

# 2022 ESG Report





## About This Report

This report presents Concert Properties' environmental, social and governance (ESG) accomplishments for the year ending December 31, 2022. The accomplishments included in this report are aligned with our ESG Guidelines and are compared against the ESG goals and targets we set out for the organization as part of our annual business planning.

We have prepared this report acknowledging the priorities and expectations of our employees, residents, tenants, owners and the communities in which we work.

We have a strong commitment to ESG and to taking financially responsible actions that help make our properties more efficient and sustainable. Our energy and carbon reporting is based on properties either wholly or partly owned or managed by Concert Properties, for which we have operational control over the emissions, consistent with best practices in carbon reporting. All financial figures are in Canadian dollars unless otherwise specified.

# Table of Contents

<b>LETTER FROM DAVID PODMORE</b>	<b>3</b>	<b>ENVIRONMENT</b>	<b>12</b>
		Environmental Stewards	13
<b>ABOUT CONCERT PROPERTIES</b>	<b>4</b>	<b>SOCIAL</b>	<b>20</b>
Proudly Operating Across Canada	5	Socially Responsible	21
Key Accomplishments	6	A People-first Culture	23
Our ESG Pillars	7		
<b>GOVERNANCE</b>	<b>8</b>	<b>CONCERT INFRASTRUCTURE</b>	<b>30</b>
Governance in Action	9	Building Through Partnerships	31

# Letter from David Podmore

Welcome to Concert Properties' 2022 ESG Report. These pages provide an overview of our ESG activities and achievements over the past year.

Our business operations are grounded in and tied to our three founding principles:

1. Deliver attractive, long-term returns for the Canadian union and management pension funds and institutional investors who own us.
2. Create jobs and use skilled construction union labour.
3. Give back to the communities where we work.

These principles guide our vision of building resilient, inclusive and sustainable neighbourhoods across Canada to improve the lives of the people who live and work in our communities. Concert Properties is strongly focused on building a people-first future for Canadians, by Canadians through collaboration, consultation and communication.

We view ESG as an evolving process and continually review and revise our initiatives and priorities. To that end, we refreshed our approach to sustainability in 2019, creating a framework to build upon as priorities and issues change. This framework was updated in 2022 so that our ESG Guidelines better align with our current objectives and employees and other interested parties can better understand our approach to sustainable development and ESG issues.

We recognize the importance of reaching net-zero carbon emissions by 2050, a milestone set by Canada and the international community to combat the worst effects of climate change. We recognize that the pathway to get there is not clear, but we are committed to take action as we aspire to this global target.

We are proud to see that our ESG-related efforts are being recognized. We have received several awards this year, including the Canadian Council for Public-Private Partnerships (P3) 2022 Gold Award for Project Development for the work by Concert Infrastructure on the first-ever P3 high school bundle in Alberta. We are also honoured to have received the BC Top Employer Award for the second year in a row. This award specifically validates our efforts to foster a positive and inclusive workplace where employees feel heard.

Our commitment to social responsibility and those who work and live in our communities includes our activities with local not-for-profits such as Journey Home Community and the launch of their Meanwhile Spaces pilot program, where we provided safe and stable short-term housing for refugee claimants in BC.

This commitment also includes developing and constructing critically important neighbourhood amenities such as the new Bettie Allard YMCA, Coquitlam's first YMCA and the centrepiece

of our new transit-oriented, master-planned community, Heart of Burquitlam. This community also includes our rental tower, 55One, providing the largest infusion of affordable non-market housing in Coquitlam to help address the diverse needs of this rapidly growing area.

I'm heartened by these accomplishments that reaffirm our vision of building resilient, inclusive and sustainable communities across Canada. This report reflects our achievements over the past year and introduces some initiatives we will continue pursuing in the future.

Sincerely,

**David Podmore, OBC**  
Chair, President &  
Chief Executive Officer





# About Concert Properties

Since 1989, Concert Properties has proudly been developing, acquiring and managing Canadian real estate in pursuit of building a people-first future. Over the years, Concert Properties has diversified by asset class and geographically, and today comprises Concert Real Estate Corporation, Concert Income Properties and the independent corporate entity, Concert Infrastructure.

We have grown to over \$9 billion in assets, including \$3.3 billion in infrastructure. Owned by union and management pension plans and institutional investors representing over 200,000 Canadians, our vision is to create resilient, inclusive and sustainable communities across Canada.

## CONCERT REAL ESTATE CORPORATION

Concert Real Estate Corporation (CREC) develops, owns and manages rental homes and seniors' active aging communities, and develops condominiums. We currently have over \$2 billion in projects, under construction or planned, over the next five years, representing over \$1 billion in wages. The total value of assets controlled by CREC at financial year end is \$5.7 billion.

## CONCERT INCOME PROPERTIES

Concert Income Properties LP (CIP) maximizes long-term value for pension fund and institutional investors by acquiring, developing and managing industrial, office and multi-family real estate in Canada. The CIP portfolio currently includes 78 properties, with a gross asset value of \$2.7 billion at financial year end.

## CONCERT INFRASTRUCTURE

Concert Infrastructure Fund (CIF) is an independent corporate entity that receives discrete business support from Concert Properties through an administrative services agreement. CIF is a long-term investor, developer and manager established to partner with governments to deliver critical public infrastructure assets that support essential public services.

The company has developed and currently manages 10 public-private partnership (P3) infrastructure projects across three provinces and one territory in Canada. The aggregate portfolio capitalization of these projects totals \$3.3 billion at financial year end.

See [page 30](#) for more information on achievements, governance and initiatives of Concert Infrastructure.



**12,000+**  
homes

We've built more than 12,000 homes across Canada since 1989

**12+**  
million square feet

We own and manage more than 12 million square feet of commercial space

**\$9**  
billion

We've grown to \$9 billion in assets, including \$3.3 billion in infrastructure

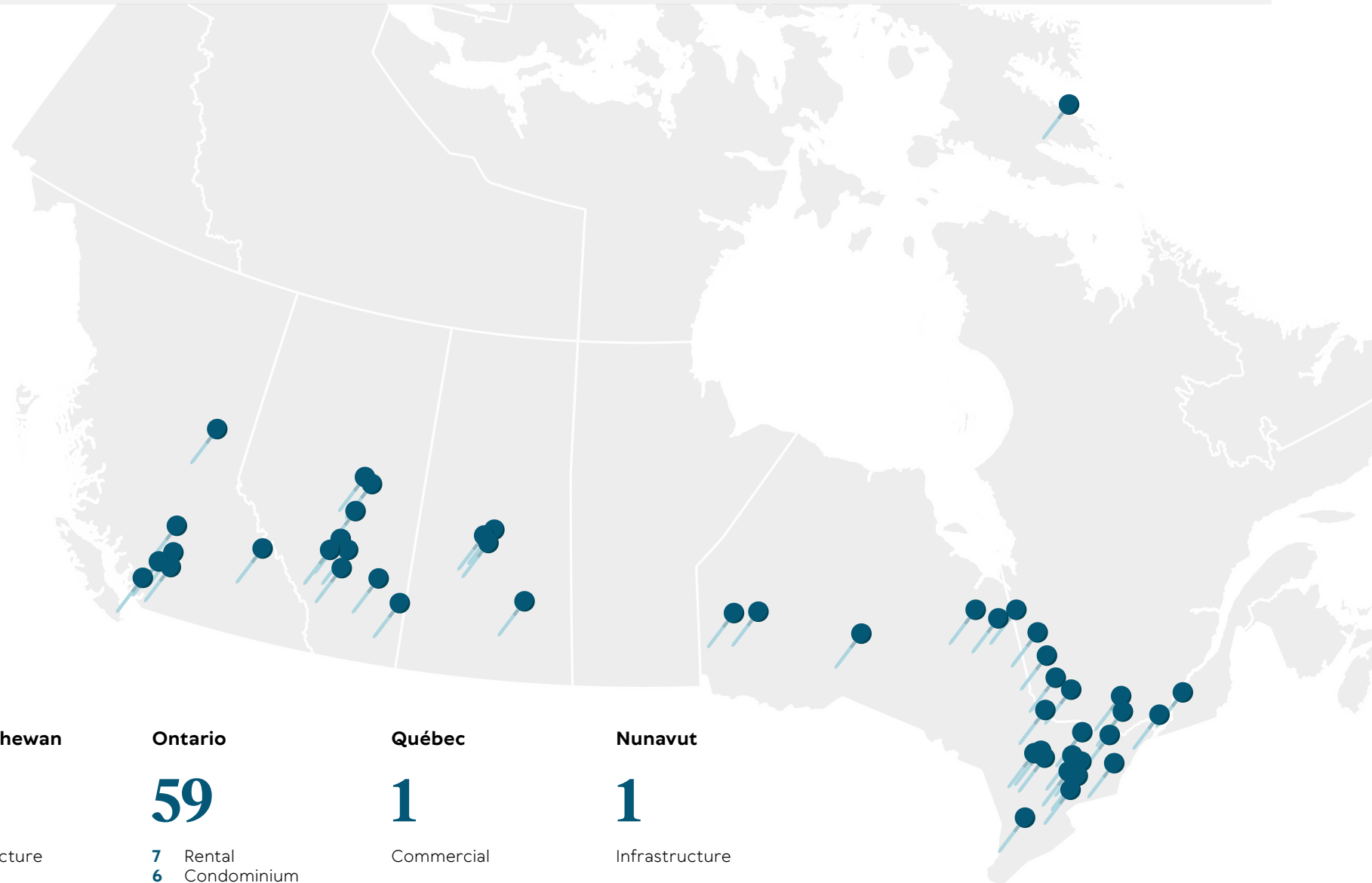
**200,000+**  
Canadians

We're owned by 47 pension funds and institutional investors representing 200,000+ Canadians



# Proudly Operating Across Canada

Concert Properties currently operates across five provinces and one territory, with offices in Vancouver and Toronto. This map outlines the locations of our assets and operations.



## TOTAL LOCATIONS

### British Columbia

100

- 18 Rental
- 44 Condominium
- 34 Commercial
- 1 Infrastructure
- 3 Seniors

### Alberta

50

- 22 Commercial
- 28 Infrastructure

### Saskatchewan

18

- Infrastructure

### Ontario

59

- 7 Rental
- 6 Condominium
- 24 Commercial
- 1 Seniors
- 21 Infrastructure

### Québec

1

- Commercial

### Nunavut

1

- Infrastructure



# Key Accomplishments

## 11.47%

greenhouse gas (GHG) emissions reduction compared to our baseline year (2018)

Concert Properties and our partners have raised – from our annual charity golf tournaments – nearly **\$4.4 million** for trades training institutions across Canada since 1996

**Homes provided to refugees** through our partnership with Journey Home Community’s Meanwhile Spaces pilot program

## 2,200

homes under construction meet or exceed energy efficiency and low-carbon emission building requirements

Provided Youth Without Shelter and Covenant House with **subsidized housing, programming and fundraising** to support at-risk youth

**651 purpose-built rental homes under construction**, including 170 affordable rental homes

## \$7.5 million

committed to trades training through a major gift to the British Columbia Institute of Technology (BCIT) for the Concert Properties Centre for Trades & Technology

Completed a new state-of-the-art 55,000-square-foot **Bettie Allard YMCA** through an innovative partnership with the City of Coquitlam and the YMCA

Updated and introduced a number of key policies in the company, including a **Whistle Blower Policy**

## 170

affordable rental housing suites to be delivered in 2023

Introduced **diversity, equity and inclusion (DEI) related training, policies and programs** as part of a multi-year strategy

Named **BC Top Employer** two years in a row



# Our ESG Pillars

## Environmental Stewardship

Concert Properties recognizes our responsibility for protecting the natural environment and ensuring that we use resources wisely. Therefore, we are taking meaningful action to combat climate change and safeguard the natural systems that sustain our communities.

## Social Responsibility

Our founding principles, combined with our guiding values, help ensure we continue to improve the lives of the people in our communities, our employees and our partners.

## Strong Governance

We believe our long-term planning to develop and implement environmental, social and investment strategies is critical to our success. Operating with strong governance principles is what helps us earn and maintain the confidence of our owners, investors, employees, partners and community members, and is the foundation on which we improve our environmental and social approach and outcomes.





# Governance

“From day one we have been very careful with the capital we have managed, ensuring it is used prudently to generate stable ongoing returns for our owners. To that end, we are also transparent with our Board about the investment choices we make, ensuring risk is minimized. One example of this conservative approach to risk aversion is buying land with cash rather than debt, unlike many other developers. Another example is our annual review of the risks the company faces, captured in our enterprise risk management process, to ensure we understand and reduce any risks to delivering ongoing returns.”

**David Podmore, OBC**  
Chair, President & CEO





# Governance in Action

Concert Properties has always had strong governance practices. Our owners trust that we will continue to deliver attractive, long-term returns for their members, and our residents and tenants entrust us with their homes and workplaces. We operate in a way that is sustainable and environmentally responsible and take these responsibilities seriously, striving to create shared and lasting value for all our stakeholders. Strong governance sets the parameters and guides our environmental and social activities, providing a baseline for our initiatives and activities.

Concert Properties has a long history of prioritizing economic stability and good corporate governance. The company's structure and investment approach are about creating long-term value for our owners and institutional investors while giving back to the communities in which we work.

As part of our annual business planning, the senior executive team sets sustainability targets that align with our ESG Guidelines. We have a multi-department ESG Committee responsible for oversight of many of our sustainability initiatives. These include our existing building pilot projects to reduce GHG emissions and improve building performance, as well as the evaluation of our building data collection and analysis tools to enhance our tracking and reporting of environmental metrics.



“This year we honed our strategy for how to approach ESG, improving the balance between being a good steward of our investors’ money, while at the same time acting in a conscionable manner as it pertains to sustainability initiatives.”

**John Dooling**  
Chief Financial Officer

## Highlights

**Enhanced reporting**  
to the Board and shareholders

**Updated ESG Guidelines**

**Added an ESG Analyst  
and a Director, Operations**  
to our ESG team

**Enhanced information security and  
cyber security** protocol and training

**Introduced a Whistle Blower Policy**

**Supported a healthier and  
safer workplace** that prioritizes  
respect and inclusion through new  
or revised policies and corporate  
training initiatives

## Our Governance Principles

Concert Properties follows a set of four principles that guide our ESG initiatives and reporting process. They set the tone for all our activities and form the basis of our ESG programs.



### TRANSPARENCY

We will develop the internal capacity to achieve reliable data collection on social and environmental metrics to enable meaningful corporate reporting, support enhanced customer experience and improve our portfolio value.



### LONG-TERM THINKING

Our long-term approach creates resilient economic growth for our investors, the communities we invest in and the assets we manage. Similarly, a forward-thinking perspective helps us develop plans and approaches for addressing ESG challenges.



### STRONG RELATIONSHIPS

We build strong, trusting and collaborative relationships through our values and actions – integrity, collaboration and service excellence.



### ACCOUNTABILITY

Concert Properties keeps abreast of evolving developments and expectations in ESG performance and reporting. We continue to evaluate which third-party benchmarks and frameworks align best with our values and objectives.



## United Nations Principles for Responsible Investment

Concert Properties and Concert Infrastructure are both signatories to the United Nations Principles for Responsible Investment (UNPRI), a United Nations-sponsored network of international financial institutions working in partnership to support the organization's six [Principles](#).

As a proponent of responsible investing, the UNPRI works to understand the investment implications of ESG factors and to support its signatories in incorporating these factors into their investment and ownership decisions. Accordingly, the UNPRI also establishes a framework that signatories must incorporate into disclosure and reporting on their ESG performance.



# Governance of CREC and CIP

Effective governance ensures key initiatives and issues impacting our ESG programs are well monitored and controlled. CREC is managed by a democratically elected Board of Directors representing the various union and management pension plans who own us. This Board and its five committees have oversight of, and provide direction to, the management of the company. CREC's Board comprises 14 Directors. The President & CEO leads the organization at the Board's direction, supported by the senior executive team. Information on our Board of Directors and senior executive team can be found on our [website](#).

CREC owns a controlling stake in CIP. The General Partner (GP) manages CIP Limited Partnership (LP). The CREC Board and committees provide governance for CIP.

For CIF governance, please see [page 32](#).



## CREC GOVERNANCE

**Board of Directors**  
CREC's Board of Directors is elected annually from representatives nominated by the union and management pension plans it represents. The Board provides direction for (and comprises) committees and guides the management of the company.

**Executive Committee**  
Tasked with specific projects

**Compensation Committee**  
Executive team hiring, compensation and succession oversight

**Audit Committee**  
Financial reporting and enterprise risk

**Investment Committee (CIP)**  
Advises on acquisitions and divestments

**Advisory Committee (CIP)**  
Reviews conflict of interest transactions

**Chief Executive Officer**  
Management of all aspects of the business at the Board's direction.

**Chief Financial Officer**

**Chief Investments Officer**

**Managing Director (CIP)**

**Chief Construction Officer**

**Chief Marketing Officer**

**Chief Development Officer**

**Senior Vice President**  
Property Management

**Senior Vice President**  
Seniors

**Senior Vice President**  
Investments

**Senior Vice President**  
People Experience

**Senior Vice President**  
Construction - East

**Senior Vice President**  
Development



# Environment

“We identify projects that reduce our GHG emissions by reviewing how the buildings and systems are operating, and where they are in their life cycle. We then update our systems with equipment that is decarbonized. Our goal is to evaluate the success of these projects and the savings that we achieve, so we can better identify future projects.”

**Kerri Jackson**

Senior Vice President, Property Management



# Environmental Stewards

## Highlights

**11.47% GHG emissions reduction** compared to our baseline year (2018)

**2,200 homes under construction** meet or exceed Ontario and BC's energy efficiency and low-carbon emission building requirements

**At least 75%** of all construction and demolition waste diverted for re-use and recycling in all our development projects

Water consumption **decreased by 1.9%** compared to 2021

**70% of properties** have an on-site waste compactor

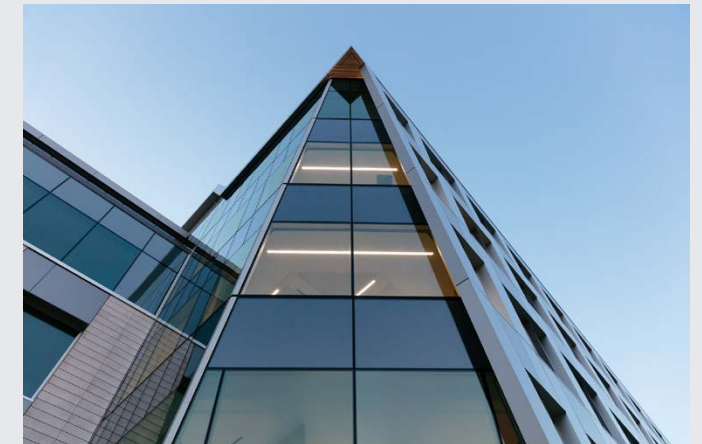
Our purpose-built rental building, 55One, has 308 apartments currently under construction, and when completed in 2023 will be **the most energy-efficient** rental tower built to date in Coquitlam:

- Designed to meet **Step 3 of the BC Energy Step Code**
- **Exceeds the energy performance requirements** set out by the City of Coquitlam

Advanced a number of pilot projects on our existing buildings in line with our **emissions reduction roadmap**

Purchased **2,443,200 kWh worth of Renewable Energy Credits** in Alberta

**Achieved Leadership in Energy and Environmental Design (LEED) certification** for our Capital Park Residences development, which also won the "Project of the Year – Multi-Family" award at the 2022 Victoria Residential Builders Association Construction Achievements and Renovations of Excellence (CARE) Awards



In our partnership with Jawl Properties Ltd. at our master-planned community Capital Park in Victoria, we installed 251 solar panels on the two commercial buildings, with a capacity of 114,000 kWh and expected savings of **\$10,000 per year.**

Concert Properties acknowledges that buildings account for more than one-third of global GHG emissions. With buildings in Vancouver and Toronto contributing over 50% of each city's total emissions, we are committed to taking meaningful and financially responsible action to reduce carbon emissions, which we see as one of our top environmental priorities. We are committed to reducing our impact in various areas of our operations by continually looking for opportunities to use water responsibly, procure sustainable materials, support biodiversity and promote healthier commuting options.

## Environmental Stewardship Priorities

Concert Properties recognizes that we must act as environmental stewards. We are responsible for protecting the natural environment and ensuring that we use resources wisely. Therefore, we are taking meaningful action to combat climate change and safeguard the natural and ecological systems that sustain our communities.



### GREENHOUSE GAS EMISSIONS

We strive to find the balance to accommodate planned growth within our portfolio and meet the financial return expectations for our investors, while achieving greater energy efficiency and reducing GHG emissions from new and existing buildings.



### MATERIALS

We recognize the importance of reducing the use of persistent toxic chemicals for both human and ecological health when procuring materials. We also take other environmental considerations into account when developing specifications for products and services through our sustainable procurement.



### WATER

We treat water as a valuable resource and use it and monitor consumption in a manner consistent with good stewardship of the watersheds near our properties. Recognizing the impact of stormwater runoff, we strive to eliminate contaminants in receiving bodies of water while contributing to a healthy hydrological cycle.



### WASTE

We endeavour to minimize waste in all aspects of our business and provide waste-reduction solutions for our residents, employees and tenants and also in our construction and development operations. Curtailing or eliminating the waste we produce by reducing, reusing and recycling helps make our business more efficient and contributes to minimizing resource extraction and reducing GHG emissions associated with producing goods.



### BIODIVERSITY

We take a restorative approach to habitat and actively seek opportunities to connect our communities with nature. We aim to minimize our environmental impact and, where possible, restore the ecological integrity and diversity of the urban ecosystems where we build, own and operate properties.



### TRANSPORTATION

We design and manage our buildings, communities and operations to act as catalysts, providing residents, tenants and workers with options for – and access to – low-carbon transportation and healthier commuting. We place high value on opportunities to pursue and execute transit-oriented development.



## IN DISCUSSION

### The Importance of Testing a Theory

To manage our GHG emissions, we first need to measure current assets and analyze potential new opportunities. We conducted energy audits across most of our commercial and residential portfolio, and in 2022, we installed new boilers at select residential buildings to test how they perform in different regions of the country.

We found that a location's climate plays a significant role in the boiler's performance and overall efficiency. With more residents working from home, energy usage increased, which impacts how our boilers need to function. These are important considerations when finding solutions for managing emissions.

The potential emissions savings from a partial year of testing are promising: our Fraser Pointe 1 building observed an initial 32% reduction in gas consumption – or approximately 56 metric tonnes of CO<sub>2</sub> emissions avoided. We plan to reassess the results after a full year of testing.

Based on the encouraging outcomes of our pilot initiative, we are proposing similar measures for other residential buildings over the coming years. However, we concluded that there would be no universal solution due to the range of environmental factors, so we need to consider each building individually. This initiative reflects our commitment to managing carbon emissions and seeking sustainable solutions that serve our residents and our communities for the future.





## Designing Resilient Buildings

We design from the inside out. We are thoughtful about livability and providing a diverse range of amenities that support healthy choices and facilitate connections among residents. We pay particular attention to the design of our building envelopes for energy performance and durability. This includes optimizing window to wall ratios and the strategic placement of windows to maximize light and views, using high-performance building insulation, reducing thermal bridging, and conducting whole building air-barrier testing to ensure our buildings are meeting air-tightness requirements. We utilize high-efficiency mechanical and electrical systems that reduce energy consumption and optimize thermal comfort. We also coordinate an extensive building commissioning quality process for all our new buildings to ensure building performance standards are met.



## Reducing Water, Energy and Waste

We set ambitious water reduction goals of 20% to 30% over baseline requirements for many of our active projects in development. We have reduced indoor potable water use through water-efficient fixtures and reduced outdoor potable water use through low-water-demand plantings and efficient irrigation systems. Our homes are also equipped with ENERGY STAR® appliances to reduce energy consumption and energy costs for our residents. In addition, to help with waste reduction, our buildings provide best-in-class waste diversion, recycling rooms, sorting facilities and programming.

We currently have 2,200 homes under construction that are designed to meet or exceed energy efficiency and low-carbon emission building requirements, including the BC Energy Step Code and Toronto Green Standard. Of these homes, 651 are purpose-built rentals and 170 are designated as affordable.

---





## IN DISCUSSION

# Electrification of 600 Drake Reduces our Footprint While Adding Comfort for Residents

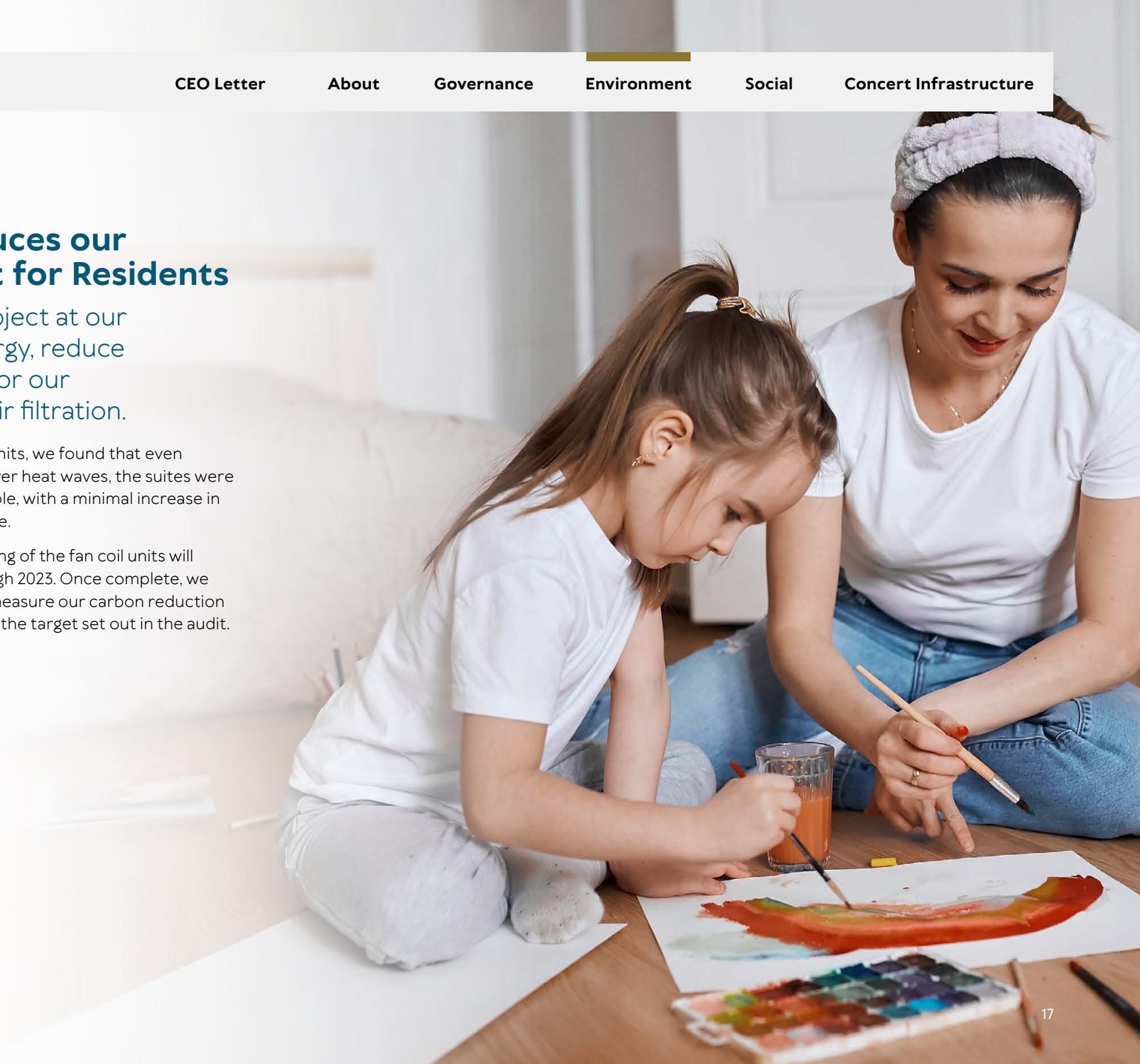
In 2019, we launched a heat pump retrofit project at our 600 Drake building in Vancouver to save energy, reduce GHG emissions, provide improved comfort for our rental residents and address issues around air filtration.

Prior to the project, on average, the building used 424,000 kilowatt hours (kWh) of electricity and 5,000 gigajoules (GJ) of gas annually. Our energy audit projects an expected annual reduction of 1,590 GJ in gas consumption, which translates to a reduction of approximately 77.9 tonnes of CO<sub>2</sub> emissions.

The suites at 600 Drake were heated using in-suite fan coil units that shared a hydronic loop with the domestic hot water system, with temperature sensors measuring heating performance. This means that heating and hot water systems are connected, limiting our capabilities for system management to reduce emissions. We added new electric heat pump units in each suite, thereby separating the systems and providing residents with conditioned units for both cool and warm weather.

With the new units, we found that even during Vancouver heat waves, the suites were kept comfortable, with a minimal increase in electricity usage.

Decommissioning of the fan coil units will continue through 2023. Once complete, we will be able to measure our carbon reduction success against the target set out in the audit.



## Making Room for Greener Spaces

To increase green space, support natural ecosystems and foster lively community gatherings, we have planned extensive landscaping and installed green roofs on many of our new developments. These green roofs also provide homes for wildlife, additional capacity for stormwater retention and can help reduce the urban heat island effect. In landscaping our sites, we use local and adaptive plants, prioritizing the inclusion of pollinator species. Many spaces also include designated play areas for children and garden plots for residents to grow plants.

## Keeping our Communities Moving

We strategically choose transit-oriented sites for acquisition and development. We believe it is important to provide residents and tenants easy and sustainable access to green commuting options to promote the reduction of emissions. We are provisioning electric vehicle charging infrastructure in many of our residential buildings and some buildings will also have car-share vehicle stations for residents. Most of our residential and commercial buildings have a full suite of facilities for visitor bicycles, and for bicycle storage, cleaning and maintenance. At 55One, our latest purpose-built rental building in Coquitlam, BC, we also arranged eligibility for partial reimbursement on TransLink Compass Card monthly transit passes for two years of residency.

## Addressing Stormwater Management

We have a comprehensive approach to integrate Stormwater Management Plans for all new developments, specific to each site and the needs of the region. For certain west coast developments in designated flood plains, we have modified site grade levels to mitigate against rising sea levels.

## Measuring the Health of our Buildings

We use data from our energy and sustainability management platform, Measurabl, an ESG management tool designed specifically for real estate to automatically collect and measure data from utility providers across our portfolio. We track the life cycle of our building systems so at the end of their lifespan we can implement more efficient systems to achieve our ESG goals.

Through our multi-department ESG Committee, we work to identify initiatives to reduce GHG emissions, and are exploring options such as going electric or using dual fuel for hybrid energy in our building systems. By evaluating current successes, we can better analyze our consumption to help decide what will be best for the future. We have engaged third-party consultants, including scientists and engineers, to help us. Our goal is to apply all the lessons learned holistically to ensure existing buildings and new construction projects meet local, and our own, standards as we elevate them to create greener, more environmentally friendly developments.

## Offsetting our Carbon Footprint in Alberta

As a company, it is important to ensure the money we spend on achieving sustainability targets directly benefits the communities where we work. Our strategy is to use Renewable Energy Credits, and where it makes sense, carbon offsets. This allows us to achieve emissions reductions in the short term while we develop decarbonization projects in our own buildings that may take longer to realize. In 2022, we purchased 2,443,200 kWh worth of Renewable Energy Credits in Alberta. We are not only decarbonizing our own portfolio, but also contributing to new energy jobs in Alberta and supporting the market for lower-carbon energy sources.





## IN DISCUSSION

# Introducing Ecopilot at Head Office – Reducing GHG Emissions Through AI

At our corporate offices in Vancouver and Toronto, we launched a pilot project using artificial intelligence (AI) to automate processes controlling various building operations, including lights and heating, ventilation and air conditioning (HVAC). These form what is called the Building Management System, or BMS. The goal is to maximize the comfort of our tenants and employees while minimizing energy consumption.

This technology uses a building’s thermal properties, weather forecast data, occupancy levels and other relevant parameters to adjust and save energy output. The system is designed to ensure that only occupied spaces are heated or cooled accordingly.

We found that between February 2022 and February 2023, our head office building at 1190 Hornby in Vancouver used 654 GJ less natural gas than the predicted weather-normalized baseline, resulting in emissions being reduced by 14% and electricity

being reduced by 3%. From our total initial investment of \$50,000, we saved more than \$13,300 in utility consumption and achieved a return on investment of 26%.

In other commercial locations where we have implemented similar AI technology, we have achieved annual savings in both energy and CO<sub>2</sub> emissions as well. Given these positive results, we expect to continue to implement AI across our commercial office spaces.

THROUGH IMPLEMENTATION OF THE AI ECOPILOT AT 1190 HORNBY, WE HAVE ACHIEVED:\*

**654 GJ**

less natural gas used

**3%**

electricity reduction

**14%**

emissions reduction

**\$13,300**

saved in utility consumption

\*Prior to the AI Ecopilot, annual gas and electricity consumption were 4,670 GJ and 1,173,000 kWh respectively.





# Social

“When I first started, the senior executive team felt it was important to maintain a small company feeling as we grow. Social gatherings and events that bring people together are so important to our employees. Creating the opportunity for connections on all levels on a regular basis helps foster an environment where people are comfortable raising issues and speaking openly.”

**Aran Clarke**

Senior Vice President, People Experience





# Socially Responsible

## Highlights

**Donated \$7.5 million** to BCIT for the Concert Properties Centre for Trades & Technology

**Completed state-of-the-art 55,000-square-foot YMCA** through a unique partnership with the City of Coquitlam and the YMCA

**Neared completion on 170 affordable homes** in BC and Ontario

**Introduced several new and improved programs to support employees**, including the reduction of long-term disability rates, top-up of parental leave, ability to direct annual bonuses to RRSPs, and introduction of MaturN to support maternity-leave-taking employees

Introduced DEI programs and initiatives, including **gender diversity training and year-round access to Indigenous learning activities**, and provided reimbursement for the listed learning experiences for staff

Through our CommunityWorks efforts, **provided funding and employee time and resources to more than a dozen community and not-for-profit organizations** across Canada, honouring our third founding principal, “Give back to the communities where we work”

Concert Properties is a community builder that strives to improve the lives of our employees, partners and those who live and work in our buildings. We aim to create healthy, resilient, inclusive and diverse communities that enable residents to live meaningful lives. Similarly, as an employer, we understand that our policies and practices must embody diversity, equity and inclusion.



## Social Responsibility Priorities

Our priorities are tied to making a positive impact on our staff and on the people in the communities where we work. These priorities are aligned with the objectives of our shareholders who rely on our returns.



### INCLUSION

We create places that embrace diverse populations, facilitate housing accessibility and offer the many positive benefits of thriving community life. Concert Properties believes that equity and social inclusion are critical components of social well-being and that welcoming, inclusive environments work better for everybody – at home or work and at all stages of life. Therefore, Concert Properties has been actively implementing diversity, equity and inclusion (DEI) principles and programs across our business, communities and supply chains.



### HEALTHY LIVING

Physical and mental health are some of the most important foundations for human well-being, so we carefully select sites and design amenities and programming to support healthy choices. This means creating mixed-use spaces where people can live and work, as well as communities that encourage cycling and developing near rapid transit nodes. It also means designing dynamic streetscapes and public spaces that encourage people to gather, are accessible and enable pedestrians as well as cyclists and transit users.



### PEOPLE-FIRST CULTURE

We support the development of an equal opportunity economy where Canadians can access education, training and meaningful work and contribute to society. We proudly strive to make a long-term impact on our community, on industry and in people's lives through our support for skilled trades training, donating our time and resources to community-focused initiatives, and through the creation of people-centric communities across Canada.

We value integrity and seek to build long-term, respectful relationships with our employees, vendors and partners. We are always looking for opportunities to invest in our employees in a way that also creates additional value for the company. Simply stated, Concert Properties aspires to be a great place to work and a good partner to work with and to make a difference in communities.



## Respect in the Workplace – Bringing our Policies in Line with our Practices

We reviewed and updated our Respectful Workplace Policy and now actively provide guidance on dealing with microaggressions, conflict and other current issues to support our employees. We also implemented interactive learning modules to introduce and socialize these revised policies using scenario-based learning.



# A People-first Culture

Our focus on a positive people-first culture is why we implemented a new DEI strategy this year.

	Education	Leadership Development	Policies and Practices Improvement
2022	Redesign Respectful Workplace Policy; develop training; roll out to all staff.	Support People Leaders with performance and development conversations.	<ul style="list-style-type: none"> <li>Review attraction, recruitment and selection processes through DEI lens; design and deliver relevant training for hiring managers.</li> <li>Develop and execute plan for continuous improvements to policies, procedures and practices.</li> </ul>
2023	Upskill leaders and staff to better support a psychologically safe workplace.	Support leadership development by focusing on inclusive leadership.	<ul style="list-style-type: none"> <li>Introduce Employee Resource Group (ERG) to provide support and guidance.</li> <li>Aim to affiliate with professional associations focused on underrepresented groups to attract a more diverse talent pool.</li> </ul>
2024	Improve ability to have difficult conversations and respectfully resolve issues and differences through training and toolkits.	Boost coaching and mentoring capabilities by creating a network of champions to enable development and career growth for all staff.	<ul style="list-style-type: none"> <li>Evaluate effectiveness of ERG and governance structure for DEI.</li> <li>Review talent practices; processes to improve career progression opportunities; increase promotion transparency.</li> </ul>

Timeline: Q2, Q2 and Q3, Q4

## Talent Attraction, Recruitment and Retention

Concert Properties, like most companies, faces competition in attracting and retaining new and exceptional talent. We have attempted to address this by actively listening to our employees and adjusting our practices based on that feedback.

For example, employees told us through several pulse surveys that they value a flexible approach to work location arrangements. We say flexible because we learned that priorities and responsibilities are unique to each person, so we allow employees in conjunction with their supervisor to create the schedule that works best for them.

Our bi-annual employee surveys are another important measure that helps us understand the key drivers for employee satisfaction, and our next survey will be in 2023. With this open and honest feedback, we can make sure we offer the best environment for our people.

For example, a recent survey prompted us to review our benefits package and ask our employees what they needed to support their well-being. They identified mental health and physical wellness as important, and we made changes to what we offer and what programs we initiate.

To attract new talent, we have rolled out inclusive hiring practices to ensure we stay relevant in the employment market and are seen as an attractive, inclusive place to work.

In addition to updating our focus on equality and equity, we have expanded our network by exploring new recruiters that work with candidates from a variety of backgrounds including underrepresented populations. For instance, we are looking at specific local agencies that work with Indigenous people to recruit new employees with diverse ideas and perspectives.



## Moving the Needle on Diversity, Equity and Inclusion

We take a strategic, thoughtful approach to DEI at Concert Properties. We ensure we fully and properly educate ourselves before taking any action or introducing any new initiative.

Led by our People Experience team and championed by the senior executive team, the DEI strategy has been promoted throughout the company to ensure that our workforce reflects and represents the communities in which we live and work. Through this lens, we've made some impactful changes to support this strategy.

With a commitment to providing a workplace culture where all employees experience respect and dignity, we continue to implement strategies to remove barriers and create a professional, healthy and safe environment. In 2022, we

initiated a review of all policies, procedures and recruitment practices using a DEI lens and revised as necessary.

The vast majority of our DEI initiatives are employee driven. For example, some employees requested to include pronouns in our email signatures. Before implementing, we invited an experienced partner to educate us on the proper use of pronouns and why they are important for helping all people feel included and welcomed.

When news came out regarding the tragic discovery of children's graves on former residential school land, our employees were motivated to reflect on reconciliation in Canada and what it means to us all. Our first action was to commit to recognizing the National Day for Truth and Reconciliation in our offices. Staff were provided opportunities to join educational Indigenous-led walking tours. We also provided awareness and access to the online Indigenous Canada course offered by the University of Alberta, a 12-lesson Massive Open Online Course created by the Faculty of Native Studies.

### CONCERT PROPERTIES WORKFORCE DIVERSITY STATISTICS

**39%**

Identify as Male



**61%**

Identify as Female

**50%**

Identify as Male



**50%**

Identify as Female

**64%**

Identify as Male



**36%**

Identify as Female



## IN DISCUSSION

### BC Top Employer Two Years in a Row

We are exceptionally proud of receiving the BC Top Employer Award again in 2022, the second year in a row that we have achieved this recognition. Winning this award validates our efforts to foster a positive and inclusive workplace grounded in a willingness to listen to our employees.

The criteria, used by a panel of judges drawn from other progressive workplaces, was exhaustive, including:

- evaluation of the company's physical workplace, atmosphere and social environment;
- the health, financial and family benefits, and vacation and other paid time off;
- employee communication structures;
- performance management frameworks;
- opportunity for training and skills development; and
- community involvement.



### Building the Future

In July, we announced our \$7.5 million gift to the British Columbia Institute of Technology (BCIT) to construct the Concert Properties Centre for Trades & Technology, which will provide space for 700 additional students. This centre and its skilled trades programs are key to equipping diverse, hardworking Canadians with the skills to secure well-paying jobs in construction and will help alleviate ongoing trades training waitlists and contribute to a healthy talent pool in BC. This donation builds on over three decades of fundraising through our annual corporate charity golf tournament that, thanks to our many industry partners, has raised nearly \$4.4 million for trades training programs across Canada.



## Building Neighbourhoods in Canada – Creating a Sense of Community

Creating mixed-use developments with a diversity of housing is important to building community. We use people-first design principles when creating residences and shared spaces. Parks and pathways, landscaping, places to gather and socialize – these underpin our thoughtful design process, ultimately creating a community that fosters connections and a deep sense of belonging.

To connect our developments to their larger neighbourhoods, Concert Properties develops near mass transit lines and bike corridors to provide commuting access and sustainable transportation options.

To support inclusive communities, Concert Properties has a long history of partnering with all levels of government and not-for-profit organizations to deliver assured and affordable housing. In 2022, we neared completion on two rental buildings in BC and Ontario that included a total of 170 affordable homes.

In our commercial buildings, we support building community bonds through events such as our Tenant Appreciation events that unite neighbours and strengthen communities.



“Our goal is to build communities that help our residents connect and ultimately live better lives. Our values of quality, integrity, service excellence and collaboration guide our decisions and actions every day in our pursuit of creating resilient, inclusive and sustainable communities.”

**Craig Watters**  
Chief Development Officer

## CASE STUDY

# Bettie Allard YMCA – Creating Community Spaces in BC



Located in our master-planned development, Heart of Burquitlam, the state-of-the-art 55,000-square-foot YMCA is the result of an innovative partnership between the City of Coquitlam, YMCA and Concert Properties.

The new facility is a welcoming, safe and inclusive space for Coquitlam residents of all ages, stages, backgrounds and abilities. It provides spaces for social connection; health, fitness and aquatic programs; family-centred opportunities for learning and play; youth leadership; and employment and wellness services.

The community also features easy access to the SkyTrain, a Park and Ride, a community police station, a future 2.55-acre park and two residential towers including 468 condominiums at Myriad and 308 homes in the 55One rental tower.

Through a partnership with Canada Mortgage and Housing Corporation (CMHC), BC Housing and 43 Housing Society, we were able to make 100 of the 308 rental homes available at non-market rates. Ranging up to three bedrooms, these homes are designed to assist families, couples and individuals in the community in accessing more affordable housing.

55One will be the most energy-efficient rental tower built to date in Coquitlam, designed to meet Step 3 of the BC Energy Step Code, exceeding the energy performance requirements set out by the City of Coquitlam. This vital community project is currently under construction and due to open next year.

“We strive to make a positive, long-term impact in our communities where we do business. We are very proud of the many years of collaborative work that has created our master-planned community in Coquitlam. This long-sought community recreation facility and critically needed affordable housing have been made possible through several unique partnerships founded on shared values and a commitment to strengthening community.”

**Craig Watters**

Chief Development Officer



## Creating Affordable Housing in Etobicoke

In Ontario, the Kip District is a transit-oriented, master-planned, mixed-use community that is less than a five-minute walk to Kipling Station, a major transportation hub. The second phase of this project currently under construction and planned to be completed in 2023, includes a 24-storey rental tower comprising 286 homes. Seventy of these homes will be dedicated as affordable housing thanks to funding and incentives from the City of Toronto’s Open Door Affordable Housing Program and favourable financing through CMHC’s Rental Construction Financing Initiative.

## Helping New Canadians Find a Place to Call Home

Concert Properties partnered with two local not-for-profits, Journey Home Community (JHC) and Immigrant Services Society of BC (ISSofBC), to launch a pilot program called Meanwhile Spaces. This innovative initiative provides homes slated for redevelopment to be used as transitional housing for refugees arriving in the Metro Vancouver area. Concert Properties provided nine apartments, allowing several families and individuals fleeing war and persecution to feel safe and secure as they transitioned into Canadian society. Concert Properties was proud to be the first local developer to participate in the pilot program and lend support for this partnership.

“Giving back to the communities where we work has been a key principle since day one,” says David Podmore, OBC, Chair, President & CEO. “Given the housing crisis we are facing, we don’t want any homes sitting empty, and given the short-term nature of this program, we felt this was a great way to utilize these homes. We’re proud to be partnering with ISSofBC and JHC to support the Meanwhile Spaces program and help fill this need.”

## Supporting Ukrainian Refugees in BC

Concert Properties and our employees raised more than \$20,000 for the Canadian Red Cross to provide additional funding and support for those displaced by the war in Ukraine. Residents at Tapestry at Victoria Harbour sought to support the settlement of displaced Ukrainians seeking temporary residency in Victoria. Together with the Intercultural Association of Greater Victoria residents created ‘Patchwork of the Heart,’ a beautiful quilt featuring the colours of the Ukrainian flag, which was then raffled, raising over \$20,000.



This year, we contributed resources and funding to local not-for-profit organizations supporting our communities with shelter including Covenant House, Youth Without Shelter and North Shore Community Foundation. To support organizations tackling food waste and help those in need, we donated to Union Gospel Mission, food banks in Metro Vancouver and the Greater Toronto Area, and Food Stash Foundation.

---



## Providing Safe Spaces for Young Canadians

Concert Properties has a long history of supporting Youth Without Shelter (YWS), a Toronto-based organization that provides a safe refuge for youth between the ages of 16 and 24 who have found themselves without a place to call home. Several Concert Properties employees were instrumental in guiding and supporting YWS with the acquisition of a 24-bed rooming house. This purchase enabled YWS to expand its unique Stay in School program that provides shelter and wraparound support to youth facing homelessness while they complete their post-secondary education.

Concert Properties provides ongoing property management and Residential Tenancies Act advice to YWS staff as they manage existing residents. We also participated in several YWS fundraisers and personal essentials drives, and in August, approximately 20 staff participated in our annual Youth Engagement Day at YWS. This event brings homeless youth and staff from YWS and Concert Properties together for a day of fun games.

For the past several years, Concert Properties has supported Covenant House in both Toronto and Vancouver. In 2021, we implemented a youth housing program providing six homes at substantially subsidized rates to homeless youth at our residential rental property at One32 in

Toronto. The program provides stable and affordable housing while students are enrolled in secondary or post-secondary school. Preserving anonymity within the building is key to helping build their lives as thriving members of society. The program's successes include one youth who recently graduated, secured full-time employment and is now moving into a market-rent home in the building, freeing up a suite for another youth in need. In 2023, we plan on expanding this offering with five affordable homes at our new rental building, 20 Samuel Wood.





# Concert Infrastructure

“Assets in the Concert Infrastructure portfolio are owned by various levels of government. These assets are being built and managed to meet social objectives. They are schools, police stations and hospitals. They include an airport in Iqaluit. The function of these facilities is to benefit public policy interests and objectives for various government entities and the communities they serve.”

**Derron Bain**

Managing Director, Concert Infrastructure



# Building Through Partnerships

## Highlights

Aggregate portfolio capitalization of **\$3.3 billion**

Owned by **10 Canadian union and management pension plans**

**Alberta High Schools P3 project won the 2022 Gold Award for Project Development** from the Canadian Council for Public-Private Partnerships

Direct investment and management of **10 Canadian public-private partnership projects**

**12+ years** of direct public infrastructure investment and asset management

Co-investment strategy in OMERS Infrastructure's **global portfolio of large operating assets**

Concert Infrastructure (CIF) is an independent corporate entity that receives discrete business support from Concert Properties through an administrative services agreement.

CIF has a separate Board of Directors and governance, though the principles and general approach to ESG are consistent with those of Concert Properties. CIF is aligned corporately with and supports the social sustainability, objectives, requirements and results of Concert Properties. CIF's environmental objectives, requirements and results differ from Concert Properties, as these are defined by government partners under the project contract or agreement supporting the delivery and management of the particular infrastructure asset.





# Governance of CIF

Effective governance ensures key initiatives and issues impacting ESG objectives are well monitored and controlled. CIF is governed by a democratically elected Board of Directors. There are 10 shareholders (common with CREC's 19 shareholders), with a separate Board, leadership and resources.

CIF's Board has 10 Directors who represent the union and management pension plans that own CIF. The Board oversees both the Compensation and Audit Committees that look after hiring, compensation, financial reporting and risk management. Our Managing Director leads the organization, handling all aspects of the business at the Board's direction and overseeing the performance of the leadership team. Information on our Board of Directors and senior management can be found on our [website](#).



## CIF GOVERNANCE

### Board of Directors

CIF's Board of Directors is elected annually from representatives nominated by the union and management pension plans it represents. The Board provides direction for (and comprises) committees and guides the management of the company.

### Compensation Committee

Executive team hiring, compensation and succession oversight

### Audit Committee

Financial reporting and enterprise risk

### Managing Director

Management of all aspects of the business at the Board's direction.

### Group Head

Development and Construction

### Group Head

Finance

### Group Head

Project Operations Management





## Partners in Infrastructure

Concert Infrastructure is a responsible investor, developer and manager of critical public infrastructure prioritizing environmental, social and economic sustainability principles across our business. We work closely with industry and government partners to ensure that sustainability objectives defined in project agreements are met or exceeded.

Concert Infrastructure's investment portfolio includes projects that prioritize and deliver innovative design and system solutions, supporting LEED certification, energy performance targets and guarantees, Building Owners and Managers Association (BOMA) BEST certification, and green financing. These project objectives and features result in improved performance of critical public infrastructure and operational savings.

A secondary objective of Concert Infrastructure is a co-investment strategy in OMERS Infrastructure's assets, providing portfolio diversification through large operating infrastructure assets within Canada and globally alongside an investor whose core mission is to deliver secure and sustainable pensions to its members.



“All of the infrastructure projects we build and manage directly contribute to strengthening the economic and social fabric of Canadian communities. For example, the Iqaluit airport is fundamental to those in Nunavut and beyond as a critical transportation hub for the economy, as well as for access to social services. It is essential for access to critical healthcare and for the majority of cargo shipments to and from Canada's North. This one single infrastructure asset has a major impact on the economy and Canada's Arctic.”

**Derron Bain**

Managing Director, Concert Infrastructure

At its core, Concert Infrastructure's business focuses on investing, developing and managing infrastructure that supports the long-term needs of communities across Canada and contributes to strengthening their economic and social fabric. Consequently, environmental, social and economic sustainability considerations and investment are at the forefront of the company's strategy and activities.

With the objective of strengthening our approach to delivering sustainable infrastructure, and in the spirit of corporate citizenry, Concert Infrastructure is committed to the UNPRI Reporting Framework.

Concert Infrastructure is dedicated to incorporating environmental, social and economic sustainability objectives into our investment decisions, which leads to better project risk management, which in turn meets the objectives of our pension plan shareholders. As a signatory to the UNPRI since 2021, Concert Infrastructure is proud and committed to upholding their six [Principles for Responsible Investment](#).

## CASE STUDY

# Concert Infrastructure Wins Gold Award for Project Development

Concert Infrastructure and its partners were honoured to win the 2022 Gold Award for Project Development from the Canadian Council for Public-Private Partnerships for our work on a unique bundled project delivery in Alberta comprising five high schools. This project is the first ever P3 schools bundle in Alberta made up exclusively of secondary schools. The \$300 million project achieved a high level of sustainability through energy reduction, a sustainable design approach and by integrating provincial LEED standards and respective school jurisdiction building requirements.

Once construction is completed, all five schools will obtain LEED Silver Certification. Statistics from the energy model are outlined in the chart below with a comparison against the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 90.1-2010 requirements relating to piping insulation for heating and cooling.

School	Reduction in Annual Energy Usage (%)	Annual Energy Cost Savings (%)	Annual Energy Cost Savings (\$)
<b>SOUTH EAST HIGH SCHOOL (EDMONTON)</b>	28.4%	32.9%	\$66,954
<b>FATHER MICHAEL MCCAFFERY CATHOLIC HIGH SCHOOL (EDMONTON)</b>	39.6%	37.2%	\$47,184
<b>OHPAHO SECONDARY SCHOOL (LEDUC)</b>	40.1%	36.8%	\$43,329
<b>LANGDON SCHOOL (ROCKY VIEW COUNTY)</b>	38.2%	33.3%	\$29,995
<b>IRON RIDGE SECONDARY CAMPUS (BLACKFALDS)</b>	36.2%	36.4%	\$34,461



## Public-Private Partnerships

Concert Infrastructure is engaged in a number of public-private partnerships (P3s), which are characterized to be collaborative full life-cycle project delivery between governments and the private sector frequently used to deliver large-scale public infrastructure projects such as government buildings, hospitals and schools, in support of critical public services. Unlike traditional infrastructure procurement, in a P3, governments integrate responsibility for design, construction, financing and long-term facility maintenance and life-cycle renewal under a single contract or project agreement.

**VANCOUVER**

8th floor, 1190 Hornby Street  
Vancouver, BC V6Z 2K5  
604.688.9460

**TORONTO**

20 Wellington Street East, Suite 200  
Toronto, ON M5E 1C5  
647.789.2050

**ConcertProperties.com**