



DESIGN CAN IMPACT



Meet you there

2022 Responsibility Report

**CF** Cadillac  
Fairview

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On the cover:  
Artist Jason Zante in front of the CF Toronto Eaton Centre Art Corridor (Toronto, Ontario)

# A Message from Our CEO: A Year of Progress & Optimism

As we look back on another year marked by uncertainty, we must also acknowledge the immense progress that will allow us to move forward together with confidence. The last two years have been unlike any in our history. Our teams first dealt with a new and unpredictable virus, worked through variants and changing restrictions, and now push ahead with measured optimism. I am once again proud to acknowledge and honour the commitment, adaptability and resilience of our people, our clients and the communities in which we operate.

Last year was our first year operating under our redefined Corporate Responsibility strategy, which introduced four overarching pillars to guide our efforts and reporting: Our People, Our Planet, Our Communities, and Our Partners. For 2022 and the years to come, we will continue to highlight Cadillac Fairview's (CF) track record across these four pillars.

Under *Our People*, I'm pleased to highlight the range of new initiatives strengthening our OneCF culture. With the huge undertaking that was our concerted pandemic response effort, we also focused our attention on employee well-being and the importance of inclusion.

For *Our Planet*, we delivered against our environmental targets with industry-leading results in reducing greenhouse gas emissions, energy and water usage, while continuing to divert significant amounts of waste from landfill. Innovative initiatives and programs like on-site composters, solar panel installations, artificial intelligence piloting and launching a first-of-its-kind energy smart analytics program and training, have demonstrated leadership and achieved tangible business results. Through the commitment of CF employees to integrate sustainability into how we operate, CF ranked #1 in the GRESB Real Estate Assessment amongst our peer group (North America Diversified - Office/Retail/Core) and achieved an A+ rating in the UNPRI for the Direct Property Investing Module.



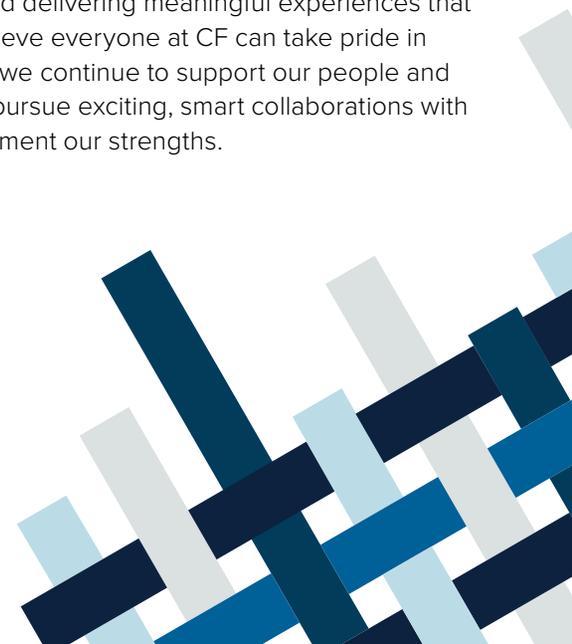
With *Our Communities*, we provided philanthropic support to combat social isolation and launched inspiring initiatives to stimulate and nurture connections between people and their communities.

And with *Our Partners*, we highlighted our track record for ethics, governance, and compliance and working with organizations committed to the same high standards as CF holds itself to, an important touchstone for our partnerships as we expand into new geographic markets.

These efforts are part of a strong commitment to our purpose, Transforming Communities for a Vibrant Tomorrow, and delivering meaningful experiences that foster community and connectivity. I believe everyone at CF can take pride in our performance across these pillars as we continue to support our people and communities, reduce our footprint, and pursue exciting, smart collaborations with those who share our values and complement our strengths.

A handwritten signature in dark ink, appearing to read 'John', written in a cursive style.

**John Sullivan**  
President & CEO



# About This Report

Our 2022 Responsibility Report highlights CF's activities and accomplishments between September 1, 2020 and August 31, 2021, the reporting period for our national sustainability program, Green at Work® (GAW). Disclosures in this report encompass all of CF's managed properties in Canada though new properties are not included within GAW data until their third year of operations. 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 (i.e. gym or food court tenant water use, and dedicated tenant cooling systems for anchor tenants or data centres).
- Waste data includes all properties.
- To align with a typical operating year, baseline period used for comparison of energy/water results is the 2019 GAW year (September 2018 to August 2019). Baseline data is normalized for weather, occupancy (for offices only), major users and portfolio changes.

CF uses the GHG 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 (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 1990-2019 published by Environment Canada in 2021.



CF Rideau Centre (Ottawa, Ontario)



CF Toronto Eaton Centre (Toronto, Ontario)

## Corporate Profile

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 \$35 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. The company's Canadian portfolio comprises 68 landmark properties, including the Toronto-Dominion Centre, CF Toronto Eaton Centre, Tour Deloitte, CF Carrefour Laval, CF Chinook Centre and CF Pacific Centre.

Continually striving to make a positive impact in communities where it operates by promoting social connection, growth, and a sustainable future, CF's Purpose is *Transforming Communities for a Vibrant Tomorrow*.

# 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



**56%**  
CO<sub>2</sub> reduction  
since 2008



**28,146**  
tonnes of CO<sub>2</sub>  
saved in 2021  
(18.3% reduction  
over 2019)



Equivalent of taking  
**6,120**  
cars off the road  
in 2021

## ENERGY



**48%**  
energy reduction  
since 2008



**11%**  
reduction in energy  
use for 2021 over 2019



**74 million**  
kWh saved  
Enough to power  
**2,880 homes**

## WATER



**77%**  
water use reduction  
since 2008



**31%**  
reduction in water  
use for 2021 over 2019



**893,000 m<sup>3</sup>**  
of water saved in 2021  
Enough to fill  
**5.3 million**  
bathtubs

## WASTE



**79%**  
diversion of waste  
from landfill



Diverted  
**27,028 tonnes**  
of waste from landfill  
in 2021



Equivalent of  
**1,200**  
garbage trucks

## SOCIAL



Donated over  
**\$2 million**  
to effect meaningful  
change in 2021



Donated over  
**\$1 million**  
to local charities across  
Canada through the  
Building Communities  
program since 2014

\* Performance evaluated against normalized baseline. In 2021, CF saw an overall reduction of 14% and 45% in energy and water use, respectively, through Green at Work (GAW) reductions and COVID-19 closures. Removing the impact of COVID-19 related closures where possible, the GAW program alone resulted in reductions of 11% energy, 31% water, and 79% waste diversion. Given additional impact from COVID-19 closures in 2021, we expect smaller reductions next year.

# Achievements

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

In 2021, CF ranked #1 in the GRESB survey amongst our peer group (North America Diversified - Office/Retail/Core), and achieved a GRESB 5 Star rating for the 6th consecutive year.



GRESB

**#1**

**RANKING AMONGST  
OUR PEER GROUP**



Principles for Responsible Investment

**A+**

**RANKING  
IN DIRECT PROPERTY  
INVESTING MODULE**



**50**

**CERTIFIED  
PROPERTIES**



**30**

**CERTIFIED  
PROPERTIES**



**12**

**CERTIFIED  
OFFICE PROPERTIES**



**1**

**WELL CERTIFICATION**



**15**

**WELL HEALTH-SAFETY RATING**



**1**

**FITWEL CERTIFICATION**



**8**

**WIRED CERTIFIED  
BUILDINGS**



**10**

**RICK HANSEN FOUNDATION  
ACCESSIBILITY CERTIFICATION™**

# Responsibility Compass

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





# Our People

*Members of the CF Chinook Centre Operations team (Calgary, Alberta)*



*Daryl Clemance, General Manager, CF Fairview Mall with members of his team (North York, Ontario)*

## Our OneCF Culture: Commitment to Inclusion & Well-Being

As stewards of our OneCF culture, it's our people who drive our business by living our purpose and acting on CF's values. That's why the well-being of our employees remained a top priority as teams navigated the flux and fatigue of recurring pandemic waves. Our commitment extended beyond the physical impact to also address individual concerns contributing to overall well-being.

Right from the beginning of the outbreak, we took action to ensure that our people have access to critical support, and CF's response adapted throughout the phases of the pandemic, recognizing that our onsite, frontline and remote office workers had vastly different pandemic experiences. In addition to introducing well-being days and extending well-being benefits to employees and

their families, it was crucial that we closely monitored and responded to the welfare of all employees through frequent well-being surveys.

As vaccines rolled out around the world, our commitment to the safety of our staff and health of our communities led us to introduce a vaccination policy, launch CF's "#movetheneedle" campaign and establish a flexible approach to working that is inclusive to all employees, both frontline and office.

We took deliberate and measured steps to continue our work in shaping an inclusive OneCF culture where every employee feels confident bringing their unique, authentic selves to work and empowered to make a meaningful impact that matters personally and across the organization.

In 2021, we launched our first inclusion and well-being survey to measure and analyze employee inclusion, well-being and engagement through the lens of diversity, administered by a third party to assure our employees not only of its confidentiality but also the objectivity of its analysis.

The results of the survey exceeded our expectations and benchmarks, with a tremendous response rate, and generated thousands of employee comments and suggestions to shape the next leg of our journey. Through analysis of our "employee voice" data, we quantified the impact that inclusion has on our OneCF culture, including the lift it brings to engagement and well-being.

We also established clear measures for inclusion and well-being using comparable North American and Global benchmarks. We look forward to sharing our commitments and focus areas to all employees, at all levels across all regions, and continuing our journey to ensure every employee experience is an inclusive one.



# Case Studies

## Achievers Elite 8 Winner

CF was very excited to accept the award recognizing the North American company that best exemplifies belonging, equity and inclusion, a reflection of CF's long-term commitment to people and culture and the programs and processes that enable it. We've made significant efforts to support employee engagement and build a strong OneCF culture for well over a decade and this award is in recognition of that commitment.

## Flexible Working

With CF's diverse teams, variety of roles, and unique work and personal situations, we developed an approach to flexible work that is broader than more standard remote arrangements. The degree to which roles allow for flexibility will vary, and CF's "flex" work endeavours to be reflective and inclusive of the diversity of our team and not attempting a "one-size-fits-all" approach. We regularly measure employee sentiment on flexibility and work-life management through our employee voice surveys.

## Move the Needle

We launched CF's *Move the Needle* campaign to promote vaccine awareness and connect our employees, their families, and our third party partners with crucial information through a partnership with MEDCAN. This multifaceted campaign included physician webinars, a confidential Ask the Doctors series, and multilingual education. All CF employees were provided with paid time off to receive the vaccine.



## Investing in the Next Generation of Commercial Real Estate Professionals

Our Early Talent program is one way for CF to build a vibrant pipeline of future commercial real estate leaders. This three-year rotational program recruits recent university graduates and equips them with a diverse, unique set of industry experiences as well as exposure to our OneCF culture. This investment includes our sponsorship of the Peter Sharpe Awards, which recognizes and supports students with clear academic achievement and financial need and who are enrolled in Real Estate Management at the Ted Rogers School of Management.

## Our Values

CF Values are our shared beliefs that guide our behaviors and shape our OneCF culture.

### 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

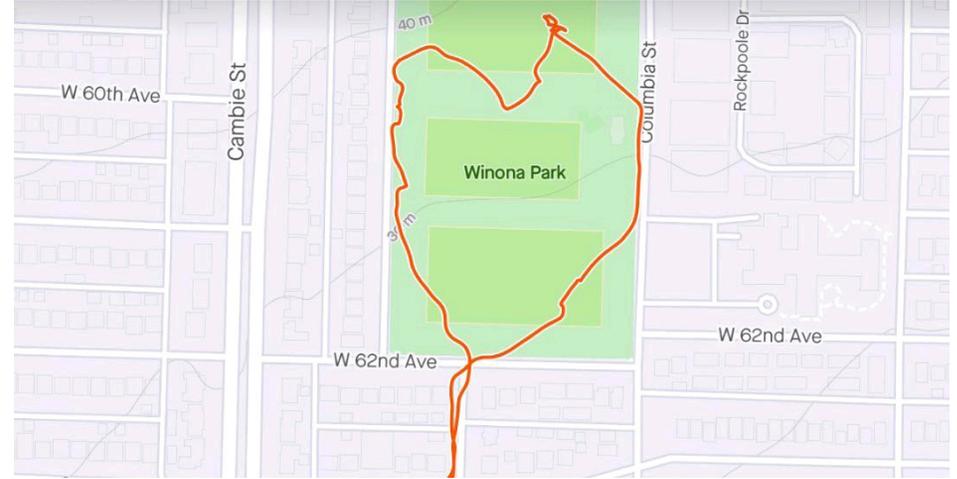
### Embrace Change

We drive, learn from, and adapt to change





Orange crown lighting at Calgary City Centre in honour of National Day for Truth & Reconciliation (Calgary, Alberta)



An employee's heart-shaped route for CF's Ride for Heart challenge



## Building Cultural Awareness Through OneCF Connections

Our OneCF Connections platform is about connecting employees with helpful resources, both virtual and in person, to learn more about CF, themselves and each other. We've elevated this platform to build our cultural awareness capabilities through webinars, workshops and online resources covering topics such as International Women's Day, Black History Month and Truth & Reconciliation. We augment these with our CF Building Leaders program, a comprehensive suite of learning experiences designed to support employees at every step of their career, including topics such as allyship, unconscious bias and engaging with empathy.



## Mental Health Month - Together in Wellness

Our Together in Wellness experiences connected employees with information and resources to support their fitness and well-being, including everything from a Speaker Series with industry experts and a Ride for Heart Challenge to Together in Wellness tips and giveaways. Based on insight from our well-being surveys on pandemic fatigue, in May we turned Mental Health Week into Mental Health Month and offered four weeks of resources, webinars and video tips on mental well-being. We also communicated permanent additions to our well-being programs, which included a well-being day for employees to take a day away from work to disconnect, catch one's breath and invest in some self-care, as well as tripling our paramedical coverage to support our employees and their families on an ongoing basis.





# Our Planet

*Solar Panels at CF Chinook Centre (Calgary, Alberta)*

# Long-Term Momentum Towards a Low Carbon Economy

In the face of numerous extreme weather catastrophes, governments and businesses around the world have set landmark environmental targets in recent years, creating strong global momentum to curb climate change, even amid ongoing pandemic restrictions and a general disruption to normalcy.

All the while, CF remained true to our environmental focus with a commitment to climate action focused on emission and energy reduction, climate resilience and sustainable transport, while protecting our natural resources through waste and water management and responsible procurement.

In 2008, CF launched its award-winning Green at Work® (GAW) program to begin formally introducing these initiatives into our day-to-day procedures. Now recognized as the premier commercial real estate sustainability program, GAW integrates sustainability into building operations and maintenance through comprehensive engagement with all building stakeholders.

A significant element of CF best practices, GAW established clear sustainability targets company-wide and initiated a concerted effort to meet third-party green certification standards. Since its establishment in 2008, GAW has resulted in GHG emissions reductions of 56%, energy reductions of 48%, water reductions of 77%, in addition to the diversion of hundreds of thousands of tonnes of waste from landfills, and saved millions of dollars in operational costs.

CF believes that GAW and our strong corporate culture together form an impactful foundation from which to advance our commitment to operational excellence, expand our scope and diversify our asset base.



Members of the CF Chinook Centre Operations team (Calgary, Alberta)





# Climate Action

Safeguarding the communities of tomorrow requires a collaborative and resolute approach to climate action with the understanding that, as a leader in our communities, we can and should be stewards of a more vibrant, sustainable future.

For CF, climate action focuses on bold targets for energy and emission reduction, building resilience to existing and future threats posed by climate change, enabling alternative transportation facilities for employees, occupants and shoppers.

To date, we've seen good progress in our operational ability to achieve each of these vital climate action targets.



## CF leads in 2021 Global Real Estate Sustainability Benchmark (GRESB)

CF was pleased to announce a first place ranking in our peer group (North America - Diversified - Office/Retail/Core) for 2021, and achievement of a Green Star ranking for the sixth consecutive year. CF was also named a Sector Leader, a designation which recognizes outstanding performance by sector, region, and nature of ownership. GRESB is the global standard for assessing ESG (Environmental, Social, Governance) performance in real estate, covering more than 1,500 property companies, real estate investment trusts (REITs), funds, and developers.



## 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.

Through GAW, we sought to achieve a property-specific year-over-year reduction of 1-3% in energy usage. Through operational best practices, we surpassed this target in 2021 (vs 2019 with an energy reduction of 11%, saving 74 million ekWh after adjusting for COVID-related factors where possible.

The energy saved due to the impact of the pandemic amounted to an additional 4%, though the true impact will likely not be seen until next year when occupancy returns to normal. Since 2008, we have cut back on CO<sub>2</sub> emissions by approximately 110,000 tonnes, a 56% reduction.

This was made possible by consistent implementation of GAW best practices, ongoing performance monitoring via analytics and metering, exemplary operations training, and key transformational capital projects.



### CF Chinook Centre Gets Solar Powered

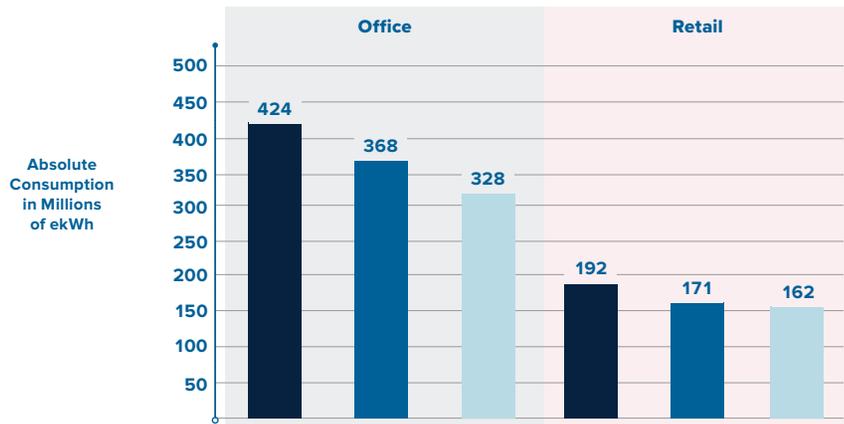
In a key partnership to modernize electricity grids across North America, CF and ENMAX Power launched an innovative pilot project: the installation of hundreds of solar panels to the roof of the CF Chinook Centre. Covering the size of three NHL hockey rinks, the solar solution is the first on-site customer implementation to test two-way power flow on ENMAX Power's secondary network, a part of the grid that currently only allows one-way power flow.

This allows production and thereafter supply of electricity to the local neighborhood contributing to the low carbon transition with distributed energy resources. As more companies begin to challenge themselves and set targets to reduce carbon emissions, we're proud to already be aligned with partners like ENMAX Power that are taking steps towards a low-emissions energy future.

Solar panels, CF Chinook Centre (Calgary, Alberta)



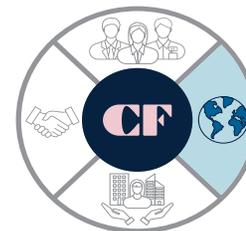
# Energy Consumption & Intensity



■ 2019  
■ 2020  
■ 2021

Year	Intensity (ekWh/sq.ft.)
2019	22.8
2020	19.9
2021	18.1

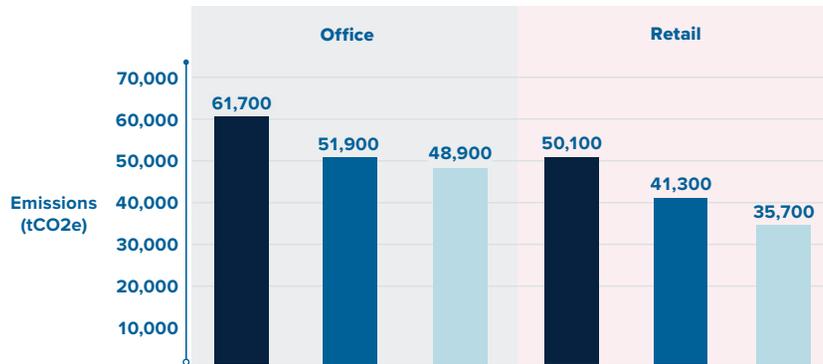
		LEED AAA OFFICE	OTHER OFFICE	RETAIL
2019	Target	- 3.0%	- 2.5%	- 2.5%
	Performance	- 3.3%	- 6.9%	- 4.6%
	Target Met	✓	✓	✓
2020	Target	- 3.0%	- 2.5%	- 2.5%
	Performance*	-11.3%	-8.6%	-10.8%
	Target Met	✓	✓	✓
2021	Target	- 1.9%	- 2.0%	- 2.0%
	Performance*	- 17.7%	- 11.9%	- 16.9%
	Target Met	✓	✓	✓



CF Masonville Place (London, Ontario)

\*Performance evaluated against normalized data of 2019 baseline year (and 2018 for the 2019 year comparison). The data represented here is unadjusted for the impacts of COVID-19. The adjusted energy savings is a reduction of 11% vs 2019 baseline.

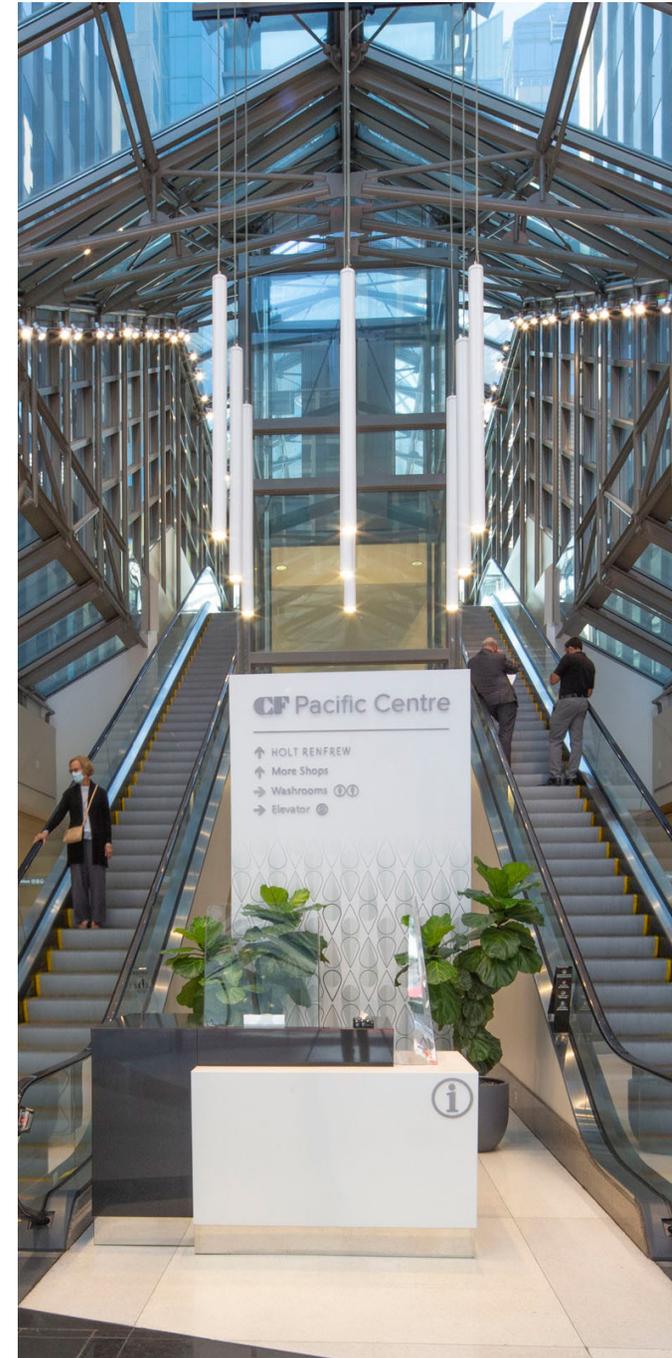
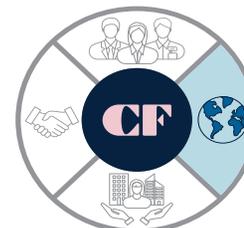
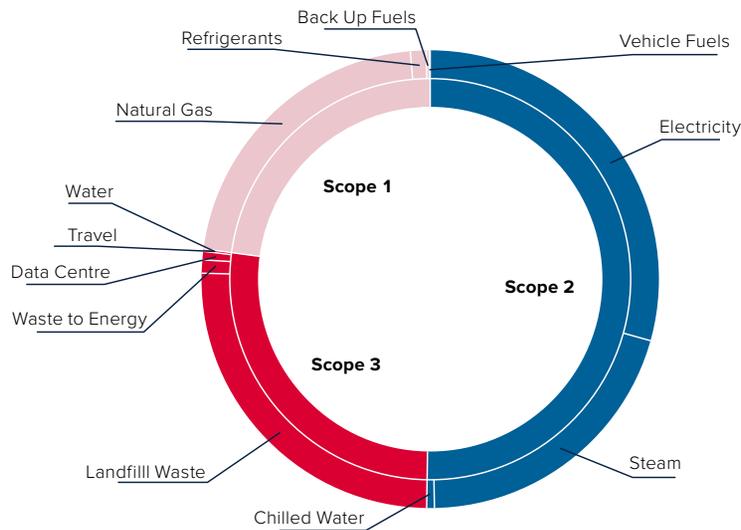
# Greenhouse Gas Emissions & Intensity



■ 2019  
■ 2020  
■ 2021

Year	Intensity (kg/sq.ft.)
2019	4.14
2020	3.43
2021	3.12

## GHG Emissions Breakdown



CF Pacific Centre (Vancouver, British Columbia)

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.

## Climate Resilience

As global emissions continue to rise, one of the effects of climate change will be an increase in the probability, frequency and magnitude of extreme weather events such as floods, wildfires and storms. Extreme weather events pose risks to our buildings and communities by disrupting operations, increasing insurance claims, and more. To help build resilience to the impacts of a changing climate, CF recently updated its Climate Change Risk and Resilience Toolkit through GAW, surveying each property team to determine the greatest risks for each site and corresponding opportunities to mitigate impact.

## Sustainable Transport

As we shift to a low-carbon economy, sustainable transportation has become increasingly important within our communities. CF is committed to implementing innovative solutions for transportation to our sites as a number of cross-industry initiatives become more common: the rapid deployment of electric vehicles (EV), the phase-out of combustion engines, the proliferation of ride-share offerings, and municipal investments in cycling infrastructure, to name a few. CF currently has 343 EV charging stations at select sites across Canada, with plans to install more in the future. The majority of CF sites are also accessible by transit and have cycling infrastructure in place.



Tesla Superchargers, CF Lime Ridge (Hamilton, Ontario)





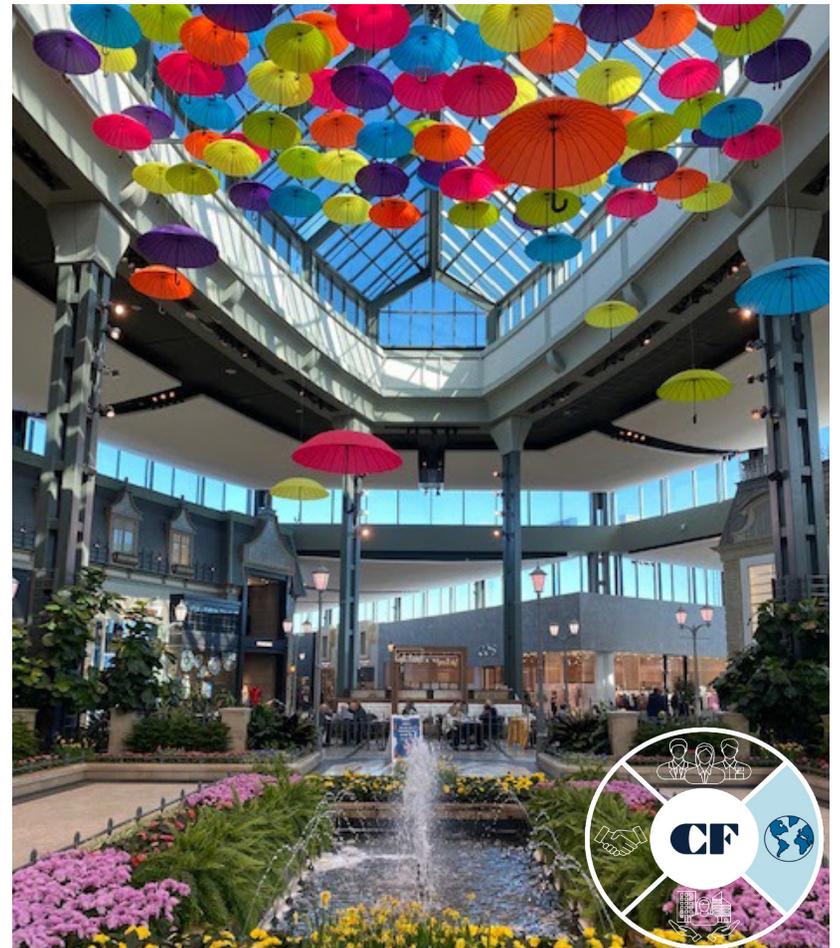
# Resource Protection

Our commitment to the protection of resources encompasses the conservation of water, but also the protection of all natural spaces by minimizing and diverting waste. At every stage, from procurement and planning to construction, CF prioritizes the efficient and responsible use of resources, aspiring to “design out” waste across the board, while considering the lifecycle of equipment and materials more carefully in line with circular economy principles.

## Water Management

As our natural resources become increasingly scarce, sustainability practices must work to treat water as a valuable commodity, not a disposable one. At CF, we have aimed to reduce our water usage year after year, an endeavour that has tangible cost savings benefits for the company and our clients, while also unburdening local infrastructure.

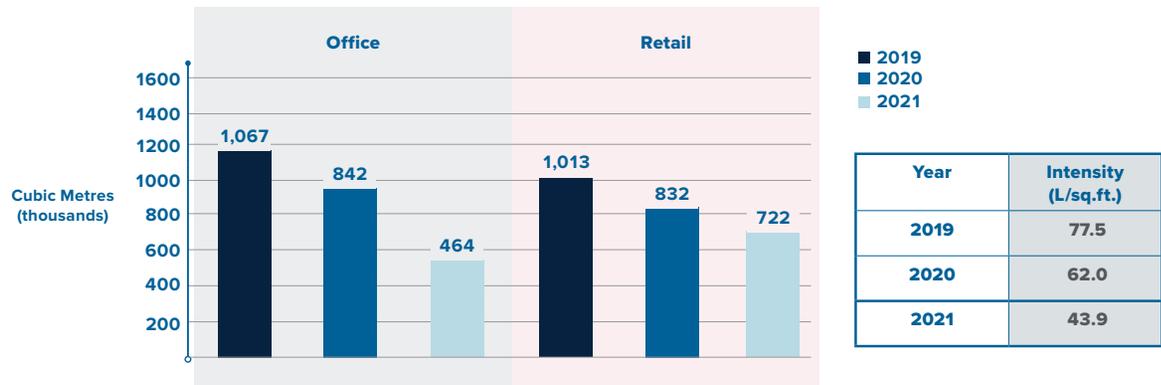
Through our GAW program, we set out to achieve a 2% year-over-year reduction in water usage. Since 2008, we have reduced our overall water use by 77% and have maintained strong results in this area. In 2021, we managed to save nearly 900,000 m<sup>3</sup> of water, a reduction of 31% (over 2019 baseline), or the equivalent of 5.3 million average-sized bathtubs. The impacts of COVID-19 added additional savings of 14% in 2021.



CF Carrefour Laval Gardens (Laval, Québec)

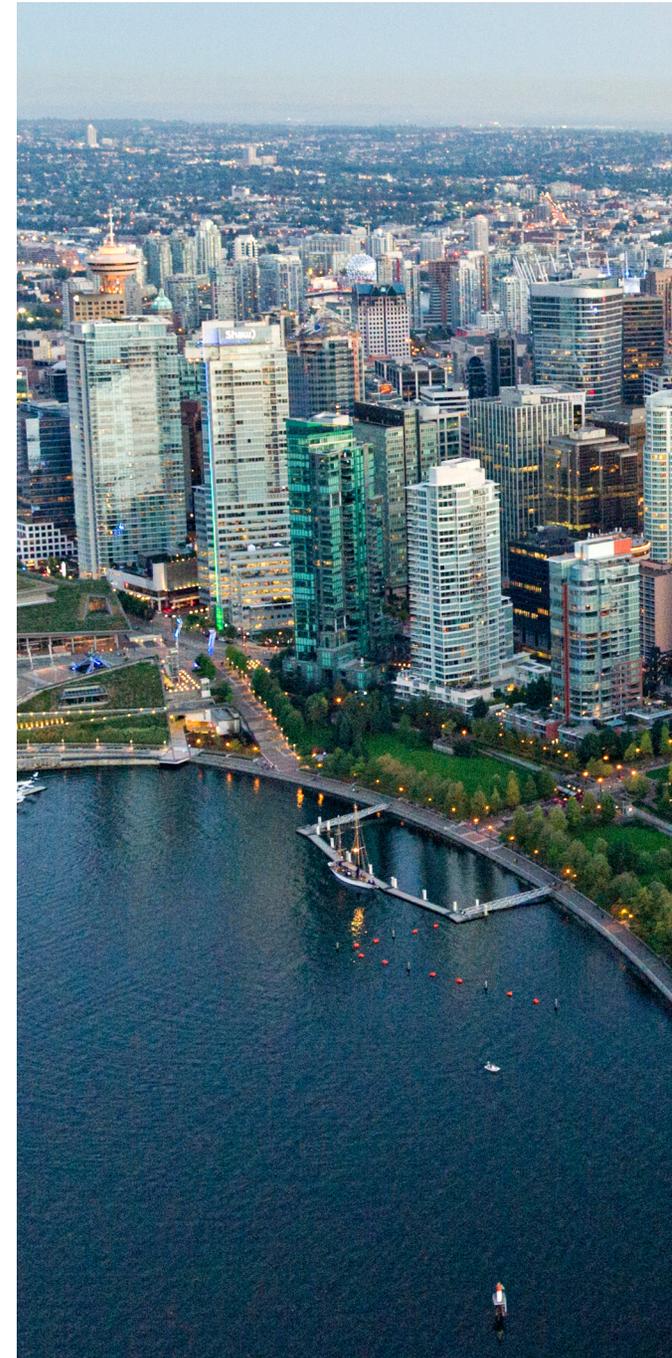
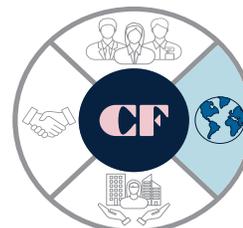


# Water Consumption & Intensity



Year	Intensity (L/sq.ft.)
2019	77.5
2020	62.0
2021	43.9

		LEED AAA OFFICE	OTHER OFFICE	RETAIL
2019	Target	- 2.0%	- 2.0%	- 2.0%
	Performance	- 6.3%	- 10%	- 8.5%
	Target Met	✓	✓	✓
2020	Target	- 2.0%	- 2.0%	- 2.0%
	Performance*	- 28.6%	- 27.8%	- 29.8%
	Target Met	✓	✓	✓
2021	Target	- 2.0%	- 2.0%	- 2.0%
	Performance*	- 42%	- 51.5%	- 39%
	Target Met	✓	✓	✓



Vancouver's waterfront (Vancouver, British Columbia)

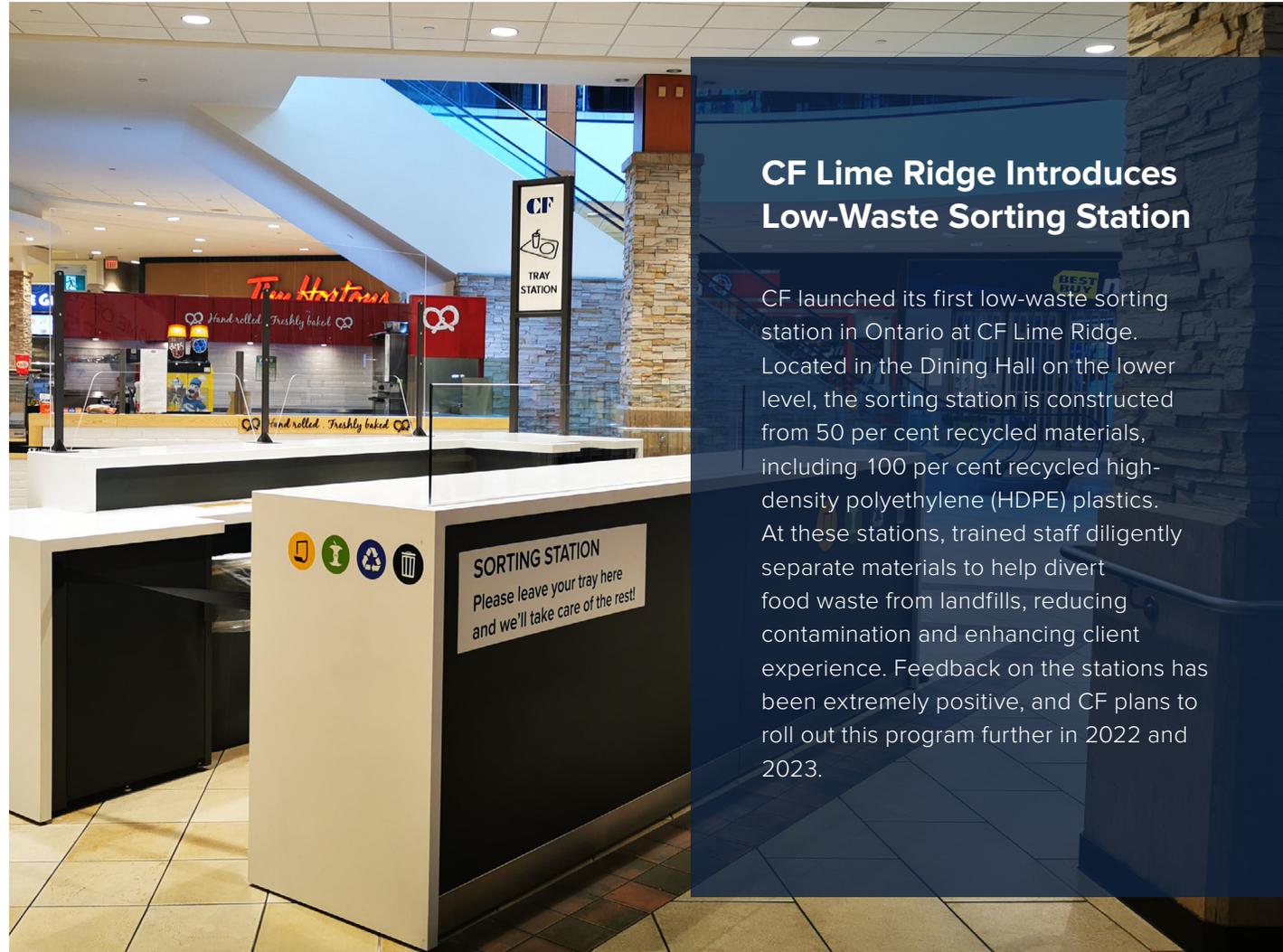
\*Performance evaluated against normalized data of 2019 baseline year (and 2018 for the 2019 year comparison). The data represented here is unadjusted for the impacts of COVID-19. The adjusted water savings is a reduction of 31% vs 2019 baseline. Given additional impact from COVID-19 closures in 2021, we expect smaller reductions next year.

## Waste Diversion

For most, the impact of waste creation is largely unseen as the collection and management of waste occurs behind the scenes. However, the cumulative environmental effects associated with waste are well documented, from greenhouse gases and the over-extraction of natural resources to overflowing landfill sites.

To mitigate the consequences of waste creation, CF has implemented innovative and effective procedures for managing waste at our properties, beginning as early as the construction phase at new sites. For CF, landfills are treated as a last resort. Instead, we prioritize the use of the long-established sustainability concept of reduce, reuse and recycle, targeting food waste, hazardous waste, aluminum cans, glass, mixed plastics, paper and more.

This year, we targeted an 85% diversion rate for LEED certified Office properties, and a 70% diversion rate for other properties. This commitment to our targets resulted in an astonishing 27,028 tonnes of waste diverted from landfill, an overall diversion rate of 79%, or the equivalent of 1,200 garbage trucks.



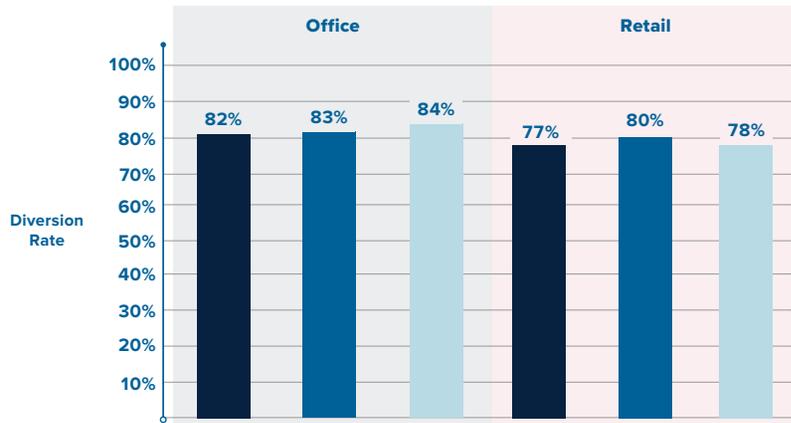
### CF Lime Ridge Introduces Low-Waste Sorting Station

CF launched its first low-waste sorting station in Ontario at CF Lime Ridge. Located in the Dining Hall on the lower level, the sorting station is constructed from 50 per cent recycled materials, including 100 per cent recycled high-density polyethylene (HDPE) plastics. At these stations, trained staff diligently separate materials to help divert food waste from landfills, reducing contamination and enhancing client experience. Feedback on the stations has been extremely positive, and CF plans to roll out this program further in 2022 and 2023.

CF Lime Ridge sorting station (Hamilton, Ontario)



# Waste Diversion & Intensity

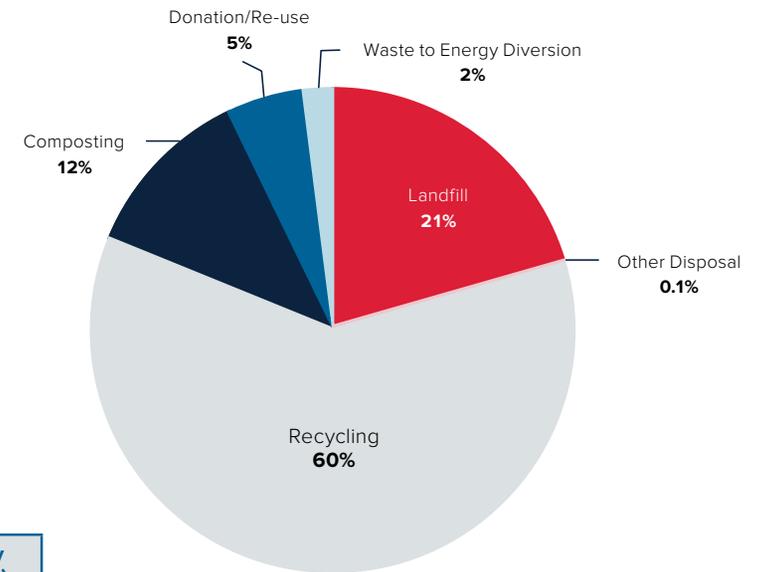


		LEED AAA OFFICE	OTHER OFFICE	RETAIL
2019	Target	90%	75%	70%
	Performance	82%	83%	77%
	Target Met		✓	✓
2020	Target	90%	75%	70%
	Performance*	82%	86%	80%
	Target Met		✓	✓
2021	Target	85%	70%	70%
	Performance*	84%	84%	78%
	Target Met		✓	✓

■ 2019  
■ 2020  
■ 2021

Year	Intensity (kg/sq.ft.)
2019	2.5
2020	2.0
2021	1.3

## Waste Material Breakdown





Toronto-Dominion Centre (Toronto, Ontario)

## Well-Being

At CF, we appreciate that well-being and sustainability are closely linked, which is why the social, cultural and health-related concept of well-being is included as a core pillar in our GAW program. The green spaces we invest in and work to safeguard not only play an important environmental role but provide mental health benefits to our communities as relaxing and comfortable escapes. The well-being pillar positions our community work as vital in the promotion of healthy living practices both indoors and out. CF takes pride in fostering warm, vibrant spaces where employees, office occupants, shoppers, clients, and people in surrounding neighbourhoods can come together with a sense of belonging and well-being.

In response to the COVID-19 pandemic, CF sought to achieve the WELL Health-Safety rating at several office buildings, to assist in welcoming employees back to the office and keep our building occupants and visitors safe.

### Many CF Toronto properties achieve WELL Health-Safety rating

CF's landmark commercial complex in downtown Toronto, the Toronto-Dominion (TD) Centre, achieved the WELL Health-Safety rating at all six of its towers. The WELL Health-Safety rating is an evidence-based, third-party verification focused on operational policies, maintenance protocols, stakeholder engagement and emergency plans. To achieve this rating, TD Centre implemented enhanced sanitation procedures, vaccine promotion, emergency protocols and stakeholder engagement initiatives.

CF also secured the WELL Health-Safety rating at nine additional office buildings in Toronto, including the CF Toronto Eaton Centre complex, RBC Centre, Simcoe Place, Yonge Corporate Centre, and 16 York. Using the TD Centre as the model, these properties engaged their stakeholders to introduce similar sanitation, vaccine promotion and emergency protocols to achieve the WELL Health-Safety rating.





# Our Communities



# Transforming Communities for a Vibrant Tomorrow

CF is set apart in the marketplace as a creator of iconic destinations. Our properties provide meaningful experiences, which lead to relevant, purposeful, and personal community connections. Throughout the pandemic, the restrictions placed on communal gatherings, and increasing political and cultural polarization, created the need for deeper human connectivity. By creating spaces that foster human connection and a sense of belonging, CF aims to have a positive impact in the cities and the communities in which we operate.

Our investments and reinvestments in cities are measured from a long-term perspective, supporting citizens, businesses and charities in ways that will have meaningful impact on local communities for generations, with a specific focus on combating isolation through social connection, economic contribution, and overall well-being.

## Creative fun, for everyone.

Flexing your creative muscles is a fun way to connect with others, even when we can't be together. Creativity is also a great tool for expressing and celebrating what makes us different and what we have in common.

This activity is designed to inspire you to take a break, get creative, and help fill CF Fairview Mall with the faces of your vibrant community.



CF Creative Fun for Everyone activation, CF Fairview Mall (North York, Ontario)



# Responsibility at Every Stage

This long-term approach, based on responsibility in decision making, runs through every stage of our properties' lifecycles.

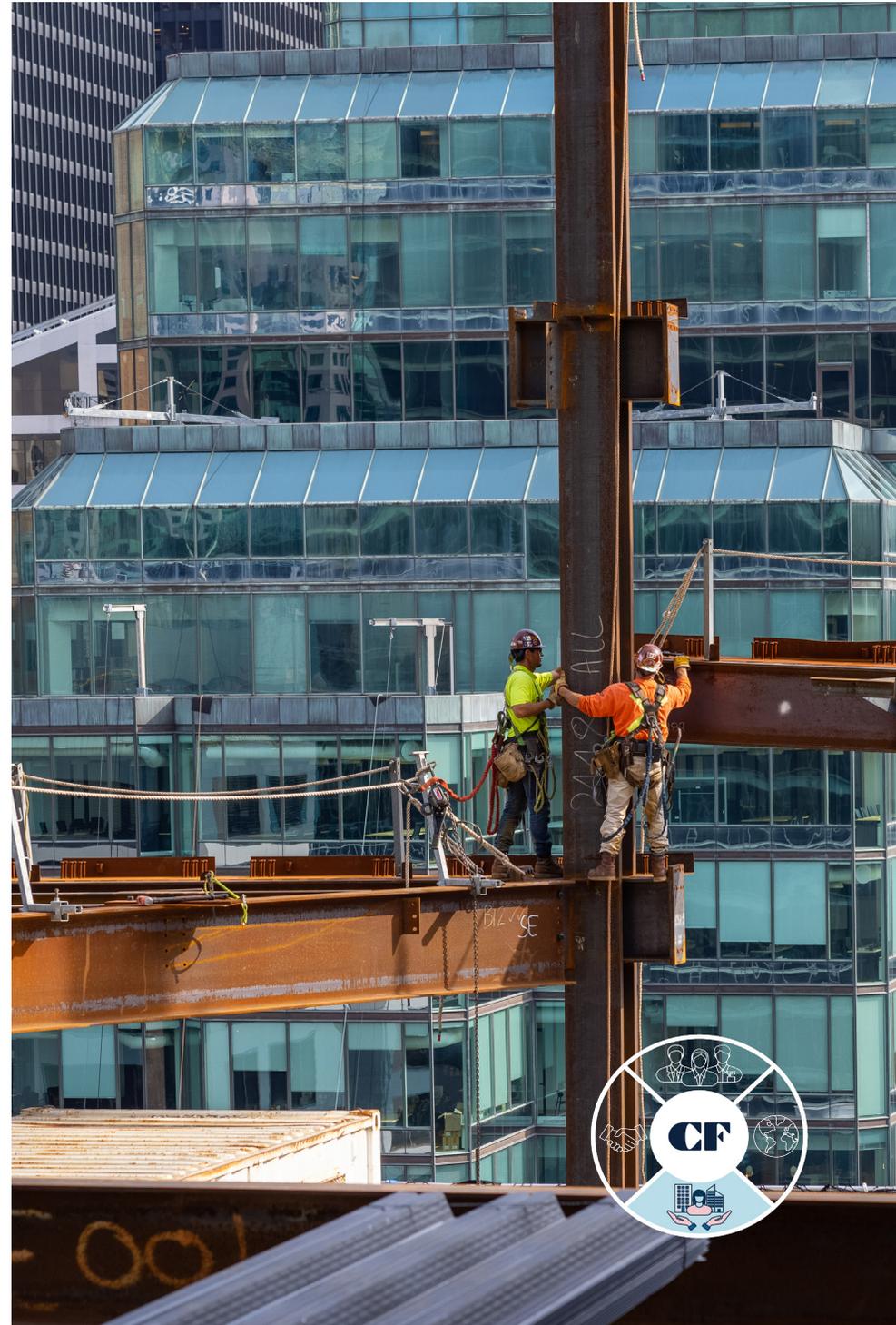
When CF acquires land for development, we take into account all environmental, social and governance (ESG) factors with the understanding that land development can have a significant impact across a range of economic and community considerations. At the development stage, CF greatly values its consultations with stakeholders and ensures an open dialogue with external and in-house sustainability experts to set realistic but ambitious performance targets prior to ground breaking.

Plans become reality in the construction and refurbishment phases. This is when CF works closely with partners to protect the health and safety of all involved. Traffic congestion mitigation and noise reduction measures, for example, also become a greater priority as the site is transformed.

Once we assume responsibility for the operations of a building, CF's GAW program ensures that environmental performance – from energy and water usage to waste reduction – is closely monitored and recorded. This phase includes the responsible operations of the building, and we ensure properties are monitored for utility use and waste output, while engaging clients and partners to help meet our targets.

During redevelopment, CF deploys the latest innovations in building technologies, processes, and equipment to maximize our use of resources and minimize waste generated. There is a deep understanding at CF that ESG considerations are good for our communities locally and globally, but that prioritizing ESG measures also make good business sense. This approach has become front and centre when it comes to meeting the expectations of our clients, securing financial investment, and evaluating risk before closing on a transaction.

*160 Front development (Toronto, Ontario)*



# Development

CF knows that the built environment affects how people live and relate to the world around them, and our core commitment is to create spaces and neighbourhoods that enable people and businesses to connect and thrive. Recent examples of our community-building projects include:

## The Transformation of CF Richmond Centre

In partnership with SHAPE Properties, this world-class master-planned destination features 2,000 new residential units located in the heart of Richmond, British Columbia, anchored by the city's first retail high street and public plaza with convenient access to retail, amenities, outdoor public gardens and transit.

## Progressing East Harbour Site

Described by the Province of Ontario as a “once-in-a-generation opportunity” to build a transit-oriented community, East Harbour will create a connected community across over 13 million square feet of commercial and residential development, including office, retail, residences 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 the core principles of environmental sustainability and well-being.

## Tour des Canadiens 3

Completion of Tour des Canadiens 3, the third and final part of the Tour des Canadiens residential tower trilogy, that are the cornerstones of Quad Windsor project, that has transformed Montreal's downtown core around historic Windsor Station and the Bell Centre, Montreal's premiere sports and entertainment venue.



*An aerial shot of the CF Richmond Centre development (Richmond, British Columbia)*





## The Opening of CF Marché des Promenades

The 130,000-square-foot space at CF Promenades St-Bruno is an epicenter for modern-day epicureans showcasing over 40 diverse food merchants and artisans from Montérégie and the Eastern Townships, Greater Montréal, and all over Québec and features indoor and outdoor event spaces designed for active community uses.

*Exterior and interior photos of CF Marché des Promenades (Saint-Bruno-de-Montarville, Québec)*



# Social Connection

To foster a meaningful sense of connection and empower people to contribute to their communities, we invest in genuine relationships between CF colleagues and local representatives to bring people together through relevant programming.



HOME OF TEAM CANADA

## Uniting Communities Through the Tokyo 2020 Olympic Games

As the Official Home of Team Canada, CF was proud to launch a community-based, athlete-focused campaign to unite the country and bring the spirit of the games to the heart of Canadian neighbourhoods. We not only hosted unique experiences across all of our 18 shopping centres, but launched a video series profiling eight talented female athletes from Team Canada who embody the values of strength, hope, and determination.



**Above:** Home of Team Canada Inspiration Wall

**Right:** CF Sherway Gardens' Homecoming Event including Team Canada, Softball Bronze medalists, Kaleigh Rafter, Janet Leung and Natalie Wideman, and a performance by JESSIA.





## CF Toronto Eaton Centre Art Corridor

We collaborated with students from OCAD University to transform 11 billboards into original art on the exterior of CF Toronto Eaton Centre. The artwork served to celebrate our interconnectedness, empower young up-and-coming local talent, and remind us of the vital role that art can play in creating a vibrant community.

*The CF Toronto Eaton Centre team with OCAD artists Daria Joyce, Jason Zante and Raquel Da Silva.*

## Residential School Support

In light of tragic discoveries at the former Kamloops Residential School, CF made a \$15,000 contribution to the Indian Residential School Survivors Society. As new information continued to emerge, CF showed solidarity with Indigenous communities by lowering all flags at CF properties to half-mast.





*CF Terrace, 777 Dunsmuir (Vancouver, British Columbia)*

# Economic Impact

We provide our communities with a significant economic presence with over 122,000 people employed at our shopping centres and office buildings. This economic presence also stretches to city infrastructure and development projects, which employ hundreds more every year. We embrace the responsibility and stewardship that comes with our status as a city builder, bringing vital economic and social stimuli to Canadian communities through philanthropic investment, mixed-use community hubs that drive tourism, and strategic joint venture partnerships, which have funded significant ongoing development projects. CF also recognizes the true long-term potential of our communities as we boldly envision the future of our developments as integral to the vibrancy of the communities and people we serve.



*CF Carrefour Laval (Montréal, Québec)*

## Continued Pandemic Safety Measures

With their large spaces, CF shopping centres and office buildings are not only conducive to social distancing, but are equipped with enhanced cleaning protocols to keep everyone safe. Coupled with our regular consultation with local health authorities and ongoing use of digital technology to enhance the customer experience, CF is unique in its ability to provide safe spaces for people to gather, conduct business, and return to a sense of normalcy.

## Community Economic Hubs

CF retail, office and mixed-use destinations are vibrant community hubs with key transit access points to connect people to shopping, dining and entertainment choices, all critical for combatting the effects of social isolation and ensuring the well-being of our retail partners.

As the second-largest employer in Canada, the retail sector is crucial for economic recovery in our communities and contributes to the presence of vibrant communal spaces. Along with provincial tax revenue generated from shopping and tourism, CF properties continue to be an important hub for economic and social vitality.



# Health & Well-Being

Across all community operations, CF supports and enables a healthy lifestyle balancing work, life and play. While the pandemic limited the ability for people to engage with their communities, leading to adverse psychological effects and increased social isolation, CF has prioritized community engagement. We believe there is great value in learning from and partnering with community-based organizations to understand and respond to the effects of social isolation. CF remains committed not only to supporting investment here but bolstering the expertise of our partners and amplifying each community's voice.



*Fun for little Foodies with Smartiepants (virtual)*

## CF Kids Class Series

We partnered with four different local, sought-after kids programming experts to create a four-week series of virtual classes involving movement, music and play. Families participated on their own time from the comfort and safety of their homes. Series components included a CF Kids Class video, offline activity suggestions, and tips on how to extend the fun at home with product recommendations from CF retailers.



*CF Sherway Gardens Pollinator Gardens (Etobicoke, Ontario)*

## CF Pollinator Gardens at CF Sherway Gardens

We partnered with a local social enterprise called *The GARDENS* to build a community garden and donate its harvest to those experiencing food insecurity. The garden became a place to encourage people to take a wellness break and enjoy the health benefits associated with the natural environment. It became a place for shopping centre employees to cultivate something together, and allowed Ann Ferguson, our property's horticulturist, to interact with members of our community in a more direct and personable way.





Toronto Mayor, John Tory, at CF Sherway Gardens' vaccination clinic (Etobicoke, Ontario)

## Pandemic Response: Bolstering Our Communities

Amid the uncertainty of the pandemic, client and shopper safety remains a constant focus across all CF properties. We prioritized the health of the community by limiting store operating hours, implementing new 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 these new requirements.

### Making Room for Vaccine Clinics

CF helped accelerate COVID-19 vaccination efforts by offering space at several of our properties to accommodate pop-up vaccination clinics. CF Masonville Place, CF Lime Ridge, CF Fairview Mall, CF Sherway Gardens, CF Shops at Don Mills, CF Toronto Eaton Centre, TD Centre, CF Fairview Pointe-Claire, CF Carrefour Laval, and CF Champlain were among the properties to host these essential community clinics.

Operated in partnership with local health organizations and also open to the general public, these vaccination clinics provided exclusive preliminary access to CF frontline retailers, our client's frontline retailers, as well as our frontline office workers. As one of the first steps towards returning to normal, CF's support of vaccination efforts not only complied with public health guidelines, but also demonstrated leadership in the community.

### Support for COVID-19 Crisis in India

As CF expands our international presence, our sense of community extends well beyond our current markets. To that end, we provided support for the people of India as they faced a devastating wave of the COVID-19 crisis. To support preparedness, response and recovery, we made a \$10,000 donation to the *India COVID-19 Response Appeal* by the Canadian Red Cross.

### Free Parking for Healthcare Workers at the TD Centre

To help alleviate the stress and overwork affecting downtown Toronto's frontline healthcare workers, TD Centre provided 500 free parking spots as a partner in the Fairmont Hotel's Rest Safe program. In addition to ensuring that these essential personnel could commute safely and easily, CF sought to foster a greater sense of community support and well-being.



# Community Response: Offering Relief & Inspiration

## CF Polo Park Warms Up Winnipeg

During the coldest winter ever recorded for the capital city of Manitoba, local shelters and resource centres had a pressing need for warm clothing. Through a community collaboration based on caring, CF Polo Park partnered with RaY (Resource Assistance for Youth, Inc.) to donate \$10,000 of clothing to the Winnipeg community.

## CF Support for Those Affected by BC Floods

CF made contributions to several different organizations to support communities affected by the devastating flooding in British Columbia and Vancouver Island. In addition to giving to the *Red Cross Support British Columbia Floods* and *Extreme Weather Appeal*, CF donated to local fundraising efforts including the *Princeton Flood Fund*, *Abbotsford Cardinals Baseball Facility*, and *Help Rebuild Merritt BC*.



CF Polo Park's Warm Up Winnipeg Fundraiser (Winnipeg, Manitoba)



## Shared Experiences: The Power of Art

In an effort to support a sense of unity and strength in the face of the global pandemic, CF sought to reimagine spaces around several properties, inspiring connection and reflection:

### TD Centre 'Wellness Windows'

To promote health and well-being, we displayed "Wellness Windows" at TD Centre, featuring vibrant art and inspiring messages.



Jea Chams with members of the CF Masonville Place team (London, Ontario)

### 'Hues of Diversity' by Jea Chams

"Hues of Diversity," a mural by London-based artist Jea Chams was featured at CF Masonville Place as a symbol of hope, peace and unity. The mural represents our communal intolerance of Islamophobia and racism, as well as our support for inclusivity in London, Ontario.



Carmen Chan in front of CF Pacific Centre (Vancouver, British Columbia)

### 'Only Love' by Carmen Chan

"Only Love," a mural by Vancouver-based artist Carmen Chan was featured at CF Pacific Centre. The mural celebrates the Asian community in light of a reported surge in anti-Asian hate crimes and inspires unity through its beauty and symbolism.



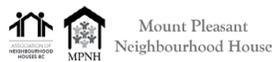
# Philanthropy

In 2021, CF furthered its commitment to communities by directing philanthropic efforts towards programming that addresses the under-recognized issue that is social isolation. Our ongoing commitment is to deliver \$2 million in funding to local organizations annually to combat this serious societal and public health concern. Social isolation disproportionately impacts vulnerable populations, including youth, newcomers, racialized minorities, women, and the elderly, who may also experience contributing factors such as poor mental health, unemployment, homelessness, discrimination, and abuse.

With this commitment, CF is engaged in strong charitable partnerships to align on the best strategies to address the root causes of social isolation. In addition to several property specific charitable initiatives, we proudly collaborate with eight charitable organizations to create positive change for Canadians in need and see our deep partnerships with like-minded charities as an effective means to have an impact.



A clothing drive at CF Lime Ridge benefiting the Salvation Army (Hamilton, Ontario)



CF Pacific Centre donated 4,000 disposable masks to Covenant House (Vancouver, British Columbia)



CF donated two shipping containers to North York Harvest to be used as pop-up food banks (Toronto, Ontario)





# Our Partners

# The Importance of Trust & Partnership to Our Business

Trust is one of CF's key competitive strengths. As we establish high standards across our business, ground our decision making in our corporate values, effectively address shortcomings and act transparently, our employees, tenants, visitors and business partners will continue to choose CF because our reputation is built on trust.

We enable this by nurturing a culture based on solid ethics, compliance, and governance. We interact with all stakeholders with integrity and respect, developing deep, long-term relationships with best in-class business partners around the world who share our values.



*Flaire Condos, CF Shops at Don Mills (Toronto, Ontario)*



# Ethics, Compliance & Governance Programs: Establishing the Foundation

As both an internal policy and external statement of our values, principles and expected behaviours, CF's Code of Business Conduct guides us in making decisions that reinforce our commitment to sound ethics, compliance and governance.

Our Code of Business Conduct sets out CF's expectations with respect to matters such as conflicts of interest; respect for our co-workers; integrity-based decision making; respectful and responsible use of data and technology; protection of CF's property; and clarifies when and how employees are required to speak up and report concerns. Applicable for all CF employees and related companies, the Code establishes that everyone at every level is responsible for upholding our values and complying with all applicable laws.

CF's Code of Business Conduct is updated annually and also addresses specific risk areas that reflect the scope and complexity of our global business. Some of these include: anti-corruption and bribery; data privacy and information security; environmental compliance; health and safety; and business ethics.

CF monitors compliance with laws, regulations, standards and controls throughout our business. Plus, our programs are regularly refined through an internal audit process and reviews by external experts. Over the past year, CF updated and enhanced certain policies that reflect our dedication to doing business the right way.

To ensure that CF employees keep ethics, compliance and governance top of mind, ongoing education and training programs, supported by communications campaigns, reinforce awareness and demonstrate the behaviours required to maintain a culture of integrity at CF.



## Interacting with All Stakeholders with Integrity and Respect

For CF, an important aspect of creating a culture that inspires trust is our ethical and respectful use of data and technology. In our normal course of business, CF's visitors, tenants and business partners regularly share data and information with us, and our role in protecting data, respecting individuals' privacy and using technology in an ethical manner is a responsibility we take extremely seriously.

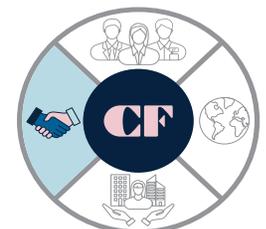
As a reflection of this, in 2021 CF enhanced its [Privacy Policy](#) by developing and adopting a customer-focused, "plain language" version which sets out in detail CF's commitment to the protection and respectful use of data. CF actively works to protect the data that it holds, which includes an annual ISO 27001 Cybersecurity Maturity Assessment to assess our preparedness to detect, prevent and respond to cyber-attacks.

## Creating a Safe Place to Work and Shop

CF employs over 1,400 people across Canada, thousands more work every day in our office buildings, and millions of visitors come to shop, eat and meet friends at our properties over the course of a normal year. All deserve to feel safe when they are at a CF property, and to reinforce their confidence, we operate in compliance with all environmental, health and safety laws and regulations, with our Environmental, Health and Safety Management System in place to protect human health and create a safe workplace. CF employs a team of professionals responsible for health and safety initiatives across the company, including the monitoring of compliance and training in processes such as the use of personal protective equipment, hazard identification, the safe use of equipment and accident prevention.



*A member of the CF Fairview Mall Operations team tends to the sanitizer dispenser (North York, Ontario)*





*Paige O'Neill, General Manager, with members of the CF Chinook Centre team (Calgary, Alberta)*

## Competing Fairly and Honestly

Since CF conducts business internationally, our stance on bribery and corruption is clear: we compete legally, fairly and honestly in every market in which we have a presence, and corruption in any form is never tolerated nor attempted to gain a business advantage. Our Code of Business Conduct and our Anti-Corruption Policy clearly communicate this, and we regularly complete anti-corruption and anti-bribery training for CF employees in relevant areas of our business.

## Respect in the Workplace

CF is committed to a workplace that is free of harassment and discrimination. This expectation is clearly set out in our Code of Business Conduct and our Harassment, Discrimination and Workplace Violence Policy, which establish that we do not tolerate behaviour that diminishes the dignity of a person, interferes with work performance, or creates an intimidating, hostile or offensive work environment. Training is mandatory on harassment, discrimination and workplace violence, supported also by inclusion and diversity modules that further promote an inclusive work environment at CF. These modules include but are not limited to: CF Master your Mindset, CF Unconscious Bias Workshop, How to be an Ally to Racialized People, Engaging with Empathy at CF, Effective Candor at CF, Diversity and Inclusion Fundamental and Unconscious Bias.

## Building Long-Term Relationships with Our Business Partners

CF recognizes that one of the keys to long-term, sustainable business success and growth is the cultivation of deep and lasting relationships with our business partners based on trust, reciprocity and integrity. In every area of our business we search out best-in-class partners who share our values and goals and together establish a relationship built on mutual respect, fairness, good governance and a passion for excellence.

These relationships – and our shared successes – touch all areas of business at CF and make us very proud. These deep and lasting relationships include: our tenants; the architectural and construction firms who design and build our best-in-class properties; the preeminent companies and family firms in which we invest and with whom we partner in international markets; and the professional firms, banks and law firms that we work with to support our success and growth.



# Partnerships

## Hines

In 2021, CF invested \$400 million in Hines Asia Property Partners (HAPP), a new Asia Pacific region flagship fund. The multi-sector fund targets diversified assets in top-tier markets in Japan, Australia, South Korea, Singapore, China and Hong Kong. This partnership not only works to accelerate growth in new markets, but also facilitates opportunities for vertical integration throughout Asia Pacific.

## KDC

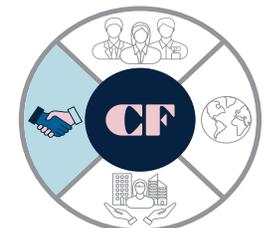
CF has partnered with KDC and its long-standing partner, Compatriot Capital, a wholly-owned subsidiary of US-based investor, Sammons Enterprises, Inc., to close on an initial \$800M US commercial office and mixed-use fund, marking new ground for CF's development activity in the US. The fund serves as a long-term investment vehicle, bolstering our portfolio of Class A office and mixed-use properties, while also enabling CF to leverage the wealth of experience provided by KDC.

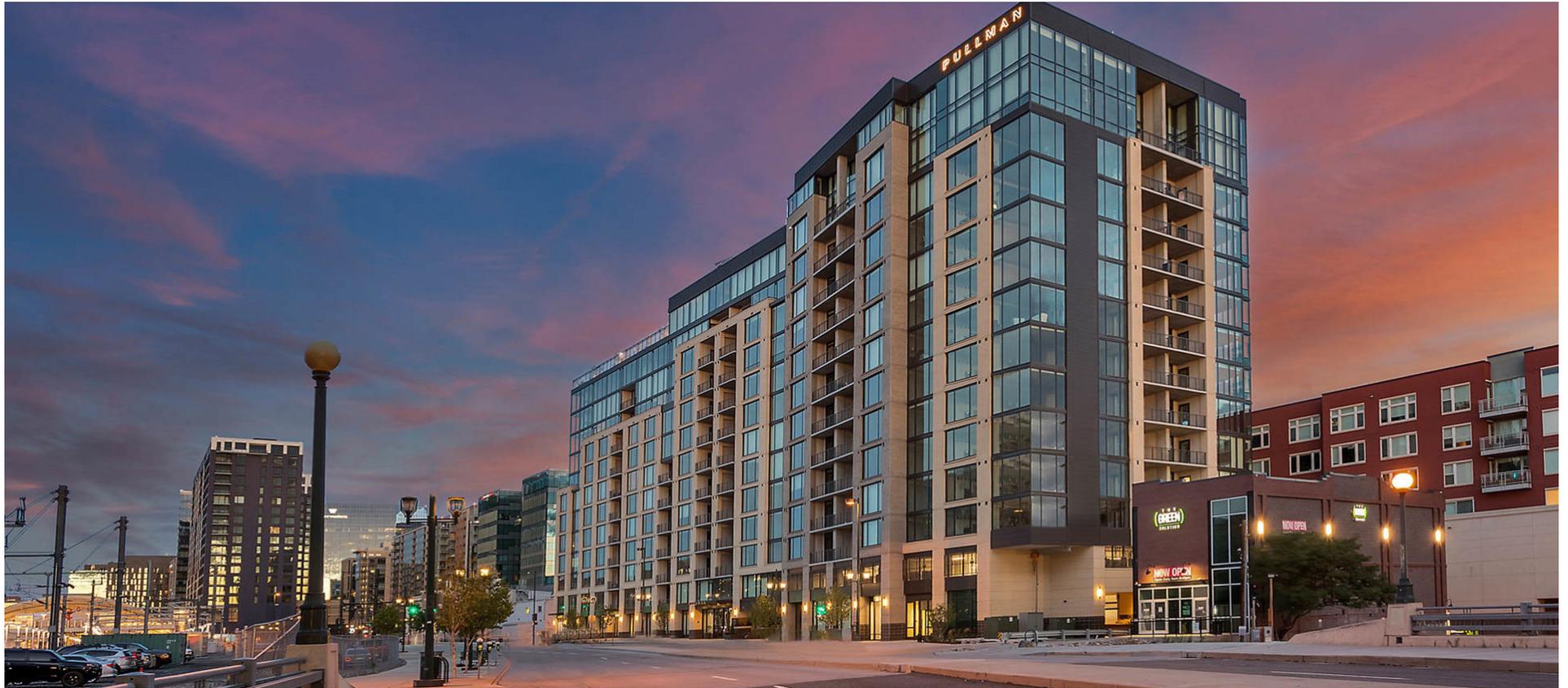
## Long Harbour

In 2021, CF entered a joint venture with Long Harbour and the Public Sector Pension (PSP) Investment Board, to create a £1.5B build-to-rent residential platform in the UK. Long Harbour is a specialist real estate investment, development and management firm with a strong reputation in the UK. They were seeking a long-term, experienced partner to support the growth of the platform and we are proud to invest in the sector at scale in the UK alongside best-in-class partners.



Marina Bay Sands Singapore (Singapore)





*The Pullman (Denver, Colorado)*

## Lincoln Property Company

### The Earl

We joined our partner Lincoln Property Company in acquiring Alexan Earl, a 12-storey apartment community in the heart of Arlington, Virginia. The purchase, soon to be renamed The Earl, jump-started acquisitions from the \$800 million fund co-sponsored by CF and Lincoln. The property combines prime location with stunning in-unit features as well as extensive community, including rooftop lounges and two fitness centres.

### The Pullman

CF and Lincoln Property acquired The Pullman, a 13-storey boutique residential and retail community located in Denver’s Union Station neighbourhood. The second acquisition from CF and Lincoln’s shared \$800 million fund, The Pullman serves to bolster our portfolio of community-oriented residential properties as we expand our U.S. presence.



# Case Studies

## National Job Fair

We were proud to support the service industry during the pandemic re-opening phase with the launch of CF's national Job Fair program, addressing the challenge of filling a rapidly increasing number of roles. We enabled businesses to attract large groups of talent in a comfortable environment with full safety precautions, as our shopping centres across Canada joined CF Toronto Eaton Centre and CF Markville in hosting these October events.

## ReturnBear

The CF and ReturnBear partnership provides an improved product return experience to alleviate a critical pain point for retailers and customers during the pandemic. This first-of-its-kind experience enables shoppers to return items from multiple retailers with a single transaction, onsite or through the mail, increasing efficiency for retailers while ensuring the safety and well-being of our shoppers.

## CF Delivery

We partnered with Swyft to launch CF Delivery, a service that provides competitive same-day delivery rates across the Greater Toronto Area, Vancouver, and Montreal. By providing CF shopping centres with preferred shipping rates and a centralized environment, we are continuing to bridge the gap between brick-and-mortar and online shopping. This partnership with Swyft supports retailers and their logistics, as well the overall customer experience.

## LiVE by CF Wins SIA Award

We were thrilled to receive an Out of the Box award for the LiVE by CF app at the Shopper Innovation + Activation Awards in 2021. Launched by Ravel by CF in 2020, the app is designed as an important tool for supporting retail recovery and bridging in-property and remote shopping experiences for consumers.



## CF Concierge

Continuing our efforts of merging both physical and digital environments, we partnered with HqO to launch CF Concierge, a mobile app designed to support building occupants with an enhanced workplace experience by offering access to digital amenities and services (such as mobile key access, service requests, and transit info) in select CF Canadian offices.





# Looking Forward

*A shopper uses LiVE by CF to navigate the mall*

# Looking Forward

As CF enters the upcoming reporting year – and as our operations respond to the next phase of whatever the pandemic may hold – we do so with a sense of guarded optimism. Our planning and activities will always be grounded by our values and culture, with adherence to the ethical and governance policies vital to our growth and diversification, and the protection of our reputation. CF will continue to compile, and report upon, our performance metrics based on our four “pillars” of activity, providing us with clarity as we focus on the safety and well-being of our people, the health of our planet, vibrancy of CF communities, and our partnerships built on trust.

## Our People

The next phase of the COVID-19 pandemic will hopefully mark a period of recovery and transition for CF, our people, partners, and communities. With recently developed programs and methods of reporting in place to monitor staff well-being, we will have a greater ability to respond to changing dynamics and ensure that CF’s key people and culture metrics are met throughout any transitions. This will entail navigating our return to the workplace for the remainder of employees who continue to work remotely and then operating in this new normal with a partial hybrid and onsite workforce. We look forward to reconnecting CF’ers with each other and our OneCF culture after two years of separation and restrictions.

With CF’s global diversification strategy and international growth, we will continue to engage with our new international teams on our purpose, values and OneCF culture. Having already established offices in São Paulo, Dallas, London and Singapore, we’ll need to ensure that CF’s strong ethics, governance and compliance policies are easily accessed, effectively presented, readily understood, and adhered to.

Across all regions, we’ll continue orienting employees on our inclusion commitments and progressing on our roadmap. Above all, we’ll continue embracing our vibrant and collective future, furthering CF’s exciting strategic growth plans while supporting our communities in their recovery.



*Christian Vezina, Vice President, Operations and Louisa Certosini, Guest Services Supervisor, CF Carrefour Laval (Laval, Quebec)*



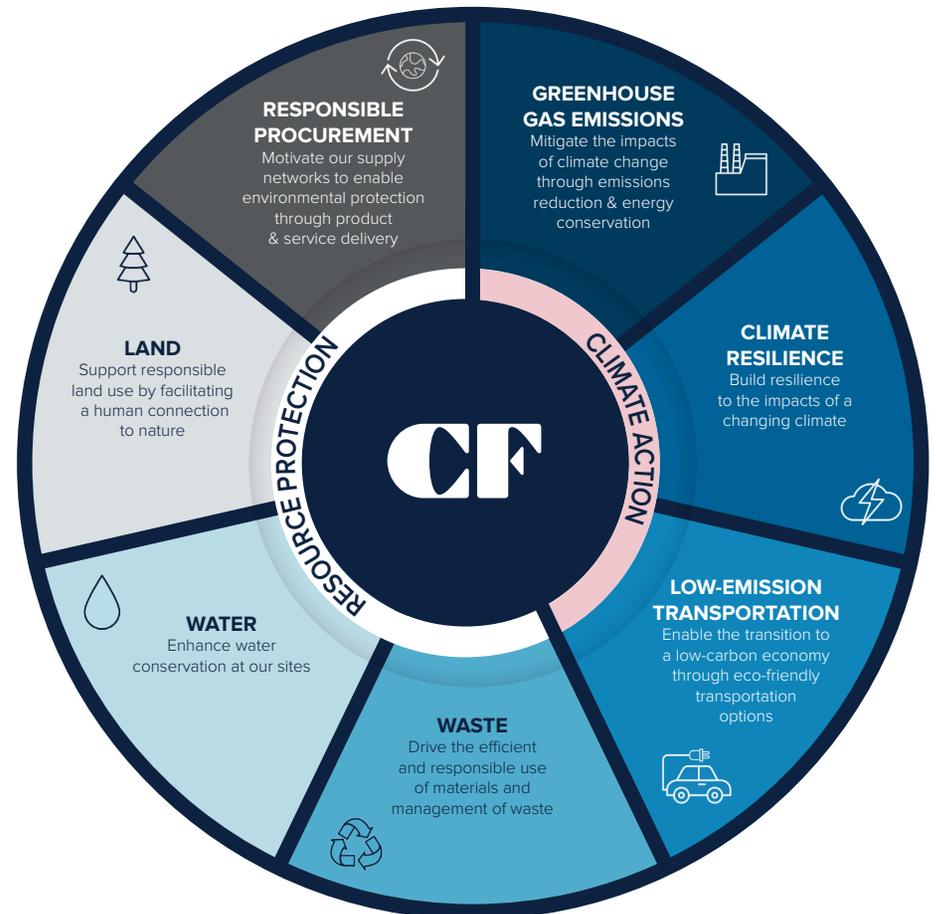
Downtown Montreal aerial (Montreal, Quebec)

## Our Planet

We must maintain CF’s sustainability commitments to support the global imperative to take action on climate change and our momentum in environmental stewardship as we continue to cut emissions, minimize waste and reduce water usage. Increasingly, we will consider preparedness for and resilience to climate change as key priorities in our planning and development projects. As the scope of our data collection grows and becomes more sophisticated, CF will keep evaluating alternative energy strategies and technologies to support the transition to a low-carbon economy while building climate resilience within our portfolio.

With collaboration across CF, we’ve developed actionable and measurable targets that will keep us accountable to these goals. These efforts aim to achieve net-zero emissions across CF’s portfolio by 2050. We have also set out to reduce our Scope 1 and 2 emissions by 35% by 2030, compared to the 2017 baseline. We will continue to reduce our environmental impact through site-specific targets and actions for energy, water, waste, with a renewed focus on responsible procurement, land and biodiversity, and low-emission transport options.

We will continue to monitor and review upcoming building certifications for applicability for CF and maintain compliance with government regulations and benchmarks.





## Our Communities

CF will continue to create vibrant communities by fostering human connection and a sense of belonging through experiential design and thoughtful placemaking. We'll not only develop these spaces to fulfil the needs of our many communities but continue to solicit feedback from the public regarding CF's contribution to creating engaging environments.

CF's support for local causes, specifically addressing the significant issue of social isolation, makes it imperative for us to continue collaborating with our charity partners, providing financial support and working closely with them to learn, and develop innovative programming.

## Our Partners

As CF grows and extends our market presence both domestically and internationally, we will continue to diligently safeguard our reputation as a trusted partner. The growth and adoption of our governance and compliance programs must keep pace with our expanding network of new partnerships and strategic acquisitions, regardless of geographies and sectors. In 2022, we will refresh and enhance our anti-corruption and anti-bribery training for CF employees.

Finally, we cannot take any lifting of pandemic restrictions for granted and must remain vigilant in our response and its coordination with our stakeholders. Fortunately, CF has established good working relationships with a range of community and public health organizations and various levels of government in addition to the relationships we have nurtured with clients, tenants, shoppers and building occupants. With all, trust remains a valuable asset that CF will continue to deploy as we deliver on our purpose, *Transforming Communities for a Vibrant Tomorrow*.

D I R E C T O R Y



TORONTO  
DOMINION  
CENTRE

A CIP PROPERTY



# Awards, Recognition & Certifications

# Awards & Recognition

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
Ranked #1 in our peer group	Global Real Estate Sustainability Benchmark (GRESB)	In 2021, CF ranked #1 in the GRESB survey amongst our peer group (North America Diversified - Office/Retail/Core), and achieved a GRESB 5 Star rating — the highest rating and recognition for being a GRESB Sector Leader - for the 6th consecutive year.
A+ in the Direct Property Investing survey	United Nations-supported Principles for Responsible Investment	Awarded for superb performance in UN PRI's Direct Property Investing survey
Achievers 50 Most Engaged Workplaces®	Achievers	This award evaluates employers on physical workplace, work atmosphere, health, benefits, vacation time, employee development and communications, performance management and community
Achievers Elite 8: Belonging, Equity and Inclusion	Achievers	The Elite 8 award recognizes eight companies that received the highest scores for each of Achievers' Eight Elements of Employee Engagement™
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

# Awards & Recognition

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.

## Property Awards

Award	Presenter	Description	Recipient(s)
BOMA Earth Award for Retail & BOMA National Earth Award	BOMA Toronto & BOMA Canada	This award recognizes properties that have made significant efforts to address environmental issues faced by older and newer buildings	CF Lime Ridge Hamilton, Ontario
BOMA Earth Award	BOMA Toronto	This award recognizes industry excellence in environmental management, and the award is presented to the highest scoring BOMA BEST® certifications in its respective category	Toronto-Dominion Centre, Toronto, Ontario
BOMA Environmental Excellence	BOMA Québec	This award recognized industrial and commercial buildings in Québec that have stood out for their energy performance, contributing to a sustainable future	CF Promenades St-Bruno Saint-Bruno-de- Montarville, Québec
Innovative Excellence Award	Crest Awards	This award recognizes those who have deployed creative and effective approaches, strategies, technologies, etc. to achieve their energy and sustainability objectives	RBC Centre Toronto, Ontario
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	Simcoe Place, 95 Wellington Toronto, Ontario
Performance Leadership, Water	Crest Awards		CF Fairview Mall North York, Ontario
2021 RCBC Environmental Award for Innovation	Recycling Council of British Columbia	This award recognizes individuals or companies that achieve an outstanding technical accomplishment in design or development of a product or process that improves its sustainability or advances zero waste practice	Waterfront Centre, CF Pacific Centre and CF Richmond Centre, Vancouver, British Columbia

# Certifications

At CF, we commit to maintaining LEED certifications for all of our AAA offices and BOMA certifications for our retail portfolio. Our commitment to corporate responsibility has also earned us several additional recognitions this year. This allows us to evaluate and compare the performance of our buildings against a number of responsibility criteria, like environmental sustainability, wellness, and technology adoption.

## BOMA Certifications

Property	Level 2021	City
CF Champlain	Silver	Dieppe
CF Fairview Pointe Claire	Silver	Pointe Claire
CF Promenades St-Bruno	Gold	St-Bruno-de-Montarville
Windsor Station	Silver	Montréal
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	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

Property	Level 2021	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	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

# Certifications

## LEED Certified Buildings

Property	Level 2021	City
Deloitte Tower	CS-09 Platinum	Montréal
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

Property	City
750 Peel Street	Montréal
16 York	Toronto
160 Front	Toronto
Calgary City Centre Phase 2	Calgary
Encor Place	Calgary
635 8th Ave	Calgary

## Energy Star Certification

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

# Certifications

## WiredScore Certification

Property	Level 2021	City
Deloitte Tower	Platinum	Montréal
TDC - 95 Wellington	Platinum	Toronto
TDC - 222 Bay Tower	Platinum	Toronto
TDC - North Tower	Platinum	Toronto
TDC - South Tower	Platinum	Toronto
TDC - TD Bank Tower	Platinum	Toronto
TDC - West Tower	Platinum	Toronto
TDC - TD Bank Tower	Platinum	Toronto

## Rick Hansen Foundation Accessibility Certification™

Property	City
TDC - 95 Wellington	Toronto
TDC - 222 Bay Tower	Toronto
TDC - North Tower	Toronto
TDC - South Tower	Toronto
TDC - TD Bank Tower	Toronto
TDC - West Tower	Toronto
Maple Leaf Square	Toronto
Yonge Corporate Centre 4100	Toronto
Yonge Corporate Centre 4110	Toronto
Yonge Corporate Centre 4120	Toronto

## WELL Health-Safety Rating

Property	City
16 York	Toronto
RBC Centre	Toronto
Simcoe Place	Toronto
TDC - 95 Wellington	Toronto
TDC - 222 Bay Tower	Toronto
TDC - North Tower	Toronto
TDC - South Tower	Toronto
TDC - TD Bank Tower	Toronto
TDC - West Tower	Toronto
250 Yonge Street	Toronto
CF Tower (20 Queen Street W)	Toronto
1 Dundas	Toronto
Yonge Corporate Centre 4100	Toronto
Yonge Corporate Centre 4110	Toronto
Yonge Corporate Centre 4120	Toronto

## WELL Certification

Property	Level 2021	City
TDC - 222 Bay Tower	Core + Shell Gold	Toronto

## Fitwel Certification

Property	Level 2021	City
HSBC Building	1 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 (tCO<sub>2</sub>e), 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

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