



**A brighter  
future.**

**Meet you  
there.**

**CF**

2018-2019  
Responsibility Report

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# Our Foundation

# of Responsibility

Aligned with our mission to be best-in-class, we integrate responsible decision making at both the corporate and property level. Considerations for responsible development and operations of properties are considered at every stage of our property's life cycle.

We acquire land for development with considerations for environmental, social and governance (ESG) aspects. Land development supports economic development, social stability, and community development.

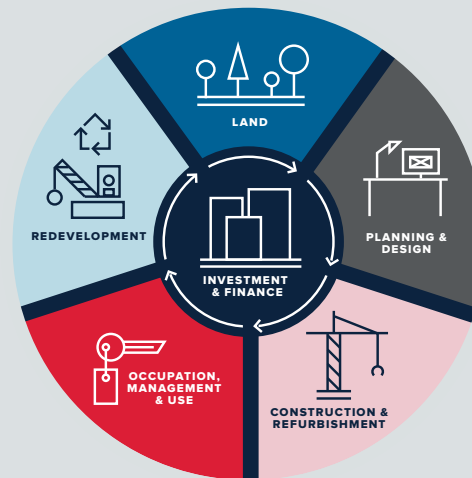
In this phase, we design and develop projects through stakeholder consultation – including sustainability experts. Before we even break ground, we define achievable sustainability targets that add value to the development and strive to meet client and other stakeholder needs.

The construction & refurbishment phase transforms the project design into reality. We work with partners to ensure the health and safety of stakeholders and engage with clients to collaborate on best practices (i.e. noise / congestion reduction).

This phase includes the responsible operations of the building. We ensure properties are monitored for utility use and waste output, while engaging clients and partners to help meet our Green at Work® targets.

In this phase, our properties are redeveloped. We always consider the latest technology, equipment and building materials which could help increase our resource efficiency, while fostering innovation.

Our investment team carefully considers ESG matters through risk evaluation and mitigation before completing a transaction.



## Corporate

## Profile

Cadillac Fairview (CF) is one of the largest owners, operators and developers of best-in-class office, retail and mixed-use properties in North America. The Cadillac Fairview portfolio is owned by the Ontario Teachers' Pension Plan, a diversified global investor which administers the pensions of more than 323,000 active and retired school teachers. The real estate portfolio also includes investments in retail, mixed-use and industrial real estate in Brazil, Colombia and Mexico.

Valued at around \$30 billion, the Canadian portfolio includes over 37 million square feet of leasable space at 68 properties in Canada, including landmark developments, such as Toronto-Dominion Centre, CF Toronto Eaton Centre, CF Pacific Centre, CF Chinook Centre, Tour Deloitte and CF Carrefour Laval.



CF Shops at Don Mills

# About this Report

Our 2018-2019 Responsibility Report highlights CF's activities and accomplishments between September 1, 2017 and August 31, 2018 – the reporting period for CF's national sustainability program, Green at Work® (GAW). However, there is additional information that pertains to the 2018 calendar year.

The report disclosures encompass all of CF's managed properties and has been prepared in accordance with the GRI Standards: Core option. Additional components required by the GRI Standards that are not contained in this report can be found in the [Report Supplement](#).

## Please note the following considerations regarding data boundaries and conversion factors:

- Energy data includes all reported and managed electricity, natural gas, steam and chilled water consumption for office buildings and common areas within retail properties.
- Greenhouse gas emissions data includes client and common areas at commercial office properties. Data includes common areas for retail properties, but excludes client spaces.
- Water data includes all properties, but excludes heavy users.
- Waste data includes all properties.
- Baseline data is normalized for weather,

occupancy, major users and portfolio changes. New properties are included in their third year of operations.

- CF uses the Greenhouse Gas Protocol, which aligns with ISO 14064-1, in accounting for greenhouse gases. Data includes natural gas, generator fuels, fugitive refrigerant losses, vehicle fuels, grid electricity, steam, chilled water, landfill waste, water, air travel and personal car mileage. The gases included in the calculations are carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). Emission factors are used as per the National Inventory Report 1990-2015 published by Environment Canada in 2017.

# CEO Intro: “A Brighter Future...

## Meet You There”

Our theme for this year’s CF Responsibility Report brings together two concepts that not only express the literal and aspirational commitments we make to the many communities we engage with, be those our employees, clients, shoppers, Canadian youth, or the environment, but also convey the consolidated nature of our responsibility reporting.

As I reflect on the past year, I am proud of our ability to have a broad range of positive impacts, as highlighted in this year’s report. It’s no coincidence that the impact we have created across so many communities stems directly from the culture of innovation created, nurtured and promoted by CF people.

CF continues to attract the attention of forward-thinking partners who wish to collaborate with us in designing healthy and sustainable spaces, channelling our creativity to facilitate the wellbeing of our visitors and building occupants.

Our innovation extends to creating experiences that inspire and cultivate a strong sense of community, seeking to unify all who pass through our doors through unique and meaningful experiences.

Our sense of community has a long, proud history of giving back to those we serve through employee volunteerism and inspirational partnerships -- to make a meaningful difference in the lives of others, especially Canadian youth as representing the next generation of leaders.

Finally, this reporting period marks ten years of Green at Work® (GAW) innovation and collaboration. Through this industry-leading sustainability program, we’ve successfully embedded environmental sustainability into everything we do to significantly reduce energy and water consumption, improve waste diversion and achieve greenhouse gas reductions of 39%.

CF efforts have been recognized through numerous industry certifications, and these are important to us as external validation of our leadership.

Ours has been a remarkable corporate responsibility journey – whether it’s toward vibrant, sustainable communities or innovative possibilities, we’re well on our way to a brighter future... and we’re happy to meet you there.



**John Sullivan**

President and CEO  
Cadillac Fairview



# Highlights at a Glance

Our 2018 results validate that both our responsibility strategic plan and culture of sustainability are now embedded at CF. During this reporting period, we've achieved impressive results:

## Energy

**4%**

reduction in annual energy use

Saved

**25**

million ekWh



enough to power

**860**

Homes



**Reduced energy consumption by 32% since 2008**

## Waste

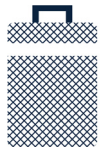
Diverted

**79%**

of our waste materials or

**57,160**

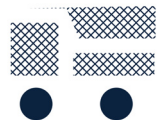
tonnes of waste from landfill



the equivalent of

**3,500**

garbage trucks



versus 83% in 2017

## Water

**4.6%**

reduction in annual water use

Saved

**108,000**

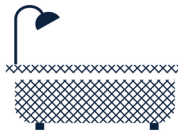
cubic metres of water



enough to fill

**820,000**

bathtubs



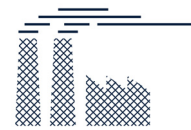
**Reduced water use by 40% since 2008**

## Emissions

Reduced emissions by

**75,015**

tonnes or 39% since 2008



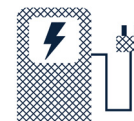
the equivalent of removing

**15,600**

cars from the road for a full year



Completed deployment of 214 electric vehicle charging stations



## Social

Donated

**\$1.66**

million



to effect meaningful change within the communities we serve

**\$253,000**



to building communities with over

**300**

employee participants

# 2018 Achievements

Meanwhile, industry recognition and awards – important external validation of our efforts – continue to reinforce our leadership:



**5 STAR**

**in North America**  
in our category in the Global Real Estate Benchmarking Survey (GRESB)



**in PRI on the PRI Direct Property Module**



**1**

**WELL Certification**  
1st existing building in North America to achieve WELL Certification (Core + Shell Gold)



**29**

**Certified properties**  
93% of AAA office portfolio.



**50**

**Certified properties**  
100% of retail portfolio.

All CF offices and our entire Ontario retail portfolio now have an Energy Star profile, and 5 office buildings have been amongst the first in Canada to be Energy Star Certified



CF was recognized as



**50** MOST ENGAGED WORKPLACES 2018



# Our People. Our Culture.

CF recently articulated our corporate values as the refreshed set of behaviours, which guide our interactions and actions.

**Aim Higher. Own your Expertise. Collaborate Effectively.  
Engage with Empathy. Embrace Change.**

These values are lived every day by our employees; they have created a culture of innovation and bold thinking to place CF at the forefront of design and possibility.



# Innovation

# Attracts Collaboration

Innovation serves to differentiate CF, as leading companies seek to partner with us at the early stages of designing exciting development projects that put their employees at the heart of their business.

We explored the possibility of creating an urban centre of creativity and collaboration for one of Canada's leading banks, and the result is the Bank of Montreal's Urban Campus - a totally redefined workplace of the future arising from the former Sears headquarters in CF Toronto Eaton Centre.

This past year, there was similar thought-partnership with TD Bank Group in two locations. CF unleashed possibilities at CF Champlain in Moncton for a new headquarters for TD Corporate Office and our 160 Front Street West project in downtown Toronto, where we are working with TD Bank to shape

the vision of interior workspaces by driving colleague collaboration and improved workflow across the organization.

Urban locations with amenity-rich environments, close proximity to transit and collaborative workspace are key clients demands that CF is able to meet now and in the future. But to us, it's clear that new ways of working, coupled with the potential for compelling new technologies means that we had to infuse innovation across all our activities. As a result, we've created of a new senior leadership role: the Executive Vice President, Digital and Innovation to lead the establishment of a corporate innovation platform.

Building on our culture, formalizing the significance of the role of innovation will, we are convinced, position CF for future strategic success.

# Experiences that Inspire

We take pride in creating warm and vibrant spaces that cultivate a strong sense of community. Whether it's the people working in a CF office building, shopping in a CF centre, or living in our surrounding neighborhoods, we define community in several ways – and seek to unite them all through unique and meaningful experiences in a spirit of inclusiveness and diversity.

# Health and Wellness Fair at TD Centre

TD Centre (TDC), located in the heart of the financial district in Toronto, recently held a Health & Wellness Fair to provide building occupants with an opportunity to speak with health professionals and participate in free health assessments. TDC retained the support of local athletic clubs, expert nutritionists, massage therapists and pharmacists to support the health and wellbeing of occupants within the complex. Over 250 occupants dropped by during the lunch hour to interact with experts on health and wellness.

Wellness passports were given out to each attendee to encourage them to visit each health station and record their results. Attendees were also entered into a draw for the opportunity to win prizes. This effort, along with other initiatives at the complex, supports the objectives of the WELL certification. In 2017, TD Centre's 222 Bay Street became the first existing building in North America to achieve WELL Certification (Gold).

# TD Centre Shows

## their Pride



Cadillac  
Fairview

TORONTO  
DOMINION  
CENTRE

A CF PROPERTY

Toronto-Dominion Centre

CF is proud of the diversity reflected in our communities across Canada. Toronto is an example of a city that celebrates inclusiveness, and this was highlighted through TD Centre's celebration of Pride Month.

To celebrate and support Pride Month, CF's TD Centre unveiled a vibrant "Rainbow Runway" installation at the property, turning the TD Centre's iconic outdoor entryway into a colourful and walkable work of art.

The rainbow runway, which visitors experienced throughout the month of June, stood out as an imaginative and powerful installation in the heart of Toronto's financial district.

This project was an initiative proposed by the TD Centre team – a truly grassroots idea – and proved to be a highly creative and meaningful idea to celebrate diversity and inclusiveness in the city.

# The Future, Inspired,

From Backpack to Briefcase: Career and Leadership Workshop

CF is focused on empowering the next generation of leaders. As part of our efforts, CF Masonville Place welcomed London-area grade 10 and 11 students to our Backpack to Briefcase Career and Leadership workshop in April. This unique event brought CF's 'From Back to Briefcase' video series to life, inspiring youth to become active members of the workforce.

Sent to educators across Canada through WE (our national charitable partner), this series is designed to enrich educational programs by

focusing on six core themes to help youth identify and develop career readiness skills, namely networking, resume writing, cover letter writing, interviewing skills and leveraging their WE Schools experience.

HR experts were also on hand with practical career advice and PyeongChang 2018 Olympic Winter Games gold medalist Gabrielle Daleman captivated the young audience with her inspiring story of success and the importance of goal setting.

International Women's Day on March 8th is celebrated around the world in recognition of women's rights.

This year, CF and dozens of leading companies in North and South America lit up their buildings and city skylines with the universal female symbol. Conceived by Catalyst, an international non-profit focused on accelerating the role of women in business, the skyline takeover was a dramatic visual expression of the business community's commitment to greater diversity, inclusion and gender equality in workplaces around the world.


CF lit up its landmark downtown Toronto office towers at TD Centre and RBC Centre with the iconic symbol, literally and figuratively shining a spotlight on women in the workplace.

# Spotlight on International

# Women's Day



# We Call it Puppy Love

A man wearing a grey beanie and a grey sweater with a blue and white patterned pocket is leaning over a white bulldog puppy. He is gently holding the puppy's face with both hands. The puppy is looking up at him. The background is a light-colored wall decorated with red circular ornaments and gold heart-shaped decorations. A woman is visible in the background, holding another puppy.

The third Monday of January, commonly known as “Blue Monday” means the end of holiday cheer, unfulfilled New Year resolutions, and dreary weather conditions – so CF decided to inject some fun and warmth to lift the spirits of thousands of office workers in downtown Toronto by hosting indoor pop-up puppy parks at our TD Centre, RBC Centre and Cadillac Fairview Tower office properties, while CF Pacific Centre hosted its own “CF Puppy Park” in celebration of Valentine’s Day. As part of the Blue Monday initiative, CF donated \$5,000 in support of the Centre for Addiction and Mental Health’s pet therapy program.

After all, who wouldn’t love being surrounded by a group of playful, energetic pups?

# Sustainable Spaces

CF is committed to delivering exceptional service and unique experiences while bringing people together in warm and inspiring spaces. Some of the ways we do this is by collaborating and using our creativity to facilitate the health and wellbeing of our visitors and building occupants. Other ways we do this is by reducing our environmental footprint with the adoption of innovative technologies and sustainability best practices. This has led to significant reductions in the amount of waste produced, energy used and water consumed at our properties.

# Supporting a Low-Carbon Future

In April 2017, CF launched our national Electric Vehicle (EV) Charging Program with plans to deploy a fleet of over 45 new networked chargers at 15 CF properties across Canada.

In 2018, we completed this first phase with FLO, the Canadian leader in access to EV charging, and converted the majority of our chargers to the FLO network. Many of the level 3 “fast chargers” at our properties were the first of their kind in their regions.

In addition to the FLO chargers, CF now has Tesla Superchargers at 8 of our shopping centers across Canada, totaling 132 charging stations, with expansion planned at additional CF sites.




# Harnessing the Power of Lake Ontario

In 2005, CF became one of the first companies to adopt Enwave's Deep Lake Water cooling technology to provide sustainable and efficient cooling to buildings in downtown Toronto. The system harnesses the cool water which exists year-round at the bottom of Lake Ontario – a clever alternative to conventional, energy-intensive air conditioning.

It is, literally, a cool technology: Water is pumped 83 meters, from the bottom of the lake, and passes through heat exchangers which transfers energy into Enwave's closed chilled water supply loop. Once the energy transfer process is complete, the lake water continues on its path to the city's potable water system.

95 Wellington is the most recent CF property to be converted to Enwave chilled water, making the TD Centre development now 100% connected to Deep Lake Water Cooling. The results are quite encouraging, with annual energy savings equivalent to the usage of ten Canadian households, and water reductions equaling the volume of four Olympic-sized swimming pools.

TORONTO  
DOMINION  
CENTRE



# Success Begins with Smart Energy

CF's Energy Smart Operations (ESO) platform is an action-oriented energy management tool designed to improve building performance by identifying anomalies in the performance of critical equipment. As recognized by publications like the Toronto Star and the Globe and Mail, the program has identified saving opportunities worth an estimated \$1 million dollars within the first 7 months. The program also enables our properties to achieve CF's Green at Work® (GAW) targets, extend the life of our equipment, reduce energy costs and maximize tenant comfort. CF has now deployed ESO at 30 office properties across Canada.

For each property, ESO objectives are to:

- Achieve a minimum of 3% energy reduction annually.
- Identify opportunities to improve building performance and prevent issues before they occur.
- Optimize building performance by identifying, and quickly addressing deviations.
- Provide foundational knowledge to operations staff and promote learning and collaboration among team members.

The key to successfully meeting our objectives will be through a sustained effort and commitment to the ESO program, and to support this, an ESO strategy along with a comprehensive national training plan has been embedded into CF's GAW program.



The CF Masonville Place team, with ten years of Green at Work® environmental experience to guide them, has achieved some major successes – and for the first time, each performance target has been surpassed within the same reporting year.

Waste diversion came in at a 84% rate; energy usage decreased by 8.2%, and water consumption fell by 9.1% -- reductions that have come about in large part by, quite literally, “walking the talk.”

Energy use is monitored through semi-annual night audits of building and retailers’ equipment, to find any higher than necessary light usage and equipment operating after hours. Whenever possible, the property switches to ‘after hours lighting’ where all non-essential lighting and main building equipment are turned off.

Security and Guest Services teams also complete walk-throughs of each retailer to spot leaking or running toilets and dripping taps, with the operations team then ordering repairs or asking for third-party help. Similarly, the Security team walks the property to check the meter readings throughout the main building twice a night, with readings recorded to identify after-hours usage and leaks.

# Environmental Champions



# Serious Bees-ness

CF has created lots of “buzz” by announcing the most recent additions to our sustainability team: thousands of hard-working honeybees. Rooftop beekeeping is one way that CF can help avert the decline in honeybee populations while encouraging urban greening as well as the sustainable production of some pretty amazing local honey.

CF has now enlisted the help of some 350,000 honeybees, each hard at work contributing to ecosystems within their local communities: CF’s seven beehives at CF Toronto Eaton Centre, Yonge Corporate Centre, CF Rideau Centre and Tour Deloitte / Gare Windsor are each overseen by a single Queen.

Productivity metrics are encouraging, our last annual harvest yielded 105 kilograms of honey – or 700 jars. With each “CF Bee” travelling five kilometers per day to produce that much honey, it’s been calculated that our bees covered a total distance equivalent to 420 trips around the globe!

# [Parking] Lots of Sun



CF Richmond Centre achieved a first for British Columbia with the installation of three, solar-powered parking lot lights. This cutting-edge technology, is an efficient way of providing lighting without the need for standard utility power. By eliminating the need to bury electrical wires for installation, and by not drawing energy from the power grid, this system provides direct cost savings and allows the lighting to remain on overnight, resulting in security, sustainability and long-term cost reductions.



## 2 Queen Street West


2 Queen Street West

While always looking to the future, CF shoulders a significant responsibility in respecting the past. This was very much the guiding principle when we announced the expansion and major restoration of 2 Queen Street West, a downtown Toronto heritage building prominently situated on the northwest corner of Yonge and Queen streets.

As part of the CF Toronto Eaton Centre complex, the revitalization of the property will improve the quality and utility of the property while preserving its unique architectural features and restoring the original 1885 façade.

CF owns and operates several heritage properties, integrating their unique architectural features into vibrant downtown commercial addresses. Whether it's the Station in Vancouver, Montreal's Gare Windsor, the Transportation Building in Ottawa, or Toronto's iconic TD-Centre, CF's re-investment in our heritage properties speaks to our track record of caring for the historical legacy under our stewardship.

# Electronic Disposal that's Responsible



CF Carrefour Laval partnered with EPRA (Electronic Products Recycling Association) for an electronic recycling “drop-off” event. This event was organized to ensure end-of-life electronics are recycled in order to reduce the amount of electronic waste which ends up in our landfills or exported illegally. Not only does proper recycling protect the health and safety of the workers processing the electronics, it also helps conserve natural resources by recovering raw materials that can be used in new products.

Through this event, over 24,000 electronic devices were collected for safe and responsible disposal!

Similar events were hosted at CF Galeries d'Anjou, CF Promenades St-Bruno & CF Fairview Pointe-Claire.



Proposed Quad Windsor Community Aerial Rendering



Gare Windsor

# High-tech, Low Energy



Tour Des Canadiens 3 Pocket Park

CF's massive, multi-year development in downtown Montreal, with its five new residential towers, two office developments and revitalization of the historic Gare Windsor, is transforming this area of the city and creating an exciting new community for people to work, live and play. This development project is a prime example of how we're applying the latest thinking in sustainable development while creating exciting spaces.

For example: at Gare Windsor, high-tech glass has been installed to minimize energy use and light pollution, while enhancing natural light indoors.

As well, a white rooftop on Quad Windsor's Skybridge will help to reflect sunlight, reduce energy costs through natural insulation and help reduce the urban "heat island" effect.

# CF Fairview Park

CF Fairview Park has served the Kitchener-Waterloo community for over 50 years as a premiere shopping destination. This one-stop shop, eat or play destination features a unique blend of historical and contemporary design and a connected, vibrant streetscape – but what’s truly innovative is what’s happening beneath the surface. We’re introducing major improvements to how storm water is handled on the site. Previously, with the property’s large areas of asphalt and roof, storm water would pool and mix with contaminants from the asphalt. Now, the site will introduce dedicated facilities to channel storm water from the roof, avoiding contamination and “recharging” the ground water under the shopping centre.

This initiative is another example of how CF is working with cities to reduce contaminated runoff and make the property better equipped to handle extreme weather.

# Facing the Storm

# Community First

CF has a long, proud history of giving back to the communities we serve through corporate giving, employee volunteerism, charitable fundraising and inspirational partnerships. In 2018, we fundraised close to \$600,000 through our two signature events, the CF Run and CF Golf Tournament; and corporately, CF donated close to \$2 million across various programs in our philanthropy strategy supporting numerous charities, large and small, across the country.

We're proud to commit our funds primarily to youth empowerment, health and wellness and community support and engagement.



# Youth Empowerment

We recognize that we have a role to play in helping to remove societal and personal barriers facing young people, many of whom are guests of our retail centres.

Over the past few years, we've built cherished relationships with organizations who share our long-term vision for empowering and inspiring young people. Our ongoing commitment to WE is a great example of how CF is activating this vision, with this multifaceted program leveraging our nationwide physical presence to reinforce our impact among Canadian youth.

CF broadened our impact in 2018, as we gifted \$500,000 in charitable donations to 18 extraordinary charities across Canada who focus on providing education, health and wellness and employment services to marginalized young people.

We're proud of the work our 18 partners are doing in their local communities to help youth reach their full potential:

## Ontario

Big Brothers Big Sisters of Toronto  
Egale Canada  
Boys and Girls Club of Ottawa  
Eva's Initiatives for Homeless Youth  
Merit Award Bursary Program  
Children's Health Foundation  
Lutherwood Child & Family Foundation  
Empowerment Squared

## Quebec

Fondation jeunes en tête  
Fusion Jeunesse  
Fondation du Centre jeunesse de la Montérégie

## British Columbia

Covenant House Vancouver  
KidSport Vancouver  
KidSport Richmond

## Manitoba

Resource Assistance for Youth

## Alberta

KidSport Calgary  
Safe Haven Foundation

## New Brunswick

Atlantic Wellness Community Centre

Big Brothers Big Sisters of Toronto

Here's a little more detail on a few of the youth-focused charities that CF is supporting to make a powerful difference in the lives of so many young people:

#### **Covenant House Vancouver (CHV)**

The Rights of Passage (ROP) is a 25-bed transitional living program that provides homeless youth with safe housing and a “hand up, not hand out” approach toward finding stability and independence. Our donation, combined with others, allowed CHV to support 33 young people throughout the year. Of these, 22 were gainfully employed and 11 were going to school to prepare them for employment.

#### **KidSport (Vancouver, Richmond and Calgary)**

KidSport is a national, not-for-profit organization that provides financial assistance toward sport registration fees and equipment for kids aged 18 and under. As an entirely volunteered-led organization, corporate support is vital to the success of the program, and we've enabled KidSport to keep pace with demand to ensure all kids can play. CF's donation gave 134 kids the opportunity to play – a “win-win” all around!

#### **Safe Haven Foundation (SHF), Calgary**

This was the second year that CF has supported the Haven's Way™ program – a unique initiative that provides a healthy, loving and supportive family environment for homeless and at-risk girls between the ages of 14 and 24. Our support in SHF has profoundly changed the life trajectory of 30 young women as they work towards self-sufficiency, and together, we're helping to remove barriers so they can realize their dreams.

#### **Eva's Initiatives for Homeless Youth, Toronto**

CF's support allowed Eva's Initiatives for Homeless Youth to continue to offer a variety of programs to empower and support youth from across the GTA. CF's support allowed 164 youth to train in functions they were interested in, along with career readiness skills like cover letter and resume writing, networking, interviewing and digital literacy.

# Youth Empowerment





# Go, Canada, Go!

In the fall of 2017, CF and the Canadian Olympic Committee (COC) announced an 11-year partnership to grow and support the country's Olympic movement, naming us as the official "Home of Team Canada."

This unique partnership is about capturing the spirit and energy of the Olympic movement, and bringing it to our communities through unique and memorable experiences. Prior to and during

the PyeongChang 2018 Olympic Winter Games, CF and the COC harnessed the country's energy and brought people together through exciting experiences and viewing opportunities across the CF portfolio of shopping centres and office towers. By bringing the Olympic spirit to Canadians and visitors from coast-to-coast, we can keep delivering on our commitment to develop meaningful relationships within customers, clients and our local communities.

# Running Ahead of our Goal

This year, CF surpassed its \$1 million commitment to SickKids Foundation and the Pediatric Oncology Group of Ontario (POGO); an ambitious goal we established in 2014. This year alone, we raised \$250,000 for life-changing research and initiatives through our annual CF Run Walk fundraiser. Since 2004, we've been committed to supporting many worthwhile causes, with POGO being our longest-standing recipient (for which we've raised over \$2.75 million).

These achievements speak to the dedication of our people, as well as our partners and suppliers who have been faithful in their sponsorship and participation.





## “Teeing up” for

# Three New Partners

For the past 28 years, the CF Golf Classic has been a key chapter of our philanthropy story. Since its establishment in 1990, proceeds raised through the tournament – and through the solid collaboration of our clients, partners and employees — have enabled us to support many worthy community causes. During this past fiscal year, CF has pledged \$1.5 million to support three new charitable partners through our annual CF Golf Classic. These leading health care organizations share CF’s vision for building brighter futures for young people: The Centre for Addiction and Mental Health (CAMH), Covenant House Toronto, and Holland Bloorview Kids Rehabilitation Hospital (Holland Bloorview).

On any given night in Canada, there may be up to 7,000 youth without shelter, with young people ages 13-24 making up approximately 20 percent of the homeless population in Canada. An estimated 1.2 million children and youth in Canada are affected by mental illness. Here’s how funds raised will help our new partners provide much-needed support to young people:

### **CAMH**

CAMH is looking to launch a Youth Advisory Council to address the day-to-day operations of CAMH’s youth facilities and better assist young people during their stay with CAMH and their recovery. A new facility, the Innovative Youth Empowerment Recovery Space, will help patients learn life skills as they transition out of CAMH’s care.

### **Holland Bloorview**

Holland Bloorview is adding 15,000 square feet of space for 12 new scientists, eight Discovery Hubs, seven new Research Chairs and a new Commercialization Zone; and we’ll be sponsoring the Neuromodulation Discovery Hub, the only one of its kind in Ontario, where specialized therapies for brain injury will be tested with sophisticated research equipment.

### **Covenant House Toronto**

CF will also be supporting Covenant House Toronto’s Community Support Services Drop-In, so that youth not staying at Covenant House are able to access many of the same resources as the residents: meals, a hot shower, clean clothing and counseling and even connect with youth workers when they need support.

# Green at Work<sup>®</sup>

At CF, green thinking has become an important part of our decision making process. We recognize that sustainability principles drive our success and innovation, and have made it our priority to develop and execute one of the most comprehensive sustainability programs in the Canadian real estate industry - Green at Work<sup>®</sup>.



# Program Overview

Green at Work® (GAW) CF’s leading national environmental sustainability program, integrates sustainability into building operations and maintenance. Since its establishment in 2008, this program has resulted in a 39% reduction in greenhouse gas emissions and a total savings of \$45 million in energy and water costs.

Under GAW, CF properties are required to turn sustainability principles into actions. The program integrates incentives at many levels throughout CF to ensure all members are engaged in the process of implementing projects to improve performance in the five “pillars” of environmental impact:

Pillar	Description	Target
<b>Energy</b>	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 non-LEED office.
<b>Waste Management</b>	Implement an industry-leading approach to waste diversion and waste minimization.	Waste diversion rate: Retail (70%); Non-LEED office (75%); LEED AAA office (90%).
<b>Environmental Protection</b>	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.
<b>Responsible Procurement</b>	Use environmentally preferred products and services and follow best management practices whenever possible.	Embed sustainable procurement practices into our processes and policies.
<b>Stakeholder Collaboration</b>	Collaboration 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.

Toronto-Dominion Centre



# Energy

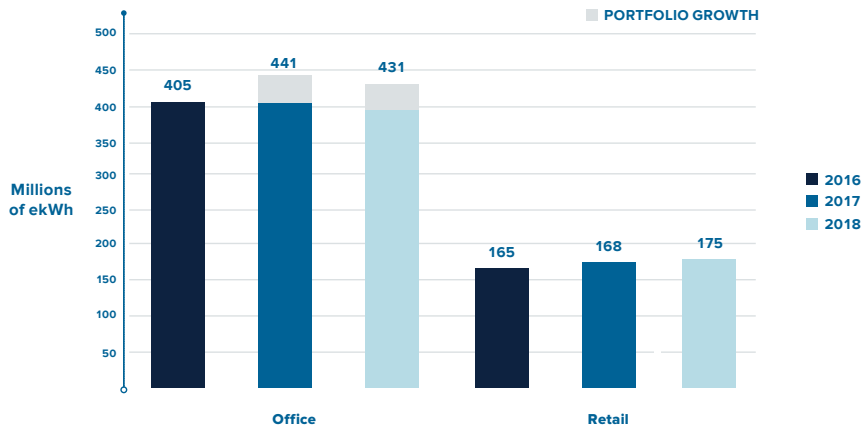
CF Champlain Place

As owners and operators of some 38 million square feet of retail, commercial office and residential space, CF has tremendous insight into the vast amounts of energy required to heat, cool, operate and maintain our portfolio. Building energy use has a significant impact on the environment by contributing to greenhouse gases, and energy costs are a big factor in not just our, but our clients' overall costs. This is why we work closely with them to identify areas of improvement and cut down on unnecessary use.

With sophisticated monitoring and diagnostic systems in place in all our properties (Energy Smart Operations), and with simple human "walk-throughs" to spot waste, we can help reduce tenant and CF energy costs. Energy use is well-monitored and recorded, providing CF with consistent reliable data which accurately record our performance, which this year hit 4.0% reduction (25 million ekWh saved) against the previous year. Our target was 3% (LEED AAA Office) and 2.5% (Retail and non-LEED).

Since 2008, CF has reduced energy consumption by 32%!

## Energy Consumption and Intensity



		LEED AAA	NON-LEED	
2016	Target	- 2.5%		- 2.5%
	Performance	- 1.4%		- 9.8%
	Target Met			✓
2017	Target	- 3.0%	- 2.5%	- 2.5%
	Performance	- 1.9%	+0.4%	- 1.7%
	Target Met			
2018	Target	- 3.0%	- 2.5%	- 2.5%
	Performance	- 4.8%	- 5.2%	- 1.7%
	Target Met	✓	✓	

Year	Intensity (ekWh/sq.ft.)
2016	21.3
2017	22.2
2018	22.1

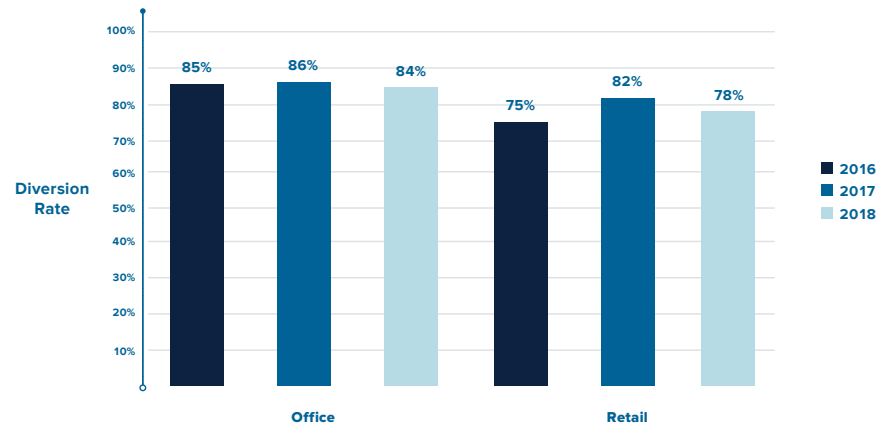
# Waste

The reduce, reuse, recycle ethos is well-established across our 68 properties, and our shoppers, tenants and occupants understand and buy into grassroots practices to cut back on waste. From innovative and effective processes to minimize food waste, to construction projects which see everything from roofing materials to crumbled concrete being reused, waste reduction and diversion from landfill are areas where CF has realized considerable reductions.

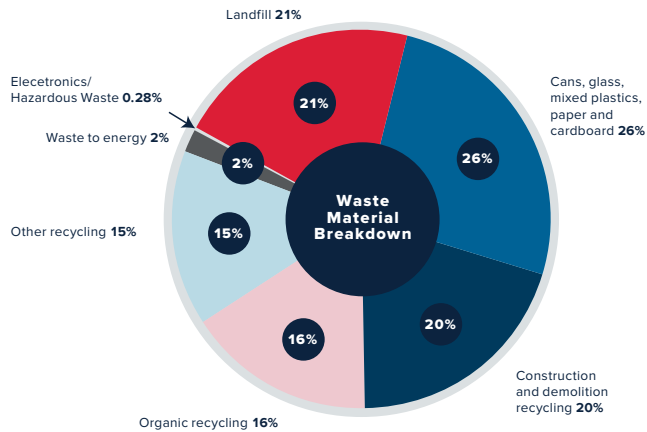
2018 saw 79% of our waste diverted (57,160 tonnes) from municipal landfills across Canada, meaning that reduction and recycling strategies are delivering significant, tangible results. Much of our success here is directly the result of tenant and occupant education and engagement – without their involvement, our efforts would fall short of meeting our target.



## Waste Diversion and Intensity



## Waste Material Breakdown



		LEED AAA	NON-LEED	
2016	Target	90%	75%	70%
	Performance	86%	65%	75%
	Target Met			✓
2017	Target	90%	75%	70%
	Performance	87%	67%	82%
	Target Met			✓
2018	Target	90%	75%	70%
	Performance	84%	72%	78%
	Target Met			✓

Year	Intensity (kg/sq.ft.)
2016	2.5
2017	2.9
2018	2.6



# Water

CF Shops at Don Mills

As Canadians, we often take our water resources for granted, but increasingly as a society we can no longer view water as a commodity, but rather as a valuable resource.

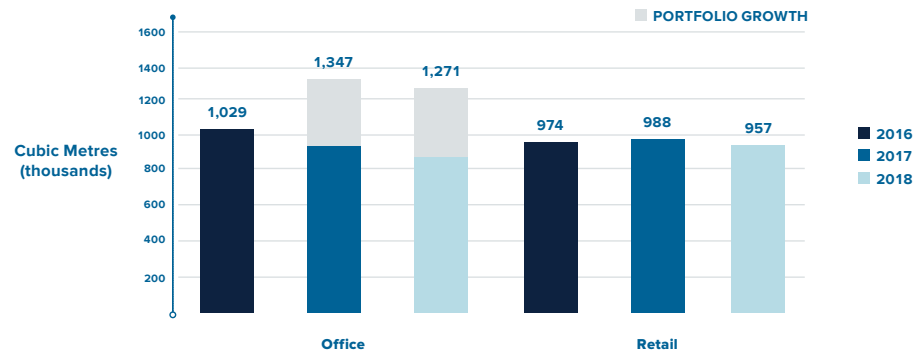
Changing global weather patterns are significantly affecting precipitation, and we must continue to reduce water usage at properties to not just conserve our most precious natural resource, but also to lower operating costs. Water conservation at our properties also helps take the strain off of municipal water and sewage infrastructures.

Our GAW water consumption targets inform our conservation strategies, which can include capital investments and new technologies, and even simple visual walk-throughs to spot leaks.

These water-saving initiatives are well-accepted by our clients, especially as we demonstrate consistent year-over-year reductions: in 2018, our overall water use reduction came in at 4.6% (108,000 m3) -- well past our 2% target.

Since 2008, CF has reduced water consumption by 40%!

## Water Consumption and Intensity



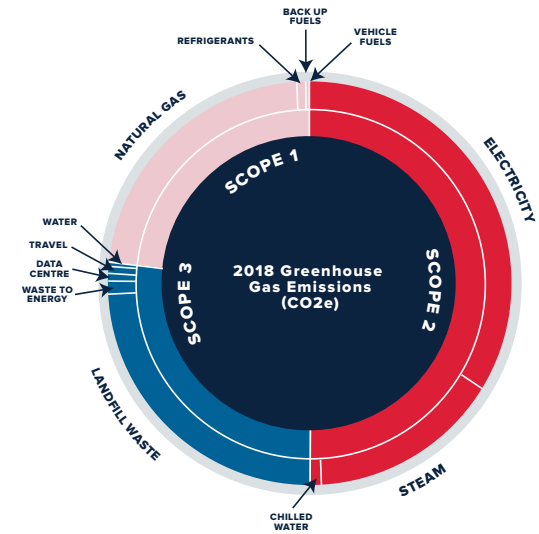
	LEED AAA		NON-LEED
	Target	- 2.0%	- 2.0%
<b>2016</b>			
Performance	- 3.1%	- 3.1%	- 3.1%
Target Met	✓	✓	✓
<b>2017</b>			
Target	- 2.0%	- 2.0%	- 2.0%
Performance	- 0.5%	- 1.3%	- 4.7%
Target Met			✓
<b>2018</b>			
Target	- 3.0%	- 2.5%	- 2.5%
Performance	- 5.4%	- 9.4%	- 3.1%
Target Met	✓	✓	✓

Year	Intensity (L/sq.ft.)
<b>2016</b>	77.4
<b>2017</b>	85.5
<b>2018</b>	81.6



# Greenhouse Gas Emissions

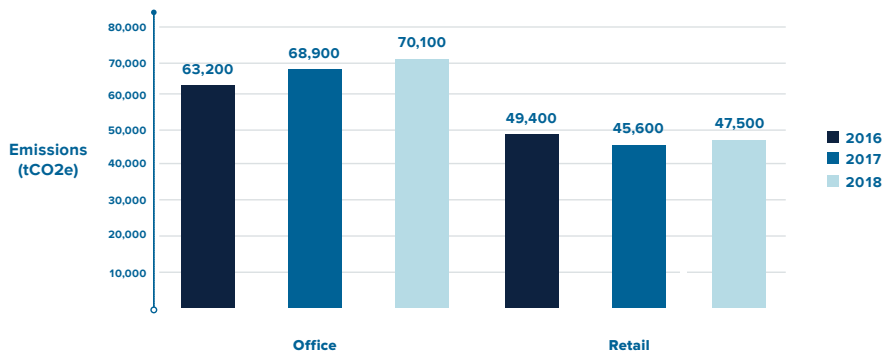
## Greenhouse Gas Emissions Breakdown



There is little doubt that climate change from manmade greenhouse gas (GHG) emissions remains the single most critical environmental issue facing the planet. Reputable sources now confirm that climate change and its resultant extreme weather patterns will devastate economics, coastal areas, food production, and hugely impact human migration. The global costs are estimated to run into the trillions of dollars.

This will have a direct effect on our built environment, and as we increasingly operate in a carbon-constrained world, GHG reduction has been a major performance pillar of GAW. This year's GHG output, both direct and indirect was 118,280 tCO<sub>2</sub>e. This reflects a reduction of 39% since the Green at Work program launched in 2008, but a 2.6% increase from the previous year. The year over year increase is due, in part, to new developments and weather factors which are beyond our control. In addition, there was some increase in emissions from refrigerants and waste. Year over year, there was a reduction in emissions based on areas within CF's control.

## GHG Emissions and Intensity



Year	Intensity (kg/sq.ft.)
2016	3.9
2017	4.2
2018	4.3

Note: Emissions from travel were 719 tCO<sub>2</sub>e for this reporting period.

# Acknowledgments and Awards

Select corporate awards are noted below:

Award	Presenter	Description
<b>Green Star</b>	Global Real Estate Sustainability Benchmark (GRESB)	Assigned to companies that score above 50% in both Management & Policy and Implementation & Measurement categories in the GRESB Real Estate assessment.
<b>A+ in the Direct Property Investing survey</b>	United Nations Principles for Responsible Investment	Awarded for superb performance in UN PRI's Direct Property Investing survey.
<b>Canada's Greenest Employers</b>	Canada's Top 100 Employers project	This special designation recognizes employers that create a culture of environmental awareness in their organizations, develop exceptional earth-friendly initiatives and are attract people to their organizations through their environmental leadership.
<b>Greater Toronto's Top Employers</b>	Canada's Top 100 Employers project	The award evaluates employers on physical workplace, work atmosphere, health, benefits, vacation time, employee development and communications, performance management and community.
<b>One of 50 Most Engaged Workplaces</b>	Achievers	Submissions are judged on eight elements: communication, leadership, culture, rewards & recognition, professional & personal growth, accountability & performance, vision & values and corporate social responsibility.
<b>Innovative Excellence Award</b>	Crest Race2Reduce	Creating new best practices that others can follow, Simcoe Place's creative approach to existing or new problems and measured level of success was worthy of the Innovative Excellence Award.
<b>Energy Management Leadership Award</b>	Crest Race2Reduce	The Energy Management Leadership Award recognized TD Centre's commitment to improving energy efficiency and operational best practices in two of its towers.
<b>IBM Global Top 25% Most Engaged Companies</b>	IBM	This recognition places CF among the best companies in the world on engaging and enabling employees to achieve results.

# Building Certifications

Our remaining AAA office properties are registered for certification, and upon completion, 100% of all premium offices will be LEED certified. In our portfolio, 93% of all managed Canadian properties are either BOMA BEST or LEED-certified.

## LEED Certified Buildings

Property	Level
Deloitte Tower	CS-09 Platinum
Simcoe Place	EB: O&M Platinum
TDC - 95 Wellington	EB: O&M Platinum
TDC - Ernst & Young Tower	EB: O&M Platinum
TDC - North Tower	EB: O&M Platinum
TDC - South Tower	EB: O&M Platinum
TDC - TD Bank Tower	EB: O&M Platinum
TDC - West Tower	EB: O&M Platinum
250 Yonge St	Platinum
Yonge Corporate Centre 4100	EB: O&M Gold
Yonge Corporate Centre 4110	EB: O&M Gold
Yonge Corporate Centre 4120	EB: O&M Gold
CF Tower (20 Queen St W)	EB: O&M Gold
RBC Centre	NC-1.0 Gold

Property	Level
Maple Leaf Square	CS-1.0 Certified
Calgary City Centre	CS-09 Platinum
Shell Centre	EB: O&M Gold
701 West Georgia St.	EB: O&M Gold
777 Dunsmuir St.	EB: O&M Gold
Canaccord Genuity Place	EB: O&M Gold
Granville Square	EB: O&M Gold
HSBC Building	Platinum
PWC Place	EB: O&M Gold
Waterfront Centre	EB: O&M Gold
TD Tower	EB: O&M Silver
CF Richmond Centre Dining Terrace	CI Certified
725 Granville	CS-09 Gold
CF Rideau Centre Expansion	CS-09 Certified
CF Chinook Expansion	CS-1.0 Certified

## LEED Registered Buildings

Buildings	Province
750 Peel Street	Quebec
Calgary City Centre Phase 2	Alberta
Encor Place	Alberta
635 8th Ave	Alberta
CF Sherway Gardens Expansion	Ontario
16 York	Ontario
160 Front	Ontario

## WELL Certification

Buildings	Level
222 Bay Street	Core + Shell Gold

## Energy Star Certification

Simcoe Place
Yonge Corporate Centre 4100, 4110, 4120 Yonge Street
Deloitte Tower

# Building Certifications

## BOMA BEST Certifications

Properties	Level
CF Champlain	Silver
CF Fairview Pointe Claire	Silver
CF Promenades St-Bruno	Gold
Windsor Station	Silver
CF Galeries d'Anjou	Bronze
CF Carrefour Laval	Silver
TDC - TD Bank Tower	Platinum
TDC - North Tower	Platinum
TDC - West Tower	Platinum
TDC - 95 Wellington	Gold
TDC - Ernst & Young Tower	Gold
TDC - South Tower	Gold
1 Dundas Tower	Gold
250 Yonge St	Platinum
CF Tower (20 Queen St W)	Gold
CF Fairview Mall	Gold
CF Lime Ridge	Gold
CF Markville	Gold

Properties	Level
CF Shops at Don Mills	Gold
CF Toronto Eaton Centre	Gold
Yonge Corporate Centre 4100	Gold
Yonge Corporate Centre 4110	Gold
Yonge Corporate Centre 4120	Gold
CF Fairview Park	Silver
CF Masonville Place	Silver
CF Rideau Centre	Certified
CF Polo Park	Platinum
CF Chinook Centre	Gold
CF Market Mall	Gold
635 8th Avenue	Silver
Encor Place	Silver
701 West Georgia	Gold
777 Dunsmuir St	Gold
Canaccord Genuity Place	Gold
Granville Square	Gold
HSBC Building	Gold

Properties	Level
Pender Place One	Gold
PWC Place	Gold
TD Tower	Gold
Waterfront Centre	Gold
CF Pacific Centre	Silver
CF Richmond Centre	Platinum
The Station	Gold
Pender Place Two	Gold
725 Granville	Platinum
Calgary City Centre	Gold
Shell Centre	Silver
CF Sherway Gardens	Gold
RBC Centre	Gold
Simcoe Place	Gold

# Glossary

## A

**ASHRAE:** American Society for Heating, Refrigerating and Air-Conditioning Engineers. This organization focuses on building systems, energy efficiency, indoor air quality, refrigeration and sustainability within the heating, ventilation and air conditioning (HVAC) industry.

## B

**BOMA BEST:** Building Owners and Managers Association Building Environmental Standards. This Canadian certification program evaluates properties based on energy, water, waste, greenhouse gas emissions, indoor environment and environmental management systems.

## C

**CFCs and HCFCs:** Chlorofluorocarbons and hydrochlorofluorocarbons. A group of organic compounds used as blowing agents for foams and as refrigerants. They are highly potent greenhouse gases. Canada has phased out CFCs and will phase out HCFCs by 2030 as per the Kigali agreement.

## E

**ekWh:** Equivalent kilowatt hours, the standard unit of energy consumption used to aggregate and compare different energy sources (e.g., natural gas to electricity).

**Energy intensity:** Unit of measurement on a per-square-foot basis. It represents the energy consumed by a building relative to its size.

## G

**Greenhouse gas emissions:** Gases that trap heat in the atmosphere, raising the average temperature of the planet. Produced as a result of fossil fuel combustion and industrial, agricultural and waste management processes, they are measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), hence they are also known as carbon emissions.

**GRESB:** Global Real Estate Sustainability Benchmark. This institutional investorsponsored survey is the global standard for assessing the sustainability performance of real estate companies and funds.

**GRI:** Global Reporting Initiative. This international, multi-stakeholder organization helps businesses,

governments and other organizations understand and communicate their impacts on a range of sustainability issues.

## I

**ISO:** International Organization for Standardization. This non-governmental organization develops voluntary, expert-informed international standards that support innovation and provide solutions to global challenges.

- **ISO 140001:** outlines the criteria for an environmental management system.
- **ISO 9001:** outlines effective quality management systems.

## L

**LEED:** Leadership in Energy and Environmental Design. This internationally-recognized, third party certification system reviews a building's site, water-and-energy efficiency, waste management, material selection and indoor air quality. Certification programs include:

- **NC:** New Construction applies to new construction and major renovations of commercial and institutional buildings.
- **CS:** Core & Shell is a derivative of NC and applies to buildings where the owner controls 50% or less of the building area that will be built to NC requirements.
- **CI:** Commercial Interiors is applicable to client improvements of new or existing office space.
- **EB: O&M:** Existing Buildings: Operations & Maintenance evaluates the sustainability of ongoing operations of existing commercial and institutional buildings.

## M

**Midnight audits:** Audits conducted outside of business hours to identify potential energy savings.

## P

**PRI:** Principles for Responsible Investment. This organization works to understand the investment

implications of environmental, social and governance factors and to support its international network of investor signatories in incorporating these factors into their investment and ownership decisions.

## S

**Scope 1 emissions:** Direct greenhouse gas 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 greenhouse gas emissions from the generation of electricity, steam and chilled water purchased by the company.

**Scope 3 emissions:** Greenhouse gas emissions from company operations, but from sources not owned or controlled by the company, e.g., landfill waste, water- and-waste transportation and data centres.

## V

**VOCs:** Volatile organic compounds are emitted as gases from certain solids (e.g., fabrics and carpets) or liquids (e.g., paints and cleaners) and have adverse effects on human health.

## W

**Waste diversion:** The percentage of waste diverted away from landfill disposal through recycling, composting or other means.

**Water intensity:** Unit of measurement on a per-square-foot basis representing water consumed by a building, relative to its size.

**WELL:** WELL Building Standard — a certification system for measuring, certifying and monitoring the performance of building features that impact human health and well-being.

# MEET YOU THERE

**CF**

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