



Meet you there.

2021 Responsibility Report



Table of Contents

03 A Message from our CEO

- 04 About this Report
- 05 Corporate Profile
- 06 Highlights at a Glance
- 07 2020 Achievements
- 08 Our Pillar Compass

09 Our People

- 10 Resilience During Crisis
- 11 Pandemic Response
- 14 Inclusion & Diversity at CF

15 Our Planet

- 16 Our Environmental Responsibility
- 17 Green at Work® Overview
- 18 Green at Work® Pillars
- 20 Climate Action
- 25 Resource Protection
- 31 Well-Being & Sustainability

33 Our Communities

- 34 The Commitment to Human Connection
- 35 The Urgent Focus on Safety & Support
- 36 New Community Experiences
- 37 Corporate Milestones & Community Experiences
- 38 Community Wellness
- 39 Holidays & Celebrations
- 40 Vibrant Places as Community
- 41 Philanthropy

42 Our Partners

- 43 Best-in-Class Collaborations, Built on Trust
- 44 New Ways of Shopping
- 45 Diversifying Inside & Outside of Canada

46 Looking Forward**49 Acknowledgements, Awards & Certifications****53 Building Certifications****55 Glossary**

On the cover:
Inspiration Wall activation at CF Polo Park, Winnipeg, MB, Canada

A Message from our CEO

A Year of Response and Resilience

This has been a year unlike any other. The COVID-19 pandemic impacted the global community in unimaginable ways, forcing us to rethink all aspects of our lives. Cadillac Fairview, like so many other businesses, adapted admirably. It's with a tremendous sense of pride and humility that I acknowledge the responsiveness and resilience of our people, our clients and the communities in which we operate.

I'm also incredibly proud of our team for using the past year to rethink our overall approach to Responsibility.

After a period of thoughtful engagement and research, we redefined our Responsibility strategy by creating four overarching pillars: Our People, Our Planet, Our Community, and Our Partners. These four pillars will guide all of our efforts and reporting in the future. To accelerate these plans, we created cross-functional teams that are responsible for building plans, setting short-term and long-term targets, commencing execution, and sharing progress. Each of these groups is supported by our Strategic Planning team and myself as Executive Sponsor.

What you will also notice about this report and our strategy moving forward is that for the first time we are sharing **our company's Purpose statement, Transforming Communities For A Vibrant Tomorrow, broadly.**

Our Purpose has been a guiding light for several years, but now more than ever, it reaffirms our belief that human connection is the core of individual and societal health and well-being.

With social detachment on the rise — not only because of COVID-19, but also due to the effects of political and cultural polarization and social media echo chambers — we are proud to create and cultivate exceptional spaces and experiences that bring people together in safe, inspired ways.

The evidence, impact and demand for action on climate change has escalated this past year despite the pandemic. We recognize our role and opportunity to challenge ourselves as we reshape and operate in a growing number of communities. This is why we continue to take meaningful steps to limit our impact on the environment as we expand our global footprint. We also continue to strive for excellence in the areas of efficient resource use, waste reduction, greenhouse gas emissions, and building resilience.

With the aspiration of having a positive impact on all facets of our communities, CF continues to work in close collaboration with our people, clients, investment partners, different levels of government, communities and philanthropic organizations to envision and foster social connection, growth, and sustainability.

We remain optimistic that we will emerge from this difficult time stronger and more committed to our long-term horizons. CF will also continue to invest in cities and human connectivity, and we are reimagining our properties to unlock the potential of communities in Canada, North America and around the world.



John Sullivan
President & CEO

About This Report

Our 2021 Responsibility Report highlights Cadillac Fairview's (CF) activities and accomplishments between September 1, 2019 and August 31, 2020, the reporting period for our national sustainability program, Green at Work®. Disclosures in this report encompass all of CF's managed properties in Canada. Some disclosures within this report may reflect data that occurred outside of this reporting period. The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.

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 buildings. For retail properties, data includes common areas, but excludes client spaces.
- Water data includes all properties, but excludes high intensity users. High-intensity users exclude process water (eg. gym or food court tenant water use, and dedicated tenant cooling systems for anchor tenants or data centres).
- Waste data includes all properties.
- Baseline data is normalized for weather, occupancy, major users and portfolio changes. New properties are not included within Green at Work® data until their third year of operations but are included in Greenhouse Gas (GHG) data after their first year of occupancy.

CF uses the Greenhouse Gas Protocol, which aligns with ISO 14064-1, to account 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 (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Emission factors are used as per the National Inventory Report 1990-2018 published by Environment Canada in 2020.



CF Promenades St-Bruno,
Saint-Bruno-de-Montarville, QC, Canada

Corporate Profile

Cadillac Fairview (CF) is a globally focused owner, operator, investor, and developer of best-in-class real estate across retail, office, residential, industrial and mixed-use asset classes. Wholly owned by the Ontario Teachers' Pension Plan, CF manages in excess of \$36 billion of assets across the Americas and the United Kingdom, with further expansion planned into Europe and Asia.

Internationally, CF invests in communities with like-minded partners, including Stanhope in the UK, Lincoln Property Company in the U.S., and Multiplan in Brazil. Our Canadian portfolio comprises 69 landmark properties, including the Toronto-Dominion Centre, CF Toronto Eaton Centre, Tour Deloitte, CF Carrefour Laval, CF Chinook Centre and CF Pacific Centre.

CF's Purpose is **Transforming Communities for a Vibrant Tomorrow**. We strive continually to make a positive impact in communities where we operate by promoting social connection, growth, and a sustainable future.

Highlights at a Glance*

Our long-standing sustainability program, Green at Work® led us to strong results in emissions, energy, water, and waste reduction.

EMISSIONS

42%
REDUCTION

Prevented **67,550 tonnes** of emissions from reaching our atmosphere; or **42%** since 2008



equivalent to **3,808** cars off the road for a year



Completed deployment of **343** electric vehicle charging stations

ENERGY

5.5%
REDUCTION

Reduced consumption by **42%** since 2008; a **5.5%** reduction in annual energy use



Saved **36 Million kWh** of energy (compared to last year)



Enough to power **2,980** homes

WATER

7.2%
REDUCTION

7.2% reduction in annual water use; a **54%** reduction since 2008



Saved **165,000 m³** of water



Enough to fill **4 million** bathtubs

WASTE

80%
DIVERSION

Diverted **80%** of waste materials between 2019 and 2020



Diverted **45,221 tonnes** of waste from landfill during the same year



Equivalent of **2,800** garbage trucks

SOCIAL

\$1.5+
MILLION

Donated over **\$1.5 million** to effect meaningful change in 2020



Donated over **\$150,000** to charities across Canada through Building Communities

* Performance evaluated against normalized baseline. In 2020, CF saw an overall reduction of 11% and 29% in energy and water use, respectively, through Green at Work® (GAW) reductions and COVID-19 closures. Removing the impact of COVID-19-related closures, the GAW program alone resulted in reductions of 5.5% energy, 7.2% water, and an 80% waste diversion.

Achievements

We are proud to have received recognition for our environmental progress from several distinguished organizations:



5
RATING

Each year, only 20% of real estate entities receive a Global Real Estate Sustainability Benchmark (GRESB) 5 Star rating — the highest rating and recognition for being an industry leader.



30
CERTIFIED
PROPERTIES

CF achieved LEED certification at 30 of our properties, allowing us to monitor the performance of our buildings against a number of sustainability criteria.



12
CERTIFIED
OFFICE PROPERTIES

CF achieved ENERGY STAR certification at seven additional properties, for a total of 12 properties, recognizing these properties as top 25% performers in energy consumption and efficiency.



51
CERTIFIED
PROPERTIES



1
WELL
CERTIFICATION



CF Received First Fitwel Certification at HSBC Building in Vancouver

The certification recognizes optimized building performance by supporting healthier workplace environments and improved occupant productivity. By addressing a wide range of health practices and risks, our team was able to achieve this certification as well as providing significant new value to our clients.



A+
RANKING
IN DIRECT PROPERTY
INVESTING MODULE



6
WIRED CERTIFIED
BUILDINGS

Our Pillar Compass

The following sections of our report are divided by our overarching Responsibility pillars: Our People, Our Planet, Our Community, and Our Partners.

Each page will be marked with a compass icon as shown on the right, and act as a visual place marker.





Our People

It's vital that we recognize the resilience and commitment of our people through a year of serious, unprecedented challenges and upheaval. Their response and ability to adapt to the COVID-19 pandemic is a remarkable confirmation of the strength of our OneCF culture.

Resilience During Crisis

There's little doubt that we owe so much to our people. That is why, in the face of a serious global pandemic, CF needed to respond quickly and shift our priorities to support our people in new ways.

Consistent with our CF Purpose and Values, we established an employee well-being pulse survey that was deployed every six to eight weeks to monitor and act on wellness-related feedback.

The survey results indicated we needed to ensure the safety, health and well-being of our people and create a welcoming, inclusive work environment.

With our focus on employee well-being through the uncertainty and acknowledging the many challenges confronting us, CF pivoted to a hybrid work model, with the majority of our workforce remaining in the workplace and approximately 15% of staff shifting to remote working on a full time/part time basis. To support our teams through this change, we also introduced stringent safety standards and a range of COVID-19 resources to support employees, including guaranteed pay.

Our work on inclusion was amplified as the pandemic magnified the effects of human isolation and its cumulative consequences on mental health:

anxieties over the safety of loved ones; adjustments to hybrid teams; the blurring of professional and personal lines; workplace versus remote employee experience, and parents serving “double duty” as work, home and school worlds collided. This, combined with broader societal issues surrounding Black Lives Matter protests and emerging anti-Asian sentiment, prompted a reflection on our inclusion and diversity journey at CF.

The collision of these challenges in 2020 called for extraordinary resolve and adaptability — reflecting our values of collaborating effectively, engaging with empathy and embracing change — and **our people responded admirably... as OneCF.**



Our Values

Aim Higher

We strive to exceed expectations

Own Your Expertise

We empower ourselves and each other

Collaborate Effectively

We bring the right people together to get the right results

Engage With Empathy

We objectively consider the needs of others

Embrace Change

We drive, learn from, and adapt to change

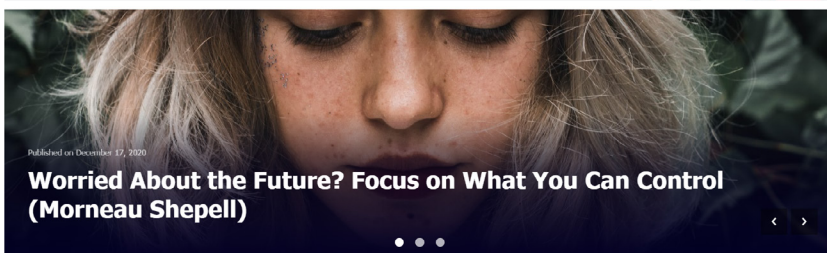


Pandemic Response

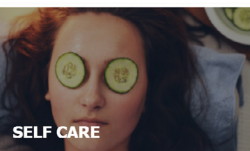
COVID-19 Employee Resources

As the pandemic evolved, we deployed resources and critical information to support our people as we navigated uncertainty. CF's COVID-19 Resource Centre served as a hub of timely, curated information on a wide range of topics, from stress management during self-isolation to the transition to remote work. Realizing the added professional and personal pressures on our teams, we also reinforced 24/7 access to the company's confidential Employee Assistance Program.

COVID-19 Resource Centre



WORKING AND
LEARNING REMOTELY



ABOUT CORONAVIRUS
(FACTS & INFO)



Return to Workplace Health & Safety Handbooks

When businesses, including shopping malls, started to gradually reopen or operate in the new normal (for centres that never officially closed), we supported our employees with a comprehensive 50-page Return to Workplace Safety Guide available on our COVID-19 Resource Centre, covering:

- Public health regulations and considerations
- Workplace best practices
- Security, Guest Services and Concierge protocols
- Visitor management and reception
- Personal Protective Equipment (PPE) use / face mask recommendations
- Prevention and risk related to COVID-19
- What to do if exposed to confirmed or suspected case of COVID-19
- Personal and business travel guidance



PSA Campaign

Given the heightened concerns about health and hygiene, safety and security among all Canadians throughout the COVID-19 pandemic, CF launched its first-ever public service announcement (PSA) campaign that reaffirmed CF's commitment to safety ahead of the 2020 holiday season. Featuring five unique videos in English and French, the campaign showcased testimonials from CF employees across the country, reflecting the commitment that all CF employees and partners had to keep colleagues, guests, clients, and their communities safe throughout challenging times.



Wellness

To ease the transition for those adjusting to a virtual and socially distanced world, CF teams launched several internal initiatives to support employee well-being. The *Together in Wellness* campaign provided opportunities and experiences for employees to learn more about wellness strategies and practices through expert-led workshops and webinars as well as employee-developed videos and articles.





PPE & Increased Cleaning

CF has put in place a number of safe work practices to limit exposure to COVID-19. We provided Personal Protective Equipment (PPE) kits, including masks and hygiene kits, to all CF employees.

Since the beginning of the pandemic, CF implemented enhanced cleaning measures and disinfection of all major touchpoints in our environments to provide a higher level of comfort and safety for employees across our offices and properties, as outlined below:

Priority Areas & High Touch Points	
Washrooms: Faucets, buttons, levers, dispensers	Meeting rooms
Elevators, lift call buttons	Desks and chairs
Kitchens, break rooms: Faucets and kitchen equipment	Light switches
Escalator rails	Guard railings
Door handles and push plates	Shared spaces, lobbies, waiting areas (including keyboards/phones)

Post Promise

To curb the spread of COVID-19 at our properties and across Canada, we committed to the Post Promise, collaborating with various levels of government to help Canadians safely return to public spaces and the workplace. Our adoption of this initiative was a crucial step in maintaining the health of both our people and our business during the pandemic.

To prioritize our support for frontline employees, our safety standards evolved to reflect the new risks posed by COVID-19.

We put forward five key actions which corresponded with the Public Health Agency of Canada’s recommendations:

- Maintain physical distancing;
- Stay home if unwell;
- Practice respiratory etiquette;
- Clean and disinfect regularly;
- Wash and sanitize hands.



Inclusion & Diversity at CF

For the past few years, CF has been on an Inclusion & Diversity (I&D) journey, guided by CF's Purpose and Values. **Inclusion and diversity at CF are anchored in our CF Values and OneCF Culture.** I&D seeks to engage every employee. We believe that in order to make a meaningful difference, our journey needs to be an inclusive one where we continue to learn, listen and strive to do better.

In 2020, we established a cross-functional team of CF leaders to map out the next leg of our journey and commitment. This team completed an intensive benchmarking exercise that included time with our advisors at the Canadian Centre for Diversity & Inclusion. We conducted interviews with more than 20 companies, including our tenants, competitors, and leading organizations in I&D to gain insights into their journeys, lessons learned and future direction.

We believe that data is key to guiding our I&D journey. Next up, the team will be inviting all CF'ers to help shape our roadmap and commitments through our inaugural Inclusion & Diversity survey.

This survey will create baseline inclusion metrics and capture employee experiences through the lens of our diversity journey and reflective of our OneCF culture.



Celebrating Black History Month.

February 1 - March 1

Enhanced Awareness Through Education

A key component underpinning our culture is our OneCF Connections events, designed to build awareness, instill empathy and create relevant connections. The series introduced new programming to educate and build cultural awareness through events such as International Women's Day, Black History Month and Mental Health Week.

CF continues to build on our ongoing Inclusion & Diversity curriculum, anchored in our CF Values. This curriculum includes workshops and curated online content, including: Unconscious Bias; Managing your Mindset for Women Leaders; Effective Candour at CF; Inclusive Hiring; Engaging with Empathy; Mindfulness, and How to be an Ally for Racialized People.





Our Planet

Our people are passionate about preventing climate change and have worked very hard to deliver stellar environmental results. Through our work across our properties, we're focusing on enabling a low carbon community transformation, and ensuring a resource-filled and sustainable future.



Aerial view of Vancouver, BC, Canada

Our Environmental Responsibility

Even in the midst of the pandemic, climate change continued to make headlines as reports from around the world highlighted the devastating and costly effects of extreme weather patterns, from record-breaking temperatures, to wildfires and flooding. As a result, CF continues to focus on low-carbon community transformation and building resilience to a changing climate and extreme weather events.

In addition, CF's long-term sustainability objectives enable us to continue to advance efficient use of resources while aiming to eliminate waste whenever possible.

For example, we acquire land for development with total consideration of the environmental, social and governance impacts. Next, we design and develop projects through stakeholder consultation — including sustainability experts — and define achievable sustainability targets that add value to the development.

The construction and refurbishment phase requires working with partners to ensure the health and safety of stakeholders and engaging with clients to collaborate on sustainability best practices.

Responsible operations of the property include monitoring for utility use and waste output, while engaging clients and partners to help meet our Green at Work® (GAW) targets.

Ever since launching our industry-leading GAW program in 2008, CF has achieved significant reductions across key environmental measures: Greenhouse gas emissions; water usage; waste, and electricity usage. GAW has also served as a key cultural underpinning for all CF property teams, bringing together our people for the common purpose of reducing our environmental impact and driving operational excellence. The program continues to be a compelling example of how collaboration, innovation and alignment can result in significant, measurable environmental and organizational benefits.

We recognize, however, that due to the pandemic, 2020 was an anomaly in terms of measuring operational — and hence, environmental — performance. As properties temporarily closed doors and shoppers, workers and the public stayed home, the levels of electricity and water usage, emissions produced and waste generated fell, reflecting the effects of full and partial lockdowns across so many of our urban markets. On the flip side, in some cases, measures to increase air quality and ventilation served to increase energy consumption.

The data presented in this report reflects the effects of the COVID-19 lockdowns on our environmental performance, as well as the ongoing efforts of our properties' Green Teams to achieve our sustainability targets.



Green at Work[®] Overview

Leaders in Sustainability

CF recognized early on that sustainability principles not only provided environmental benefits, but also delivered clear business value to our clients, shoppers and building occupants. Over the course of its lifetime, the program has resulted in a 42% reduction in greenhouse gas emissions, and a total of \$52 million in energy and water savings.

GAW sets our focus on three pillars for our existing buildings: Climate Action, Resource Protection and Well-Being.

Through the *Climate Action* pillar, we establish our commitment to energy and emissions reduction while building resilience to a changing climate. Within the *Resource Protection* pillar, we remain focused on conserving natural resources. Finally, within the *Well-Being* pillar, we support our building occupants and guests in optimizing wellness, raising awareness of best practices to facilitate healthy living.



Toronto-Dominion Centre, Toronto, ON, Canada

CF became **the first Canadian real estate organization to establish a national sustainability operations program** when we launched Green at Work[®] in 2008



Data Driven Solutions

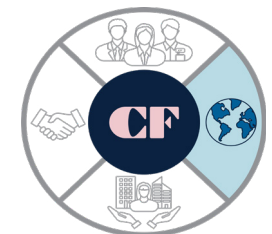
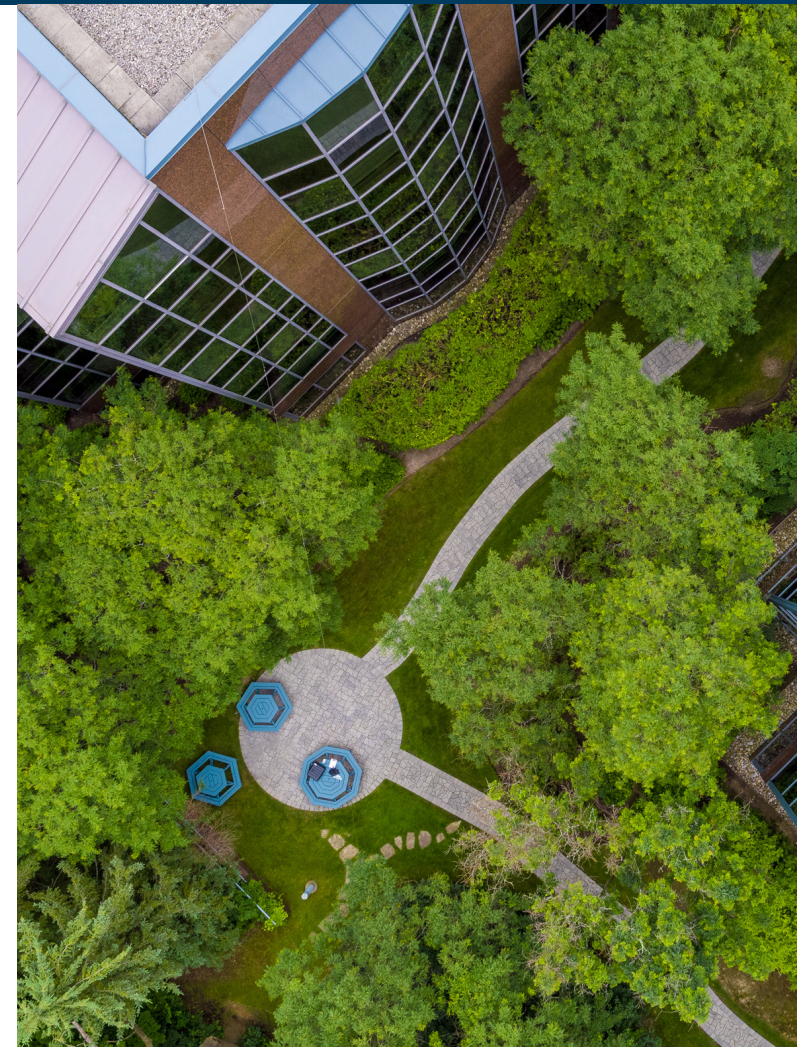
Green at Work® (GAW) is supported by an industry-leading web-based platform that allows CF to centralize and digitize the GAW program and its associated data.

The platform enables our people to:

- Understand and optimize sustainability reporting and data at the property and portfolio level.
- Easily access a centralized interface to input, report, track, and receive alerts.
- Immediately monitor, report and provide alerts on performance anomalies and utility costs.
- Analyze, normalize, and forecast performance more readily than ever before, leveraging submetering data and direct connections to utility portals where available.



Left: CF Lime Ridge's Earth Day Clothing Drive
Centre: Re-opening waste clean up at CF Masonville Place
Top: Yonge Corporate Centre, Toronto, ON, Canada



Partnership Stories Worth Sharing

CF on Tomorrow's World Today

CF had the honour of highlighting several major sustainability initiatives in Ontario and British Columbia through Tomorrow's World Today; a television program focused on sustainability, technology and innovation, broadcast on Discovery and the Science Channel.

Featured initiatives included our adoption of Enwave Energy's Deep Lake Water Cooling technology in all of our downtown Toronto offices and CF Toronto Eaton Centre; our geo-exchange retrofit initiative in an existing building in the City of Vancouver in partnership with Fenix Energy, and our partnering with Recycling Alternatives to introduce innovative waste management systems with on-site composting.



Enwave Deep Lake Cooling Pump Station, Toronto, ON, Canada

Climate Action

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 costs, but those of our clients. This is why we work hard to identify areas of improvement and cut down on unnecessary use.

Our Green at Work Climate Action pillar has two focus areas:

- 1) Energy & Emissions, and
- 2) Climate Resilience.

Aerial view of Montreal, QC, Canada



Climate Resilience

At CF, we focus on reducing our impact on the environment. Due to climate change, the environment is having an impact on CF through extreme weather events that impact the operation of our properties. CF's Enterprise Risk Management process has identified physical impacts of climate change and extreme weather as a critical risk. This includes acute impacts (e.g. flooding event) and chronic impacts (e.g. rising and extreme temperatures).

Ensuring resilience against these physical risks is a strategic objective for CF, incorporated into the Green at Work® Climate Action pillar.

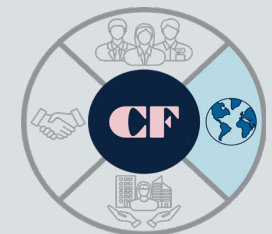
This past year, CF developed a Climate Change Risk and Resilience Toolkit to help properties in our Canadian portfolio understand the risk and mitigation opportunities climate change presents.

To strengthen CF's resilience to the impacts of a changing climate, our team aims to mitigate risk to CF assets and operations, and reduce client disruptions by ensuring compliance with internal policies and protocols that address extreme weather resilience. This includes comparing our existing practices against scientific data, raising awareness around climate change, identifying related risks and assessing how these risks will intensify as a result of a changing climate.

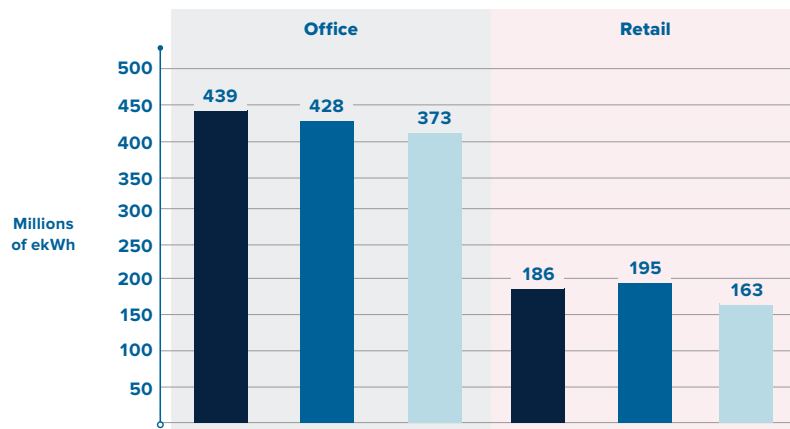
Energy & Emissions

CF continues to have an industry-leading approach to energy management by establishing targets, implementing best practice standards and using leading-edge platforms. For example, as we adjusted to the changing circumstances of the pandemic, CF addressed the emerging challenge of reducing our energy usage amid uncertain occupancy levels and increased ventilation through our Energy Smart Operations (ESO) platform. ESO is an advanced monitoring and diagnostic platform that works to optimize energy efficiency, generating almost 50,000 data points every 15 minutes. For CF's office portfolio, our application of ESO shifted to a focus on the unique occupancy levels of buildings rather than their general performance optimization.

Due to the impact of COVID-19, most of CF's office buildings experienced reduced occupancy. By receiving feedback from properties about occupancy levels, the program analyzed the operation of each building and provided specific actions to the properties every two weeks, resulting in significant monthly savings.



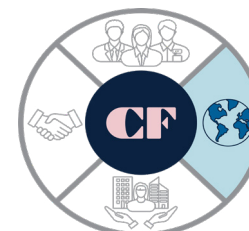
Energy Consumption & Intensity



■ 2018
■ 2019
■ 2020

Year	Intensity (ekWh/sq.ft.)
2018	22.9
2019	22.8
2020	19.5

		LEED AAA OFFICE	OTHER OFFICE	RETAIL
2018	Target	- 3.0%	- 2.5%	- 2.5%
	Performance	- 4.8%	- 5.2%	- 1.7%
	Target Met	✓	✓	
2019	Target	- 3.0%	- 2.5%	- 2.5%
	Performance	- 3.3%	- 6.9%	- 4.6%
	Target Met	✓	✓	✓
2020	Target	- 3.0%	- 2.5%	- 2.5%
	Performance*	-11.3%	-8.6%	-10.8%
	Target Met	✓	✓	✓

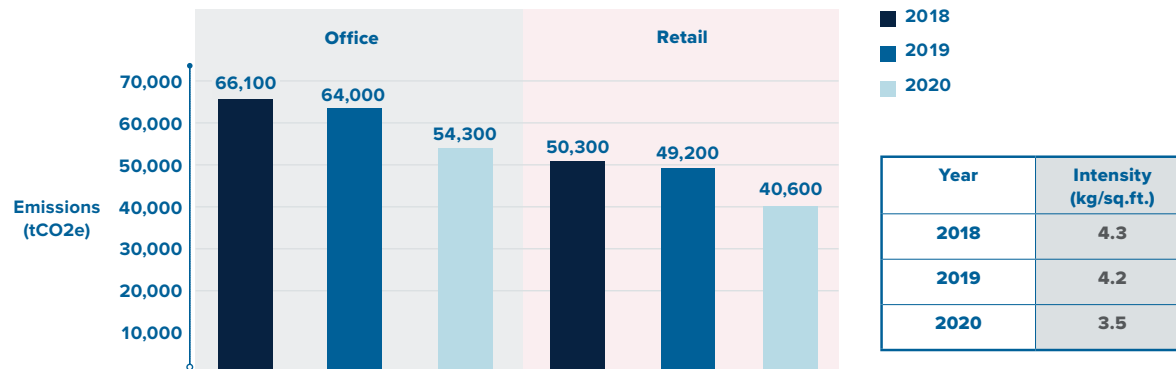


*Performance evaluated against normalized data of previous year.
The data represented here is unadjusted for the impacts of COVID-19. The adjusted energy savings is a reduction of 5.5%.

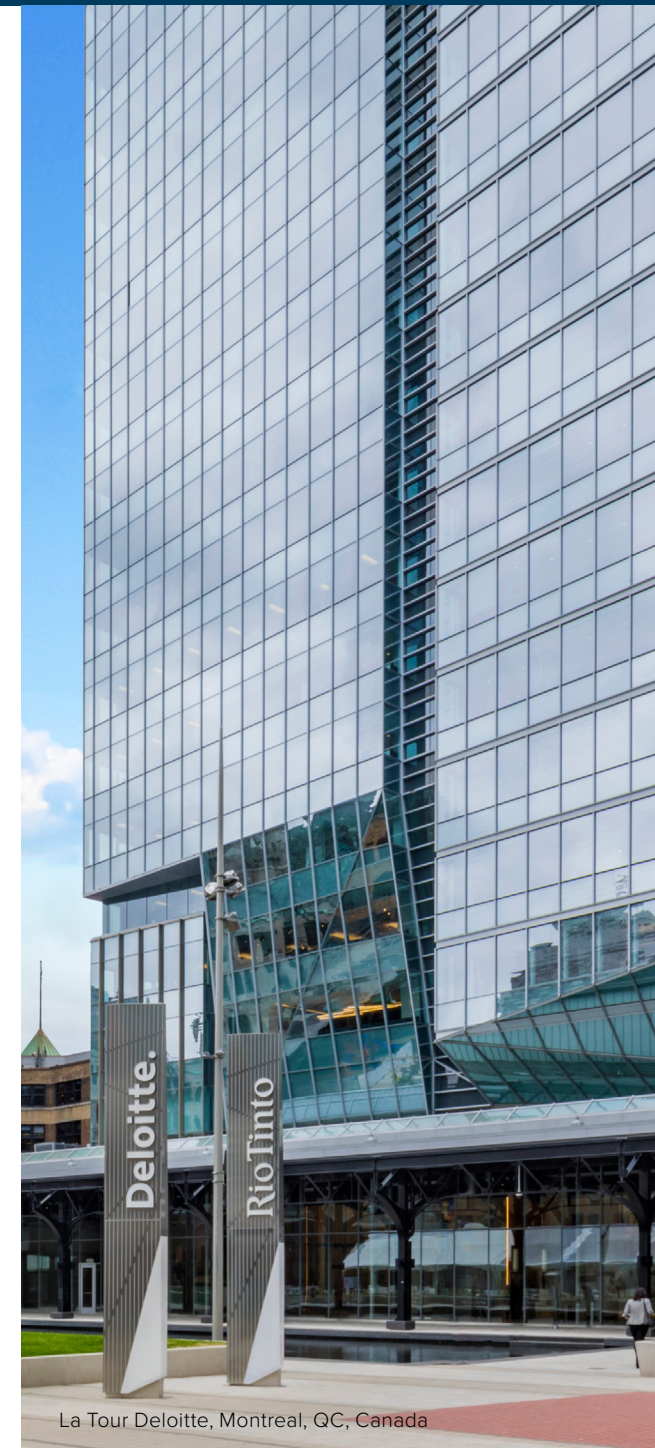
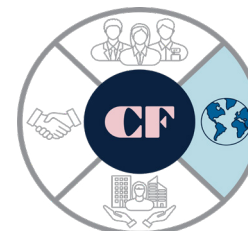
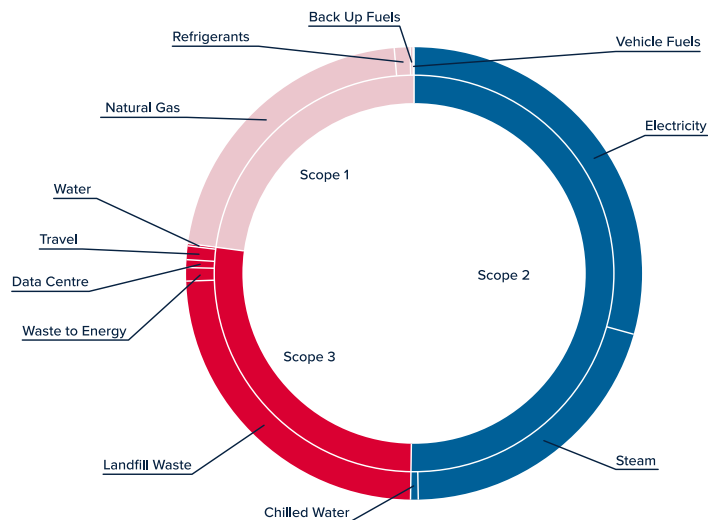


CF Rideau Centre, Ottawa, ON, Canada

Greenhouse Gas Emissions & Intensity



GHG Emissions Breakdown



La Tour Deloitte, Montreal, QC, Canada

Historical data is adjusted to include the performance of new properties added to the Green at Work portfolio in 2020 in accordance with methods outlined in the GHG Protocol. Includes the above graph and intensity table.

Partnership Stories Worth Sharing

CF Chinook Centre & the Solar Connection

CF partnered with [ENMAX Power](#) in Calgary to install a rooftop solar system at CF Chinook Centre. The rooftop project tests the connection between CF Chinook Centre's solar installation and ENMAX Power's specialized secondary network. The technology at CF Chinook Centre provided the first on-site test of modifications to the network's highly specialized hardware, software and communications systems to facilitate two-way power flow, without compromising system safety and reliability.

CF Chinook Centre

Technology Drives Excellence & Reduced Footprint



Simcoe Place in Toronto and **CF Lime Ridge** in Hamilton reduced energy and associated costs through artificial intelligence (AI) in heating, ventilation and air conditioning (HVAC). The innovative platform identified, in near-real-time, corrective HVAC opportunities, autonomously implemented through its control system.



CF Markville in Markham implemented a significant retrofit to our existing lighting throughout the property, switching to LED lighting. The replacement involved an upgrade on 76 fixtures, with an estimated project payback of 4.4 years and a reduction in energy consumption by 244,028 kilowatt hours.



In Laval, **CF Carrefour Laval** added an indoor/outdoor thermodynamic sensor to achieve enhanced humidity and temperature control, resulting in approximately 45,000 kWh in energy reduction.



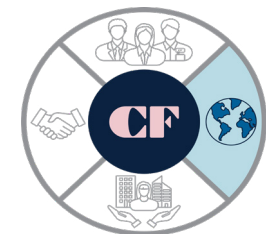
At our **HSBC Building**, an office property in Vancouver, an LED lighting retrofit was installed in our parkade at 777 Dunsmuir, 700 & 750 West Pender which reduced annual electricity consumption by 290,000 kWh.



The **CF Toronto Eaton Centre Complex** added new projects such as Deep Lake Water Cooling in partnership with Enwave Energy, drawing cold water from Lake Ontario to cool the building complex and offset overall energy consumption. The property also implemented free cooling upgrades, and LED retrofits to achieve energy savings. Retro-commissioning and a focus on ongoing performance monitoring have provided the centre with significant energy and water consumption reductions while allowing for greater flexibility and redundancy to ensure client satisfaction. To illustrate this, the retail mall is now able to operate without any mechanical cooling for three months out of the year, while 250 Yonge Street can operate without any mechanical cooling.



CF Promenades St-Bruno in Saint-Bruno-de-Montarville, received recognition from BOMA Quebec's Building Energy Challenge for energy reduction. Through the replacement of chillers, boilers and water towers at our HVAC Central.



Resource Protection

A significant way we can continue to support our communities is by protecting our natural resources, thereby reducing our impact on the environment. By reducing the water we consume and the waste we generate, and by procuring our supplies in a sustainable way, we try to ensure future generations have the same access to these resources.

CF continues to have an industry-leading approach to resource protection management by establishing clear property targets, implementing best practice standards, tracking data, and leading-edge platforms.

Going with the Flow: Reducing Water Use in Vancouver

The City of Vancouver Waterworks recently prohibited the use of once-through cooling (OTC) units, as a result of amendments.

OTC systems transfer heat to a continuously running supply of cold water, which is then discharged into the sewer — a significant source of wastage. These are commonly used in office buildings for the cooling of server rooms or other systems that give off a significant amount of heat.

At our **609 Granville** office property in Vancouver, we transitioned two heat pumps to a closed loop system which resulted in a reduction of around 3,785 cubic metres of water consumption annually.

Water Conservation

Water can no longer be treated as a disposable commodity, and as an increasingly valuable resource, its usage rightfully comes with a cost. The reduction of our water usage has long been a goal for CF. It has a tangible cost savings benefit — both for our clients and ourselves — and eases the strain on municipal water and sewage infrastructures. Under Green at Work®, **we are tackling water conservation through evaluating new technologies such as technology-enabled water leak detectors, rainwater capture cisterns, target setting,** and old-fashioned common sense. Year after year, we are proving that our approach works.

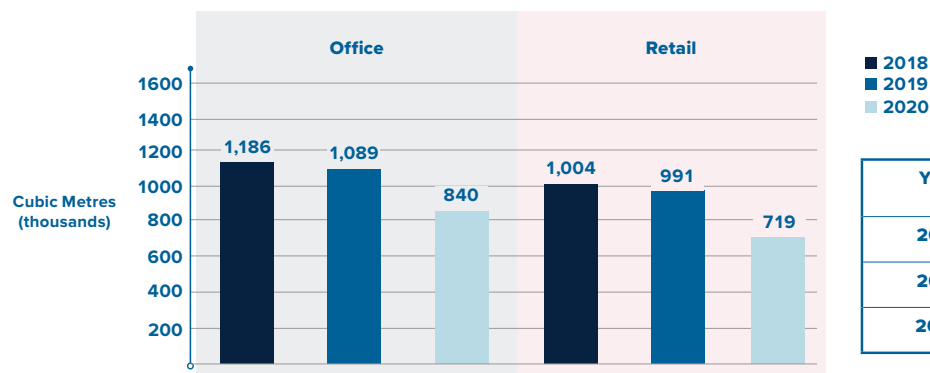
In 2020, we saw a 29% reduction in water usage. Removing the impact of COVID-19-related closures, the Green at Work® program alone resulted in reductions of 7.2% in water, well above our target of 2%. CF saved 165,000 cubic metres of water, equivalent to 4 million average-sized bathtubs. And since 2008, we have reduced our overall water usage by 54%!



609 Granville, Vancouver, BC, Canada



Water Consumption & Intensity



Year	Intensity (L/sq.ft.)
2018	81.6
2019	77.5
2020	57.7

	LEED AAA OFFICE*	OTHER OFFICE	RETAIL
2018	Target	- 2.0%	- 2.0%
	Performance	- 5.4%	- 9.4%
	Target Met	✓	✓
2019	Target	- 2.0%	- 2.0%
	Performance	- 6.3%	10%
	Target Met	✓	✓
2020	Target	- 2.0%	- 2.0%
	Performance*	- 28.6%	- 27.8%
	Target Met	✓	✓

*Performance evaluated against normalized data of previous year.

The data represented here is unadjusted for the impacts of COVID-19. The adjusted water savings is a reduction of 7.2%.



Waste

When we create waste, we create a series of cumulative environmental effects, from generating greenhouse gases, to over-extracting natural resources, to filling up increasingly scarce landfill sites. Guided by the well-established mantra of reduce, reuse and recycle, CF has introduced innovative and effective processes to manage waste across our portfolio.

These initiatives have targeted food waste, hazardous waste, aluminum cans, glass, mixed plastics, paper and more. Even during the construction phase we reuse everything from roofing materials to crumbled concrete. Landfills are treated as an absolute last resort.

In 2020, CF diverted 80% of our waste materials — the equivalent of 45,221 tonnes — from municipal landfills across Canada, a testament to the success of our waste management strategies. We aim to increase our diversion rates by continuing to evaluate creative waste management initiatives for future implementation.



The Station, Vancouver, BC, Canada

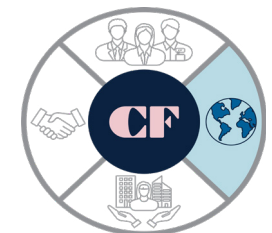
Select Property Achievements

CF's trend of providing enhanced dining options at our properties continued hand-in-hand with reductions in our environmental footprint as we converted select food courts to **Green Dining Halls** by implementing advanced organic composters. This new equipment, available in our Manitoba, British Columbia, and Alberta properties, and coming soon to our Ontario properties, reduced the volume of organic waste by 80-90%. It also resulted in fewer emissions associated with waste hauling. The new composters are accompanied by sorting stations to ensure proper waste and recyclables diversion.

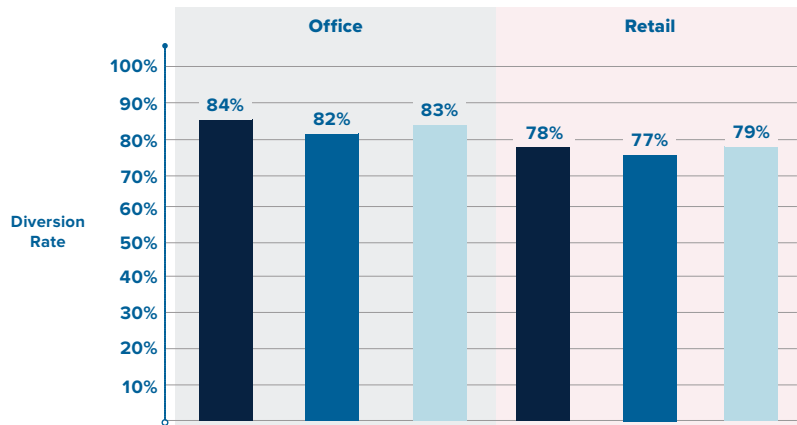
Several waste initiatives such as paper towel recycling and mixed paper recycling, helped The Station in Vancouver, BC, achieve a 93% diversion rate.

COVID-19 caused many retailers to rethink their store layouts prior to reopening. In doing so retailers found they needed to clear out some old items to ensure physical distancing. At **CF Masonville Place** in London, Ontario, the property team supported these efforts with responsible recycling by hosting a Summer Clean Day for retail clients.

CF brought in standardized requirements for waste haulers nationally in 2020, partnering with innovative haulers and allowing for enhanced monitoring and accountability of waste data.

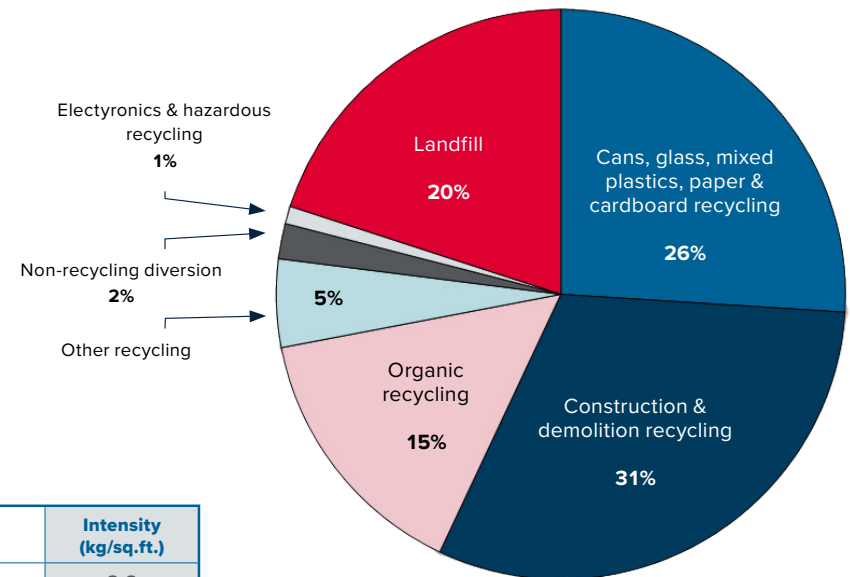


Waste Diversion & Intensity



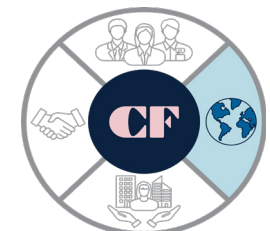
	LEED AAA OFFICE*	OTHER OFFICE	RETAIL
2018 Target	90%	75%	70%
2018 Performance	84%	74%	78%
2018 Target Met			✓
2019 Target	90%	75%	70%
2019 Performance	82%	84%	78%
2019 Target Met		✓	✓
2020 Target	90%	75%	70%
2020 Performance*	82%	83%	79%
2020 Target Met		✓	✓

Waste Material Breakdown



■ 2018
■ 2019
■ 2020

Year	Intensity (kg/sq.ft.)
2018	2.6
2019	2.6
2020	2.1

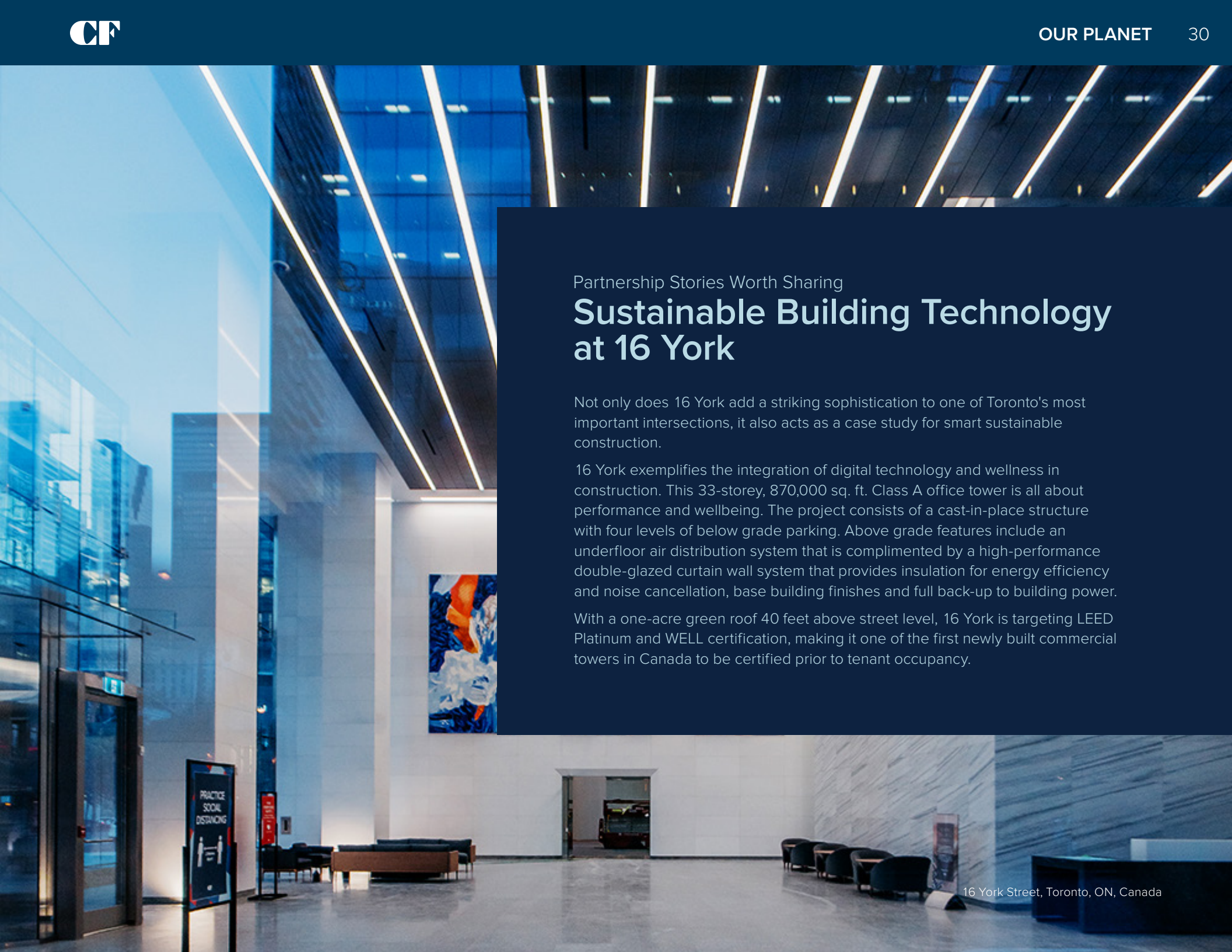




Partnership Stories Worth Sharing

Mask Recycling

When disposable masks were added to CF's uniform policy, Operations Services went to work to find a recycling program for masks and personal protective equipment (PPE) used by CF employees and third-party front-line workers. With our teams using approximately 17,000 masks per week, the program, a partnership with **Terracycle**, aims to **divert approximately 100 lbs of plastic waste from masks per week from landfill** in support of CF's sustainability goals.



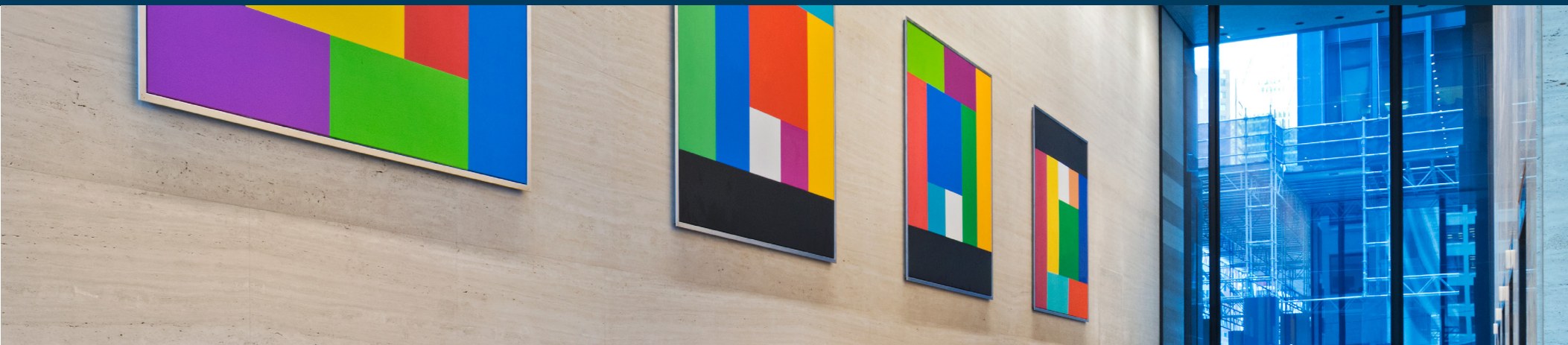
Partnership Stories Worth Sharing

Sustainable Building Technology at 16 York

Not only does 16 York add a striking sophistication to one of Toronto's most important intersections, it also acts as a case study for smart sustainable construction.

16 York exemplifies the integration of digital technology and wellness in construction. This 33-storey, 870,000 sq. ft. Class A office tower is all about performance and wellbeing. The project consists of a cast-in-place structure with four levels of below grade parking. Above grade features include an underfloor air distribution system that is complimented by a high-performance double-glazed curtain wall system that provides insulation for energy efficiency and noise cancellation, base building finishes and full back-up to building power.

With a one-acre green roof 40 feet above street level, 16 York is targeting LEED Platinum and WELL certification, making it one of the first newly built commercial towers in Canada to be certified prior to tenant occupancy.



222 Bay Street, Toronto, ON, Canada

Well-Being

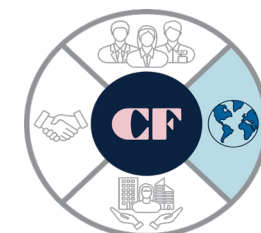
CF takes pride in creating warm and vibrant spaces that cultivate a strong sense of community. Whether it's CF employees, office occupants, shoppers, clients or people living in our surrounding neighbourhoods, we define community in several ways — and seek to unite them all through unique, meaningful experiences while enhancing occupant and visitor physical and mental well-being.

There is a strong relationship between well-being and sustainability; green spaces not only provide oxygen and purify the air, but they also provide mental health benefits through relaxing, comforting environments. As a result, well-being was recently included as a core pillar in our refreshed Green at Work® program.

The Well-Being pillar, with its focus on raising awareness and promotion of healthy living practices also includes indoor air quality testing to ensure comfortable and healthy indoor spaces.

One of the CF responses to COVID-19 was to review our procedures for indoor air quality and building mechanical systems. Through a cross-organizational team, our standards and procedures were enhanced to mitigate the spread of the COVID-19 virus and keep our building occupants and visitors safe.

Our focus then returned to welcoming everyone back safely with experiences and an environment that contributes to the well-being of our communities.





Partnership Stories Worth Sharing

Fitwel Certification at the HSBC Building

Cadillac Fairview achieved its first Fitwel certification at the HSBC building at 885 West Georgia in Vancouver, BC. Fitwel certification is designed to optimize building performance in support of healthier workplace environments and productivity. At the HSBC building, Fitwel certification was achieved by addressing a broad range of health behaviours and risks, such as enabling and promoting access to fitness amenities, stairwells, nature-filled walking trails, and bicycle parking infrastructure. This certification is an example of CF's commitment to delivering significant new value to our clients towards the success of their businesses.



Our Communities

The vital importance of social connection reaffirmed the significance of our Purpose - Transforming Communities for a Vibrant Tomorrow - providing inspiring places and unique experiences for people to connect is something we take great pride in.

The Commitment to Human Connection



As the pandemic upended our notions and norms of social interaction and connectivity, **CF developed a greater appreciation of creating and operating spaces that bring people together.** Today, we have reaffirmed our dedication to that goal.

While we are absolutely committed to plan for and invest over a long-term horizon, the pandemic required a quick, concerted response. Our teams mobilized with urgency to introduce comprehensive measures to safeguard the health of our shoppers and clients.

The vital importance of social connection reaffirmed the significance of our Purpose, *Transforming Communities For A Vibrant Tomorrow* — providing places and unique experiences for people to connect through enjoyment and inspiration at best-in-class properties. Our list of ongoing development and revitalization projects shows that our commitment to our Purpose reflects a bright long-term view, even in the midst of the COVID-19-related uncertainty.

We are proud of the anniversary milestones celebrated by many of our properties and the stature they have earned as well-known landmarks and places to meet within each community. It's also important to note how these properties have become magnets for surrounding economic activity.

CF Toronto Eaton Centre, Toronto, ON, Canada

CF's investments in high-potential areas and developments have stimulated additional investment.

We recognize that ongoing targeted philanthropic investment is crucial to supporting economic vitality and ensuring the long-term well-being of our communities. We know that companies cannot overcome the COVID-19 crisis on their own. Cadillac Fairview continues to work with individual clients, peers, industry associations and all levels of government to support the long-term success of the retail and office industry.

Our people and local property teams continue to support causes that matter and help those in our communities. In this section, we'll share many examples of our initiatives to put "communities first."



Pandemic Response: The Urgent Focus on Safety & Support

Amid the uncertainty of the pandemic, client and shopper safety remained a constant focus across all CF properties. We prioritized the health of the community by limiting store operating hours, implementing enhanced cleaning procedures and providing prompt notification of any positive cases. We also implemented strict social distancing policies across all of our properties, while adapting and reconfiguring spaces to accommodate the new requirements.



CF SUBMITTED OVER

1.4K

APPLICATIONS ON
BEHALF OF CLIENTS

Client Return to Workplace Guidelines

We developed comprehensive Return to Workplace guidelines for retail and office clients, and issued a communications package to clients ahead of local reopenings to address the following:

- Health & Hygiene Practices
- Opening Procedures
- Safe Traffic Flow
- Physical Distancing
- Amenities

CECRA

Throughout the pandemic, we spoke regularly with clients about their business and rent, including abatements, and also supported our retail clients through the Canada Emergency Commercial Rent Assistance (CECRA) program, providing relief for small businesses experiencing financial hardship due to COVID-19.



Adaptation: New Community Experiences



Despite the limitations imposed on retail, dining and entertainment by social distancing measures, CF found creative ways to provide unique, meaningful experiences to our communities:



We created our own drive-in theatre at **CF Markville** as a pilot project, raising more than \$10,000 for the Markham Stouffville Hospital.



Building on the success of the drive-in concept, **CF Sherway Gardens** hosted a drive-in in partnership with Toronto's DriveIn TO initiative.



To spur the economy, we joined the **Canada United movement** with RBC and hosted a contest to award Canadians with \$250,000 in gift card prizes.



In a visual showcase painted by local artist Meaghan Claire Kehoe, guests of **CF Toronto Eaton Centre** were invited to share inspirational messages in support of local businesses.



We adapted our businesses to ease the impacts of the pandemic. At **CF Shops at Don Mills**, we reconfigured the space and created extended patios, providing people with a hub to gather, shop, and connect safely.



Corporate Milestones & Community Experiences

Notable CF properties celebrated significant milestones in 2020, marking important points in our rich history.

50 YEARS

On August 5, 2020, **CF Fairview Mall** celebrated its 50th anniversary since opening its doors to the community.

60 YEARS

Since being introduced to a burgeoning Calgary community on August 17, 1960, **CF Chinook Centre** has grown into a treasured destination.

CF Polo Park saw similar growth alongside its Winnipeg community in its 60 years of serving as a welcoming place for communal gathering and leisure.





Community Wellness

Blue Monday, believed to be the most melancholy day of the year, was again overruled with cuteness as puppy parks popped-up at six of our office properties in Toronto and Montreal: Cadillac Fairview Tower, RBC Centre, Simcoe Place, Toronto-Dominion Centre, Tour Deloitte, and Gare Windsor.

CF's Culture of Service

Service First, a team dedicated to promoting connectivity through higher service, launched six new initiatives across all properties. In addition to the service and Values training delivered to more than 3,400 employees and third-party partners, Service First also launched pages on our intranet, CF Mosaic, with resources on service strategy, programs, and more. CF Lounge, a space designed for CF retail clients and employees to gather, is another noteworthy Service First initiative in our retail properties. The space fosters a sense of community and well-being with retail employees, in turn promoting higher service levels and meaningful interactions.

Compliance with the Accessibility to Ontarians with Disabilities Act (AODA)

The growing need for accessible spaces provided us with an opportunity to innovate further, from the AODA-compliant guest services kiosk at CF Masonville Place, with its open concept, barrier-free seating space, intuitive design and AODA software, to the universal washroom at CF Lime Ridge which features door-operating controls, an emergency call system and a larger doorway with a contact switch. Design collaboration was with Level Playing Field, an agency specializing in removing barriers to generate inclusivity. Cadillac Fairview has also enrolled in the Rick Hansen Foundation Accessibility Certification program. **To date, a total of 27 buildings have been assessed for certification, with the projection that all Canadian CF-owned buildings will be completed by 2022.**



CF Masonville Place, London, ON, Canada

Shared Experiences: Holidays & Celebrations

Community events and holidays are celebrations of shared experiences, and CF is proud to have hosted and participated in several meaningful events, including:



It was our privilege to host a piece by **Bekah Brown**, an artist of Anishinaabe descent, in partnership with the City of Toronto at **Nuit Blanche 2019**. The live art installation, depicting the northern lights and manifestation of Spirit Moon, stretched along CF Toronto Eaton Centre's bridge with a stunning array of lights and jingle dancers, in honour of missing and murdered Indigenous women.



The holiday season was another opportunity for us to share unforgettable experiences, including tree-lighting ceremonies, immersive Santa experiences, and a gift-wrapping valet service across many of our shopping centres.



We were also excited to celebrate the Lunar New Year and welcome the Year of the Rat across five CF properties with the traditional Lion Dance and “eye-dotting” ceremonies, “Lucky Red Pocket giveaways,” and more.





Development:

Vibrant Places as Community

At our core, CF remains deeply committed to creating vibrant spaces that inspire meaningful connection. Recent examples of our community-building projects include:

- **The revitalization of CF Champlain.** By introducing innovative, vibrant spaces, as well as the Maritime's first Bass Pro retail store and a new TD Corporate Office, CF Champlain spurred not only economic growth, but also greater cultural diversity and housing activity, becoming a catalyst in the renewal of the Greater Moncton Area.
- **The purchase of the 38-acre East Harbour site.** East Harbour will create a new, connected community that contemplates 10-million square feet of commercial development, including office, retail, and entertainment components. Through smart and progressive planning, the overall site will incorporate Toronto's second largest multi-modal transit hub, new technologies, and uphold environmental sustainability and well-being as its core principles.
- **The transformation of CF Richmond Centre** into a world-class master-planned destination featuring 2,000 new homes, in partnership with Shape Properties.
- The completion of the commercial development at **16 York Street in Toronto**, a 33-storey, 870,000-sq. ft. office which was 85% leased upon opening and built to LEED Platinum standards.
- CF announced plans to create a vibrant mixed-use city centre at **CF Fairview Pointe Claire** that responds to the needs of the West Island community. The development will include office and residential towers, a seniors' residence, a boutique hotel, parks and retail, and is centred by a new REM light-rail transit station and bus terminus.
- **To reinforce CF Promenades St-Bruno** as the key destination for Montreal's South Shore community, CF is embarking on a major development project with a new market-style food hub: a 130,000 sq. ft. CF Marché des Promenades, an epicenter for epicureans showcasing over 40 diverse food merchants and artisans from Montérégie and Eastern Townships, Greater Montréal and all over Québec.



Philanthropy

Last year, CF donated over **\$1.5 million** to effect meaningful change within the communities we serve. A large portion of our philanthropic funds were committed to charities that focus on empowering and inspiring youth — investments essential for the long-term enrichment of our communities.

As the world stood up against discrimination toward the Black community, we contributed to the Ontario Black History Society, the Jean Augustine Centre for Girls, Black Youth Helpline, and the Black Coalition of Quebec. By partnering with the Urban Native Youth Association, we are also at the early stages of providing support to our local Indigenous communities.

Putting Community First

As the pandemic both accelerated the need for community support while simultaneously limiting avenues for social engagement, our local CF teams found unique ways to make a difference:

- At **CF Chinook Centre**, a drive raised school supplies for 1,000 students and a donation of essential items to the Crisis Nursery at the Children's Cottage Society in Calgary provided crucial support.
- Our team at **CF Richmond Centre** partnered with Cactus Club and White Spot to deliver 100 meals to frontline workers at a long-term care facility as part of the Feed the Front Line Canada initiative.
- CF donated \$2,000 toward meals to healthcare workers at North York Hospital and St. Michael's Hospital in Toronto.
- **CF Toronto Eaton Centre** and **Toronto-Dominion Centre** provided over 1,000 parking spots to nearby hospital staff and visitors.





Our Partners

We view our network of stakeholders — whether investment and joint venture partners, retail customers and clients, office clients and their employees, shoppers or residents — as relationships defined by the trust placed in us.

Best-in-Class Collaborations, Built on Trust

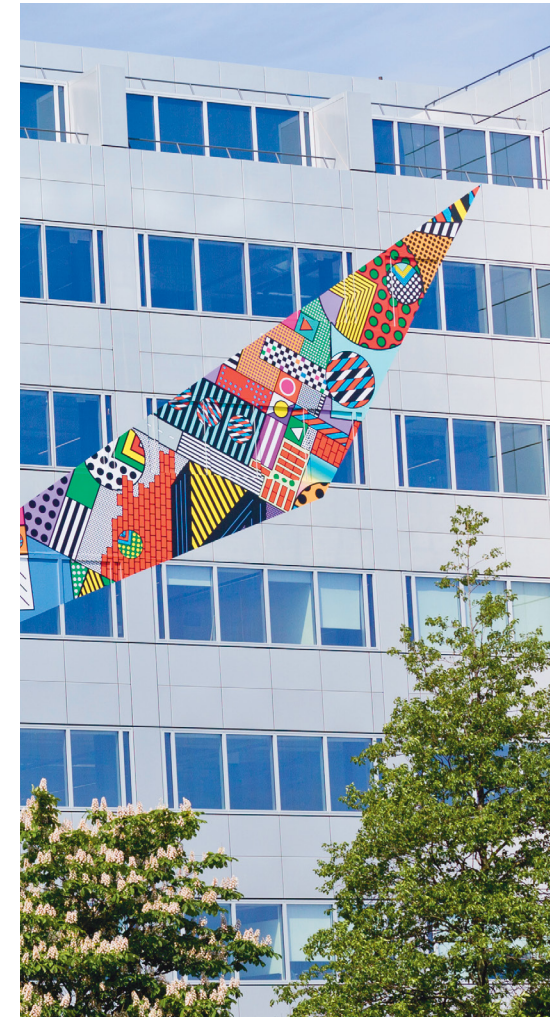
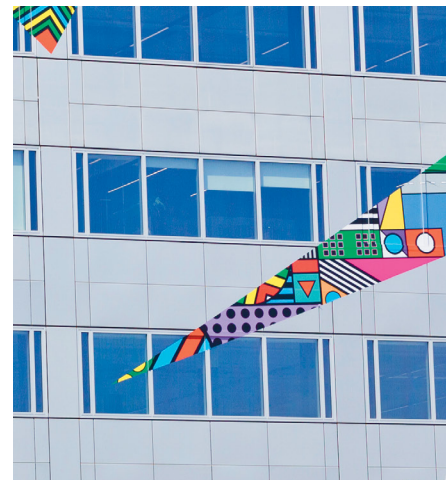
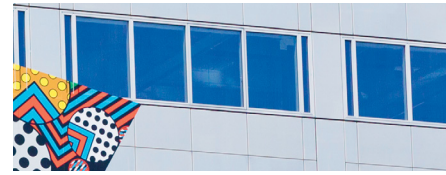
CF is proud and fortunate to engage regularly with a vast range of stakeholders who share our focus on service, innovation and excellence.

We view our network of stakeholders — whether retail customers and clients, office clients and their employees, shoppers or residents — as relationships defined by the trust placed in us.

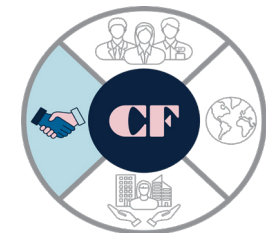
Our business and investment partners build trust on our track record of sound and steady leadership, integrity based on good governance, and strict regulatory and legal compliance — fundamental principles as CF increasingly looks to high-potential international markets for growth and diversification.

In our hyper-connected digital ecosystem, the issue of data security has skyrocketed. **CF has introduced new safeguards and protocols to ensure that our commercial partners are protected from cyberattacks.** This is a constantly evolving area for all companies, not just CF, and we intend to remain at the forefront of understanding the threats and deploying the right countermeasures.

We connect with shoppers at the crossroads of physical and digital innovation, reinforcing our role as stewards of privacy protection and responsible data usage. Our [policy is here](#), with details on how we prioritize the privacy of our visitors through CF governance and compliance.



White City Place, London, UK
Asset manager partner Stanhope PLC



CF's Digital Response: New Ways of Shopping

Ravel by CF

CF is continuously exploring new avenues to help our retailers engage more shoppers and increase sales through rewarding shopping experiences for everyone — especially during this era of disruption and change. *Ravel by CF* is a unique and agile digital data platform which spans design to deployment to capitalize on market trends and respond quickly to the evolving needs of consumers, retailers, office clients, and the overall industry.

LiVE by CF

To make it easier for shoppers to connect with CF shopping centres from anywhere, we created our new mobile app, *LiVE by CF*. The app enhances the retail shopping experience by giving users access to more than 70 retailers and over one million items from their product catalogues. *LiVE by CF* allows shoppers to browse and tag products and offers, as well as access to valuable real-time information related to COVID-19 such as operating hours, screening tools and safety protocols. The app also makes it easy for shoppers to locate hand-sanitizing stations and curbside pickup locations at each of our properties.

CF Guest List

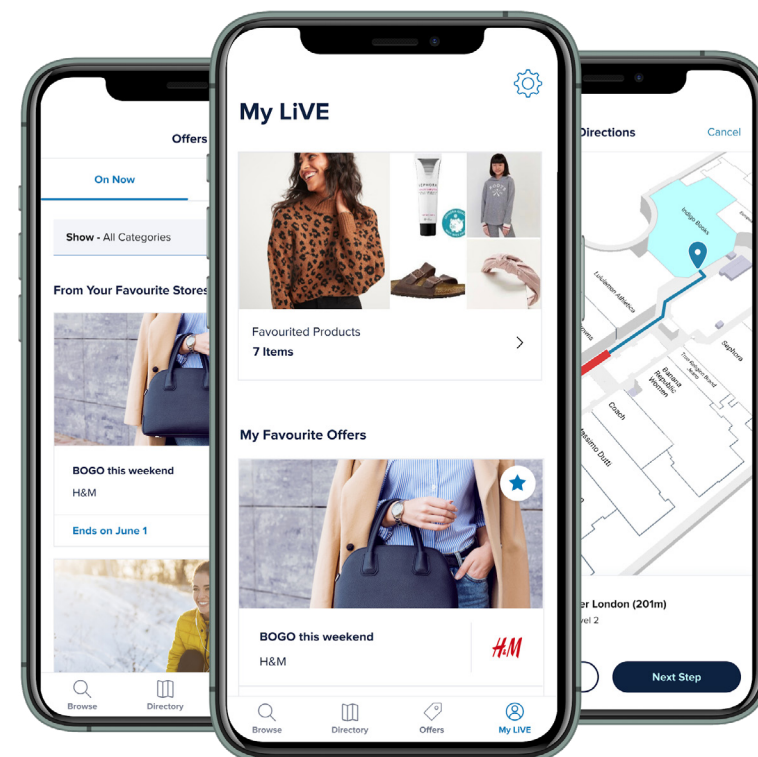
To provide a personalized, safety-first approach to shopping, we launched *CF Guest List*, a digital tool that allows guests to pre-plan their visits and prevent physical line-ups. Working with our retail partners and mall properties, we incorporated features that prioritized safety, from virtual queues to the ability to register for store visits in advance. *CF Guest List* also allowed shoppers to arrange curbside order pickups, and is currently being used at some properties to manage capacity at mall entrances.

CF Eats & CF Front Door

We introduced *CF Eats*, an online food directory for CF properties, to help food retailers and shoppers transition to delivery and takeout services. We are also helping job-hunters with *CF Front Door*, a digital platform that connects job-seekers to potential employers across our properties.

RAVEL

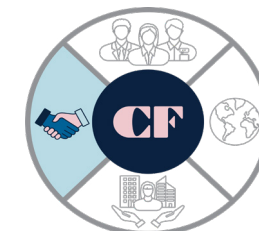
by CF



Download LiVE by CF:

[App Store](#)

[Google Play](#)



Investments:

Diversifying Inside & Outside of Canada



CF Carrefour Laval, Laval, QC, Canada

CF Carrefour Laval and TD Joint Venture

We agreed to a 50% interest in CF Carrefour Laval and the option to acquire a 50% interest in CF Sherway Gardens to TD Asset Management Inc. (TDAM). CF Carrefour Laval is a premier asset in Quebec with diverse retail offerings and long-term stability. CF Sherway Gardens dominates Toronto's West End and features new amenities following its recent redevelopment. This partnership builds on our history of working with best-in-class partners who share our values and long-term investment approach.



Las Olas, Fort Lauderdale, FL, USA

Lincoln and IMCO

Our focus on creating diverse, long-term investment vehicles led us to co-sponsor a USD\$800 million fund with Lincoln Property Group and bring in our existing partner IMCO (Investment Management Corporation of Ontario) as a limited partner. The fund focuses on acquiring and developing multifamily assets in top U.S. markets. The fund is a good example of CF's pursuit of creative, long-standing partnerships with Lincoln and IMCO, complementing our international diversification strategy.

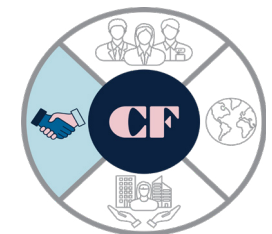


CF Richmond Centre, Richmond, BC, Canada

CF Richmond Centre Welcomes Shape

This new partnership with Shape Properties will redevelop CF Richmond Centre as a vibrant mixed-use destination space for the City of Richmond. Close to transit and culture, CF Richmond Centre will help form the heart of this community.

We'll work with Shape, our residential partner specializing in complete mixed-use communities, on this multi-year plan to bring to life streetfront shopping, parks, open plazas, and more than 1,800 new homes.





Looking Forward

With our four pillars guiding Responsibility activity at CF, we expect to have long-term goals solidified, or next steps to define them, for our 2022 report as we continue to focus on near-term priorities as defined by our pillar teams.

Looking Forward

With our four pillars guiding Responsibility activity at CF, we expect to have long-term goals solidified, or next steps to define them, for our 2022 report as we continue to focus on near-term priorities as defined by our pillar teams.



Our People

Our people and culture are core to our recovery and growth. As we emerge from the pandemic, we will continue to support our employees in their health, safety and well-being. We will also continue to engage all employees in the next leg of our Inclusion & Diversity journey, firmly anchoring our commitments and roadmap to our OneCF Culture and CF Values and as an enabler to our CF strategy.



Our Planet

CF's environmental sustainability agenda will **focus on further emissions reduction and supporting the transition to low-carbon communities. Building resilience to a changing climate** will also be essential in supporting our clients and communities as the effects of climate change become more extreme. By supporting environmental protection through the efficient and responsible use of resources, resource circularity and embracing waste-free approaches to design, we can prepare in advance and be a part of the solution.



Our Communities

The importance of social connectivity has never been greater, and CF has always maintained that our Purpose of *Transforming Communities for a Vibrant Tomorrow* rests upon our ability to envision and create spaces for the free flow of people, commerce and ideas. Looking ahead, we commit to reviving and nurturing meaningful social interaction within our communities through unique physical environments and innovative digital experiences.





Our Developments

With a 50-million-square-foot land bank, we have the **resources and the mandate to plan for long-term horizons**, positioning CF to be nimble and respond to market opportunities, community needs and environment considerations as they arise. Looking ahead, some exciting projects CF has underway include Tour des Canadiens 2 and 3 in Montreal, 160 Front Street West in Toronto, and the BMO Urban Campus at CF Toronto Eaton Centre Complex to name a few.



Our Investments

Over the next three to five years, we see significant **potential in pursuing geographic and asset class diversification** as a means to maximize opportunity and resilience in partnership with best-in-class partners that share our vision. Building on our positions of strength and leadership in Canada, the United States and Latin America, CF will evaluate new asset classes and exciting opportunities in the UK, Europe and Asia-Pacific.



Our Partners

As we transition back to normalcy — or perhaps, a new definition of normal — we look forward to **continuing our role as a trusted partner to all stakeholders**. We are excited to continue developing our relationships as we expand and diversify our operations and commit to building the vibrant communities of tomorrow. Fundamental to our evaluation of international investments is the potential to partner with leading, best-in-class companies who share our values and our commitment to success.





Acknowledgements, Awards & Certifications

Our commitment to corporate responsibility and environmental sustainability earned considerable recognition this year. We also achieved numerous building certifications, allowing us to evaluate and compare the performance of our buildings against a number of responsibility criteria, like environmental sustainability, wellness and technology adoption.

Acknowledgements & Awards

CF's commitment to corporate responsibility and environmental sustainability received considerable recognition this year. We share these honours with all the individuals, teams, clients and partners who have joined us in our pursuit.

Corporate

Award	Presenter	Description
Green Star	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
A+ in the Direct Property Investing survey	United Nations Principles for Responsible Investment	Awarded for superb performance in UN PRI's Direct Property Investing survey
Canada's Greenest Employers	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 attracting people to their organizations through their environmental leadership
Greater Toronto's Top Employers	Canada's Top 100 Employers Project	This award evaluates employers on physical workplace, work atmosphere, health, benefits, vacation time, employee development and communications, performance management and community
Global Top 25% Most Engaged Workplaces	Qualtrics/SAP	An experience management company using a global employee engagement benchmark including thousands of the world's most admired brands across multiple countries & industries
Canada's Most Admired Corporate Cultures	Waterstone Human Capital	Recognizes best-in-class organizations for having an organizational culture that enhances performance and sustains competitive advantage

Acknowledgements & Awards

CF's commitment to corporate responsibility and environmental sustainability received considerable recognition this year. We share these honours with all the individuals, teams, clients and partners who have joined us in our pursuit.

Individual Property Awards

Award	Presenter	Description	Recipient(s)
Innovative Excellence Award	Crest Awards	The Innovative Excellence Award recognizes those who have deployed creative and effective approaches, strategies, technologies, etc. to achieve their energy and sustainability objectives. Recipients will have demonstrated that they approached existing or new problems in creative and novel ways, with a measured level of success, paving the way for others in the industry and creating new best practices that others can follow.	RBC Centre Toronto, ON, Canada
Performance Leadership, Electricity	Crest Awards	The Performance Leadership Award recognizes those that have demonstrated commitment to implemented measures to improve the performance of their building across four areas - electricity, gas, water and waste. The success is measured by percentage reduction in the electricity use intensity, gas use intensity, water use intensity and waste generation intensity in 2019 vs the prior year baseline.	95 Wellington, Simcoe Place Toronto, ON, Canada
Performance Leadership, Water	Crest Awards		CF Fairview Mall Toronto, ON, Canada
Climate Leadership	Crest Awards	The Climate Leadership Award recognizes a building or a tenant that has demonstrated exemplary effort to reduce emission from the building or business operation. Eligible candidates are assessed on emission intensity, commitment to ESG (policies, programs, and business practices), tenant & employee engagement, and community action.	RBC Centre Toronto, ON, Canada
Clean Air Award	National Air Filtration Association	The Clean Air Award recognizes commercial properties for their excellence and leadership in air filtration.	HSBC Vancouver, BC, Canada

Acknowledgements & Awards

CF's commitment to corporate responsibility and environmental sustainability received considerable recognition this year. We share these honours with all the individuals, teams, clients and partners who have joined us in our pursuit.

Individual Property Awards

Award	Presenter	Description	Recipient(s)
Earth Award	BOMA	The Earth Award recognizes industry excellence in environmental management, and the award is presented to the highest scoring BOMA BEST® certifications in its respective category. TD North Tower scored an 84%, achieving a Gold Certification in the BOMA Best program.	Toronto-Dominion Centre TD North Tower Toronto, ON, Canada
Building Energy Challenge	BOMA	The initiative focuses on reducing energy consumption and greenhouse gas emissions at commercial, institutional and multi-residential buildings in Québec through collaboration, knowledge-sharing, education and innovation.	CF Promenades St-Bruno Saint-Bruno-de-Montarville QC, Canada
TOBY® Award - Renovated Building	BOMA	The Outstanding Building of the Year (TOBY®) Awards is the most prestigious and comprehensive program of its kind in the commercial real estate industry recognizing quality in commercial real estate buildings and rewarding excellence in building management.	609 Granville Street Vancouver, BC, Canada
Silver Award	ICSC North America Design & Development Awards	The Awards recognize excellence, innovation and creativity in the U.S. and Canada retail real estate industry. I am proud to see the Dining Hall highlighted on this international stage.	CF Chinook Centre Dining Hall Calgary, AB, Canada
The International Architecture Award	The Chicago Athenaeum: Museum of Architecture and Design and The European Centre for Architecture Art Design and Urban Studies	The International Architecture Awards is the highest and most prestigious building awards program that honours new and cutting-edge designs worldwide. This year, the museum received a record number of projects, and after shortlisting submissions to 400, the CF TEC pedestrian bridge was named one of the 120 winners for 2020.	CF Toronto Eaton Centre Pedestrian Bridge Toronto, ON, Canada

Building Certifications

CF has achieved numerous building certifications, allowing us to evaluate and compare the performance of our buildings against a number of responsibility criteria such as environmental sustainability, wellness and technology adoption:

LEED Certified Buildings

Property	Level 2020	City
Deloitte Tower	CS-09 Platinum	Montreal
CF Rideau Centre Expansion	CS-09 Certified	Ottawa
Simcoe Place	Gold	Toronto
TDC - 95 Wellington	Gold	Toronto
TDC - 222 Bay Tower	Gold	Toronto
TDC - North Tower	Gold	Toronto
TDC - South Tower	Platinum	Toronto
TDC - TD Bank Tower	Gold	Toronto
TDC - West Tower	Gold	Toronto
CF Sherway Gardens Expansion	CS-1.0 Certified	Toronto
250 Yonge Street	Platinum	Toronto
Yonge Corporate Centre 4100	Gold	Toronto
Yonge Corporate Centre 4110	Gold	Toronto
Yonge Corporate Centre 4120	Gold	Toronto
CF Tower (20 Queen Street W)	Gold	Toronto
RBC Centre	Platinum	Toronto
Maple Leaf Square	CS-1.0 Certified	Toronto
Calgary City Centre	CS-09 Platinum	Calgary
CF Chinook Expansion	CS-1.0 Certified	Calgary
Shell Centre	Gold	Calgary
701 West Georgia Street	Platinum	Vancouver
777 Dunsmuir Street	Platinum	Vancouver
Canaccord Genuity Place	Platinum	Vancouver
Granville Square	Gold	Vancouver
HSBC Building	Platinum	Vancouver
PWC Place	Platinum	Vancouver
Waterfront Centre	Platinum	Vancouver
TD Tower	Gold	Vancouver
725 Granville	CS-09 Gold	Vancouver
CF Richmond Centre Dining Terrace	CI Certified	Richmond

LEED Registered Buildings

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

Energy Star Certification

Deloitte Tower	Montreal
Simcoe Place	Toronto
Yonge Corporate Centre 4100	Toronto
Yonge Corporate Centre 4110	Toronto
Yonge Corporate Centre 4120	Toronto
HSBC Building	Vancouver
Shell Centre	Calgary
RBC Centre	Toronto
Encor Place	Calgary
Calgary City Centre	Calgary
635 8th Ave	Calgary
200 Burrard	Vancouver

WELL Certification

Property	Level 2020	City
222 Bay Street	Core + Shell Gold	Toronto

BOMA Best Certifications

Property	Level 2020	City
CF Champlain	Silver	Dieppe
CF Fairview Pointe Claire	Silver	Pointe Claire
CF Promenades St-Bruno	Gold	St-Bruno-de-Montarville
Windsor Station	Silver	Montreal
CF Galeries d'Anjou	Silver	Anjou
CF Carrefour Laval	Silver	Laval
CF Rideau Centre	Gold	Ottawa
TDC - TD Bank Tower	Gold	Toronto
TDC - North Tower	Gold	Toronto
TDC - West Tower	Silver	Toronto
TDC - 95 Wellington	Gold	Toronto
TDC - 222 Bay Tower	Gold	Toronto
TDC - South Tower	Gold	Toronto
RBC Centre	Gold	Toronto
Simcoe Place	Gold	Toronto
Maple Leaf Square	Silver	Toronto
Yonge Corporate Centre 4100	Gold	Toronto
Yonge Corporate Centre 4110	Gold	Toronto
Yonge Corporate Centre 4120	Gold	Toronto
1 Dundas Tower	Gold	Toronto
250 Yonge St	Platinum	Toronto
CF Tower (20 Queen St W)	Gold	Toronto
CF Toronto Eaton Centre	Gold	Toronto
CF Shops at Don Mills	Gold	Toronto
CF Sherway Gardens	Gold	Toronto
CF Fairview Mall	Gold	Toronto

Wired Certified Buildings

Property	Level 2020	City
TDC - TD Bank Tower	Platinum	Toronto
TDC - North Tower	Platinum	Toronto
TDC - West Tower	Platinum	Toronto
TDC - 95 Wellington	Platinum	Toronto
TDC - 222 Bay Tower	Platinum	Toronto
TDC - South Tower	Platinum	Toronto

Property	Level 2020	City
CF Lime Ridge	Platinum	Hamilton
CF Markville	Gold	Markham
CF Fairview Park	Silver	Kitchener
CF Masonville Place	Silver	London
CF Polo Park	Platinum	Winnipeg
CF Chinook Centre	Gold	Calgary
CF Market Mall	Gold	Calgary
635 8th Avenue	Silver	Calgary
Encor Place	Silver	Calgary
Calgary City Centre	Gold	Calgary
Shell Centre	Silver	Calgary
701 West Georgia	Gold	Vancouver
Pender Place Two	Gold	Vancouver
725 Granville	Platinum	Vancouver
TD Tower	Gold	Vancouver
777 Dunsmuir St	Platinum	Vancouver
CF Pacific Centre	Gold	Vancouver
HSBC Building	Gold	Vancouver
Pender Place One	Gold	Vancouver
Canaccord Genuity Place	Gold	Vancouver
Granville Square	Gold	Vancouver
The Station	Gold	Vancouver
PWC Place	Gold	Vancouver
Waterfront Centre	Gold	Vancouver
CF Richmond Centre	Platinum	Richmond

Fitwel Certification

Property	Level 2020	City
HSBC Building	One Star	Vancouver

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.
- F** **Fitwel:** Fitwel is a building certification that supports healthier workplace environments to help improve occupant health and productivity. Fitwell addresses health as an interconnected system. Independent reviewers assess projects against Fitwel's seven health impact categories: impacts surrounding community health, reduces morbidity and absenteeism, supports social equity for vulnerable populations, instills feelings of well-being, enhances access to healthy foods, promotes occupant safety and increases physical activity.
- 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 (tCO₂e), hence they are also known as carbon emissions.
- GRESB:** Global Real Estate Sustainability Benchmark. This institutional investor sponsored 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 on their most material sustainability impacts.
- 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 14001:** 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.
- 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.
- R** **Resilience:** The capacity of a community, organization or natural environment to prevent, withstand, respond to, and recover from a climate-related disruption (i.e. extreme weather).
- 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.

CF

Meet you there

20 Queen Street West, Toronto, Ontario M5H 3R4

responsibility@cadillacfairview.com

cadillacfairview.com

