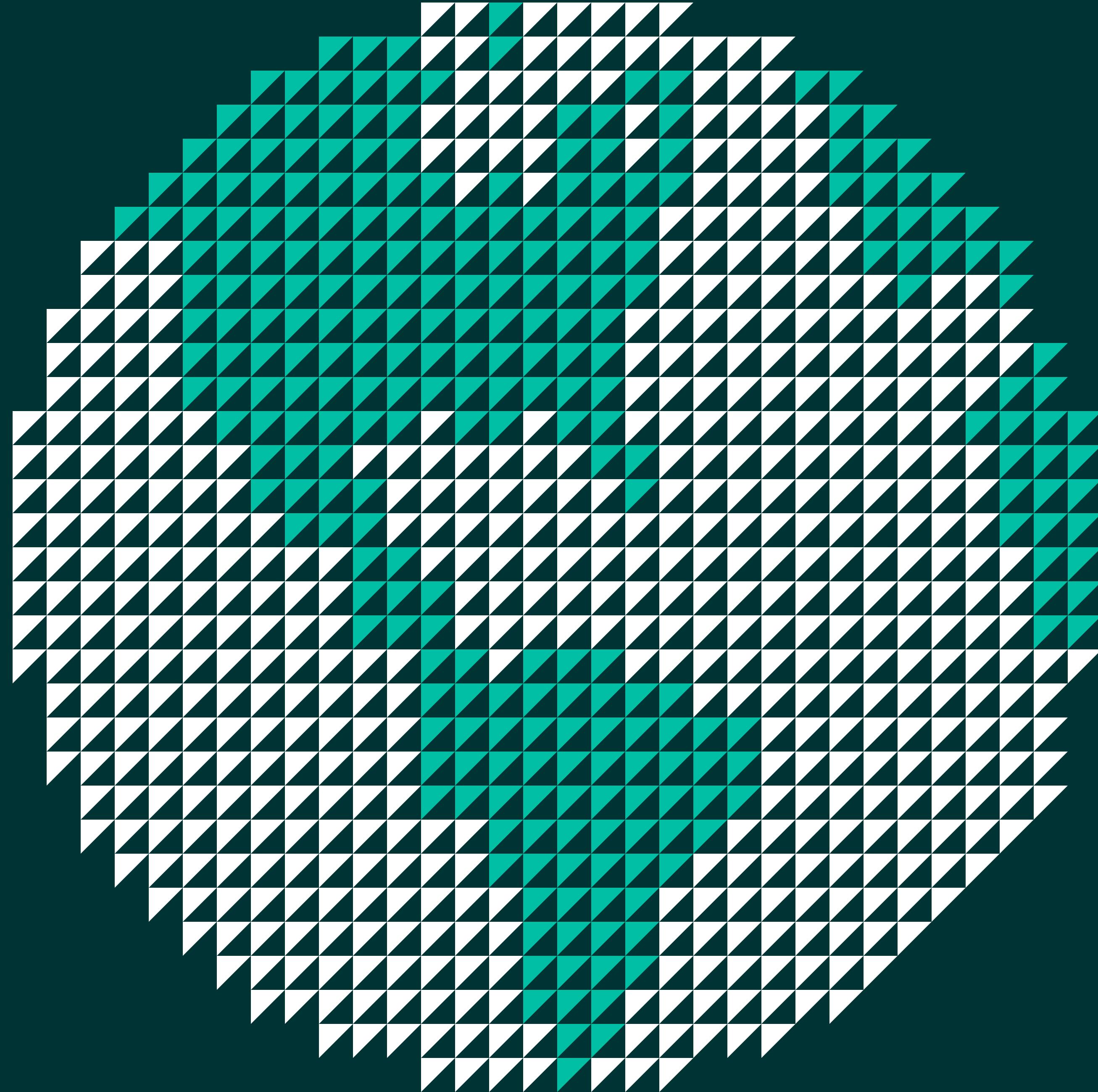




**We do what we
do because
we want to build
a better world.**



**Windmill Group
of Companies
2023 Sustainability
Report**

windmill

**URBAN
EQUATION**

 One Planet Living® | Global Leader 2024

Table of Contents

- About this Report 3
- Section 1 4
 - Message from the Partner Group
- Section 2 7
 - 2023 Sustainability Highlights
- Section 3 9
 - About Windmill & Our Sustainability Strategy
- Section 4 16
 - Our Impact
 - 4.1 Our Projects 17
 - 4.2 Our Workplace 26
 - 4.3 Our Industry 33
 - 4.4 Our Homes & Communities 41
- Appendix 50



About This Report

This is the Windmill Group of Companies' first official Sustainability Report. It follows from our Sustainability Strategy published in May 2023 and provides investors and other stakeholders with information on the Windmill Group's sustainability strategy, commitments, targets, action plan, and progress to date.

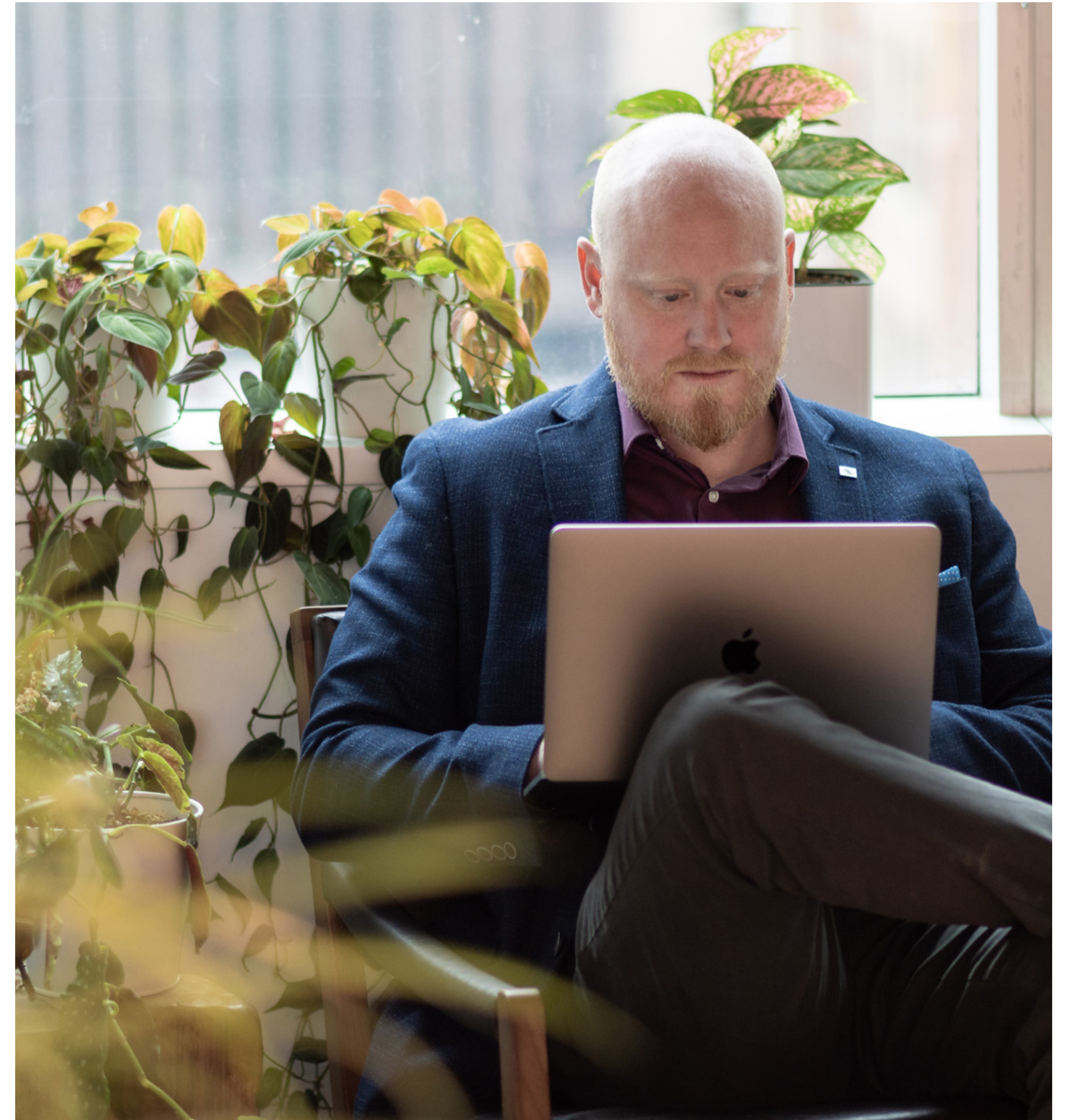
Where reported, project performance data encompasses all development projects, including those that were completed as of December 31, 2023, as well as those in active construction, and those in the pre-development phase.

This report was informed by One Planet Living®, a framework for sustainable living developed by the UK-based non-profit organization, Bioregional.

Questions or feedback on this report?

Please contact Steve Dulmage,
Director, Urban Equation
Steve.Dulmage@urbanequation.ca

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Section 1

Message from the Partner Group



2023 Focus

Governance, Innovation, Partnerships

In the year since publishing our Sustainability Strategy, we have focused on three key areas: governance, innovation and partnerships.

Governance

We are a One Planet Living® Global Leader.

In 2023, we were officially endorsed as a One Planet Living® Global Leader. We are proud to share that we are the first company in North America to receive this endorsement by Bioregional, the UK-based body which oversees One Planet Living.®

This endorsement followed the establishment of our One Planet Living Council and the finalization of our One Planet Action Plan. The Council is responsible for ensuring the entire company operates in a way that promotes living within the planet's finite resources. The Action Plan is a formal plan which details how we integrate every one of the 10 One Planet Living principles into our company's mission and day-to-day operations.

To further ensure One Planet Living is fully embedded in our company and culture, employees at all levels across the company now have an element of their compensation tied back to our One Planet Action Plan.

Innovation

The Windmill Impact Standard, Carbon Targets and Working Groups

In 2023, we continued to refine and improve the Windmill Impact Standard. The Windmill Impact Standard prepares our projects to target LEED® Platinum alongside One Planet Living endorsement. It also imposes rigorous carbon targets: it requires our projects to be zero carbon without using combustion for cooking, space heating, or hot water.

As our primary tool for achieving sustainability excellence on our projects, the Standard is the starting point for every project, not something layered on as a project progresses.

We also established short- and long-term carbon targets for both operational and embodied carbon. We are proud to be taking a leadership role to reduce carbon, and we are keen to share the lessons we're learning with our industry peers.

We are continuing to drive innovation through our Working Group Program. Through this program, we develop and implement action plans to address specific sustainability

issues in our developments. So far, we have delivered on water, materials and zero carbon.

In 2024, we will be focusing on affordability, community benefits, and resident lifestyle.

Partnerships

Collaborating to address Canada's housing crisis

Through our projects, we have witnessed firsthand the power of partnerships to solve the most pressing problems facing our society today. To that end, we are delighted to have been chosen by CreateTO, the City of Toronto's real estate agency, along with Civic Developments, to develop 2444 Eglinton Avenue East. This will be the largest co-operative housing development in Ontario and the largest affordable housing development undertaken in Ontario in the past 25 years. Moreover, it will be built to the highest sustainability standards. You can read more about this innovative partnership in the Impact section of this report.

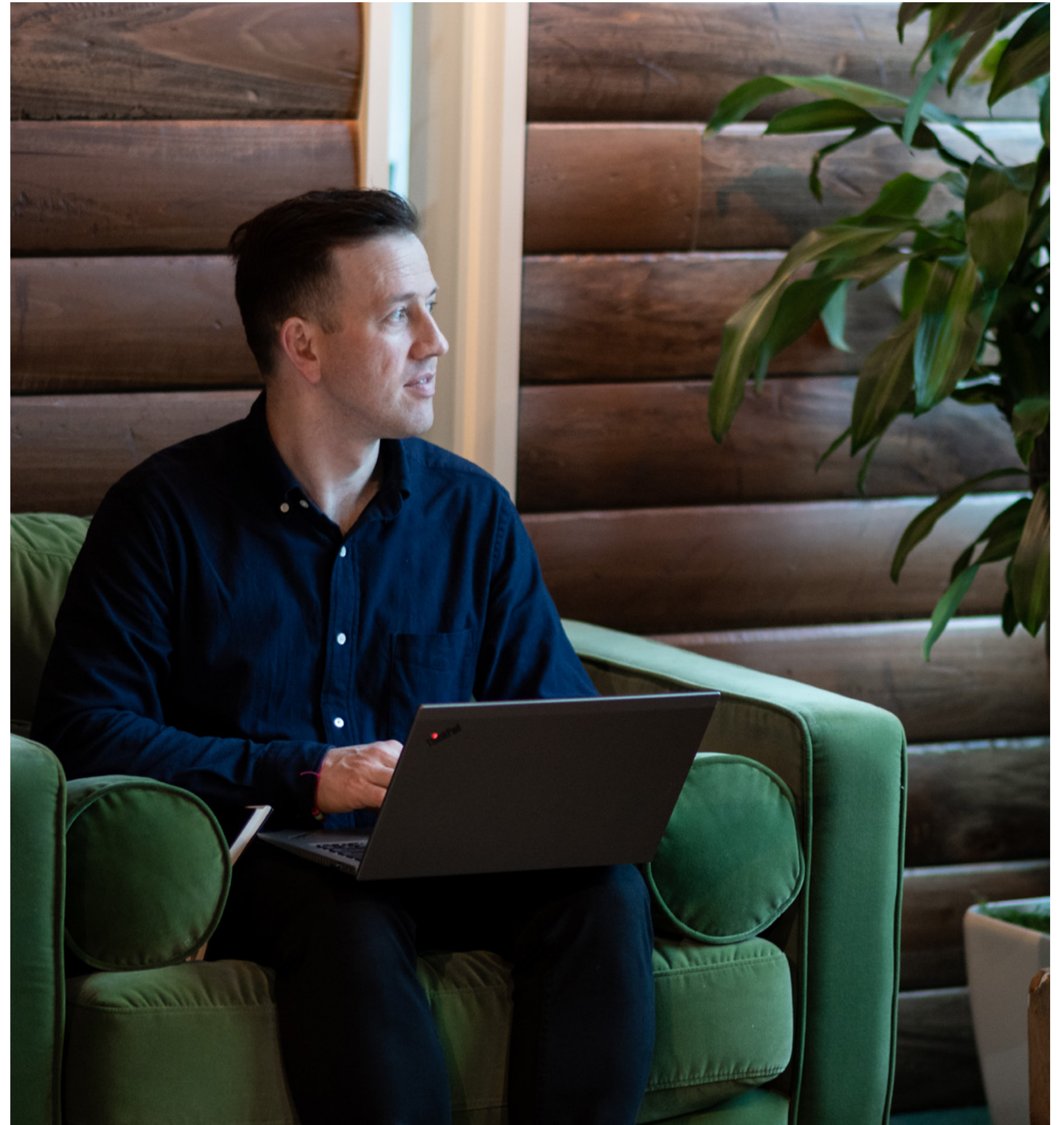
What's Next

Continuous Improvement

With a solid governance structure in place and recognition as a One Planet Living Global Leader, we feel an even greater responsibility to continue to innovate and improve.

One of the ways we'll do this is by analyzing the results from our first GRESB submission. We completed the survey in 2023, not only to see how we ranked against our peers, but more importantly, to get outside input into our operations. We've already taken steps that we hope will improve our GRESB score in 2024, and we have started to integrate some elements of GRESB into future workflows.

We look forward to sharing our continued progress with you next year.



Section 2

Sustainability Highlights



1st in North America to achieve global leadership

WMG endorsed by Bioregional
as a Global Leader

Hälsa Project

One Planet Living
Global Leader
Endorsed by Bioregional
based on One Planet
Living Action Plan

79% 3rd in Peer Group

Inaugural
GRESB Submission

Carbon Footprint

↓ **7,125** 
from 2022

33,022 Tonnes of
CO2e Annually

Courcelette Project Awards

Winner
Carbon Leadership Forum (CLF)
Toronto: New Construction,
Residential Category

Winner
BILD Award for Marketing:
Best Branding & Identity,
Mid/High Rise Category



Targets for Operational and Embodied Carbon

Science-based,
short- and long-term in line
with the Paris Agreement

Employee Engagement

4.25/5 
**Score in
2023**

↑ from 4.11/5 in 2022

Section 3

About Windmill & Our Sustainability Strategy



A Visionary Real Estate Company

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

Windmill Developments was founded in 2003 by Jonathan Westeinde and a group of like-minded thinkers and practitioners.

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, the Windmill Development Group includes:

Windmill Developments

An urban real estate development company.

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

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 to help shift our entire industry towards better social and environmental outcomes.

One Planet Living Fund

An impact real estate investment vehicle.

The One Planet Living Fund was developed by Windmill Developments in partnership with Epic Investment Services to deliver environmental, social and market financial returns.

Urban Equation Windmill's Advisory Arm

Urban Equation was founded 15 years ago as a vehicle to share Windmill's knowledge and experience of sustainable development with the broader market.



Urban Equation's unique understanding of the complexities of development and sustainable communities provides clients with a level of knowledge unparalleled in the marketplace.

Urban Equation operates in a spirit of openness and collaboration to achieve exponential impact. With decades of practical experience and a passion for real estate development, sustainability and

community planning, Urban Equation helps clients achieve real value for their projects, investments or initiatives.

Services include:

- ▼ Development Advisory
- ▼ Sustainability Strategy
- ▼ Program and Policy Development
- ▼ Carbon and Energy Advisory

Learn more: urbanequation.ca

Who We Are

Our Mission

Through our projects, we unite diverse people to co-create communities where everyone can learn to prosper now and in the future.

Our Values

We value community, co-operation & co-creation.

We are

- ▼ Human
- ▼ Co-Creators
- ▼ Curious
- ▼ Edge Walkers
- ▼ Bridge Builders
- ▼ Determined

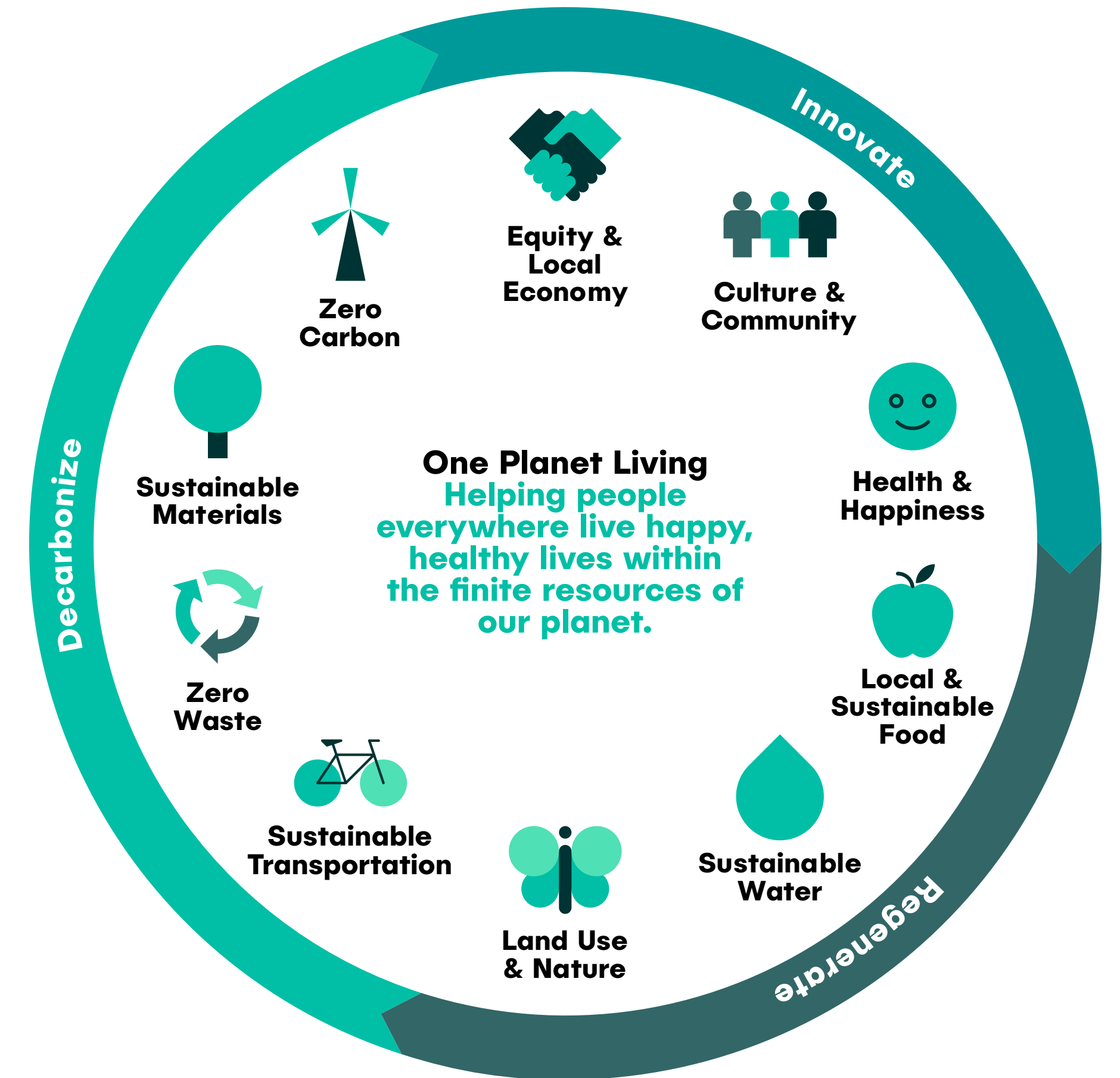


Our Impact

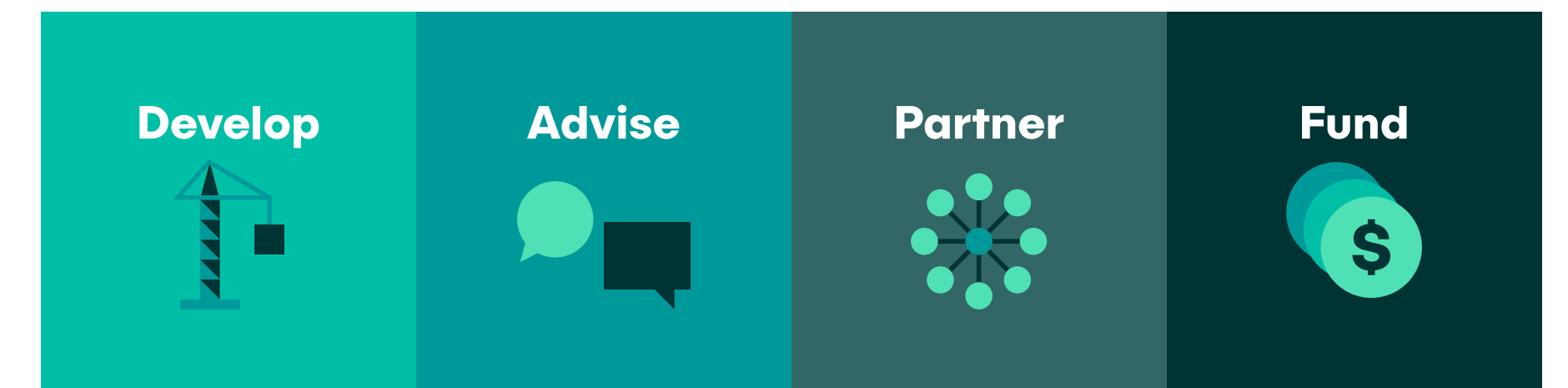
Building a better world together



Our mission, our values, our goals, our characteristics, our services, and our desired impact in the world is summed up here.



Our Services



Sustainability

Right from the start, sustainability was baked into Windmill's DNA.

The first Windmill project, Victoria's ground-breaking Dockside Green, laid the foundation to transform the way we build. Dockside Green was certified as Canada's first LEED Platinum Neighbourhood Development. It also included the two highest scoring LEED Platinum buildings in North America at the time.

Over the 2+ decades since we began, we've continued to evolve our thinking. Today we're not simply trying to do less harm. We're aiming for something more ambitious.

We're aiming for **One Planet Living** – helping people everywhere live happy, healthy lives within the finite resources of our planet.

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

Our mission is to unite diverse people to co-create communities where everyone can learn to prosper now and in the future.

Our business strategy is informed by the **ten One Planet Living® principles**. They provide the roadmap and action plan – the answer to the question of “how” we will achieve our overarching sustainability and **corporate goals**, which are to **decarbonize, innovate and regenerate**.



We also use the ten principles as the foundation to ensure all of our developments and advisory projects deliver tangible, measurable social and ecological impacts as well as financial returns. For us, One Planet Living is an overarching umbrella that encompasses other third-party commitments, such as the United Nations Sustainable Development Goals (SDGs), and endorsements, such as LEED and GRESB.

In 2022, we established both One Planet Living targets for our company and portfolio-wide targets for our projects. For an updated full list of our commitments and progress to date, please see Appendix.

Finally, the ten One Living Principles guide us in delivering impact beyond our company and projects. We aim to be a leader in our industry and to positively influence our employees' behaviour and households as well as the broader communities where we operate.

In 2023, our company was endorsed as a One Planet Living® Global Leader.

Global Leaders are recognized by UK-based Bioregional for their potential to inspire others and influence industry best practice. Leaders must submit an action plan that aligns with all 10 One Planet Living principles. And, to ensure ongoing accountability, Global Leaders must apply to Bioregional to renew the endorsement every year.

Strong Governance Promotes Long-term Growth

Windmill is dedicated to strong governance practices. Our governance approach is designed to promote long-term growth while maintaining integrity, accountability, and high ethical standards.

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

Our **Director of Finance and Operations** prepares business and operating plans for The Windmill Group of Companies; these plans consider standard business risks and opportunities as well as ESG-focused risks and opportunities. Our Director of Finance

and Operations is also responsible for preparing regular operating and financial reports for review by the partner group.

Sustainability is integrated into the very core of our business. Leaders are responsible for integrating One Planet Living into business activities, and the compensation of every employee, not just executives, is tied to their contribution to One Planet Living culture.

We encourage and reward employees for their active leadership of and/or contribution to formal One Planet Living programs

Bonuses are assessed on a progressive scale that ranges from:



Attendee (25%)

Regularly attends team events as well as knowledge and/or corporate One Planet Action Plan sessions.



Contributor (50%)

Not only attends events and knowledge sessions, but participates in the dialogue and actively contributes to our community.



Innovator/Leader/Change Agent (100%)

Curates events, either internally or externally, to help the company deliver measurable impact.

How We Implement Sustainability



The **Leadership Team** provides general oversight of our sustainability strategy. Their mandate includes ensuring that the ten One Planet Living Principles are embedded throughout our company. Our approach to corporate sustainability includes responding to the annual GRESB survey and maintaining our One Planet Living Global Leadership corporate endorsement.

Our **Partner of Innovation and Impact** is responsible for overseeing the design, integration and implementation of One Planet Living/Sustainability initiatives.



The **One Planet Living Council** is responsible for ensuring the entire company operates in a way that promotes living within the planet's finite resources. The Council includes representation from the corporate team, project team and culture team. The Council sets priorities for each year and assigns budgets for work. The Council also convenes the Working Groups and oversees their work.

The **Windmill Impact Standard Committee** is responsible for overseeing the Windmill Impact Standard. The Impact Standard is applied to all development projects to prepare projects for certification or endorsement under One Planet Living®, LEED® Platinum, or the Zero Carbon Building Standard.



Working Groups are established on an ad hoc basis to address priority issues on development projects. Once the issue is addressed by, for example, developing new tools, processes or procedures, the group is dissolved. New groups are created as new problems or issues arise. Our current roster of Working Groups includes: Zero Carbon, Affordable Housing, Sustainable Water, Sustainable Materials, Community Benefits, and Resident Lifestyle.



Finally, we have a dedicated **One Planet Living Culture Committee**. Their role is to design and implement initiatives related to corporate culture, employee satisfaction, and DEI (diversity, equity and inclusion). All of these are part of our One Planet Action Plan. Our Action Plan also includes specific programs to help our employees live happy and healthy lives outside of work in their own communities.

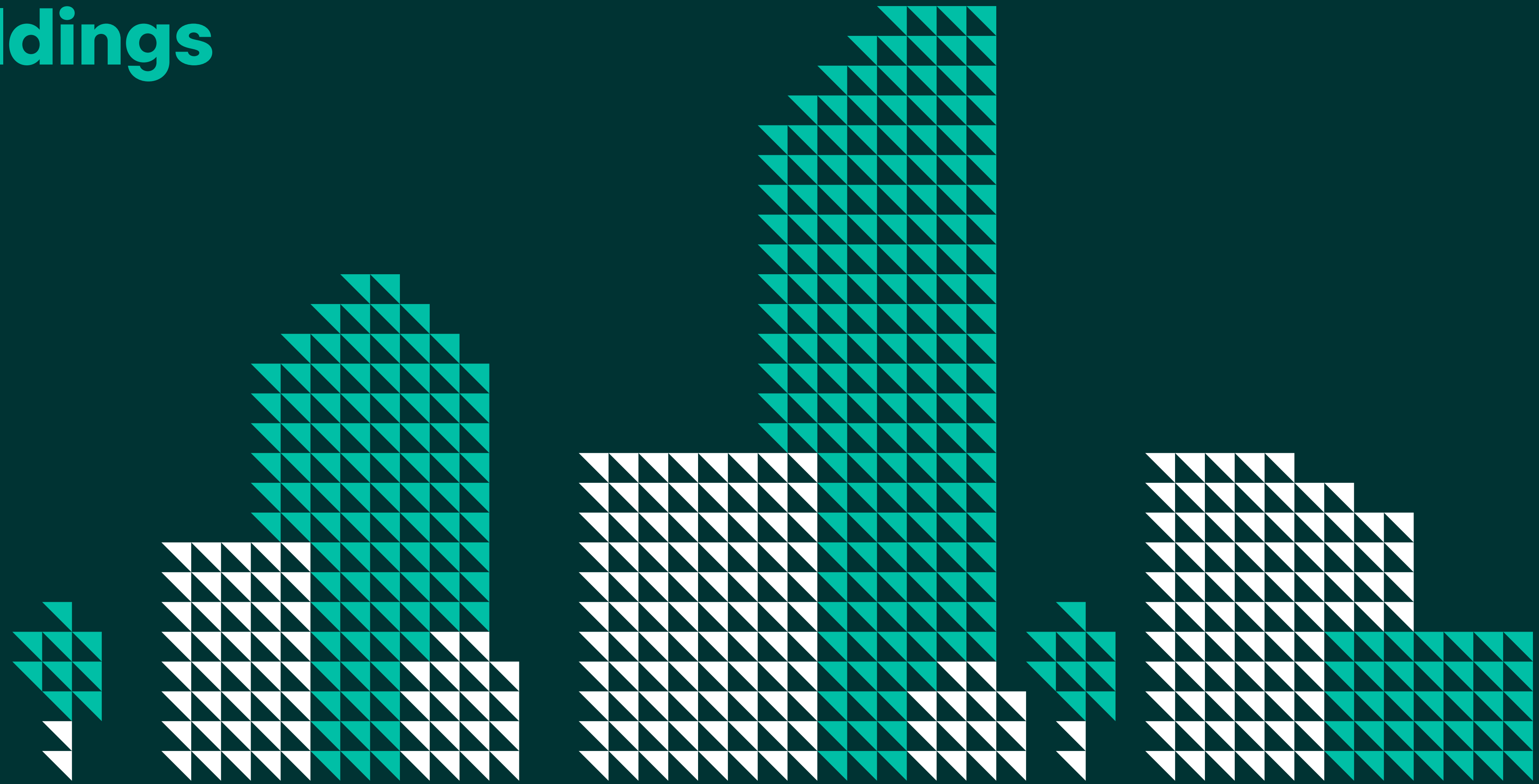
Section 4

Where We Make Our Impact



Section 4.1

Our Projects: We Stand for Better Buildings



Approach Living Within Our Planet's Finite Resources

As a One Planet Living company, we apply the ten One Planet Living Principles to our development projects to strive to create “regenerative communities.”

By this 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 the most important for Windmill. Our developments need to be compatible with a zero-carbon future. This means targeting not only zero operational carbon, but also embodied carbon, and, for developments begun in 2022 or after, zero on-site combustion. We are also actively



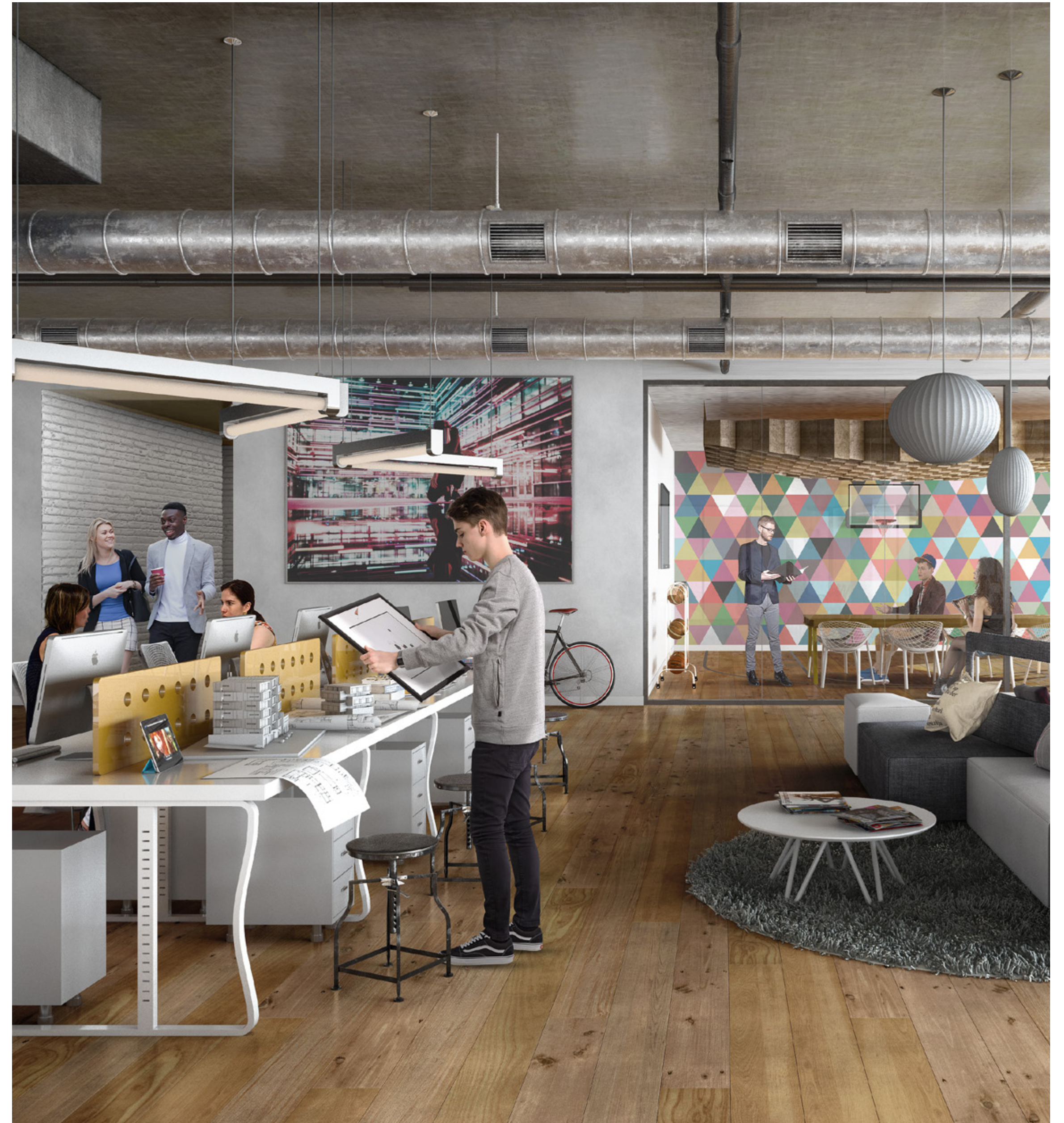
working to reduce emissions from construction waste, transportation, and resident lifestyles.

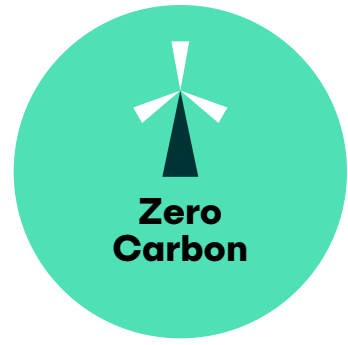
To achieve our goal of zero carbon, we’ve designated Urban Equation, our advisory and consulting arm, as the managers of our internal **Zero Carbon Working Group**. In 2023, this group developed a standardized approach to delivering zero carbon buildings, created the tools and guidance needed for team members to succeed, and identified emissions reduction targets and key performance indicators.

Windmill is also committed to **achieving One Planet Living endorsement on all our projects, from 2021 on**. 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.

Accomplishments

One Planet Living Principles in Action





Carbon Footprint Updated

In 2023, the Windmill Group of Companies updated its carbon footprint.

Compared to 2022, our baseline year, our carbon footprint decreased by over 7,000 tonnes, from 40,147 tonnes of CO₂e annually to 33,022.

Our carbon footprint represents a forward-looking projection of the annual emissions associated with our current development pipeline. In 2022, our largest sources of emissions were the embodied carbon of our development projects and the operational carbon over a 60-year lifetime.



Despite growing our development pipeline in 2023, our commitment to One Planet Living enabled us to reduce our projected emissions by:

- ▶ **Eliminating combustion on our newer projects** this has reduced our projected operational carbon
- ▶ **Partnering with Intelligent City on mass timber** this has lowered our projected embodied carbon for mid-rise projects
- ▶ **Acting on our commitment to quantify embodied carbon on all projects** this has provided better data.

As our projects progress through the various development phases, we will continue to update and share our carbon footprint with our stakeholders.



Carbon Targets for Operational and Embodied Carbon

In 2023, Urban Equation helped Windmill Developments set emissions reduction targets for both operational and embodied carbon.

Using The Plant, Windmill's most recently completed project, as the baseline, Urban Equation employed science-based tools to set short- and long-term reductions targets in line with the rate of decarbonization required to stay within 1.5 degrees of warming (as per the Paris Agreement).



Carbon Targets for Development Projects

Windmill’s aggressive carbon targets were based on leading decarbonization pathways and strategies.

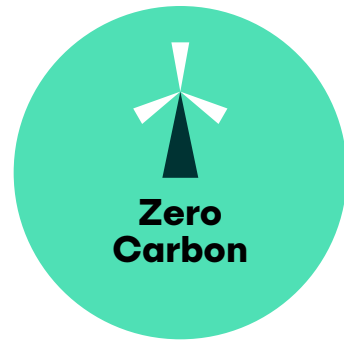
To reduce operational carbon from energy use, our strategies include:

- Geo-exchange as the default source of heating and cooling; if regulations prevent geo-exchange, we use air source heat pumps
- Heat pumps for residents’ domestic hot water
- Tier 2 of the Toronto Green Standard or the Ottawa High Performance Building Standard (as applicable) for targeted energy efficiency.

To reduce embodied carbon of building materials, our strategies include:

- Performing a life cycle assessment (LCA) on all projects to quantify embodied carbon
- Developing expertise in, and early design collaborations with, Canadian mass timber manufacturers on mid-rise projects
- Implementing low carbon concrete solutions on high-rise developments

	2024	2030	2050
Operational Carbon Intensity (per m² of gross floor area, excluding basements/ underground parking garages)	5 kg kgCO ₂ e/m ² /year	4.66 kgCO ₂ e/m ² /year	0 kgCO ₂ e/m ² /year
Total Embodied Carbon Intensity (per m² of gross building area, including enclosed basements/ parking)	420 kgCO ₂ e/m ²	195 kgCO ₂ e/m ²	0 kgCO ₂ e/m ²



Hälsa Project Endorsed as One Planet Living Global Leader

Windmill's Hälsa project, a community of three buildings in Etobicoke, Ontario, has been endorsed by UK-based Bioregional as a Global Leader.

To receive this endorsement, Windmill had to submit an Action Plan, detailing precisely how Hälsa will meet every one of the ten One Planet Living Principles. Not only that, projects of Hälsa's size must also submit to a post occupancy endorsement to ensure the Action Plan has been followed and results achieved.



Currently under design, Hälsa is oriented around three themes:

Zero Carbon

This includes material selection to reduce embodied carbon, geothermal energy to fully-electrify the buildings, pre-fabrication to reduce construction cost and time, and energy-efficient features to reduce tenants' energy bills.

Creative Connectivity

To encourage environmentally friendly transportation, Hälsa will offer limited car parking, 1:1 ratio for bike storage, a focus on micro-mobility (cycling and using e-scooters), and EV car sharing.

Healthy Living

Features include exposed wood, human scale design, community partnerships, and programmable green rooftops.

2444 Eglinton East

Ontario's Largest Co-Operative Housing Project Leader

The Windmill Development Group, in partnership with Civic Developments, has been selected by Create TO, the City of Toronto's real estate agency, to develop a 2.88-acre, City-owned site across from Scarborough's Kennedy Station.

With approximately 918 units, this will be the largest co-operative housing project in Ontario and the largest affordable housing development undertaken in Ontario in the past 25 years. Rent-geared-to-income, as well as affordable and market rental co-op housing, will make up two-thirds of the available units. The remaining 306 units will be market condominiums.

2444 Eglinton East will be the first private sector-led project under the City of Toronto's Housing Now program which develops transit-oriented affordable housing on



City-owned land. Once complete, it will be among Toronto's most connected transit hubs: The site is located near the Kennedy GO Station, Kenney Subway Station and the future Crosstown LRT line.

As with all of Windmill's developments, sustainability is a foundational principle of 2444 Eglinton East. Governed by One Planet Living, the project will receive contributions from the One Planet Living Real Estate Fund. It will incorporate accessibility, with at least 33% of the affordable homes and 15% of the market rental homes being accessible. And, it

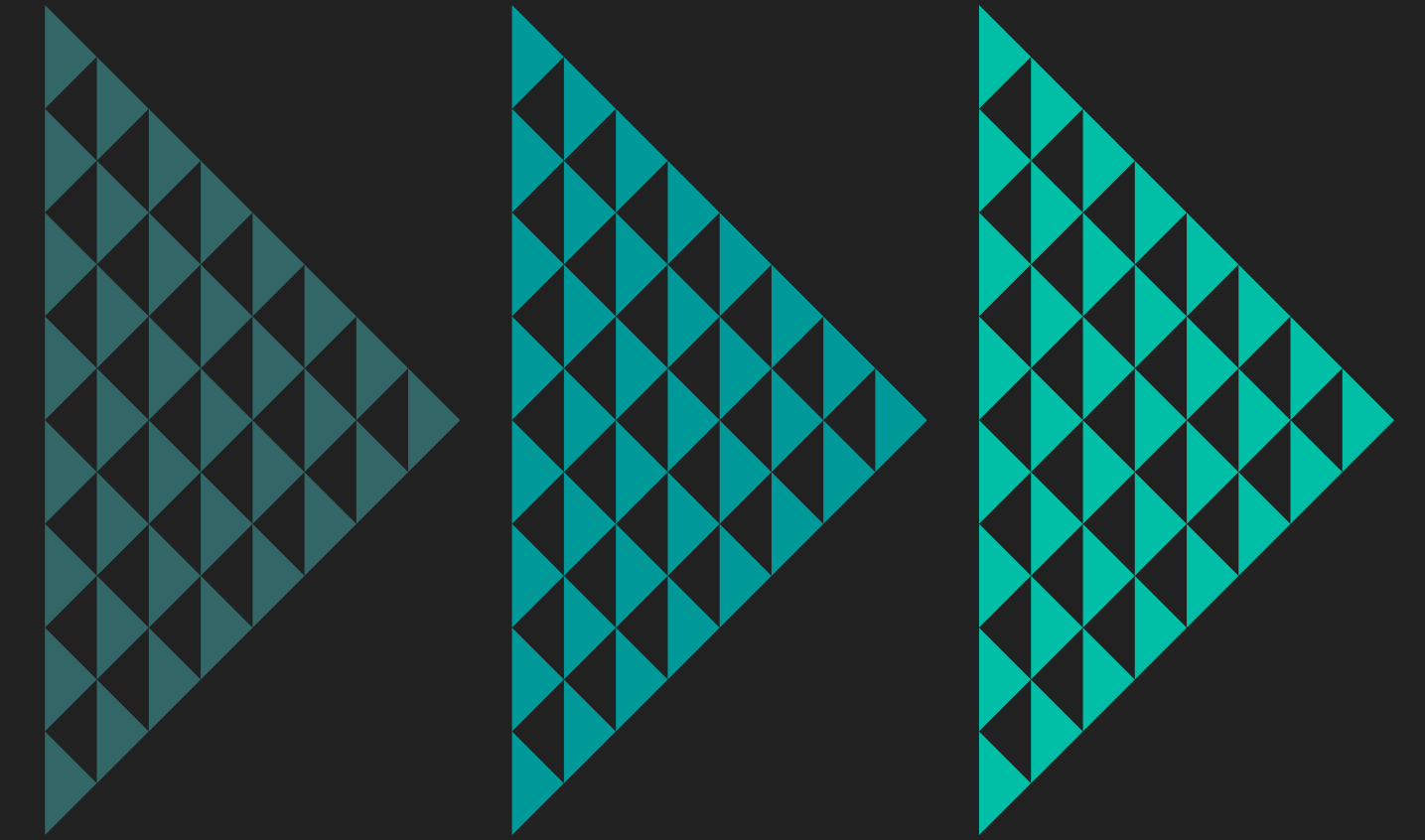
will exceed obligations to meet Tier 2 of the Toronto Green Standard, Version 4.

"This is a significant step forward for Toronto housing," said Partner Dan Van Leeuwen, when the project was officially announced in early January 2024.

"It demonstrates that with the right co-operation between the public, private and non-profit sectors, you can come up with creative solutions to tackle our current affordable housing crisis," Van Leeuwen said.

To learn more, read the [media release](#).

What's Next



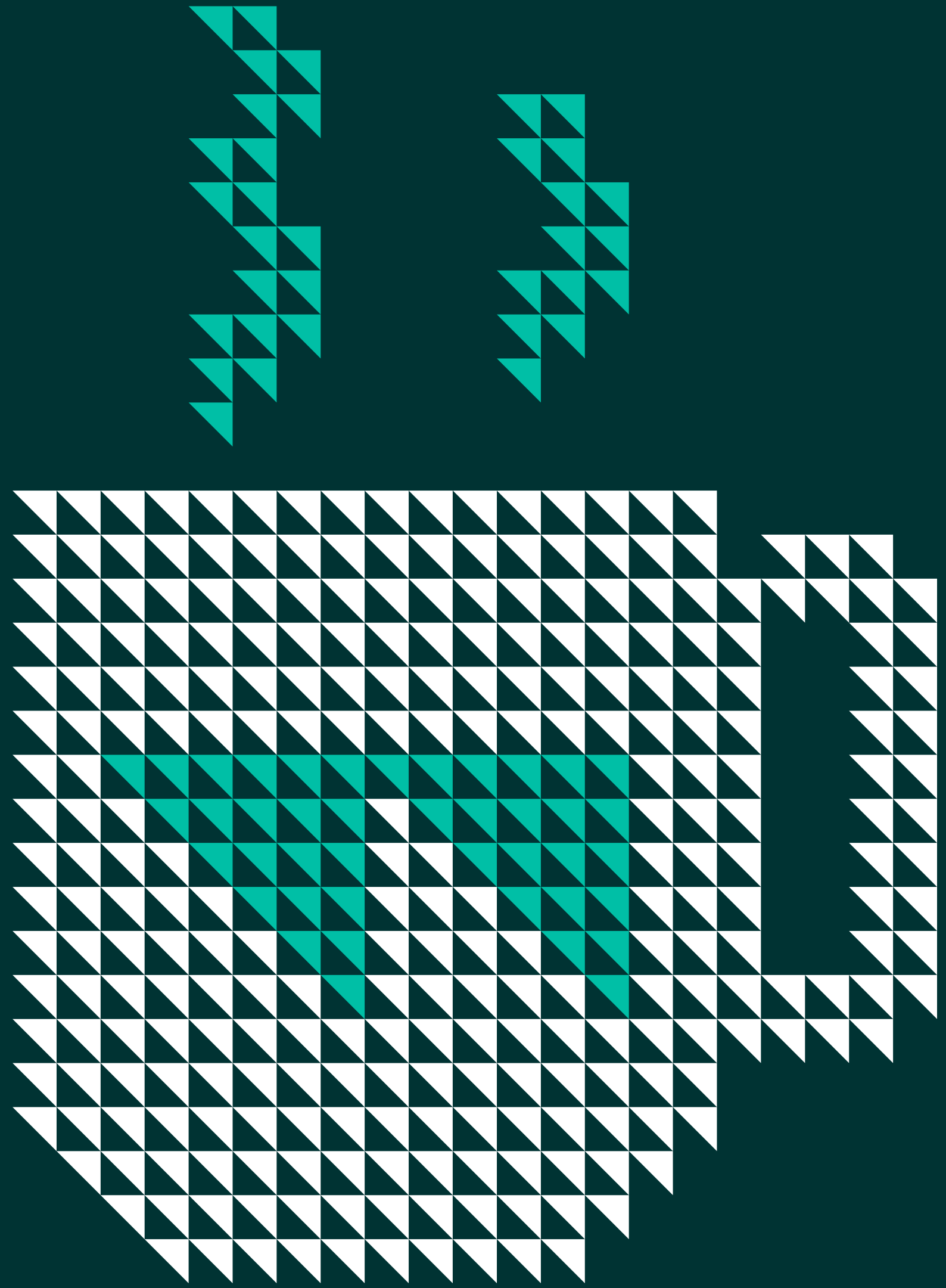
▶ In 2024, we plan to continue refining our approach to Affordable Housing, One Planet Living Resident Lifestyle, and Community Benefits, specifically Indigenous relationships. We also plan to establish Working Groups for Mobility, Resilience, Accessibility, and Diversity, Equity & Inclusion.

▶ We will take steps to improve our GRESB score, in particular our score on the development survey.

▶ We will also continue to explore ways to reduce our carbon footprint, particularly the operational carbon and embodied carbon of our development projects. As newer projects enter construction, we will be reporting progress towards our targets.

Section 4.2

Our Workplace: We Stand for a Better Workplace



Approach Inclusivity, Opportunity, Innovation

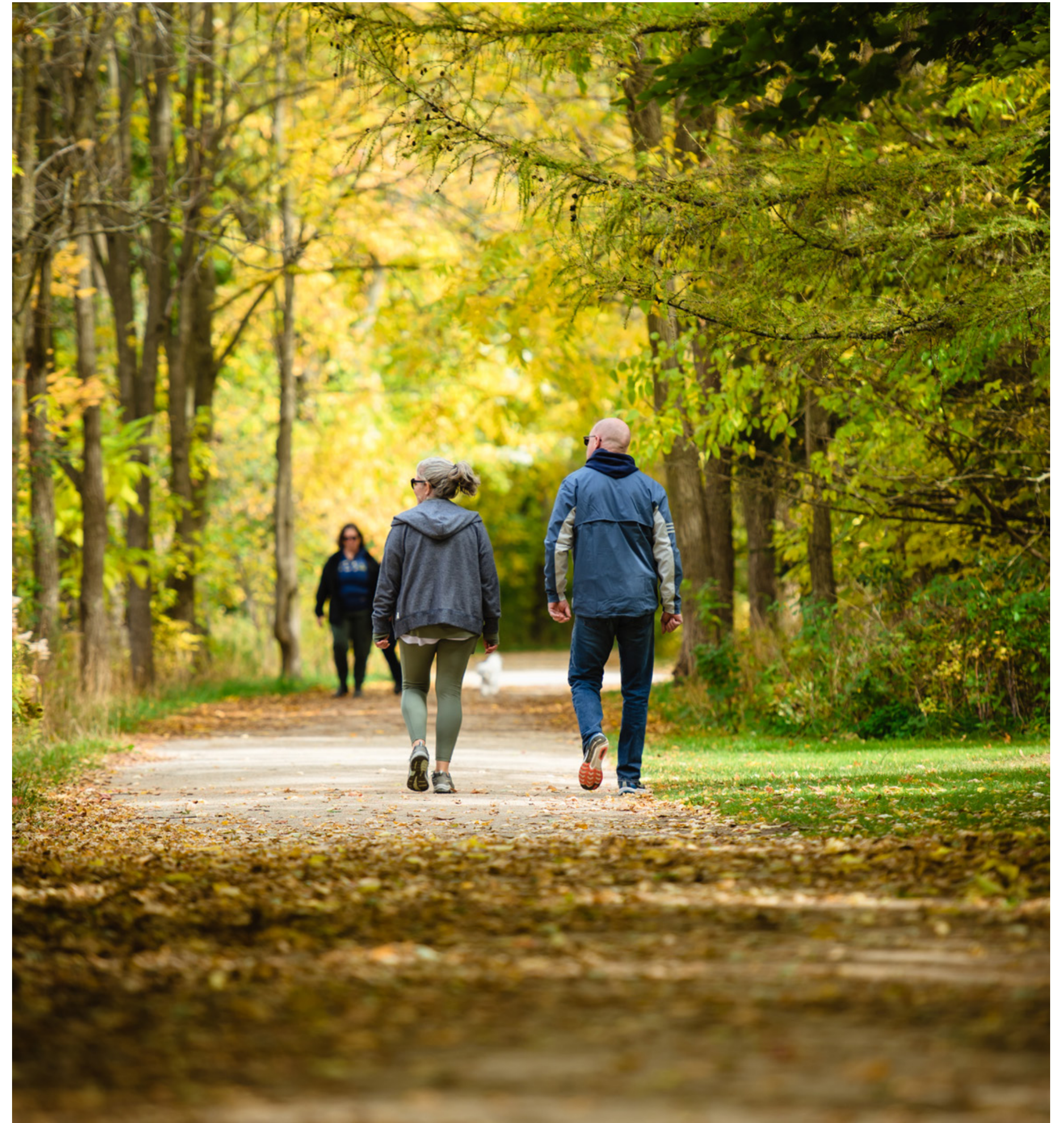
We believe in building an inclusive workplace where everyone feels they belong.

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.

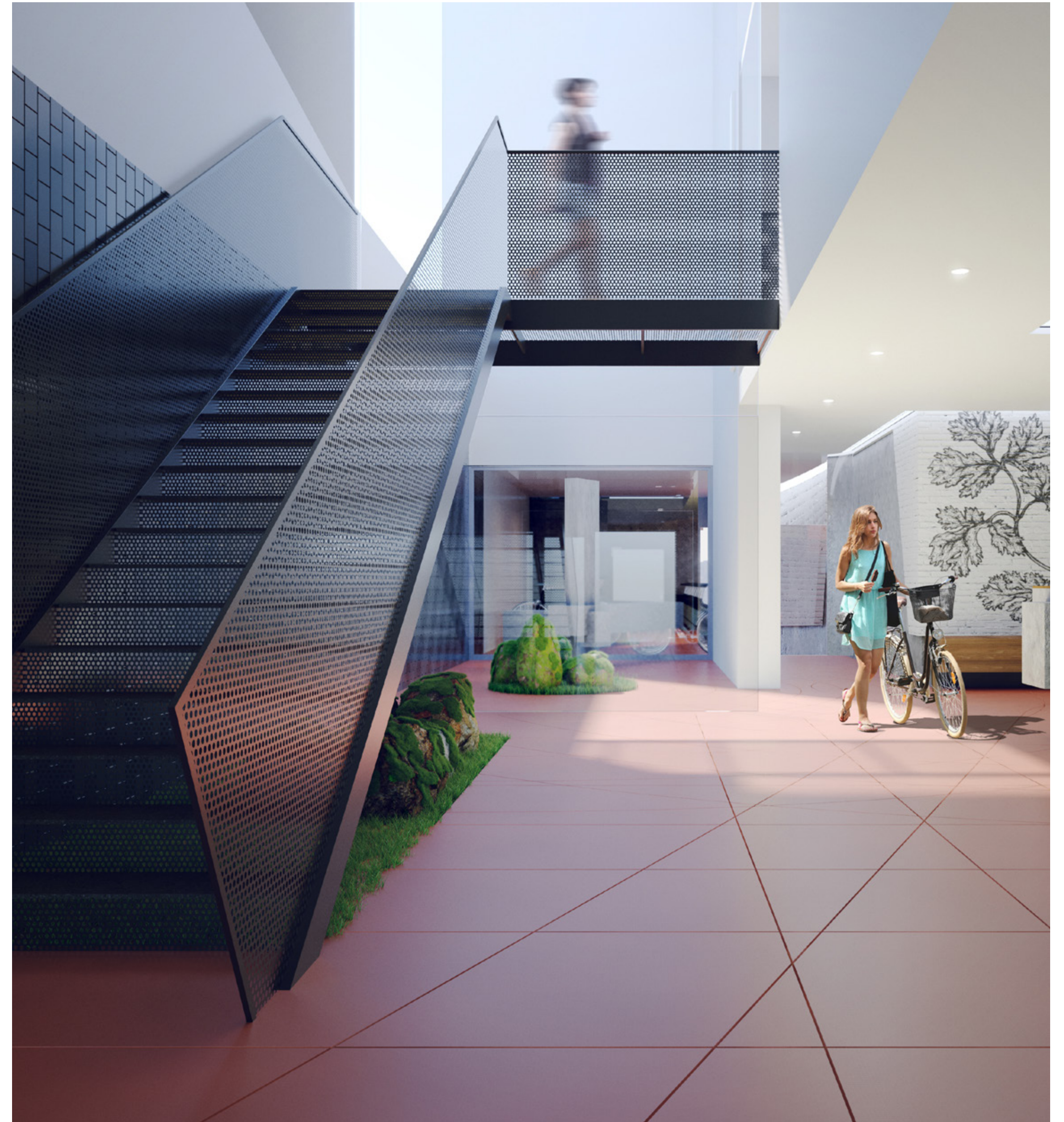
We also strive to practice what we preach. This means finding ways to reduce emissions to transition our own offices to zero carbon and looking for sustainable ways to travel and commute.



Accomplishments

One Planet Living

Principles in Action





Spotlight on Innovation

Sharing Our Knowledge

We can't hope to change our broader industry without first educating and engaging our own employees.

It's important – both to the work we do and to our employees' personal success – that they understand One Planet Living as our guiding philosophy.

To that end, we engage our employees directly in One Planet Living through regular internal knowledge sessions. Developed and led by staff, our 2023 knowledge sessions included these topics:

- ▶ Windmill's Sustainability Strategy
- ▶ Zero Carbon Strategy
- ▶ Mass Timber Construction
- ▶ Local Economies
- ▶ Food, dietary impacts, and ecological foot printing





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





Equity & Local Economy



Culture & Community



Health & Happiness



Local & Sustainable Food

Spotlight on Innovation

Breaking Low-Carbon Bread Together

In 2023, we launched weekly Wednesday catered staff lunches for all Windmill and Urban Equation employees.

The purpose was to provide healthy food that was not only sourced from local providers but that also used sustainable packaging. We quantified the carbon impacts of these lunches, and in August 2023, based on the numbers, we switched to all vegetarian offerings. As a result, our weekly lunches are now better for the environment too.

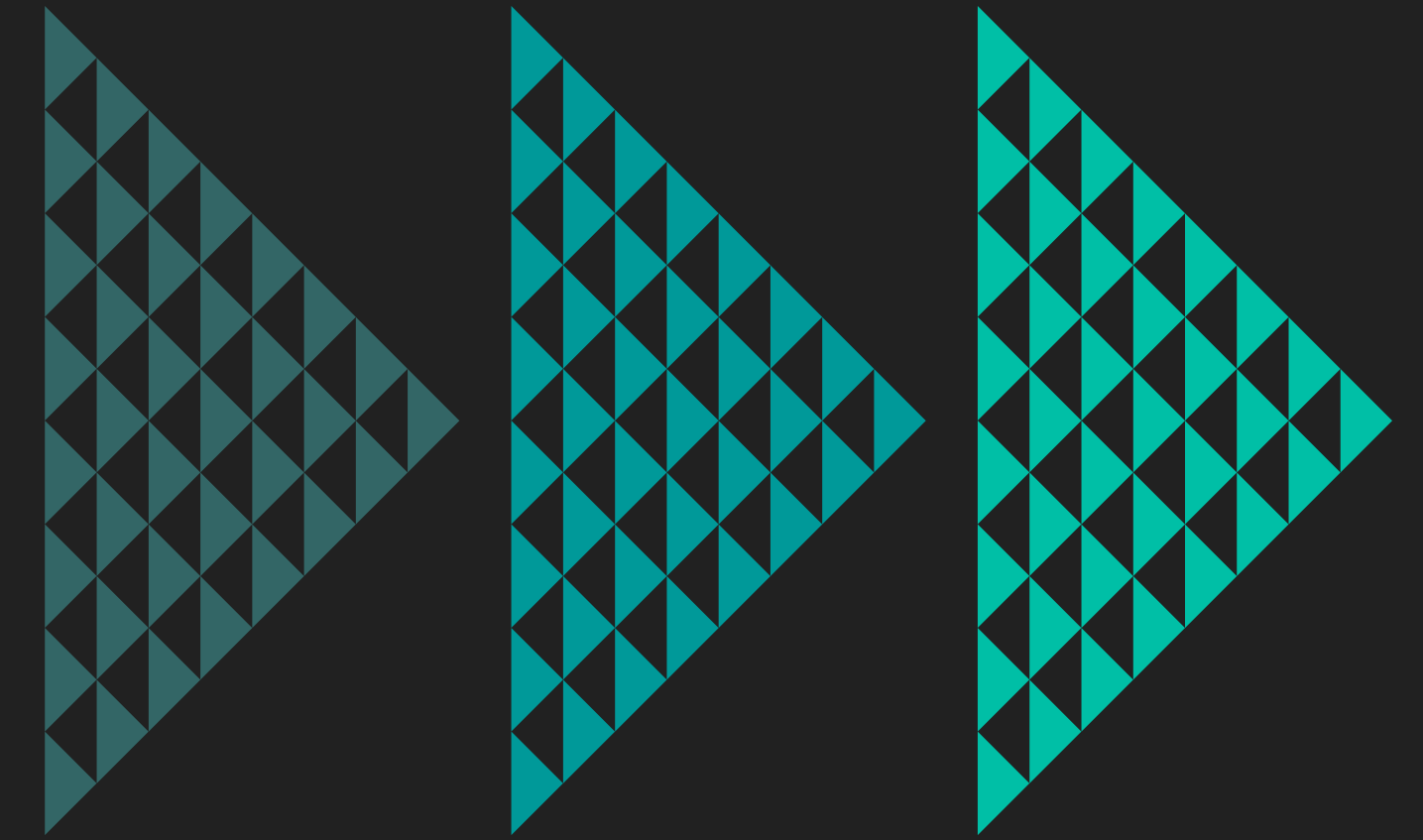


What's Next

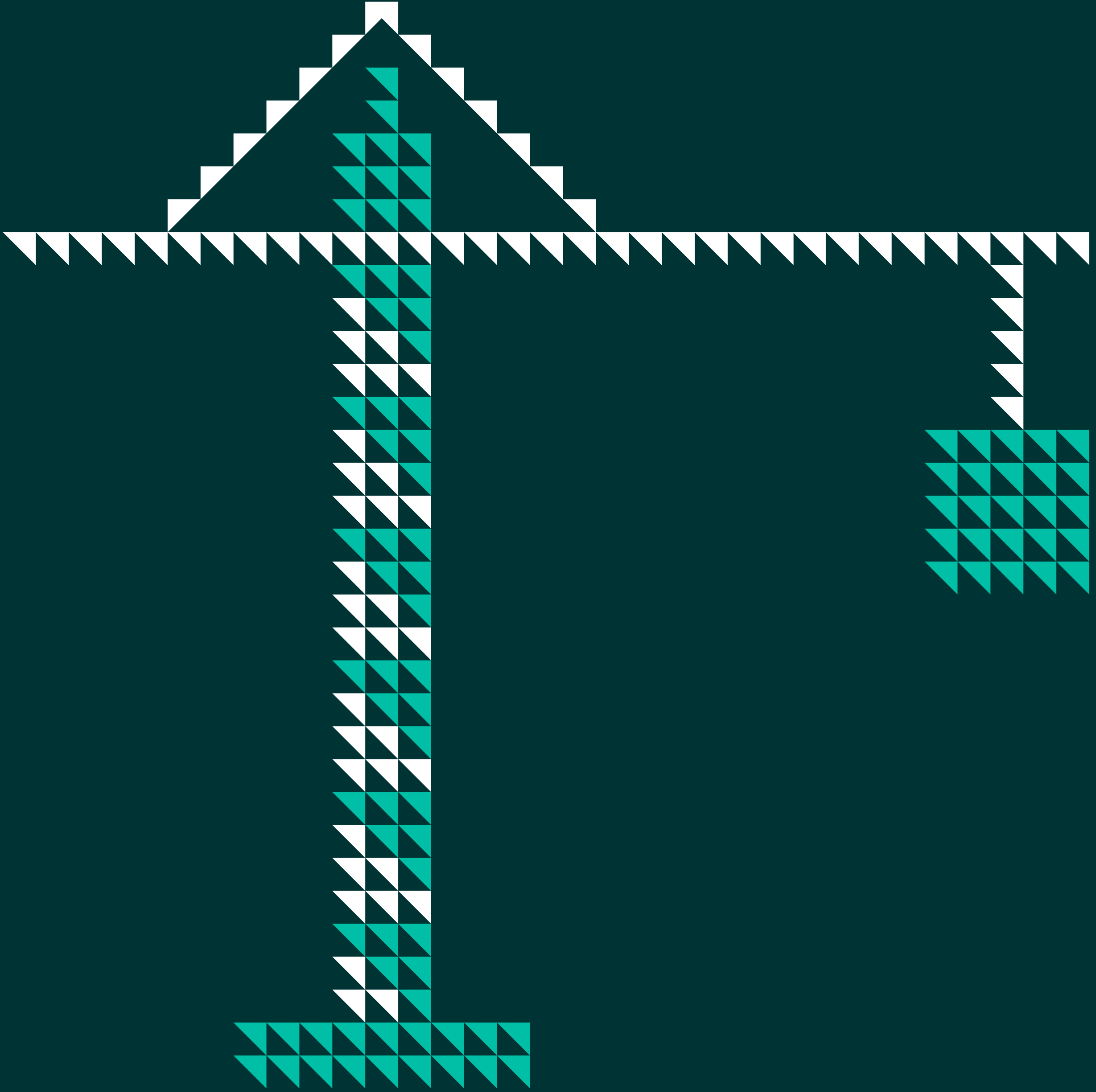
▶ Maintain a score of 4.1 or above on the annual Gallup Employee Engagement Survey.

▶ Continue to deliver quality knowledge sessions for staff, drawing on staff members and industry partners, wherever possible, to create content.

▶ Continue to focus on food, with our knowledge session content, company volunteering, January Vegan Challenge, and Wednesday catered vegetarian lunches.



Section 4.3
Our Industry:
We Stand for a
Better Industry



Approach

Aligning Capital To Create Precedent-Setting Partnerships and Projects

Our foundational partnerships help us amplify and accelerate the impact of our work the world over.

Including partnerships with the UK-based Bioregional/One Planet Living, Epic Investment Services for the One Planet Living Fund, and our advisory arm Urban Equation.

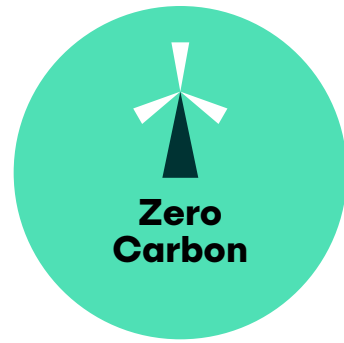
Starting with Dockside Green, our first development initiated in 2003, Windmill has been successful in aligning not just financial capital, but other types of capital – social, intellectual, environmental and technological – to create precedent-setting partnerships and projects that deliver real impact in the development sector.



Accomplishments

One Planet Living Principles in Action





Courcelette Wins Two Awards

Windmill's Courcelette project, which began construction in 2023, was recognized with two awards:

- ▼ **Winner**
Carbon Leadership Forum (CLF) Toronto: New Construction Residential category
- ▼ **Winner**
BILD award for marketing, Best Branding & Identity: Mid/High Rise category

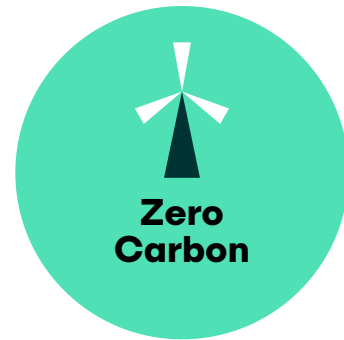
Courcelette is an 8-storey, mixed-use development located in the Upper Beaches area of Toronto's East End. The development is designed to be highly sustainable: it is striving for LEED Platinum certification, and it is aiming to meet the Toronto Green Standards, Tier 2.

These awards acknowledge the collaborative work of the entire project team which includes Urban Equation, RAW Design Inc, Nemetz (S/A) & Associates Ltd, Reinbold Engineering Group, and RJC Engineers.





Culture & Community



Zero Carbon



Materials & Products



Land Use & Nature

Sharing and Learning at Industry Events

In 2023, various members of the Windmill Group team were invited to speak at various conferences and events, including:

- ▶ The Buildings Show
- ▶ The Ottawa Real Estate Forum
- ▶ Carbon Leadership Forum Ottawa
- ▶ Land Development Conference
- ▶ Toronto Residential & Condo Summit
- ▶ Carbon Neutrality in Ottawa – Carleton University

Windmill is also an active participant on several boards and advisory panels. These include:

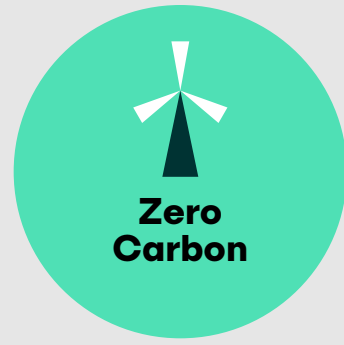
- ▶ CAGBC Zero Carbon Steering Committee
- ▶ Canadensis Botanical Garden Society Board of Directors
- ▶ Ottawa Renewable Energy Co-op Board of Directors
- ▶ ULI Ottawa Executive Committee
- ▶ ULI Alberta Programming Committee





**We lead by
sharing knowledge,
forging partnerships,
building networks,
and supporting others
in embracing
One Planet Living.**





Spotlight on Innovation

Partnerships with Manufacturers Aim to Reduce Embodied Carbon

We are using two of Windmill's projects to explore innovative ways to reduce embodied carbon in mid-rise residential developments.

This is a key part of our strategy to meet our short-term (2030) embodied carbon target.

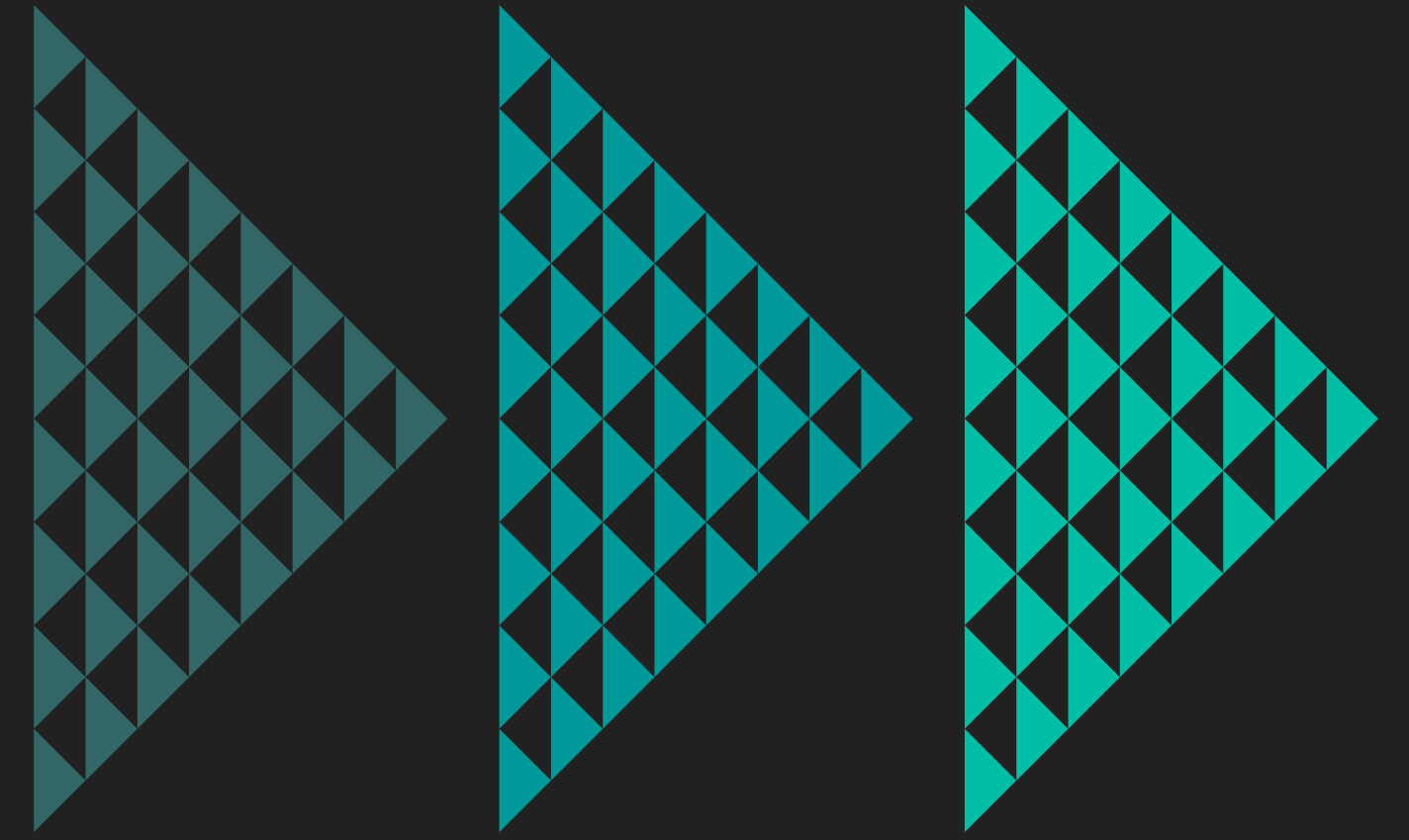
Hälsa in Toronto and the Evergreen in Ottawa projects are candidates for mass timber or mass timber/concrete hybrid structures. Windmill is working with Canadian mass timber provider Intelligent City to integrate



mass timber into both the structure and envelope. Including the manufacturer as part of the Integrated Design Team not only supports the development of the Canadian mass timber market, but also ensures the manufacturer can work with the rest of the design team to seamlessly integrate the timber materials into the project.

We recognize that taller buildings may need other solutions. As early adopters of low carbon concrete, we're forging partnerships with our concrete suppliers, engaging in dialogue about future innovations, and exploring ways to collaborate to bring these innovations to market.

What's Next



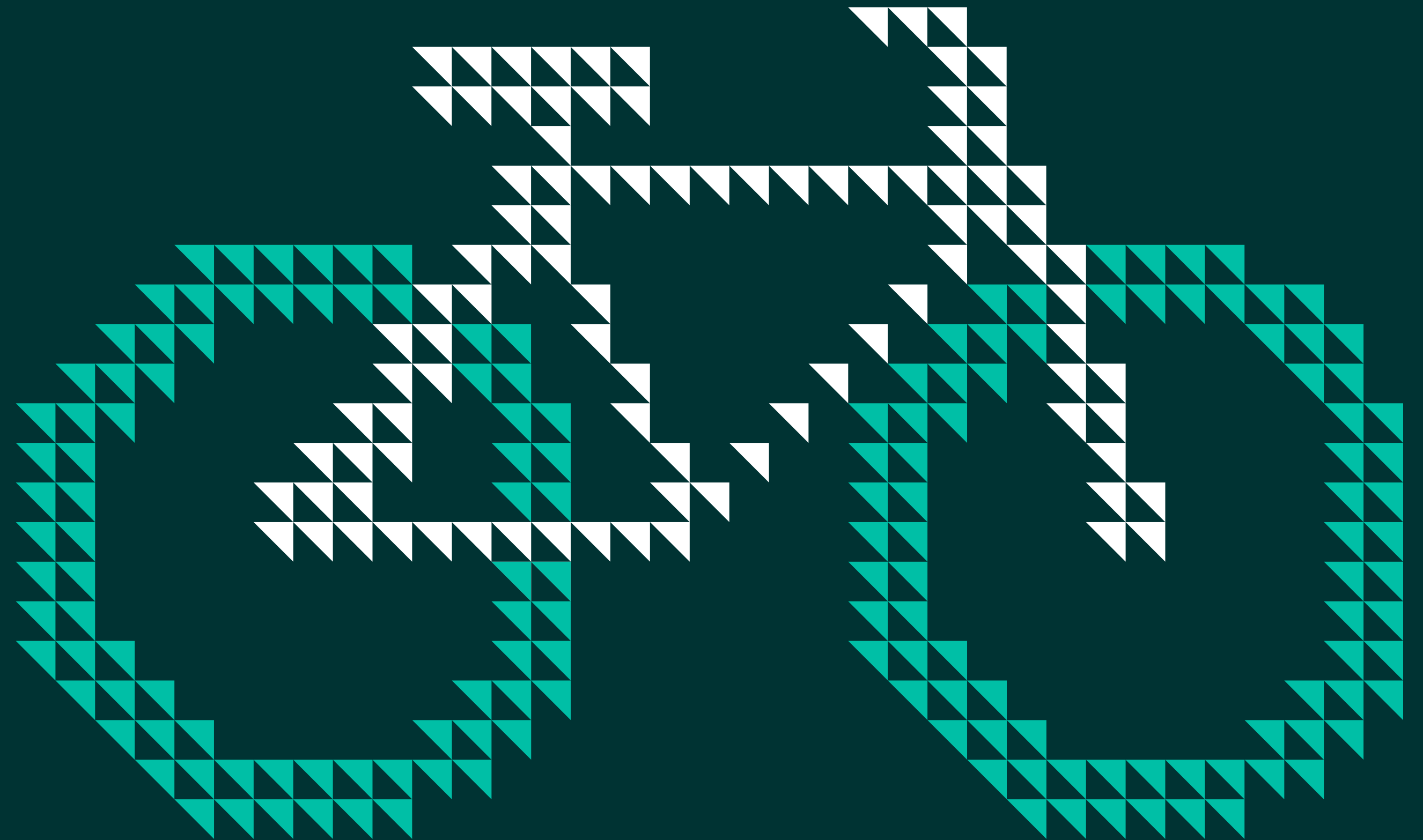
▶ Continue to contribute to the growth and development of our industry through conferences, speaking engagements and thought leadership.

▶ Current Working Groups will report to the company and submit papers on key findings to conferences to help shape industry innovation.

▶ Urban Equation is supporting five municipalities to create green development standards. Expected in 2024, these standards provide a practical framework for municipalities and developers to collaborate to ensure sustainable and low carbon design within their jurisdictions

Section 4.4

Our Homes & Communities: We Stand for Long-Term Change in Our Homes and Communities



Approach

Committed to Helping People Live Happy, Healthy Lives Within the Resources Our Planet

As a One Planet Living company, Windmill is committed to ensuring employee happiness and work satisfaction.

Programs and initiatives include:

- ▼ Summer flex hours and a complete office shutdown during winter holidays to allow all employees to enjoy the holiday season
- ▼ 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 gratitude challenge which encourages all staff, from the senior leadership down, to express gratitude to their teams
- ▼ Bike to Work Incentive of \$0.50 per kilometer
- ▼ Wellness Benefit of \$1,700 CDN; this 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

At the project level, our developments are designed to not only contribute positively to the lives of our building occupants, but also to enrich the local communities. As part of Windmill's vision to create "regenerative communities," we are committed to developing and implementing a **Community Benefits Agreement** for each project.

Every Community Benefits Agreement is unique. Each is based on listening to and collaborating with each community to identify and understand their local culture, history and specific needs. Topics include:

- ▼ Social procurement
- ▼ Equitable job access
- ▼ Workforce development
- ▼ Community engagement
- ▼ Meaningful consultation
- ▼ Supporting community assets
- ▼ Training and awareness

Overall, Community Benefits Agreements serve to:

- ▼ Foster a culture of sustainability
- ▼ Make economic development opportunities available to equity seeking groups
- ▼ Ensure the project delivers local economic benefits

We are also working to include **Indigenous Friendship Agreements** in the Community Benefits Agreements. These are underpinned by the principles and recommendations in:

- ▼ United Nations Declaration on the Right of Indigenous Peoples (UNDRIP)
- ▼ Truth and Reconciliation Commission of Canada (TRC)

Accomplishments

One Planet Living Principles in Action





Local & Sustainable Food



Culture & Community

Promoting Sustainable Food

In 2023, we organized several events to educate our team on sustainable food:

January

To kick off the year, we held our 2nd Annual Plant-Based Eating Challenge. This is a friendly inter-office competition to see who can tally up the most vegan meals in one week.

August

We held an internal knowledge session on sustainable food. Staff learned about the global impacts of food production, the impacts of personal dietary choices, emissions from staff-catered meals, and ways to reduce the carbon footprint of our diets.

We also visited Toronto Metropolitan University to learn about their approach to urban agriculture. Our tour of their Urban Farm included their ecological market garden, which includes dedicated plots for flowers, pollinators, natural dyes and Indigenous medicines. Our visit also took in the Daphne Cockwell Health Sciences Complex which includes the Indigenous Foodways Program and the Black Food Sovereignty Initiative.



November

The Ottawa office of Urban Equation visited C'est Bon, a cooking school and food tour company whose mission is to help people discover the richness of the National Capital's terroir through its food, food producers and artisans. C'est Bon provided us with a class on making delicious vegetable risotto. More than a team building event, the class was a way to educate our staff on how to make healthy vegetarian meals in their own homes.

On-going

To promote sustainable food, every Wednesday we have staff catered lunches. We aim for delicious and healthy options that are either vegan or vegetarian; we order from local restaurants; and we seek out suppliers who prioritize sustainable packaging.



Windmill Employees Bike over 1200kms in Bike to Work Month

Every June for the past several years, Windmill has participated in Bike to Work Month.

To add a fun dose of competition, every participating employee logs their total kilometers. At the end of the month, the individual and office with the highest number of kilometers wins.



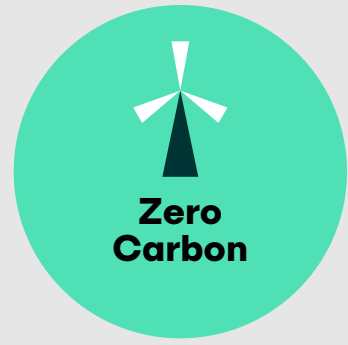
In 2023, Windmill employees biked over 1200 kilometers. This included “commute to work” kilometers as well as recreational biking kilometers. The Toronto office won the office competition with a total of 623 kms. A big contributor to that win was Toronto’s Calvin Tang who biked 235 kms on his own.

Outside of Bike to Work Month, Windmill offers a bike to work incentive. Employees who bike to work at any time during the year earn 50 cents per km in Wellness spending. This can be spent on fitness classes or equipment and other eligible Wellness expenses.



To accelerate the shift towards One Planet Living, we support our employees and residents in making more sustainable choices in their personal lives.





Spotlight on Decarbonization

Steve Dulmage's Home Solar Panels

When Steve Dulmage joined the company in 2013, he became so immersed in reducing carbon on Windmill projects, that he decided to try it at home.

Enter Steve's home solar panels.

In Ontario, solar generation reduces carbon emissions and saves energy – and energy costs. It also reduces peak demand on the electrical grid, especially in the summer when the sun is high in the sky and air conditioners are running endlessly.



I was inspired to contribute beyond my work life. I felt it was the right thing to do.



A real time monitoring system gives Steve performance data at 15-minute intervals. The system shows all panels and when they are generating power, and it provides monthly and annual summaries of energy and emissions.

Steve says the solar panels are an ongoing educational tool for his family. In particular, it has helped his two kids (aged 10 & 19) understand how energy is generated and used in our communities.

As a bonus, the panels have become a conversation starter in the neighbourhood for those curious about how to begin transitioning away from natural gas equipment.

“As buildings transition to electrically powered equipment, we are going to need a lot more electricity, and solar can be a big help with that,” Steve says.

Steve Dulmage is a Director at Urban Equation. He joined the company in 2013.



Spotlight on Regeneration

How Sweet It Is – Kristen Jorgensen’s Honey Bee Hives

Living off the land wasn’t new to Windmill Project Manager Kristen Jorgensen.

She’d long harvested vegetables from her home garden in Val des Monts, QC as well as fresh eggs from her clutch of chickens.

So, in the summer of 2020, when her wife suggested they also start beekeeping, as something they could learn together, Kristen was keen to take on the challenge.

Although they started with only two hives, Kristen was surprised at how much work it took. From April to October, the hives need to be checked every 10 days. And in early



September, they’re busy (as bees!) Collecting the honey and getting the hives ready for winter.

Moreover, there was a lot to learn. There are many different approaches to beekeeping, and they’ve learned it takes some trial and error to figure out what works best for you and your hives.

All that aside, keeping honey bees is rewarding. Last year, Kristen and her wife

produced 350 lbs of honey from 12 hives. Some they sold to friends and family and some Kristen brought in to the Windmill offices to share with her colleagues.

Learning about the complex lives of honey bees has been fascinating for Kristen. Here are her top three fun facts:

1. Taste Varies

Honey tastes different depending on the flowers, the season and the location. Honey from early summer on Kristen’s property has a somewhat minty flavour.

2. Queens Can Be Replaced

If a queen dies, and there are fresh eggs in the hives, the bees can grow a new queen.

3. Heat Is Good, Humidity Not So Much

In the middle of winter, it can be 35C in the centre of the bee hive – humidity is actually a bigger threat to a hive than the cold.

For anyone thinking of keeping bees, Kristen suggests connecting with other local beekeepers or signing up for a beginner’s hands on course.

“Having someone you can call with questions, or someone to come check on the health of your hives, will save you lots of headaches,” she says.

“And, don’t forget – you can still get stung. Even though you’re wearing the bee suits!”

Kristen Jorgensen is a Project Manager at Windmill Developments. She joined Windmill in June 2021.

What's Next

▶ Establish a formal workplace volunteering program to give back to our community. We are committed to facilitating two sessions in each of our Toronto and Ottawa offices, all centred around “Local and Sustainable Food.”

▶ Enhance the resident experience through our Resident Lifestyle Working Group. Options being explored include: educating residents about their building’s green features and active community spaces; creating a dashboard to communicate the building’s sustainability performance; and enabling residents to share information about their personal sustainable lifestyle.

▶ Continue to refine our community benefits program, including expanding Indigenous components.



Appendix



Health & Happiness

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	HH1	Those who work for Windmill are engaged and feel like part of a team	Team Building Activities: Offices and teams hold team building exercises and activities that engage employees and produce high functioning teams.	Number of team building exercises and activities delivered	4	4	
Company	HH2	Those who work for Windmill are satisfied with their job	Employee Satisfaction Score: An employee satisfaction survey from Gallup is administered during the year.	Employee satisfaction rating (Gallup score)	4.11	4.25	
Company	HH3	Those who work for Windmill are happy	Health and Happiness Score: Quarterly survey developed to allow us to monitor the health and happiness of our team. The quarterly delivery begins in 2023.	Percentage of employees who respond to the survey	100%	100%	Survey began in Q4 2023
Company	HH4		Health and Wellness Benefit: A health and wellness benefit is provided to allow employees to invest in fitness classes, fitness equipment, or additional health care.	Percentage of employees who use their entire \$1,700 health and wellness benefit each year	80%	36%	
Homes and Community	HH5	Those who live in Windmill buildings are healthy	Connected Neighbourhoods: Development projects are located in areas with a Walk Score or Bike Score of greater than 80.	Percentage of Projects that meet a Walk Score or Bike Score greater than 80 (1)	100%	100%	In 2023 we increased the required score from 75 to 80 and included Bike Score as an option.
Projects	HH6		Low Emitting Materials: Building materials chosen meet the volatile organic compound (VOC) requirements of the LEED rating system.	Percentage of Projects that use 100% Low VOC products, per the LEED Rating System.	100%	100%	



Equity & Local Economy

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Industry	EE1	Those who work for Windmill openly share our experiences, so that others may learn and follow from us, and feel like part of a team	Sharing Thought Leadership: Windmill staff actively speak at conferences and publish written works.	Number of presentations at conferences, case studies, or thought leadership pieces published.	20	21	
Homes and Community	EE2	Affordable and accessible housing options are available to all.	Affordable Housing: Development projects incorporate and deliver affordable housing.	Percentage of units in Windmill portfolio that are affordable.	10%	16%	In 2023 we adjusted this metric to be across the entire portfolio, in order to capture the magnitude of the 2444 Eglinton affordable housing project.
Industry	EE3	Sustainable housing options are available at market rates.	Sustainable Finance: Development projects incorporate innovative financing tools (such as green loans and leases) where relevant and available from local industry providers to help offset the cost of green features.	N/A	N/A		
Industry	EE4	Windmill openly shares our experiences, so that others may learn from us and follow us	Sharing Thought Leadership: Urban Equation actively consults with industry and shares Windmill's institutional knowledge with the entire industry.	N/A	N/A		



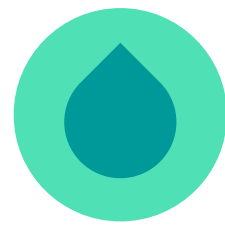
Culture & Community

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	CC1	Employees learn about what is happening in their community	Collaboration with Community Groups: Community groups are invited to participate in our corporate learning sessions, and where possible we reciprocate.	Number of local community groups that participate in our corporate learning sessions	4	3	
Company	CC2	Staff to take ownership of our corporate culture and learn about each others unique interests	Participation in Corporate Culture: A framework and coaching program is established that will allow our staff to take ownership of our corporate culture, creating a horizontal system that is inclusive of each team member's unique interests.	Number of different staff members who present at our internal knowledge sessions	6	6	
Homes and Community	CC3	Staff give back to the community	Volunteering in Local Community: Organized volunteering events happen where offices/teams volunteer together with a local community group.	Number of team volunteering events per year	2	0	Community volunteering program start date was delayed until 2024 to allow time to choose the right charity partners. Sessions are already scheduled for June 2024.
Homes and Community	CC4	There is a culture of sustainability that is rooted in community	Community Benefits Agreement: Local communities are consulted and a friendship agreement is developed for each development project.	Percentage of completed development projects implementing a Community Benefits Agreement with local communities	100%	100%	All projects are currently on track to achieve this, however there were no development projects which completed in 2023.
Homes and Community	CC5	There is a culture of sustainability among those who live in Windmill buildings	Eco-concierge: A concierge program is created to inform and educate tenants on the green features of their building.	Percentage of completed development projects that have an eco-concierge program implemented	100%	100%	All projects are currently on track to achieve this, however there were no development projects which completed in 2023.



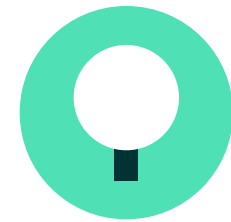
Land Use & Nature

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	LN1	Staff experience and enjoy outdoors during the work day	Outdoor Activities: Promote opportunities for staff to be outdoors during the work day.	Number of office wide group activities outdoors.	2	3	
Projects	LN2	Residents in development projects have connections to the surrounding natural beauty, and landscape creates a love of nature	Open Space: Space is provided on site for green, open and outdoor amenity spaces.	Percentage of site area in the Windmill portfolio set aside as green space, open space, or outdoor amenity space (2)	30%	31%	



Sustainable Water

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	SW1	Water pollution is reduced	Green Cleaning: Maintain green cleaning product standards and a list of preferred products.	Percentage of cleaning products purchases that meet our green cleaning specifications	100%	100%	Tracking began in Fall 2023
Projects	SW2	Building occupants use less indoor potable water.	Water Efficiency: Development projects are designed with water efficiency measures.	Percentage of Potable water conserved by projects in the Windmill portfolio	50%	54%	
Homes and Communities	SW3	Water efficiency is verified	Post Occupancy Metering: Provisions are added to the condo contracts to allow post-occupancy performance verification.	N/A			



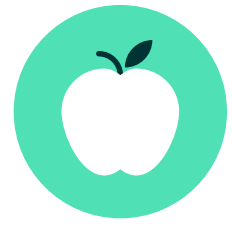
Sustainable Materials

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	MP1	Offices routinely source products with reduced lifecycle impact.	Sustainable Office Purchases: Maintain sustainable office supply standards and a preferred list of products.	Percentage of office supply purchases (consumables, excluding furniture and equipment) that meet our sustainable office supply specifications	75%	100%	Tracking began in Fall 2023
Industry	MP2	Embodied carbon is reduced	Embodied Carbon: Development projects actively measure and reduce embodied carbon.	Total embodied carbon intensity of all projects in the Windmill portfolio (kgCO ₂ e/m ²)	420	413	A more stringent embodied carbon target was adopted in 2023.
Projects	MP3	Embodied carbon is reduced	Supply Chain: Windmill develops innovative partnerships with supply chain manufacturers to assist with embodied carbon reductions.	N/A	N/A		



Zero Waste

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	ZW1	Employees generate less waste	Reduced Food Packaging Waste: Office catered lunches are sourced from restaurants that use minimal packaging and plastic.	Percentage of company-purchased meals that meet our packaging standards	100%	100%	
Projects	ZW2	The construction process generates less waste	Reduced Construction Waste: Construction waste is minimized on site, and waste leaving the site is diverted from landfill and incineration.	Percentage of total construction and demolition waste diverted from landfill by Windmill projects	90%	93%	Includes Stoney Abbey & Courcelette projects which are under construction in 2023.
Homes and Communities	ZW3	Those who live in Windmill buildings send less waste to landfill	Reduced Development Occupant Waste: Development projects are equipped with on floor sorting and adequate storage space for waste streams in the building to facilitate waste diversion.	N/A	N/A		



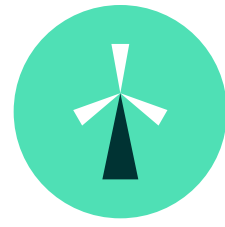
Local & Sustainable Food

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Company	LF1	Staff learn about healthy and green eating	Food Programming: Staff programming each year includes knowledge sessions, events, and/or activities that focus on local and sustainable food.	Number of annual staff programming activities that focus on Local & Sustainable Food education	5	6	
Company	LF2	The carbon impacts of food production are reduced	Sustainable Catering: Food is sourced for office catered lunches to ensure meals are healthy, and vegan/vegetarian options are always provided.	Percentage of company-purchased meals that meet the requirements of our catering checklist	100%	100%	
Projects	LF3	Residents and visitors have access to affordable, healthy, local food	Food Initiatives: Space and/or programming is provided for initiatives that promote affordable, healthy, and local food.	Percentage of residential units in the Windmill portfolio with access to at least one sustainable food initiative (3)	50%	54%	
Homes and Community	LF4	Local food establishments are supported	Purchasing Lunch Locally: Windmill office events are catered using locally owned and operated food establishments.	N/A	N/A		



Sustainable Transportation

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Projects	TT1	Parking infrastructure is adaptable and flexible for future re-use and growth	Electric Vehicle Ready: Parking spaces are EV ready (wiring provided) and level two chargers are added for some spaces.	Percentage of total parking spaces in the Windmill portfolio with level 2 EV chargers	25%	24%	
Projects	TT2	Projects enable 'micro transit'	Micro Transit: Projects are provided with micro transit solutions for residents.	Percentage of residential units in the Windmill portfolio with access to at least 3 low carbon mobility options (4)	100%	100%	
Projects	TT3	Parking infrastructure is adaptable and flexible for future re-use and growth	Reduced Parking: Through the intentional locations where we build, and the use of EV and micro-transit sharing solutions, parking is reduced.	Average parking ratio of Windmill projects	0.5	0.53	
Homes and Community	TT4	Employees use active transportation	Bike to Work Program: Employees are given an incentive to bike to work as well as job sites. Currently this is \$0.50 per km in additional wellness benefit spending.	N/A	N/A		
Homes and Community	TT5	Residents use active transportation	Mobility Partnerships: Windmill develops innovative partnerships with mobility provider(s) to provide low carbon transportation options to development project residents.	N/A	N/A		



Zero Carbon

Impact Area	ID #	Outcomes	Actions	Indicators	Target	Actual	Comments
Projects	ZC1	There are zero operational greenhouse gas emissions	Zero Operational Carbon: Development projects are highly energy efficient and do not use combustion for space heating, cooking, or domestic hot water.	Percentage of projects that are zero carbon (5), combustion free, and will have their operational carbon verified by the CAGBC through the LEED or Zero Carbon Building Standards review process.	75%	85%	Two earlier projects that remain in our development pipeline have natural gas for domestic hot water. This is not allowed on newer projects.
Company	ZC2	Total emissions are disclosed	Corporate Emissions Disclosure: All emissions are quantified and disclosed. Large emissions sources are reduced through other indicators.	Percentage of total corporate emissions that are quantified and publicly disclosed	100%	100%	
Homes and Communities	ZC3	Energy performance is verified	Post Occupancy Metering: Provisions are added to the condo contracts to allow post-occupancy performance verification.	N/A	N/A		

- (1) As defined by walkscore.com
- (2) Includes common terraces, outdoor amenity spaces, green roofs and at grade landscape
- (3) Sustainable food initiatives includes but not limited to community kitchen, food growing space, CSA baskets, farmers market, micro habitat, food programs, urban agriculture and tie ups with local food establishments
- (4) As defined by LEED compliant bike parking; mobility sharing programs such as scooters, bike and car; LEED compliant proximity to transit and bicycle connectivity; and electrified car and bike share stalls.
- (5) As per ZCB definition