C&S PLATINUM OFFICE

- High-efficiency lighting, chillers, boilers and underfloor air distribution, to reduce energy by 38% below code
- Roof rainwater collection to provide non-potable water to 20% of flush fixtures and 100% of the building’s irrigation needs
- Efficient flush and flow fixtures to significantly reduce potable water use
- On track to divert 95% of the project’s construction waste and to achieve high levels of recycled content in building materials
- Exemplary access to alternative transportation, amenities, and proximity to high-density neighbourhoods
- 80% of typical space on each floor to receive optimum levels of natural light

CALGARY CITY CENTRE

MIXED-USE URBAN DEVELOPMENT; FIRST TOWER IN CALGARY TO PURSUE LEED C&S PLATINUM CERTIFICATION

- Target energy consumption of 44% lower than code
- Low-wattage lighting fixtures and occupancy sensors reduce electricity consumption
- High-efficiency HVAC equipment maintains tenant comfort and reduces consumption
- Green space initiatives, including green roofs and climate-specific landscape materials, eliminate need for potable water for irrigation
- High-performance curtain wall provides optimal comfort and maximized views
SUSTAINABILITY IN ACTION

RICHMOND CENTRE DINING TERRACE
• More than 93% of construction waste diverted during construction
• Lighting power density reduced by 37% through natural lighting and the use of occupancy and daylight sensors
• Water use reduced by 47% through use of efficient fixtures
• Heat recovery coils extract heat from the return water and transfer it to Dining Terrace, eliminating the need for gas in the winter and reducing energy use in cooling towers
• Organic digester diverts approximately 300 lbs of food scraps from landfill daily

250 YONGE
• Major upgrades to building systems, including HVAC and lighting retrofits, reduce energy by 18% as compared to a typical office building
• Low-flow washroom fixtures conserve water
• Electricity sub-metering allows tenants to monitor electricity consumption
• Multi-storey car parking deck reduces urban heat island effect

20 QUEEN WEST
• Recycling program diverts more than 90% of waste, including initiatives to recycle electronics, batteries and office furniture
• Variable Air Volume (VAV) ventilation system upgrade provides improved energy efficiency and indoor air quality
• 95% of tenants commute to work via public transit, walking, cycling or carpooling

TD BANK TOWER
• Waste diversion program redirects 77% of building waste
• Water-saving washroom fixtures reduce water use
• Retro-commissioning plan improves energy performance and lowers environmental impact
• Tenant engagement program educates tenants on green building initiatives

REVITALIZED DINING TERRACE AT RICHMOND’S PROMINENT SHOPPING CENTRE

36-FLOOR OFFICE TOWER CONNECTED TO ICONIC TORONTO EATON CENTRE

36-FLOOR OFFICE TOWER CONNECTED TO ICONIC TORONTO EATON CENTRE

PRE-EMINENT OFFICE TOWER IN THE HEART OF TORONTO’S FINANCIAL DISTRICT
## SUSTAINABILITY IN ACTION

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| **HSBC BUILDING** | **PROMINENT VANCOUVER RETAIL AND OFFICE TOWER**  
• Zero Waste Program aimed at diverting more than 90% of waste  
• Reduced water consumption through low-flow touchless faucets  
• Floor sub-metering for lighting, plug and mechanical loads helps tenants to understand and manage energy consumption  
• Enhanced indoor air quality program through control and modulation of outdoor air  
• Continuous Optimization Program saved 290,000 kWh of electricity and 925,000 lbs of steam annually |
| **MAPLE LEAF SQUARE** | **MULTI-USE COMPLEX IN DOWNTOWN TORONTO**  
• Low-flush toilets, urinals, faucets and showers maximize water efficiency  
• High-efficiency mechanical equipment, lighting design and high-performance windows increase energy efficiency  
• Sustainable building materials improve air quality during and after construction  
• Use of local and recycled materials to reduce construction waste and associated carbon emissions from transportation |
| **FAIRVIEW PARK** | **KITCHENER’S LARGEST SHOPPING CENTRE**  
• Partnered with the Integrated Marketing & Communications program at Conestoga College to develop and implement a project promoting GREEN AT WORK™ worth 35% of the students’ grade in two core curriculum courses  
• Students worked with Fairview Park to organize the GREEN AT WORK™ Weekend, a two-day awareness campaign targeted at shoppers and retailers to explain how small contributions can assist Fairview Park in meeting sustainability targets |
| **POLO PARK** | **WINNIPEG’S LARGEST RETAIL AND ENTERTAINMENT COMPLEX**  
• Manitoba Hydro’s Power Smart Program Efficiency Partner  
• Evaluated mall’s operation of mechanical equipment, lighting and related controls through Commercial Building Optimization Program (CBOP) study  
• Reduced energy consumption by 777,000 kWh and 73,000 m³ of natural gas |