

**The Windmill
Group of Companies
Sustainability Strategy
2023**



windmill



**URBAN
EQUATION**

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The Windmill Team



Section 1: Message From the Partner Group



Section 1:

Message from the Partner Group

Welcome to our first disclosure detailing the sustainability strategy for The Windmill Group of Companies (Windmill).

The Windmill Group of Companies includes Windmill Developments and its advisory arm, Urban Equation. In this document, limited reference is also made to the One Planet Living Fund, a real estate impact fund initiated by Windmill in 2020 (in partnership with Epic Investment Services).

Windmill has been a leader in sustainable development since we launched in 2003. Our first project, Dockside Green, in Victoria, B.C., laid the foundation to transform the way we build and set the bar for our brand of sustainable development throughout Canada.

Since then, we have led our industry in:

- delivering Canada's first LEED® Platinum communities and mixed-use buildings;
- developing zero-carbon district energy networks;
- initiating a First Nations Friendship Agreement for urban development;
- establishing green loans and other creative financial structures to deliver positive lifecycle outcomes; and
- building a portfolio of One Planet Living® communities.

One Planet Living is both a vision and a holistic framework for sustainable living. As the name suggests, it's based on the fact that we have just one planet – and its resources are limited. The goal of One Planet Living is to help people everywhere live happy, healthy lives within the finite resources of our planet.

One Planet Living is also a **new third-party endorsement standard for North America**. It is a tool to help real estate developers incorporate the environmental and social imperatives of global programs such as the UN Sustainable Development goals into their projects.

For Windmill, One Planet Living endorsement doesn't replace other project endorsements; rather it complements them. On each of our projects, we target both One Planet Living and environmental endorsement using either LEED Platinum or the Zero Carbon Building Standard.

We also use the One Planet Living framework to inform our advisory work through Urban Equation and our approach to investment through the One Planet Living Fund.



Section 1:

Message from the Partner Group

Finally, we are committed to One Planet Living as a company. We are currently seeking endorsement for our corporate sustainability strategy and action plan from Bioregional, the UK-based creator of One Planet Living. By doing so, Windmill will officially join more than 1.3 million people around the world who are using the science-informed One Planet Living framework to achieve their sustainability ambitions.

For Windmill, sustainability means delivering impact in four areas:

- Our Projects
- Our Workplace
- Our Industry
- Our Homes and Communities

As you'll read in this document, these areas are distinct, yet inter-related. Together they focus on shifting our projects, our company, our industry, and our homes and communities towards three overarching objectives: decarbonization, regeneration and social innovation.

You'll also read how our sustainability strategy is embedded throughout Windmill. Sustainability is not the responsibility of any one individual or department. Rather, every Windmill employee and service area is expected to do their part to achieve our sustainability aspirations. Indeed, in this document and on our website, you'll find stories about the ways sustainability is increasingly woven into our employees' work and personal lives.

When we speak about our employees, we're referring to a dedicated and diverse group of people who share our purpose – to co-create regenerative communities. That is, places where everyone has the opportunity to prosper, now and in the future.

Indeed, one of Windmill's core values is the belief in the power of co-creation. That's reflected in the way this report was put together – with a cross-firm steering committee who began with a visioning session at our last firm retreat and went on to consult widely within the Windmill Group of Companies.

Section 1:

Message from the Partner Group

Our belief in co-creation is also reflected in the fact that what you're reading is a message, not from our CEO, as the single head of the company, but from our Partner Group of six.

We understand that transformation is not ours alone to accomplish. We hope that by reading about our aspirations, strategy, activities and accomplishments, others will be inspired to do the same.

We welcome your curiosity, your questions, and your feedback.

Thank you.



Jonathan Westeinde
Chief Executive Officer



Stephen Savell
Partner, Development
Management



Alex Speigel
Partner, Design and
Development



Mark Holden
Partner, GTA



Jenny McMinn
Partner, Advisory and Impact



Jeremy Reeds
Partner, Finance and
Operations



Section 2: Executive Summary



Section 2: Executive Summary

Windmill has been delivering impact in development for 20 years. Specifically, we have been embedding sustainability in all we do – including our projects, workplace, industry, and communities. This sustainability strategy represents the organization of our current sustainability actions and commitments. Some highlights include:

2022: Focus on Carbon

- To standardize our zero carbon design process, we've created a Zero Carbon Working Group.
- On newer projects, significant action on operational carbon and eliminating on-site combustion has led to greenhouse gas intensity (GHGI) values as low as 2.1 kg CO₂e/m².
- To tackle embodied carbon – currently our largest emissions source – we've begun to develop an embodied carbon strategy.

2022 Project Endorsements



Corporate Endorsements

GRESB: first submission in 2023 (results pending)

One Planet Living Corporate Endorsement: first submission in 2023 (results pending)

Top 3 One Planet Living Project Level Commitments and Successes To Date



For a full list of our commitments and progress to date, please see Appendix 1 & 2.



Section 3: About The Windmill Group of Companies



Section 3:

About The Windmill Group of Companies

We are a visionary real estate company focused on creating happy, healthy communities within the resources of our planet.

Windmill Developments is an urban real estate development company. It was founded in 2003 by Jonathan Westeinde and a group of like-minded thinkers and practitioners.

Like a tech start-up, Windmill set out to disrupt the old order.

Our team believed real estate development was ripe for innovation, that it offered the ideal opportunity to make a big impact in the fight against climate change.

Today, on development projects, Windmill acts in one or more capacities: development manager, development partner or lead developer. Regardless of our role, we continue to focus on two imperatives: meeting market realities while maximizing social and environmental impact.

Urban Equation is the Windmill Group's advisory arm. Where Windmill Developments transforms conventional development practices by creating opportunity for profit, people and the planet, Urban Equation is a vehicle to share that knowledge and experience. We are aiming to help shift our entire industry towards better social and environmental outcomes.

Urban Equation's understanding of development and the complexities of designing sustainable communities is unique in the marketplace. Whether we are developing a sustainability framework that allows a developer to work more efficiently with city planners for approval, or supporting governments to achieve the long-term change they envision for their communities, Urban Equation operates in a spirit of openness and collaboration to achieve exponential impact.

Related to both Windmill Developments and Urban Equation is the One Planet Living Fund. This is an impact real estate investment vehicle delivering environmental, social and market financial returns. The One Planet Living Fund was developed by Windmill Developments in partnership with Epic Investment Services.



[LEARN MORE HERE](#)



Section 3:

About The Windmill Group of Companies

Our Services: A Continuum From Advisor to Investor



Our Mission

We use our projects to unite diverse people in a common purpose: to co-create regenerative communities – that is, places where everyone can learn to prosper, now and in the future.

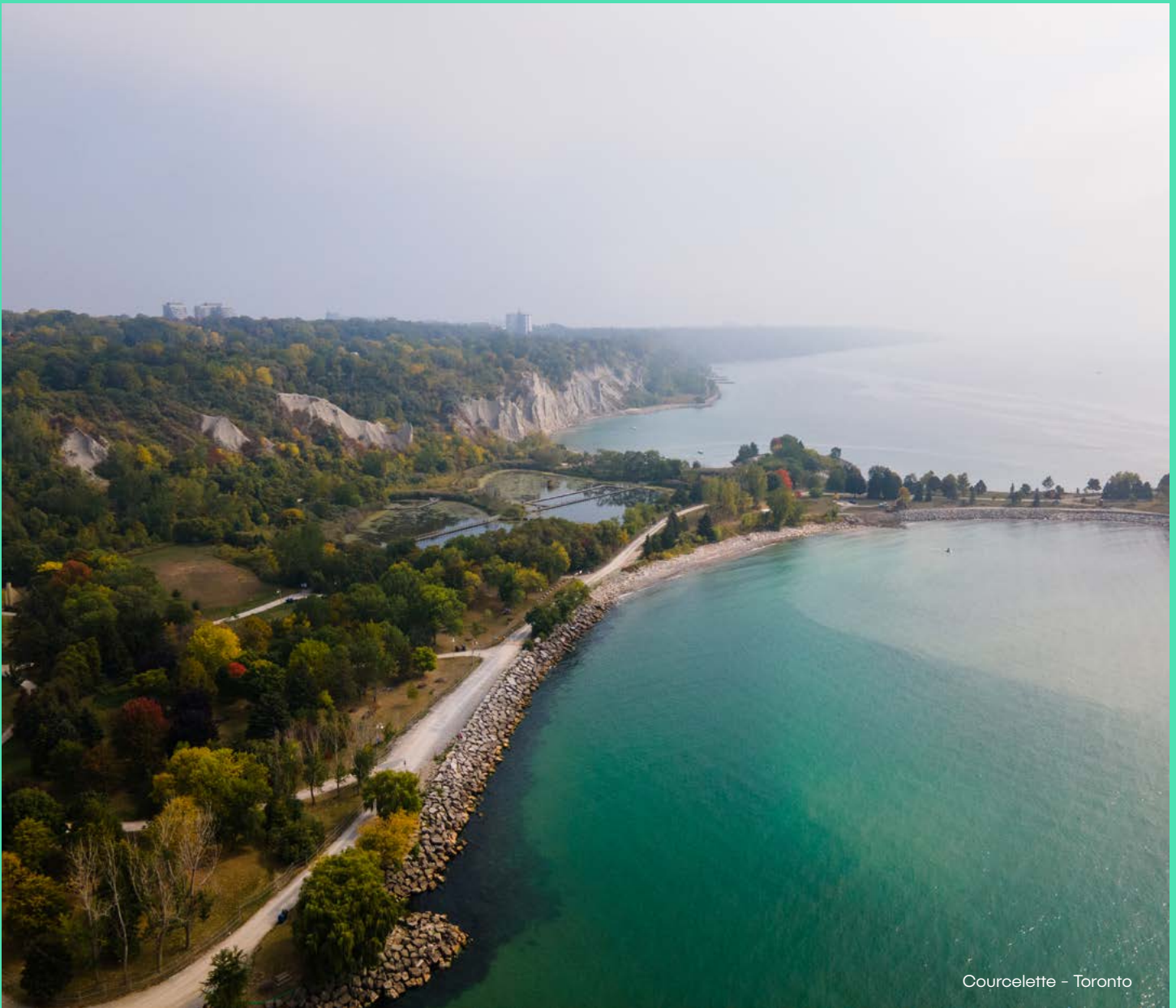
Our Values

Co-Creation: We believe the whole is always bigger than the sum of its individual parts. We’ve long recognized that we get the best results when we act as connectors and co-creators, generously engaging in cross-sector, collaborative partnerships. Some of our greatest successes have come from seeding change within our industry and accelerating our partners’ journey towards net positive community impact.

Regeneration: We seek to regenerate our relationship with the planet and with each other. As “regenerators”, we’re never content to rest on our record. We’re always learning, evolving and moving forward. Always using our experience to spot the next opportunity to create value.

Demonstration: We are always aiming to seed the way forward for – and with – others. We believe in openly sharing our experience so anyone, anywhere, can learn from our journey and be inspired to join us in our mission to embrace One Planet Living as the way of the future.





Section 4: Our Approach to Sustainability



Section 4:

Our Approach to Sustainability

We Are a One Planet Living Company.

One Planet Living® is both a vision and a holistic framework for sustainable living. As the name suggests, One Planet Living is based on the fact that we have just one planet – and its resources are limited.

The goal of One Planet Living is to help people everywhere live happy, healthy lives within the finite resources of our planet.

One Planet Living comprises 10 principles to achieve environmental and social sustainability:

Health & Happiness 	Equity & Local Economy 	Culture & Community 	Land & Nature 	Sustainable Water 
Local & Sustainable Food 	Travel & Transport 	Materials & Products 	Zero Waste 	Zero Carbon Energy 

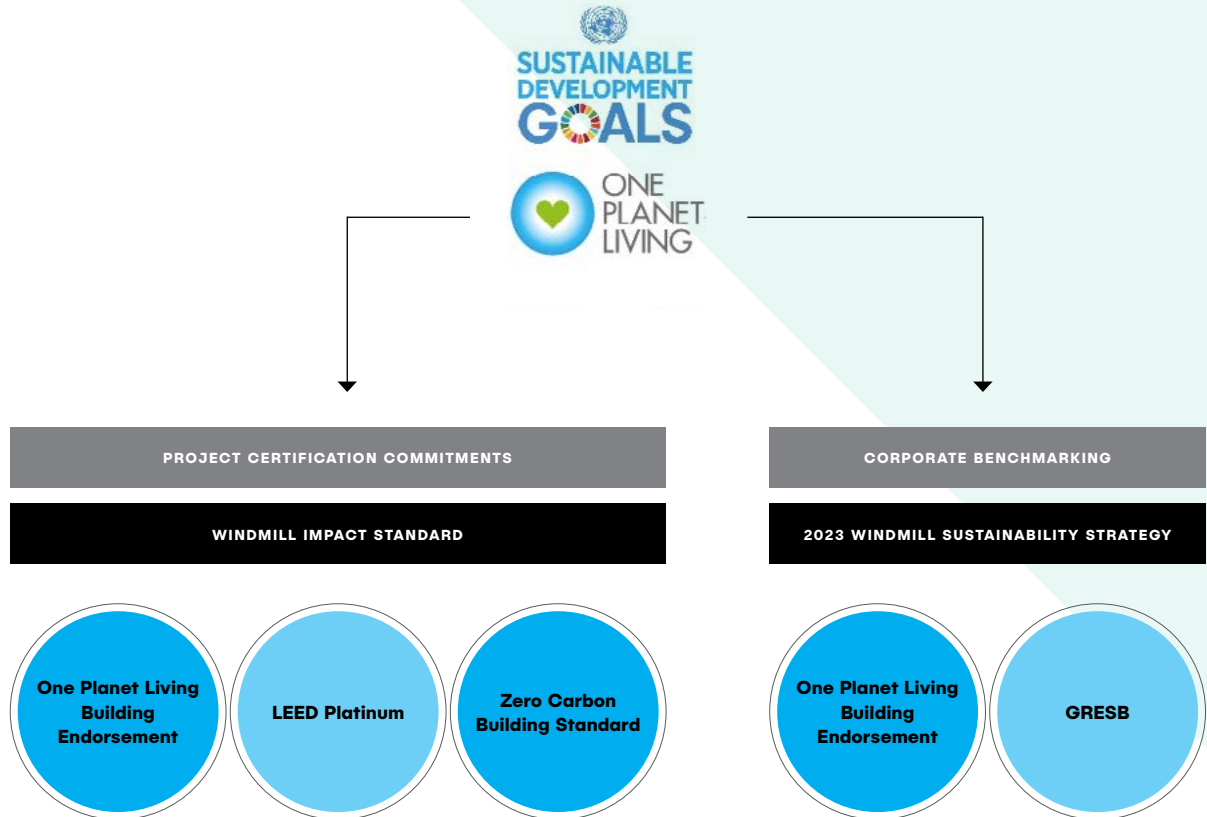
We've adopted the One Planet Living framework at the mission level across the entire Windmill Group of Companies.

As a company, we use the One Planet Living framework to inform our business strategy. In 2023, we will submit our Corporate One Planet Action Plan to Bioregional for endorsement as a One Planet Living Company.

On our development projects, we use the ten One Planet Living principles to ensure our developments don't just deliver financial returns but also tangible, measurable social and ecological impacts. For us, One Planet Living is an overarching umbrella that encompasses other third-party commitments and endorsements such as LEED and GRESB.

Section 4: Our Approach to Sustainability

Windmill's Sustainability Program



In 2022, we established One Planet Living targets for our company and also portfolio wide targets for our projects. For a full list of our commitments and progress to date, [For a full list of our commitments and progress to date, please see Appendix 1 & 2.](#)

Our Areas of Impact

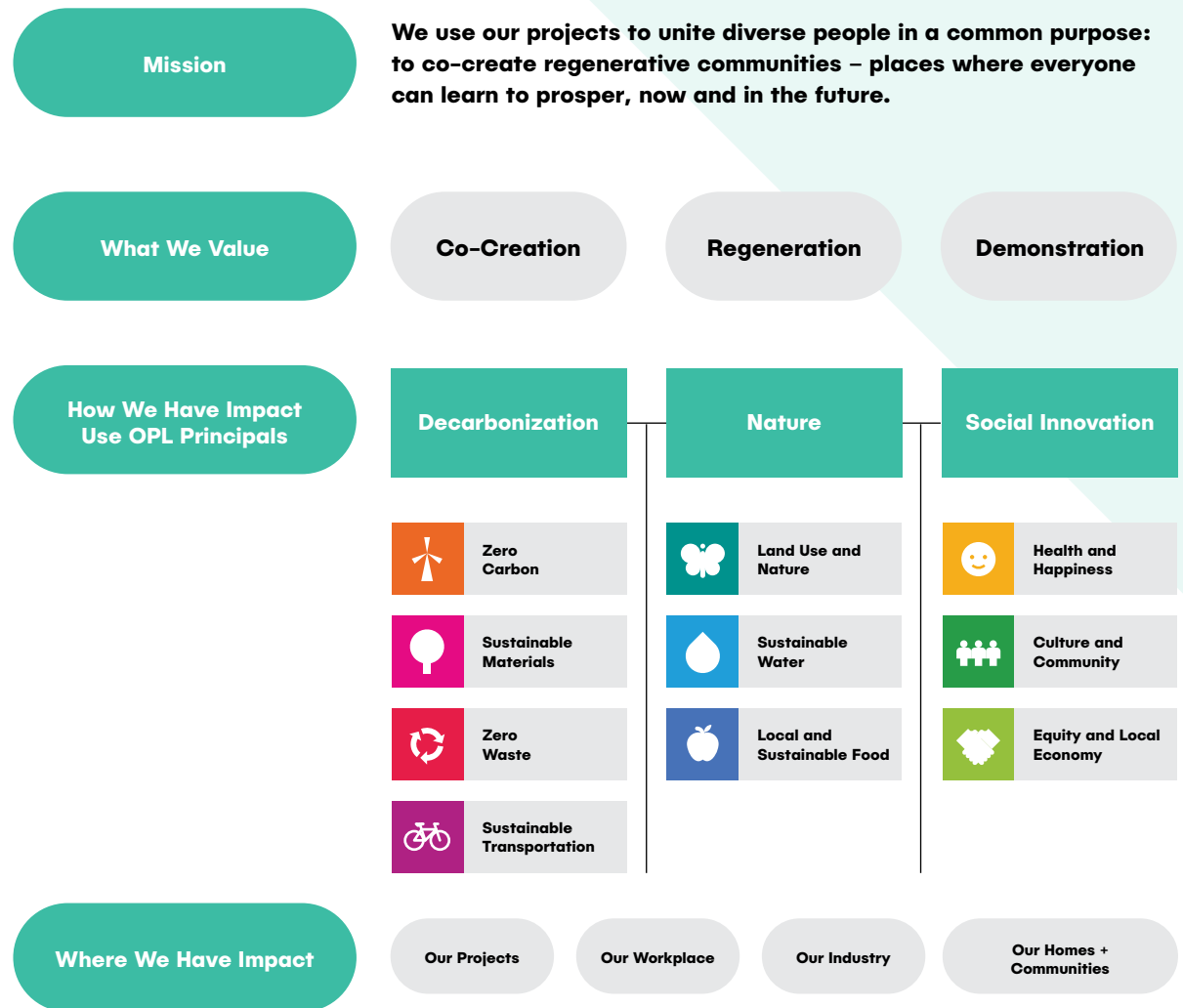
For Windmill, the ten One Planet Living principles provide the roadmap and action plan – the answer to the question of “how” we will achieve our overarching sustainability and corporate aspirations of **decarbonization, nature and social innovation.**

The graphic below outlines Windmill's Sustainability Strategy. It conveys our mission and values, and identifies not just how we create impact, but also where we want to have it.

We have benefited immensely from the work of other leading sustainability companies, such as Cundall, who have generously shared their sustainability journey with the industry. Our diagrammatic depiction of our areas of impact is inspired by Cundall's Sustainability Strategy, and it reflects our recognition that our impact extends far beyond the products and services we offer.

Section 4: Our Approach to Sustainability

Our Mission, Values, Impact Areas and Focus Areas





Section 5: Our Governance Approach



Section 5:

Our Governance Approach

We recognize that strong governance promotes long-term growth.

Windmill is dedicated to strong governance practices designed to maintain high standards of oversight, accountability, integrity, and ethics while promoting long-term growth.

Our **Partner of Finance and Operations** prepares business and operating plans for The Windmill Group of Companies; these consider business opportunities and risks. Our Finance and Operations Partner is also responsible for preparing regular reports for review by the partners on Windmill's operating and financial results and on ESG and other matters such as legal issues.

General oversight of our sustainability strategy is provided by our **Leadership Team**. Their mandate includes ensuring that the ten One Planet Living Principles are embedded throughout our company. Our **Partner of Innovation and Impact** is responsible for overseeing the design, integration and implementation of One Planet Living/ESG initiatives.

The **ESG Steering Committee** is led by Fin MacDonald and is comprised of employees from across the group of companies. The Committee's role is to monitor and report on Windmill-wide sustainability initiatives. We also have a dedicated **One Planet Living Culture Committee**, whose role is to design and implement initiatives related to Diversity, Equity, and Inclusion, corporate culture and employee satisfaction.

The **Windmill Impact Standard Committee** is responsible for designing and implementing project-level sustainability commitments. This committee also identifies priority topic area working groups. Currently, we have three: Zero Carbon, Sustainable Water, and Indigenous Engagement and Policy.

To support strong governance across the group of companies, Windmill has created **policies** to govern the following business areas: compensation, internal controls, risk management and audit, code of conduct, disclosure, and majority voting.



Section 5: Sustainability Governance: Teams and Responsibilities

Who	What
Leadership Team	General oversight. Ensures One Planet Living philosophy is integrated into business strategy. Regularly reviews plans and progress against targets.
Partner, Innovation & Impact	Oversees design, approach, integration and implementation of One Planet Living and ESG initiatives.
ESG Steering Committee	Monitors and reports on Windmill-wide sustainability initiatives.
One Planet Living Culture Committee	Designs and implements initiatives related to culture and social innovation – within our company, on projects and in the industry.
Windmill Impact Standard Committee	Designs and implements sustainability commitments on projects. Identifies Priority Topic Area Working Groups.
Zero Carbon Working Group	Establishes internal knowledge sharing structure and tools to help project teams deliver zero carbon on all new projects.
Sustainable Water Working Group	Establishes internal knowledge sharing structure and tools to help project teams deliver water efficiency on all projects.
Indigenous Engagement and Policy Working Group	Oversees implementation of corporate policy, equity and investment approach, and approach to building community benefit agreement on development projects.

Section 5:
Sustainability
Governance: Teams





Windmill Team – Commuting to the Office

Section 6: Our Carbon Footprint



Section 6:

Our Carbon Footprint

To reduce carbon emissions, we first need to understand them.

We are aware that the buildings we build today will continue to have an impact over their lifetime. In order to minimize – and eventually eliminate – our carbon emissions, it is crucial to understand our carbon footprint.

Therefore, the Windmill Group of Companies prepared a carbon footprint for the year 2022.

Our footprinting exercise helped us understand the breakdown of our emissions, including those from waste, operational carbon and embodied carbon.

As a residential condo developer, we do not have any Scope 1 emissions. Moreover, due to our small office footprint, our Scope 2 emissions were less than 0.1% of our total emissions.

Carbon emissions from operations have been trending downward as we more consistently use low-carbon heating systems such as geo-exchange. Our greenhouse gas intensity (GHGI) graph below shows our operational carbon relative to various codes for the three development projects that are furthest along. Reducing operational carbon remains a priority, however, especially as we continue to improve our ability to deliver zero operational carbon at market rates.

As operational carbon trends downwards, embodied carbon is emerging as a significant source of emissions. Therefore, our reduction efforts are focused on Scope 3 emissions from our development projects. To quantify embodied carbon, Windmill uses industry recognized methodologies from LEED or the Zero Carbon Building Standards.

Construction waste is another source of emissions. We manage this in partnership with our general contractors.

Finally, our carbon footprint includes waste generated by those who occupy our development projects. We recognize that over the lifetime of our projects, this can add up. However, since we do not currently operate the buildings, we must focus on setting occupants up for success. We strive to do this through education and good design, including providing for adequate waste sorting equipment and appropriate storage space for same.

Section 6: Our Carbon Footprint

**Our Total Emissions Are
40,147 Tonnes CO₂e**



KG CO₂e/yr

Embodied Carbon; 45%

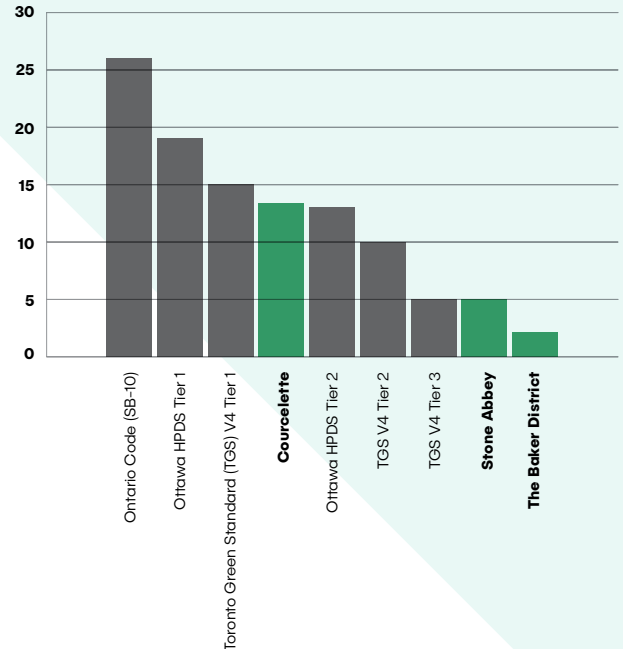
Operational Carbon; 40%

Construction Waste; 8%

Development Occupant Waste; 6%

Purchased Goods and Services; 1%

**WM Projects Relative to Municipal
Greenhouse Gas Intensity Performance
Levels (kg CO₂e/m²)**



What's Next?

Embodied carbon will be a primary area of focus as we now require all projects to quantify emissions and study options to reduce Scope 3 emissions. Windmill will also continue to push for reductions in operational carbon through high efficiency, non-combustion based technologies.

To complete our 2022 carbon footprint, some estimation was required. Over the next two to three years, Windmill will work to improve data quality and accuracy. Eliminating the estimation for waste will also be a focus as we start to track our ESG data for future disclosure.

Although emissions from our development projects greatly outnumber our corporate emissions, there are still opportunities for meaningful carbon reductions in areas such as office energy use, purchased goods and services, and travel (both commuting and business).



Baker District – Guelph

Section 7: Where We Make Our Impact



Section 7: Where We Make Our Impact

Our Projects – We Stand for Better Buildings.

We do what we do because we want to build a better world.

Approach

As a One Planet Living company, Windmill is committed to developing communities which reflect the fact that we have just one planet, and we can learn to live happy, healthy lives within our planet's finite resources.

We apply the ten One Planet Living Principles to our development projects to create regenerative communities. By that we mean communities where humans and nature thrive in a mutually beneficial relationship. This is more than “sustainable” living – it's a whole systems approach that dynamically renews all life.

Of all the 10 One Planet Living Principles, zero carbon is one of the most important for Windmill, especially given our planet's climate emergency. Our developments need to be compatible with a zero carbon future, and this means targeting not only zero operational carbon but embodied carbon as well. For developments begun in 2022 and after, it also includes targeting zero on-site combustion.

To achieve our goal of zero carbon, we have established an internal **Zero Carbon Working Group**. Led by Steve Dulmage, Director at Urban Equation, the group is currently working to establish a zero carbon building baseline for all designs. This group will also ensure Windmill Project Managers have the tools they need to consistently implement zero carbon across the portfolio.

In addition to zero carbon, as of 2021, Windmill is committed to achieving One Planet Living endorsement on all our projects. This means our developments must meet every one of the ten One Planet Principles, from zero waste and sustainable water to equity and local economy.

To do this, we have developed the **Windmill Impact Standard**. The Impact Standard is a holistic approach to sustainability that includes environmental excellence and social innovation. It consists of sustainability outcomes and performance requirements organized around the ten One Planet Living principles.

Section 7:

Where We Make Our Impact

Using the Impact Standard, buildings will target One Planet Living, LEED Platinum, and Zero Carbon Building – Design Certification. Whether we submit for certification under all three programs will be decided on a building-by-building basis.

Project Endorsement Commitments and Targets, as of Jan 1, 2022

- **One Planet Living Endorsement**
- **LEED Platinum**
- **Zero Carbon, with no combustion for space heating or hot water**
- **Green Development Standards – Ottawa High Performance Development Standard (OHPDS) Tier 2 or Toronto Green Standard (TGS) Tier 2**



Section 7: Where We Make Our Impact

Highlights of One Planet Living Principles in Action

Zero Carbon

Windmill has been focused on energy and carbon reduction since our first project over 20 years ago. More recently, we've shifted our focus to low carbon energy sources with the goal of eliminating on-site combustion. Currently our preferred system is geo-exchange; however, on projects with unique site constraints, we regularly explore other alternatives. The opportunity to use renewable energy is evaluated on every project; if a business case can be made for renewables, then they are specified as part of the design.

Windmill's Baker District project in Guelph is currently registered for and targeting Zero Carbon Building – Design Standard v3.

Materials and Products

Windmill has not historically tracked embodied carbon. Improving data collection and accuracy is now a priority.

We are also exploring opportunities to reduce embodied carbon on current projects. For example, The Stone Abbey project in Ottawa is using LaFarge ECOpact low carbon concrete. Both the Hälsa and All Saints projects are planning to use mass timber through a partnership that makes the providers part of the integrated design team.

Sustainable Transportation

Windmill is intentional about where we build. Developments are located and supported in such a way that low carbon transportation options are the primary choice of transportation. We target a WalkScore of at least 75 for all new developments. EV chargers and bicycle parking are provided for residential occupants, and parking infrastructure is adaptable and flexible for future re-use.

At the Baker District project in Guelph, Windmill is working with Kite Mobility, a rideshare program that allows people to shift away from vehicle ownership to shared electric cars and micromobility options. We are actively working with Kite to implement a similar program across our portfolio.

Detailed portfolio wide performance targets can be found in our Appendix 1 & 2.

What's Next?

To continue to address One Planet Living Principles and improve on delivering One Planet Living projects, Windmill has established the following Working Groups:

Zero Carbon, Sustainable Water, Mobility, Indigenous Policy + Engagement, Accessibility, Sustainable Materials, Affordability and Resident One Planet Living Lifestyle.

Section 7: Where We Make Our Impact

We Stand For a Better Workplace.

As a workplace, Windmill stands for a happy, healthy community. One that is human, connected and regenerative.

Our Approach

We believe in building an inclusive workplace where everyone feels they belong. We aim to create an environment in which people can bring their whole selves to work and are empowered to make healthy choices in both their work and home lives.

We strive to create opportunities for people to connect over common and varied interests, like food, nature, culture, and health & wellness.

We believe in free and abundant dialogue and community building. We understand that knowledge is for sharing and we are a community of learners.

We also feel the need to practice what we preach. This means finding ways to reduce emissions to transition our own offices to zero carbon and looking for sustainable ways to commute and do our business travel.

Highlights of One Planet Living Principles in Action

Local & Sustainable Food

By consuming foods that are sustainably sourced, we promote sustainable consumption, and we build community, both within our company and in our neighbourhoods.

- At least monthly, we provide catered in-office lunches sourced from local independent businesses; vegan and vegetarian options are provided as a matter of course.
- To encourage low carbon eating, staff participate in an annual week-long vegan challenge.
- We maintain a staff cookbook, featuring a variety of nutritious, low-carbon and low-cost recipes. This includes vegan and vegetarian options, and other recipes that draw on ingredients that are local and low-waste, have minimal packaging, and allow for appropriate disposal.

Section 7:

Where We Make Our Impact

Culture & Community

We create a better corporate culture with better business outcomes when we foster a strong sense of community – whether that's within our company or beyond. Our culture includes the following features:

- Regular workplace events to foster team building and individual relationships
- One-on-one coffee chats between staff to build collaborative relationships
- Weekly all-team meetings to provide staff with the opportunity to connect
- Monthly activities, including workshops, competitions, discussions, or sharing of reading and video materials that are themed around the ten One Planet Living principles
- Regular knowledge sessions, including several to promote Diversity, Equity and Inclusion knowledge sessions
- Opportunities for staff to provide feedback, including via the annual Gallup survey

What's Next?

In 2023, The Windmill Group of Companies will be seeking corporate endorsement as a One Planet Living company. This is a natural evolution of our sustainability journey – it will allow us to more formally organize, track and report on the many One Planet Living community initiatives we have already woven into our workplace culture.

We are establishing a framework and coaching program that will allow our staff to take ownership of our corporate culture. This will create a horizontal system that is inclusive of each team member's unique interests. We are also developing a quarterly survey that will allow us to monitor the health and happiness of our team.

Finally, in both Ottawa and Toronto, we are diversifying and strengthening our learning community by building relationships with local community groups.



Section 7: Where We Make Our Impact

We Stand For a Better **Industry.**

We lead by sharing knowledge, forging partnerships, building networks, and supporting others in their sustainability journey.

Our Approach

Starting with Dockside Green, our first development initiated in 2003, Windmill has been successful in aligning not just financial capital, but other types of capital – social, intellectual, environmental and technological – to create precedent-setting partnerships and projects. By forging partnerships with others, we continue to evolve our thinking about what it means to create impact in the development sector.

Our foundational partnerships – with Bioregional/One Planet Living, with Epic Investment Services for the One Planet Living Fund, with our advisory arm Urban Equation – continue to help us amplify and accelerate the impact of our work the world over.

We are grateful to Bioregional for their pioneering work establishing One Planet Living. Without One Planet Living's openly shared purpose, principles and processes, it would not have been possible for us to conceive of, let alone deliver on, ground-breaking developments like Guelph's Baker District or Ottawa's Zibi.

Highlights of One Planet Living Principles in Action

Zero Carbon

We help build industry capacity towards zero carbon through targeted supplier partnerships such as those with geothermal, district energy, low carbon concrete and mass timber providers. We are always on the lookout for new partnerships. We are also actively seeking and negotiating green loans and other life cycle finance tools with capital providers.

Urban Equation is actively advising on 5,000 acres of zero carbon community projects across the country. This work presents an opportunity to educate clients, community members and local government on opportunities for low carbon building design as well as zero carbon district energy planning.

We are also regularly invited to speak at industry conferences and events, such as the Toronto Real Estate Forum and events put on by the Canada Green Building Council.

Section 7: Where We Make Our Impact

Culture and Community

We've long recognized that our projects have the greatest impact when we act as connectors and co-creators, generously engaging in cross-sector, collaborative partnerships. Some examples of our current successful cross-sector partnerships include:

- **The Korean Church:** Proceeds from this 200,000 sq. ft. redevelopment of the Korean Church's current location in Centretown, Ottawa will help fund a new community church in a location that better serves its congregation.
- **Parkway House:** Redevelopment of Parkway House's current site into a 400,000 sq. ft. vibrant, high-density, mixed-use project will include a new, modern facility of this long-term care home for severely disabled adults.
- **The Baker District:** The private component of this large, \$300M mixed-use development will help offset the cost of the public facilities. These include two urban parks, public parking, and a new central library which the City of Guelph had been working to build for years with the limited resources of a mid-sized city.

We support others in developing the knowledge and skills they need to join the journey towards One Planet Living. We are involved with several organizations, either as volunteers or as sponsors.

What's Next?

Windmill is committed to sharing our lessons learned with the industry more regularly and more transparently. In the coming year, we will establish an action plan to share our internal culture program and the outcomes of internal One Planet Living Topic Working groups with our industry.



Section 7: Where We Make Our Impact

We Stand For Long-Term Change in Our Homes and Communities.

To accelerate the shift towards One Planet Living, we promote and support the sustainability choices our employees and residents make in their personal lives.

Our Approach

As a One Planet Living company, Windmill is committed to helping people live happy, healthy lives within the resources of our one planet. This extends beyond our projects, our advisory work, our workplace and our industry. It extends to our employees' and building occupants' personal choices.

Our corporate culture helps employees live active, healthy lives – outside working hours. At the project level, our developments are always designed to contribute positively to the lives of our building occupants and to enrich the local communities.

Highlights of One Planet Living Principles in Action

Health & Happiness

Our corporate culture promotes employee happiness and work satisfaction through several different programs and initiatives. These include:

- Summer flex hours and a complete office shutdown during winter holidays to allow all employees to enjoy the holiday seasons
- Mentorship Program that pairs every employee with a Partner
- Support for professional development
- Company subscription to meditation programs to promote mindfulness
- Step-count contests that encourage employees to move throughout the day
- An annual staff gratitude challenge which encourages all staff, from the senior leadership down, to express gratitude to their teams.
- Wellness benefit of \$1,700 CDN which promotes an active lifestyle by offsetting the cost of expenses such as bicycles, public transit passes, fitness classes and equipment, or excess coverage for paramedical expenses.
- A Bike to Work Incentive of \$0.50 per km paid is in addition to the Wellness Benefit.

What's Next?

We are committed to promoting One Planet Living lifestyles beyond the bricks and mortar of our buildings. We will establish an eco-concierge program whereby residents can learn about and engage in a One Planet Living lifestyle through the life of their buildings.





Appendix 1: Project and Portfolio-wide One Planet Living Commitments



Appendix 1:

Project and Portfolio-wide One Planet Living Commitments

The table below outlines our project commitments against the ten One Planet Living Principles (our sustainability topics) as well as key performance indicators (KPI) for each principle.

The “Progress” column indicates whether the specific initiative has progressed appropriately relative to each project’s current status in the milestone process. It reflects those projects underway as of December 31, 2022.

In future reports, we will also report on intensity-based performance as tracked across our portfolio.

Principal	KPI	Portfolio Target	2022 Progress
Health and Happiness	% of Projects that meet a Walk Score greater than 75.	100%	57%
	% of Projects that use 100% Low Emitting Material products, per the LEED Rating System.	100%	100%
Culture and Community	% of Projects Implementing a Friendship Agreement with local Indigenous Communities	100%	100%
Equity and Local Economy	% of Projects that provide a minimum of 10% affordable units	75%	56%
Land Use and Nature	% of Projects with a minimum 30% of the site set aside for green and open spaces.	100%	38%
Sustainable Water	% of Projects reducing average potable water use per person, per year, to 36m3.	100%	86%

Appendix 1:

Project and Portfolio-wide One Planet Living Commitments

Principal	KPI	Portfolio Target	2022 Progress
Sustainable Materials	% of Projects that reduce embodied carbon intensity to 500kg CO ₂ e / m ² .	90%	100%
Zero Waste	% of Projects diverting more than 90% of demolition and construction waste.	100%	100%
Local and Sustainable Food	% of Projects providing 1.4 m ² of food growing space per unit.	50%	50%
	% of Projects with a Community Kitchen	50%	64%
Sustainable Transportation	% of Projects with 100% EV Ready infrastructure and 25% EV Level 2 chargers.	100%	100%
	% of Projects providing a minimum of 3 low carbon mobility options for residents.	100%	100%
	% of Projects meeting a parking ratio of not more than 0.5 per unit	75%	69%
Zero Carbon	% projects that are zero carbon, combustion free, and will have their operational carbon verified by the CAGBO through the LEED or Zero Carbon Building Standards review process.	100%	85%

Appendix 2:

Corporate One Planet Living Commitments

The table below outlines our corporate commitments against the ten One Planet Living Principles (our sustainability topics) as well as KPIs for each principle.

In future reports, we will report our progress using these metrics.

Principal	KPI	Corporate Target
Health and Happiness	Number of team building exercises and activities delivered	4
	Score on Gallup Employee Satisfaction Survey	4.11
	Response rate on quarterly survey to monitor the health and happiness of employees	100%
	% of employees who use their entire \$1,700 annual health and wellness benefit	80%
Culture and Community	% of company catered lunches that are purchased from local chains	100%
	Number of conferences spoken at, case studies, or thought leadership pieces published.	20
Equity and Local Economy	Number of local community groups that participate in our corporate learning sessions. We reciprocate where possible.	4
	Number of team volunteering events per year	2
	Number of staff who contribute to our internal knowledge sessions	6
Land Use and Nature	Number of office wide group activities that occur outdoors	2

Appendix 2: Corporate One Planet Living Commitments

Principal	KPI	Corporate Target
Sustainable Water	% of cleaning products that are “sustainable” of per our green cleaning specifications	100%
Sustainable Materials	% of sustainable office supply purchases (consumables, excluding furniture and equipment) that meet our sustainable office supply specifications	75%
Zero Waste	% of company purchased meals that meet our sustainable food packaging specifications	100%
Local and Sustainable Food	Number of annual ESG programming activities that focus on local and sustainable food education	5
	% of company purchased meals that meet the requirements of our local and sustainable food catering checklist	100%