

2023 ESG REPORT | PUBLISHED FEBRUARY 2024

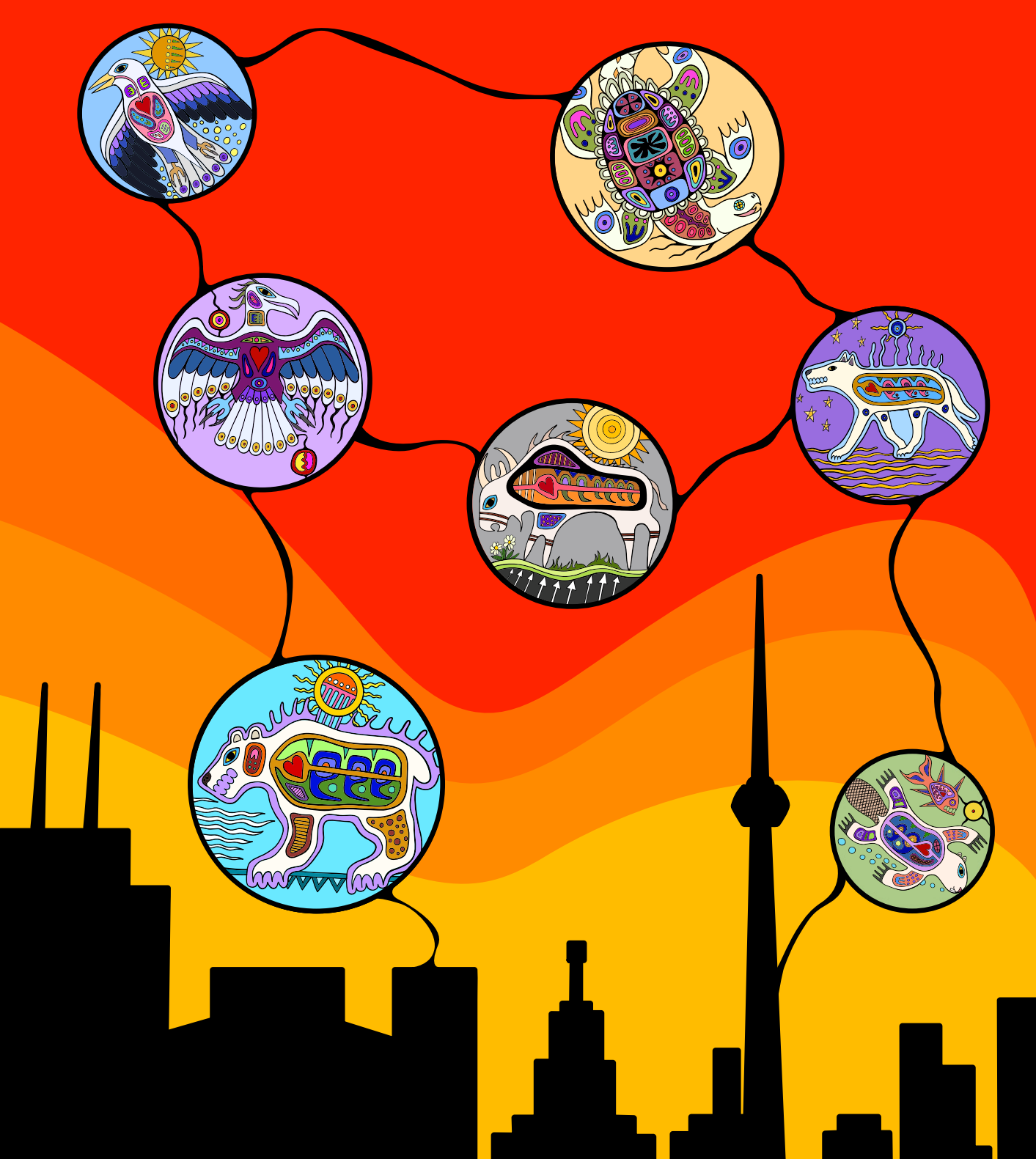
# Building with Purpose

**DELTERA**<sup>®</sup>

**TRIDEL**<sup>®</sup>  
BUILT FOR LIFE







# Land Acknowledgement

Tridel acknowledges our employees gather, and our communities are built on the traditional territories of the Anishinaabeg, the Haudenosaunee, Chippewa, and the Wendat peoples and is on the Treaty territory with the Mississaugas of the Credit First Nation. We recognize the GTA is home to many diverse nations around Turtle Island\*. We are grateful for Indigenous peoples' stewardship of the Lands and Waters our business relies on.

*\*The continent of North America is often referred to as Turtle Island by some Indigenous peoples.*

*Artwork by Philip Cote.*

*The Seven Grandfathers' teachings represented here are simple but powerful words of Truth, Love, Respect, Bravery, Wisdom, Honesty and Humility. These words were meant to be lived. Today, we see these words, but how these words came to the people was from a boy who went on a journey across the universe with these sages known as the Seven Grandfathers, who gave him the powers of each of these words to live by. Learn more about the artist [here](#).*

# Table of Contents

<b>INTRODUCTION</b> .....	4	<b>EMPOWERING PEOPLE AND COMMUNITIES</b> .....	22
Letter from Our President .....	4	Community Engagement .....	24
About Tridel .....	5	Community Economic Development .....	25
Celebrating 90 Years of Home Building .....	6	DEI in the Workplace and Community .....	27
How We Approach ESG .....	7	Indigenous Reconciliation .....	28
Materiality .....	8	Talent Retention and Development .....	29
ESG Governance .....	9	Health and Safety .....	30
Our Goals .....	10	Homeowner and Resident Well-Being .....	31
<b>INNOVATING FOR SUSTAINABILITY</b> .....	13	<b>LEADING A RESPONSIBLE BUSINESS</b> .....	32
Tackling Climate Change .....	15	Accountability .....	34
Greenhouse Gas (GHG) Emissions .....	16	Risk Management .....	35
Energy Efficiency .....	18	<b>COMMUNITY SPOTLIGHT</b> .....	36
Climate Resilience .....	19	Scala and Leslie Nymark .....	37
Innovation and Technology .....	20	<b>APPENDICES</b> .....	38
Waste Reduction .....	21		

***Pictured:** Aqualuna at Bayside by Hines and Tridel. This community is targeting LEED® Platinum® certification.*





# Letter from Our President

As we present our second Environmental, Social, and Governance Report, I am delighted to reflect on the strides we have made in our journey.

In pursuit of excellence, we have laid a strong foundation for success in our inaugural report – **Building a Sustainable Future**. We focused on setting clear commitments and targets under each pillar while encouraging collective effort toward our shared goals with everyone we do business with. The key to this has been our emphasis on training and awareness. Our newest Report - **Building with Purpose** - reaffirms our steadfast commitment to bettering the environment and positively contributing to society.

As we continue to face different challenges, one critical issue affecting every one of us is climate change. By understanding the potential impact of our actions as we create new communities, we prioritized developing a robust Decarbonization Strategy with stringent targets to reduce our carbon emissions, which you will read more about in this report. We defined a clear path to combat climate change, working alongside our industry partners towards a more sustainable future.

Our commitment to diversity, equity, and inclusion, among other integral social initiatives, is unwavering. A priority that deserves special mention is our ongoing commitment to support reconciliation with Indigenous communities. One accomplishment you will read about is our Reconciliation Action Plan – a first in our company's history. This plan serves as a roadmap for progressive change, demonstrating our dedication to empowering Indigenous peoples.

We strive to lead in sustainable and responsible business practices that are anchored by proper governance and integrity. Our practices are designed to hold ourselves accountable, as well as earn and maintain the trust of our stakeholders.

This year also marks a milestone for Tridel – celebrating 90 years of home building and continuing our legacy of excellence, innovation, and growth. During this significant anniversary, we, as a company, take a moment to reflect and anticipate the future. Looking back, we acknowledge the achievements that have shaped us, and looking forward, we recognize the dynamic landscape of today's business world and understand our responsibility to build a better future.

We hope you enjoy following us on our journey as you explore our **Building with Purpose**.



***Jim Ritchie***  
President



# About Tridel

CORE VALUES   Quality | Teamwork | Integrity | Innovation | Family Values | Safety

Tridel is one of Canada’s leading developers and builders of urban sustainable residences, with nine decades of pursuing excellence in building quality homes and communities within the Greater Toronto Area. Our portfolio currently has over 20 communities under development.

Our values are rooted in our company’s history. Although we’ve come a long way since Jack DelZotto, the founder of our company, built his first home in 1934, the foundational pillars of family, home and community that he set will forever be ingrained in our business. His three sons, Angelo, Elvio and Leo, carried this legacy alongside long-time partner, Harvey Fruitman. Together, they pioneered the

industry and have forever changed the skyline of the city. Today, guided by our ‘Built for Life®’ commitment, we continue to create socially and environmentally responsible communities and invest in innovations that promote sustainability, high performance in construction, social inclusion and cohesion, and community economic development. As an award-winning company, we are proud to be recognized as an industry leader for excellence in design and construction, green building, social impact, diversity, equity, and inclusion, customer care and more.

## The Tridel Group Of Companies

Deltera is a member of the Tridel Group of Companies, one of the largest privately held residential real estate groups in Canada.



## What’s In A Name

Our name comes from our founder Jack DelZotto whose three sons, Angelo, Elvio, and Leo, put the “tri” in Tridel and in the triangle that symbolizes both our unity and strength.



Our iconic “D” is embedded in each of the Tridel Group of Company logos. It is a powerful image that reinforces the integrity of our ‘Built for Life®’ brand which is not just a basic trademark but rather a “trustmark” that inspires our employees and customers to the larger brand promise of the Tridel community.





# Celebrating 90 Years of Home Building

Built for Life<sup>®</sup>. Since 1934.

This year, we celebrate our 90-year anniversary and reflect on our continued dedication to the communities where we build. Since 1934, we've delivered over 90,000 homes in the GTA and become one of Canada's most accomplished builders. This momentous occasion reflects our longevity and the legacy of community, quality, innovation, and sustainability that have defined us since our beginning.

**NINE DECADES OF:** Community | Quality | Innovation | Sustainability



90  
YEARS OF HOME BUILDING

90,000+  
QUALITY HOMES





# How We Approach ESG

## Our ESG Mission

As a recognized leader of quality lifestyle communities in Canada, our ESG Mission is to work towards making net zero carbon a reality while promoting health and well-being, inclusivity, and prosperity in the communities where we build – including our own. We look to maintain trust with all stakeholders through a shared blueprint of business practices that will demonstrate our leadership in being accountable for our commitments so others may join us in the pursuit of a sustainable future for all.

## Our Pillars



*Embracing change with a purpose is key to our ESG mission. Through sustainable practices and inclusive initiatives, we create a future where resilience, prosperity, and innovation intertwine to benefit people and our planet.*

**Bruno Giancola**

Executive Vice President, Project Management, Innovation and Sustainability



## Our ESG Journey

Our ESG journey began in 2000, when we recognized the potential to align development interests and environmental concerns. Being green was better for the environment and our homeowners.

Since then, our impact has significantly grown as we’ve celebrated significant milestones on our journey to be a more socially responsible and sustainable company. Below are highlights from the fiscal year 2023. Read our full Journey [here](#).



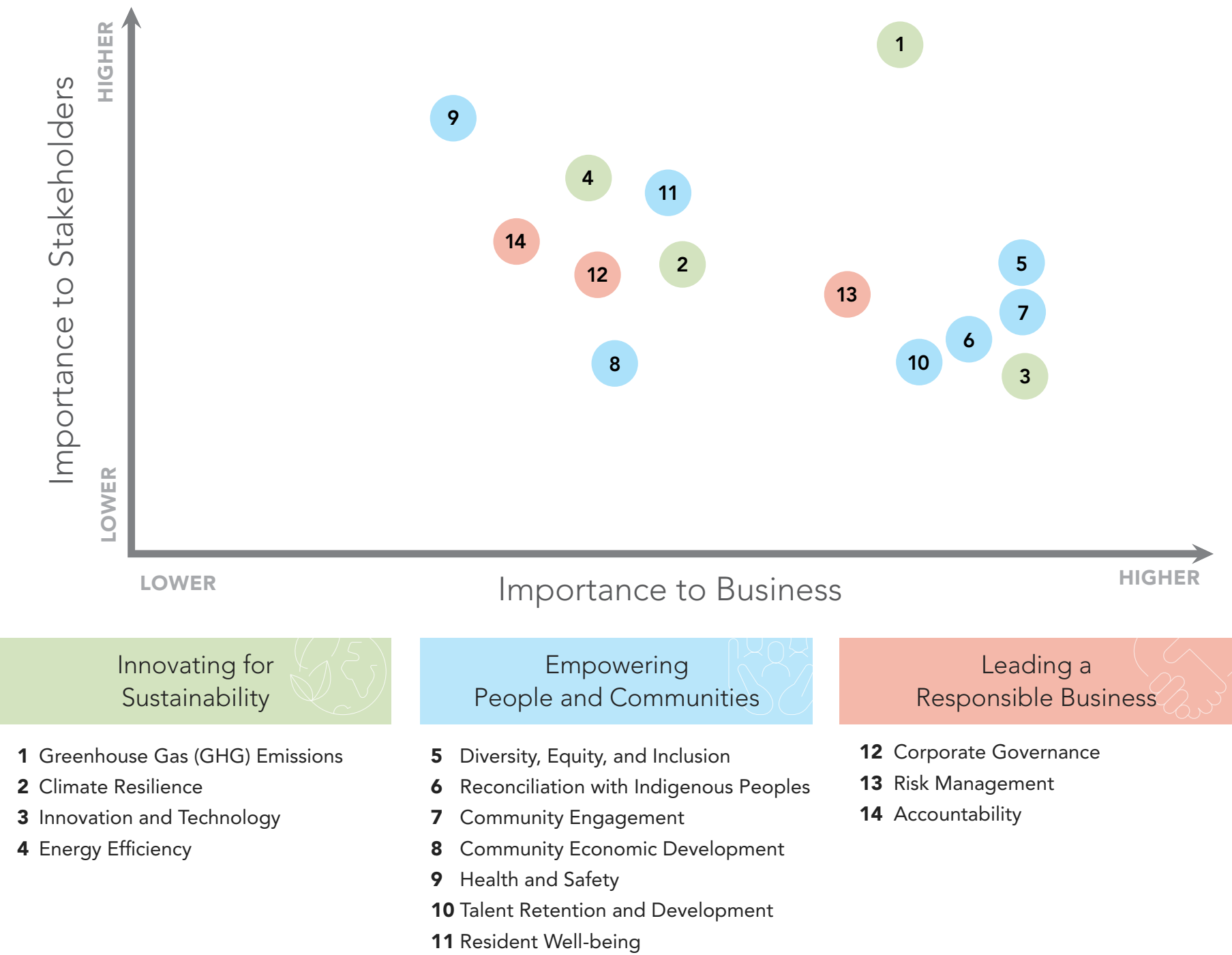


# Materiality

We recognize that sustainability and investing in a strong, equitable society is critical to our organization’s future. In alignment with these values, defining an ESG strategy that focuses on our most material topics and priorities is a key business imperative.

To determine our material topics and develop our ESG strategy, we partnered with an external consultant. The top ESG topics were identified through internal interviews and a desktop review of peers and standard setters, shown in the matrix to the right (developed in accordance with GRI Standard 101: Foundation 2016).

In collaboration with the external consultant, we identified fourteen priority topics, which were grouped into seven focus areas under three guiding pillars, as shown on the next page. A current state assessment was performed to identify opportunities and recommended actions within those priority areas and key performance indicators to communicate our progress along the way.





# ESG Governance

The Board of Directors and Executive team are deeply committed to upholding corporate governance and responsible business practices at every level of our organization so that we remain an industry leader. This includes investing in and advancing goals defined under our ESG priorities. ESG remains a standing agenda item for the Board, ensuring sustainability and social responsibility are ingrained in our practices and decision-making processes.

With the support of our Board of Directors and Executive team, our ESG Leadership team remains dedicated to reaching these goals. It has expanded to include experts from various departments, guaranteeing a holistic approach to achieving our targets. The ESG team now encompasses members from People and Culture, Health and Safety, Sales and Marketing, Construction, and Project Management to establish the integration of ESG into the daily operations of each department within the company. This inspires a culture of sustainability and social responsibility throughout the organization.

*Below: Our ESG Leadership team.*



## About Our Report

Our 2023 Environmental, Social and Governance Report (“ESG Report”) is a summary of our accomplishments and progress towards our goals for the 2023 fiscal year, July 1, 2022, to June 30, 2023.

Unless otherwise noted, all data and information included in this report cover the corporate operations of Deltera Inc., a member of the Tridel Group of Companies, and is limited to the development and construction services provided for the construction of Tridel-branded condominiums. Deltera Inc. is Tridel’s project management service provider and will be referred to as “Tridel” for the remainder of this report.

## Reference Frameworks

This report references and aligns with select disclosures from the Global Reporting Initiative (GRI) Standards 2021 for our material topics and recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD), where relevant. Tridel has no ownership rights in any such intellectual property of GRI and TCFD. Many of our company’s sustainability initiatives, actions, goals and commitments support the United Nation’s Global Agenda for Sustainable Development, and their vision of a more equitable and sustainable future for all. Material topics and key initiatives were also assessed for alignment with the United Nations Sustainable Development Goals (SDGs).

Please review the **Appendices** section for further details.





# Our Goals

Under our ESG pillars, we have identified areas of opportunity to guide our sustainable and social impact initiatives. The charts below indicate our goals, their alignment to each identified opportunity, and progress to date.

## Innovating for Sustainability

Priority Area	Goal	Announced	Target Year	Progress
SUSTAINABLE SOLUTIONS				
	Implement and report on innovative solutions and new technology that advances building practices, resulting in reduced energy consumption and GHG emissions	2022	2023	Achieved and On-Going
	Publish total waste diverted from disposal during the construction of our communities and at our Head Office, targeting an 80% diversion rate	2022	2023	Not Achieved and In-Progress
CLIMATE CHANGE				
	Set and publish corporate energy reduction targets in fiscal year 2023 report	2022	2023	Achieved
	Set and publish scope 1, 2 and 3 corporate GHG emissions reduction targets in fiscal year 2023 report	2022	2023	Achieved
	Evaluate climate-related risks in our business and address gaps	2022	2023	Achieved
	Reduce absolute gas usage at our Head Office by 30% from our baseline as measured in 2022	2023	2030	In Progress
	Reduce gas intensity from the use of sold products by 20% from our baseline as measured in 2022	2023	2030	In Progress
	Reduce absolute Scope 1 and 2 GHG emissions by 30% from our baseline as measured in 2022	2023	2030	In Progress
	Reduce scope 3 GHG emissions intensity from capital goods by 20% from our baseline as measured in 2022	2023	2030	In Progress
	Reduce scope 3 GHG emissions intensity from the use of sold products by 20% from our baseline as measured in 2022	2023	2030	In Progress
	Reduce absolute Scope 1 and 2 GHG emissions by 90% from our baseline as measured in 2022	2023	2050	In Progress
	Reduce scope 3 GHG emissions intensity from purchased goods by 90% from our baseline as measured in 2022	2023	2050	In Progress
	Reduce scope 3 GHG emissions intensity from the use of sold products by 90% from our baseline as measured in 2022	2023	2050	In Progress



Priority Area	Goal	Announced	Target Year	Progress
ELEVATING LOCAL VOICES AND BUILDING PROSPERITY				
	Report on additional community consultation opportunities beyond City-mandated requirements	2022	2023	Achieved
	Achieve 750+ employee volunteerism hours	2022	2023	Achieved
	Develop a company-wide Social Procurement mandate and establish a procurement target to help diversify our supplier network to support the growth of small, locally-owned businesses	2022	2023	Achieved
	Sign Community Economic Development and Community Benefits Agreements with TCHC for Alexandra Park and Regent Park	2022	2024	In Progress
	Develop an internal resource to forecast employment opportunities, based on the construction cycle	2022	2024	In Progress
	Host annual career exploration sessions for careers in the development and construction industry for people in under-resourced communities	2022	2024	In Progress
	Identify an agency to deliver skill development programming in revitalization communities	2022	2024	In Progress
	Identify an agency to deliver small business development program in revitalization communities	2022	2025	In Progress
	Host monthly drop-in sessions in revitalization neighbourhoods with the Social Impact team.	2023	2024	In Progress
	Introduce new foundation partners in revitalization neighbourhoods to foster community engagement and cohesion.	2023	2024	In Progress
DIVERSITY, EQUITY, AND INCLUSION				
	Complete and launch Tridel's DEI Action Plan and share it internally	2022	2023	Achieved
	Launch Tridel's first Indigenous Reconciliation Action Plan	2022	2023	Achieved
	Incorporate Built for Respect Anti-Discrimination, Anti-Bullying Mandate into tenders and contracts	2022	2024	In Progress
	Launch employee DEI training program	2022	2024	In Progress
	Incorporate a DEI KPI for all people managers	2022	2025	In Progress
	Achieve commitments outlined in the Reconciliation Action Plan for fiscal year 2024	2023	2024	In Progress
CULTURE, HEALTH AND WELL-BEING				
	Launch Tridel's third Employee Engagement Study and define company-wide and departmental action plans	2022	2023	Achieved
	Deliver safety orientation training videos in multiple languages	2022	2023	Achieved
	Update Tridel's Design Guide for all communities with gender-inclusive common area improvements	2022	2023	Partially Achieved
	Establish a "Wellness at Tridel" program	2022	2024	In Progress
	Achieve company-wide IHSA - Certificate of Recognition (COR®) accreditation	2022	2024	In Progress
	Deliver mental health training (Mental Health in the Workplace) to 100% of on-site people managers	2022	2024	In Progress
	Pilot the sharing of eco-friendly design options as part of design appointments for the future Harbourwalk community	2022	2024	In Progress
	Provide Accessibility Features Package in design appointments for customers with accessibility needs	2022	2025	In Progress



Priority Area	Goal	Announced	Target Year	Progress
REPORTING AND TRANSPARENCY				
	Track, report, and communicate ESG opportunities to the Board	2022	2023	Achieved and On-Going
	Hold an annual forum with senior leadership and the ESG leadership team dedicated to developing ESG strategy as well as reviewing ESG outcomes to date	2022	2023	Achieved and On-Going
	Enroll senior leadership in ESG and business ethics skill-building initiatives	2022	2023	Not Achieved
	Centralize all sustainability-related metrics into single source	2023	2024	In Progress
	Enroll Directors and above in ESG training and achieve 85% completion	2023	2024	In Progress
ORGANIZATIONAL RESILIENCY				
	Manage the climate-related risks table so that it remains current, and materiality of the risks identified are revisited regularly to ensure any gaps that arise are addressed	2022	2023	Achieved and On-Going
	Continuously report year-over-year risks and strategies used for mitigation	2022	2023	Achieved and On-Going
	Achieve 85% employee completion of Acceptable Use of Technology Policy training module	2023	2024	In Progress



***Pictured:** Aquabella at Bayside, by Hines and Tridel.  
This community is LEED® Platinum® certified.*



# INNOVATING FOR SUSTAINABILITY

ENVIRONMENTAL



# Innovating for Sustainability

Reflecting our **Built Green Built for Life®** promise, we remain focused on identifying ways to reduce our environmental footprint. In addition to green technologies and sustainable materials incorporated into every one of our communities, we continuously pursue initiatives to decrease carbon emissions, incorporate renewable and district energy systems, increase energy efficiency, improve building resiliency, and much more. One such initiative includes two fully electrified buildings that we plan to launch in the near future.

Under this pillar, we aim to maintain and grow our leadership in advancing sustainability and innovation by focusing on the following priority areas:

- **CLIMATE CHANGE**
- **SUSTAINABLE SOLUTIONS**



## Alignment with the SDGs



### Highlights

**84.2%**

LESS CONSTRUCTION WASTE EQUIVALENT  
TO 121 MILLION KG OF WASTE DIVERTED\*

**182.6 million**

KG CO<sub>2</sub>E SAVINGS, EQUIVALENT  
TO 38,444 CARS OFF THE ROAD FOR A YEAR\*

**4.4 billion**

MJ ENERGY SAVED, EQUIVALENT TO 29.8 MILLION  
60W LIGHT BULBS BEING TURNED OFF FOR A YEAR\*

**25 million**

SQ FT OF LEED® PLATINUM-, GOLD-, AND SILVER-  
CERTIFIED AND CANDIDATE BUILDINGS\*

\*Data calculated by EQ Building Performance and reflects performance to date.

*We carefully consider the decisions we make today to ensure that the communities where we build are left with the right tools because we understand that every green initiative, carbon-conscious choice, and cutting-edge innovation build a resilient legacy for generations to come.*

**Graeme Armster**

Director, Innovation and Sustainability



*Pictured: Tridel at the Well Signature Series.  
This community has achieved Fitwel® 2-Star  
certification and is targeting LEED® Gold®  
certification upon completion.*





# Tackling Climate Change

## Greenhouse Gas (GHG) Emissions and Energy Efficiency

Addressing climate change requires collective action. By establishing clear targets to reduce GHG emissions (scope 1, 2, and 3) and maximize energy efficiency, we are taking proactive measures to mitigate both physical and transitional risks associated with climate change. This not only enhances the long-term resilience of the communities where we build but also contributes to the overall sustainability of our planet. In doing so, we create a path that encourages the exploration and adoption of innovative technologies and forward-thinking solutions that will be key to achieving our goals and fostering a culture of innovation within our company.

We set our GHG emission reduction and energy efficiency targets to demonstrate our commitment to combating this global challenge. We reveal how we will get there and our work in action over the next few pages. These goals outline quantitative reduction targets for both short- (by 2030) and long-term (by 2050) timelines to actively reduce our environmental impact and promote sustainability all areas of our business.



### Reducing GHG Emissions

Scope 1 And 2 Emissions	
BY 2030	BY 2050
Reduce absolute emissions by 30% from our 2022 baseline year.	Reduce absolute emissions by 90% from our 2022 baseline year.
Scope 3 Emissions	
BY 2030	BY 2050
Reduce emissions intensity from capital goods by 20% from our 2022 baseline year.	Reduce emissions intensity from capital goods by 90% from our 2022 baseline year.
Reduce emissions intensity from the use of sold products by 20% from our 2022 baseline year.	Reduce emissions intensity from the use of sold products by 90% from our 2022 baseline year.

### Maximizing Energy Efficiency

BY 2030	
Reduce absolute gas usage at our Head Office by 30% from our 2022 baseline, as measured in 2022.	Reduce gas intensity from the use of sold products by 20% from our baseline, as measured in 2022.



# GHG Emissions

Reduce Scope 1, 2 and 3 emissions.

## How We'll Get There

Our commitment involves establishing targets aligned with the global objective of preventing irreversible impacts from climate change. This entails limiting global warming to well below 2°C above pre-industrial levels and striving to cap it at 1.5°C in accordance with the 2015 Paris Agreement.

Our GHG Emissions Baseline Study, conducted in 2022, assessed our emissions footprint, and the findings shaped our goals for emissions reduction, which we outline in this report. We will work with local organizations that will provide guidance and inform new initiatives that we can introduce to help us achieve our goals. As we continue to invest in efforts to achieve lower carbon emissions, we will adapt our practices, applying new technologies and construction practices that will result in reduced energy consumption and GHG emissions.

**We have a Decarbonization Strategy, which sets the foundation for how we will meet our goals. It focuses on:**

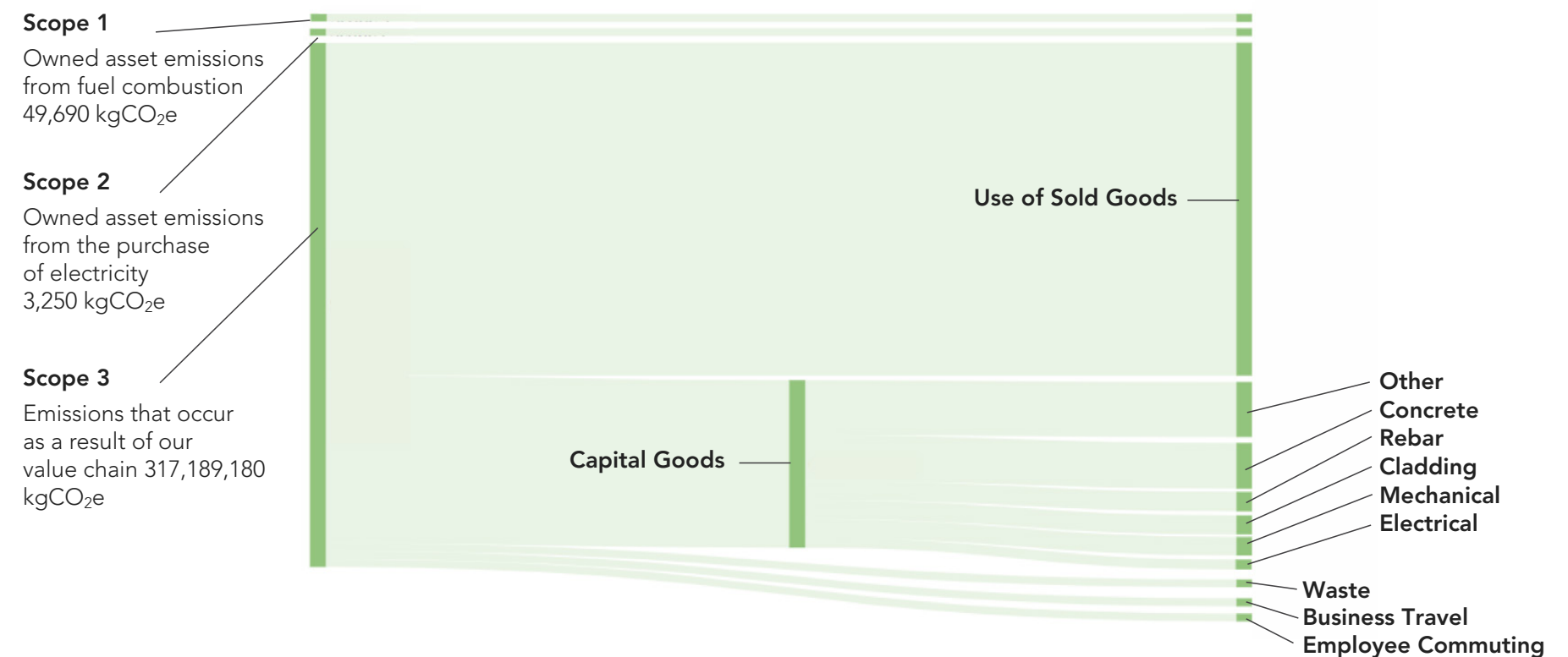
1. Building Envelope Performance
2. Airtightness
3. Onsite Renewable Energy Generation
4. Embodied Carbon
5. Building Data Benchmarking
6. Identifying and Addressing Industry Gaps

## Our Work in Action

**2023 GHG Emissions Data Collection** - Under the guidance of Mantle Developments, we worked on refining our scope 1, 2 and 3 emissions data collection processes so that our inventory more accurately reflects our footprint. A summary of the results can be seen below.

For our emissions quantification methodology, see the [Appendix](#).

*Below: Sankey Diagram depicting our 2023 GHG emissions.*



In our ongoing commitment to transparency, we revised our 2022 baseline emissions data to be consistent with our updated data collection and inventory processes. Looking ahead, we are working towards improving our data collection methods. This involves transitioning away from the spend-based method and using the specified metrics or consumption metrics for each category, as outlined in the table below.

***Below:** Chart indicating data collection methodologies used by Deltera, created by Mantle Developments.*

**GHG Emissions Reduction Goal Setting** - Led by Mantle Developments, we developed multiple emission reduction roadmaps and selected one based on feasibility and alignment with our long-term sustainability goals. This roadmap led to the formation of our emissions reduction goals outlined earlier in this section, as well as identified other initiatives that will help reduce our environmental impact. For example, we are actively working on implementing policies and enhancing EV charging infrastructure to encourage employees to transition to electric vehicles or public transit.

We are also establishing a plan to improve data collection methods to track emissions from upstream leased assets and develop a procurement plan to transition from combustion engines to electric construction site machinery.

Recognizing the critical role our consultants play in helping us meet our sustainability goals, we will be hosting an embodied carbon session. This collaborative effort will identify existing sustainable practices, innovations, and potential challenges to further inform our approach to meeting our goals.

Category	Current Methodology	Preferred Methodology
CATEGORY 2 CAPITAL GOODS	Average data method (concrete and rebar), Spend-based method (all other construction material)	Supplier-specific method
CATEGORY 4 UPSTREAM TRANSPORT AND DISTRIBUTION	-	Fuel-based method
CATEGORY 5 WASTE GENERATED IN OPERATIONS	Spend-based method	Waste-type-specific method
CATEGORY 6 BUSINESS TRAVEL	-	Distance-based method
CATEGORY 7 EMPLOYEE COMMUTING	Supplier-specific method	Distance-based method
CATEGORY 8 UPSTREAM LEASED ASSETS	-	Asset-specific method
CATEGORY 11 USE OF SOLD PRODUCTS	Supplier-specific method	Direct use-phase emission (measured)





# Energy Efficiency

Reduce energy use and expand the use of renewables.

## How We'll Get There

Prioritizing efficient energy use and adopting renewable sources are vital measures in confronting climate change. To reduce energy use across all areas of our business operations, we advance always-evolving best practices that target energy consumption reductions in our Head Office, community construction, and long-term community operations.

Our plans involve replacing Air Handling Units (AHUs) at our Head Office with heat pumps and continuing to study how to deliver fully electrified buildings in the communities where we build.

To address peak energy demand, we are developing a plan to incorporate high-efficiency equipment, implement demand management technologies, and integrate renewables to lower energy use intensity (EUI). Additionally, we are exploring solutions to transition away from natural gas/propane, seeking more sustainable energy sources for temporary heating during construction.

## Our Work in Action

**Interior Airtightness Study** - This study involved pressurizing a single floor at 50 Pa to measure the impact of internal building components on air leakage rates. Components that were sealed included suite doors, electrical closet doors, garbage chute doors, exit stair doors, and elevators. This resulted in a notable 71% reduction in relative airflow. The findings provide valuable

insights for future design improvements and can be applied to enhance energy efficiency, lower heating and cooling expenses, and improve occupant comfort.

**Building Envelope Study** - This study was conducted to further improve overall building envelope performance. It addressed incremental improvements to the configurations of opaque wall areas, fenestration, and overall air tightness to minimize energy loss. The study's goal was to determine if existing technologies can meet the performance requirements of the highest design standards with some necessary adjustments in details, construction, and design practices.

Specific requirements include deeper window wall (WW) framing systems with thermal breaks, the use of continuous interior spray foam insulation, balcony slab thermal breaks, insulated liner assemblies for interfaces between window wall systems and precast concrete cladding. Results from these tests can inform future designs to assist us in meeting our energy reduction targets.

See the **Appendix** for our full 2023 energy breakdown along with a comparison to our baseline as measured in 2022.

***Right:** Equipment used in our Interior Airtightness Study, which pressurizes the building's floor and provides data on the resulting air leakage rates of interior components.*



# Climate Resilience

Transition to a lower-carbon economy and improve climate change resiliency.

### Goal

Evaluate climate-related risks and opportunities in our business and address gaps.

### How We'll Get There

In 2022, we identified preliminary climate-related risks that may impact our business. This was developed with reference to the TCFD-defined categories for climate-related risks. Per the TCFD's recommendations, these categories were used to guide risk identification and assessment, evaluate their impacts, and initiate the appropriate mitigation actions. It is important to note that climate-related risks are divided into two major types:

- Risks related to the transition to a lower-carbon economy (i.e., transition risks); and
- Risks related to the physical impacts of climate change (i.e., physical risks).

The ESG team, our Executive team, and the Board of Directors continuously evaluate climate-related risks to guide and implement future initiatives that will foster climate resilience.

### Our Work in Action

**Climate-Related Risks Table** - We reviewed and refined our risk table to cover short- and long-term risks and opportunities. Physical risks relate to the direct impacts of environmental factors like climate change, while transition risks involve adapting to a low-carbon economy and changing market dynamics. Physical risks manifest in tangible damages, such as extreme weather events, while transition risks stem from policy changes, technological

shifts, and evolving consumer preferences. Effectively managing both types of risks is crucial for companies to ensure resilience and capitalize on opportunities in the changing landscape of sustainability.

***Below:** Charts indicate climate-related risks and opportunities for our company.*

Category	Short-Term Risks	Long-Term Risks
TRANSITION	<ul style="list-style-type: none"><li>• New regulations and code changes</li><li>• Higher utility, material, and labour costs</li><li>• Shifts in customer preferences</li></ul>	<ul style="list-style-type: none"><li>• Stakeholder expectation shifts</li><li>• Further changes in policies and regulations</li></ul>
PHYSICAL	<ul style="list-style-type: none"><li>• Unexpected project schedule delays</li><li>• Construction site damage</li><li>• Challenging working conditions</li></ul>	<ul style="list-style-type: none"><li>• Equipment requirements and construction process changes</li></ul>
Category	Short-Term Opportunities	Long-Term Opportunities
TRANSITION	<ul style="list-style-type: none"><li>• Increased demand for low-carbon products, services, and efficient buildings</li><li>• Investment in reporting activities</li></ul>	<ul style="list-style-type: none"><li>• Increased availability of low-carbon product and services</li><li>• Increased internal resources to manage climate risk disclosures</li></ul>
PHYSICAL	<ul style="list-style-type: none"><li>• Investment in climate-resilient infrastructure</li></ul>	<ul style="list-style-type: none"><li>• Availability of climate-resilient assets</li></ul>



# Innovation and Technology

Invest in new technology and innovation, improving customer experience and achieving climate goals.

## Goal

Implement and report on innovative solutions and new technology that advances building practices, resulting in reduced energy consumption and GHG emissions.

## How We'll Get There

Tridel remains committed to being a leader in the industry by testing new technologies and emerging solutions to help minimize GHG emissions, waste of construction products, water, energy, and more. To be at the forefront, we integrate various innovations in our communities and pilot suites to assess their feasibility for implementation in all upcoming and future communities.

Since we've begun our sustainability journey, our overarching objective has been to educate and advance the industry so, collectively, we can maximize our impact. To do this, we partner with like-minded organizations to meet our goals.

## Our Work in Action

**Kite and SWITCH at Bianca** - In September 2022, Tridel collaborated with Kite Mobility and SWITCH to implement a sustainable transportation amenity at Bianca. This service, comprising eight bikes and three cars, offers electric rideshare options for residents and guests, providing a cost-effective alternative to traditional car ownership by eliminating expenses such as vehicle purchase, maintenance, insurance, and parking spot rentals. Residents and guests benefit from flexible and efficient electric rideshare options without the long-term financial commitments associated with personal vehicle ownership.

The electric bikes not only add to the convenience of the amenity but also encourage the community to engage in physical activities, fostering a healthier lifestyle among its residents and guests.

One of the cars in the fleet utilizes Vehicle-to-Grid (V2G) charging technology to enable the vehicle to draw power from the grid and feed excess energy back to the grid, balancing demand and supply fluctuations. Additional power generation sources, often non-renewable and less efficient, must be brought online during peak demand. Minimizing peak demand supports the use of cleaner and more sustainable energy sources, reducing the overall carbon footprint.

From September 2022 to July 2023,  
the electric rideshare amenity resulted in:



5800+

KG OF CO<sub>2</sub>E SAVED

*Below: Kite and SWITCH at the Bianca community.*



# Waste Reduction

Divert and redirect waste from landfills in support of the transition to a circular economy.

## Goal

Publish total waste diverted from disposal during construction of our communities and at our Head Office, targeting an 80% diversion rate.

## How We'll Get There

At Tridel, we prioritize sustainable waste management by actively diverting construction waste from job sites. Our commitment extends to transparency, with regular data publication and a focus on future waste reduction opportunities. Each construction project follows LEED®'s\* on-site waste diversion protocol, implementing a Construction Waste Management (CWM) Plan to promote material reuse and allow on-site waste flexibility. Monthly reports from waste haulers outlining waste weight and diversion percentages based on material type ensure continuous evaluation of our waste management efforts.

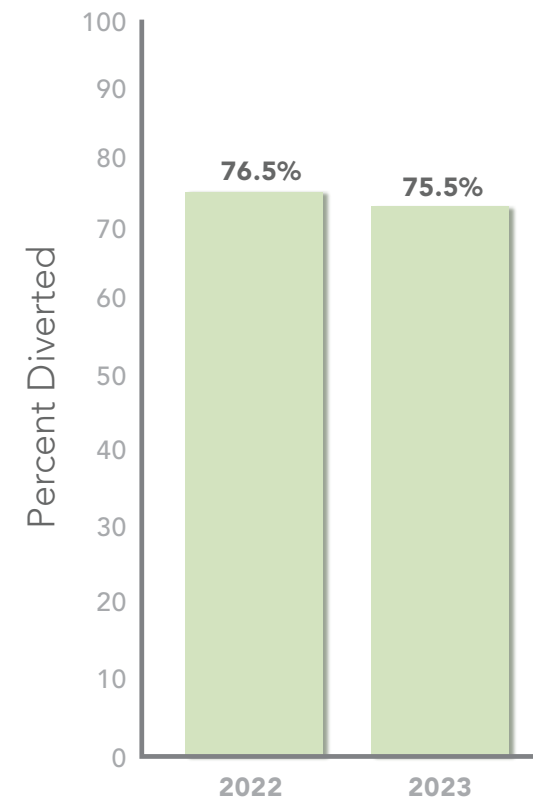
At our Head Office, our annual Waste Reduction Week fosters a culture of responsibility. Employees contribute to electronic and textile waste diversion, building awareness and gaining tools to minimize household waste, promoting a holistic approach to waste reduction within and beyond our organization.

\*LEED® is the preeminent program for the design, construction, maintenance, and operations of high-performance green buildings.

## Our Work in Action

The following chart illustrates the percentage of diverted waste from our construction sites over the past two years. See the [Appendix](#) for our full 2023 waste diversion breakdown.

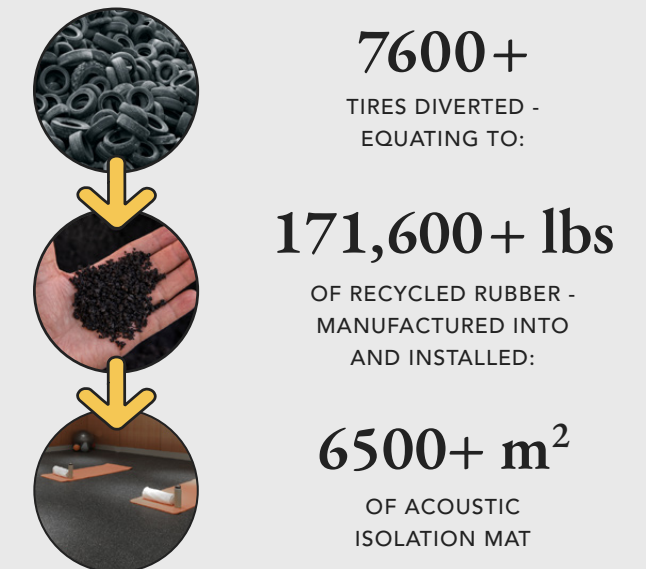
*Below: Total waste diverted from our construction sites.*



# Circular Economy

**Pliteq**, a company specializing in innovative acoustic and vibration control solutions, diverts over eight million tires annually from going to the landfills. Their products use these tires to make flooring designed to mitigate noise and vibration transmission in buildings, many of which is used in Tridel condominiums, contributing to a circular economy, reduced waste, enhanced comfort and environmental sustainability.

From July 2022 to June 2023, Tridel projects re-used:



It is anticipated that over the next five years, an additional 25,000 tires will be recycled and used in products for Tridel projects.







# EMPOWERING PEOPLE AND COMMUNITIES

SOCIAL



# Empowering People and Communities

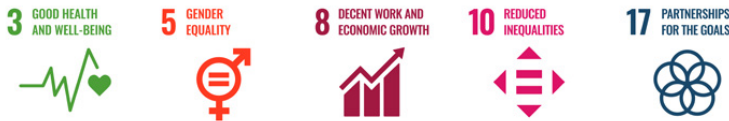
Building healthy, vibrant, and prosperous communities is at the core of what we do at Tridel. This includes fostering a work environment that is safe, inclusive, and motivating for our employees, providing opportunities for economic empowerment for those furthest from the talent pipeline, and supporting our homeowners to lead a healthy and engaged lifestyle. We understand that when we collaborate fully, we can leave a lasting legacy for current and future generations.

Through a human-centred approach, our goal is to advance well-being and prosperity in the communities where we work, live, and play by focusing on the following priority areas:

- ELEVATING LOCAL VOICES AND BUILDING PROSPERITY
- DIVERSITY, EQUITY, AND INCLUSION (DEI)
- CULTURE, HEALTH, AND WELL-BEING



## Alignment with the SDGs



### Highlights

**\$560,000+**

IN DONATIONS TO CHARITABLE  
AND NON-PROFIT ORGANIZATIONS

**\$75,000+**

IN SCHOLARSHIPS TO EQUITY-SEEKING INDIVIDUALS  
TO PURSUE POST-SECONDARY EDUCATION

**39 hires**

FACILITATED THROUGH ORGANIZATIONS, INCLUDING  
THE BOLT FOUNDATION, TCHC REVITALIZATION  
COMMUNITIES AND OTHER NON-PROFITS

**\$125,000**

IN PROCUREMENT OF GOODS AND SERVICES FROM  
DIVERSE-OWNED BUSINESSES AND SOCIAL ENTERPRISES

*People are at the core of everything we do. From the voices of current residents of communities where we build to our future homeowners, and of course our amazing Tridel employee community. We are a company with purpose, and it takes everyone to build a future that is inclusive, vibrant, and prosperous for all.*

**Maggie Hall**

Senior Manager, Social Impact





# Community Engagement

Engage key stakeholders, be inclusive in ideas and perspectives and give back to communities.

## Goals

- Host monthly drop-in sessions in revitalization neighbourhoods with the Social Impact team.
- Introduce new foundation partners in revitalization neighbourhoods to foster community engagement and cohesion.

## How We'll Get There

In revitalization neighbourhoods where we partner with Toronto Community Housing (TCHC), our Social Impact team is present for community events and to provide one-on-one support for residents seeking employment.

Starting in fiscal year 2024, the team will be present in Regent Park and Alexandra Park monthly to provide drop-in support to residents seeking information about the respective revitalizations and lead engaging, informative sessions on how to get ready for employment.

We also understand that engaging with residents in diverse neighbourhoods requires a unique approach; one that acknowledges the existing fabric of a neighbourhood and that can embrace and embed new residents into the community. In TCHC revitalization neighbourhoods, where we seek to form strong bonds with current residents and future Tridel homeowners, we will identify new charitable organizations to deliver programming and provide services that promote greater engagement, participation, and cohesion.

## Our Work in Action

**Construction Liaison Committee** - Our employees step up to volunteer their time, energy, and skills to make the workplace and the community better places to be. This includes the work of our Construction Liaison Committee, which hosted nine sessions for our Evermore, The Dupont, and Aqualuna communities – going above and beyond City-mandated requirements.

**Take Action Team** - A team of over 20 passionate change-makers organizes engaging activities to maximize our collective impact, including our first-ever International Women's Day Small Business market at our Head Office. Next year, we will aim for 1,000 hours of volunteerism. We also actively support charities, non-profits, and grassroots organizations operating in our community through financial contributions.



**\$7,000+**

IN EMPLOYEE DONATIONS FOR IN-COMMUNITY  
SUPPLY DRIVES AND HOLIDAY GIFTS

**935+**

VOLUNTEER HOURS IN COMPANY  
SOCIAL EVENTS AND WITH NON-PROFIT  
AND CHARITABLE ORGANIZATIONS



# Community Economic Development

Creating employment and career-building opportunities and diversifying the supplier network.

## Goals

- Sign Community Economic Development and Community Benefits Agreements with TCHC for the Alexandra Park and Regent Park communities.
- Develop an internal resource to forecast employment opportunities based on the construction cycle.
- Host annual career exploration sessions for careers in development and construction for people in under-resourced communities.
- Identify an agency to deliver skill development programming in revitalization communities.

## How We'll Get There

Our organization places significant importance on fostering community prosperity, through social procurement and employment

opportunities, by leveraging our diverse network to address the talent gap. This is possible through our partnership with Toronto Community Housing (TCHC), as the developer partner in Alexandra Park, Leslie Nymark, and Regent Park.

This upcoming fiscal year, we will work with our partners to sign legally-binding Community Economic Development and Community Benefits Agreements in the Alexandra Park and Regent Park communities. These contracts include commitments for employment, training, scholarships, and activities to build community cohesion.

To create employment and career-building opportunities, we engage in proactive workforce planning for our future construction sites to understand where the greatest needs are within our industry. We will also work to build capacity and align job seekers with opportunities that are in demand by partnering with employment agencies.

*Our team is excited to increase the awareness of the diversity and breadth of career options within our industry. We know there are people with a wide range of interests, and we are excited to work collaboratively within our network and industry to share how exciting development can be.*

**Asal Afshar**

Employment and Community Partnerships Manager



## Bridging Talent to Opportunity

Our Social Impact team, including the Employment and Community Partnerships Manager and Career Coach and Employer Liaison, provides support for interested individuals to connect to opportunities within our network through mentorship, networking, and personalized one-on-one assistance.

In the next fiscal year, we will develop a shareable, comprehensive resource outlining the types of trades on a construction site to assist people in understanding the variety of career paths in the trades, simultaneously helping to address our industry's hiring needs. To offer an understanding of what opportunities exist, we will deliver at least one career exploration event in revitalization neighbourhoods and provide skill-building and wrap-around support to ensure candidates can achieve success once employed. Further, we will issue a call for proposals for qualified agencies to deliver equity-centred capacity-building training in the Alexandra Park community.





Our Work in Action

**Community Input** - In collaboration with TCHC, we actively involved residents from Alexandra Park and Regent Park to gain a deeper understanding of their needs, experiences, and goals related to community economic development programming for their respective communities. This engagement encompassed surveys, focus groups, and community update meetings. We sought to give residents the opportunity to contribute to shaping long-term investments in their communities.

**Advancing Social Procurement** - In the past two fiscal years, our organization has procured more than \$500,000 from businesses that are classified as social enterprises, certified B-corps, or diverse-owned. Goods and services include our homeowner closing gifts, known as “The Good Gift,” catering, consulting, and media services.

We also seek to develop capacity and broaden opportunities for businesses owned and operated by residents of Toronto Community Housing. We procured nearly \$30,000 from TCHC tenant-owned businesses and supported 23 unique businesses.

**Supporting Youth Career Exploration** - In July 2022, Tridel and TCHC, with engagement consultants Monumental Projects, organized a two-day excursion for 22 Regent Park youth to learn from industry professionals, tour amazing buildings around Toronto, and explore careers in city building and planning. Stops included the University of Toronto School of Cities, Deloitte, and ERA Architects Inc.



Tridel is the principal and founding sponsor of the BOLT Foundation, a charity dedicated to supporting the next generation of industry talent by investing in under-resourced youth.

This year marked the 10<sup>th</sup> anniversary of the BOLT Foundation and its incredible impact on youth around the GTA. See BOLT’s impact to date below. For more information on BOLT, visit [boltonline.org](https://boltonline.org).

<b>\$1.8M</b>	<b>575+</b>	<b>290+</b>
IN SCHOLARSHIPS AWARDED	SCHOLARSHIPS	APPRENTICESHIPS STARTED
<b>160+</b>	<b>740+</b>	<b>3,500+</b>
JOB SHADOWING PARTICIPANTS	DAYS OF DISCOVERY PARTICIPANTS	SPEAKOUT PARTICIPANTS



# DEI in the Workplace and Community

Creating safe and inclusive spaces.

## Goals

- Incorporate Built for Respect Anti-Discrimination, Anti-Bullying Mandate into tenders and contracts.
- Launch employee Diversity, Equity, and Inclusion (DEI) training program.

## How We'll Get There

We are committed to having a workforce that reflects the communities where we build and fostering an environment where everyone feels they belong, feels physically and psychologically safe, and are valued for a diverse range of experiences and skills. This is our Built for Respect mandate. To fulfill our commitment, we believe we need to share knowledge and resources and establish a top-down approach to ensuring our workplaces promote inclusivity.

Working with our Project Management and Estimating teams, we will integrate our Built for Respect mandate into all awarded contracts. This will outline our zero-tolerance policy for bullying, abuse, harassment, and discrimination and our role in supporting on-site learning and training for trades, contractors, and suppliers led by our Health and Safety team.

Opportunities for employee learning and development are part of a broader organizational learning strategy. Our DEI Accountability Network, a group of employees representing multiple demographics and departments within the organization, advises our executive leadership in matters of diversity, equity,

and inclusion. The Network aims to introduce relevant training that is tailored to different groups of employees, including people managers, customer-facing employees, leadership, and more. Training includes mental health support, gender inclusivity, and core concepts in DEI.

## Our Work in Action

**Launching our Multi-Year Action Plan** - Our multi-year action plan for promoting DEI in the workplace outlines opportunities for our organization across four areas of focus:

- Diversifying the Applicant Pool,
- Amplifying DEI Communications,
- Enhancing Inclusivity in Practice, and
- Elevating Employee Voices.

Initiatives and programs created and completed under these areas of focus are supported by our DEI Accountability Network.

**Building Awareness and Building Connections** - This year, the DEI Network produced several highly engaging activities to promote cultural awareness and understanding among our employees. These included our first in-office small business market featuring women business owners for International Women's Day, as well as procuring works of art from Black artists as part of Black History Month. We saw over 168 unique employees participate in 11 events this year.

**Disrupting Design** - We were honoured to be the first industry partner for the JennAir Disrupting Design program, a collaboration including the Creative School at Toronto Metropolitan University (TMU). The program aims to increase diversity in the design industry and drive more progressive designs from under-represented communities. It consists of scholarships, mentorship, and internship opportunities for students at TMU. This year, Tridel hired our first intern as part of our commitment to the program, and through Disrupting Design, we will continue to look for opportunities to support Indigenous and racialized people pursuing careers in this field.

Learn more about the program [here](#).

*At Tridel, we understand that embracing the principles of diversity, equity, and inclusion creates a strong foundation for an organization where everyone's unique talents and strengths contribute to collective success.*

### *Mario Cimicata*

Executive Vice President,  
Construction Management





# Indigenous Reconciliation

Support urban Indigenous peoples through education and awareness, strategic partnerships, and procurement.

## Goal

Achieve commitments outlined in the Reconciliation Action Plan for fiscal year 2024.

## How We'll Get There

Our Reconciliation Action Plan outlines key commitments for our organization to achieve in the coming years. For fiscal year 2024, we will focus on supporting urban Indigenous peoples under the pillars of People, Collaboration and Procurement.

## Our Work in Action

### Meeting with the Mississaugas of the Credit First Nation (MCFN) -

We welcomed Chief Stacey Laforme to our offices and travelled to the MCFN community to initiate conversations on how we can contribute to reconciliation.

**Honouring National Day for Truth and Reconciliation** - We hosted our first Blanket Exercise led by Indigenous facilitators to deliver an experiential and impactful activity and share the history and ongoing impacts of colonialism on Indigenous peoples.

**Reconciliation Action Plan** - We worked with Indigenous-led businesses and artists, including Creative Fire, Maaiingan Productions, and Philip Cote to produce our first Reconciliation Action Plan with feasible commitments to start our reconciliation journey. Visit [Tridel.com](https://www.tridel.com) to read the full Plan.

### PEOPLE

- Enable employees and leaders to participate in Indigenous cultural celebrations and reflection events
- Create awareness of whose land Tridel is operating on
- Mandate Indigenous cultural awareness training for leaders
- Prioritize recruitment of Indigenous talent
- Review employee feedback

### COLLABORATION

- Create opportunities for youth in collaboration with Indigenous organizations
- Build relationships with educational institutions and schools to generate interest in construction

### PROCUREMENT

- Join an association connected to Indigenous vendors
- Identify Indigenous vendors
- Include Indigenous relations requirements in new contracts
- Include Indigenous evaluation criteria in proposals
- Work with Indigenous vendors to increase organizational capacity
- Engage Indigenous vendors to understand barriers to success



**Right:**  
Artwork by Philip Cote.

# Talent Retention and Development

Cultivating a culture where employees feel empowered and part of a community.

## Goal

Establish a “Wellness at Tridel” program for employees.

## How We’ll Get There

At Tridel, we strongly believe that our company’s success lies in the well-being of our people. Our employees are our strength and the driving force behind all our accomplishments. It is our responsibility to cultivate a work environment where employees feel empowered and part of a community.

As part of a future wellness program, we will collaborate with subject matter experts to develop educational resources on health and wellness best practices. These practices will help promote and improve employee mental and physical health, fostering a culture that encourages both professional and personal growth at work.

The program will provide employees with targeted monthly wellness initiatives and education on holistic health.

## Our Work in Action

**Employee and Engagement Study** - In May, we launched a third Employee and Engagement Study to collect important information from employees about our current culture and what we need to start, stop, and continue doing to enhance their experience at Tridel. We saw an 82% participation rate. We shared the survey results with employees and completed department-specific engagement action plans to address employee-identified opportunities for improvement. The People and Culture team created resources and education to build leadership and management capabilities to foster a culture of growth and engagement for action planning.

*Our partnerships and relationships are at the core of who we are. Building connections and valuing and respecting each other’s opinions has created a team environment that has sustained and grown throughout our history. By leveraging our experience and building a path toward the future, we will continue to take our company to new heights.*

**Leanne Joffre**

Vice President, People and Culture



## Building Strong Connections

**Connecting to Our Work** - Supporting a diverse workforce stationed in multiple locations requires the need to find creative ways to foster connections between employees. Tridel Tours, an all-day tour of some of our active sites, serves to provide a first-hand look at the building process and to educate employees on the stages of construction. The tours also connect employees with their colleagues within the organization.

**Connecting with Each Other** - Social events, where all employees can come together to socialize and get to know one another, is an important way we build culture. At our most recent Company Update, employees collaborated to create a montage which exemplified our company’s ‘Built for Life®’ vision and corporate values.

***Below:** “The Big Picture” curated by Tridel employees.*





# Health and Safety

Prioritize the health and safety of employees and stakeholders in all work environments.

## Goals

- Achieve company-wide IHSA - Certificate of Recognition (COR®) accreditation.
- Deliver mental health training (Managing Mental Health in the Workplace) to 100% of on-site people managers.

## How We'll Get There

Safety is a core value at Tridel and ensuring the on-site safety of our employees, both physical and psychological, is of key importance for our organization.

The Infrastructure Health and Safety Association (IHSA) has developed the COR® accreditation program aimed at eliminating safety hazards in work environments with high-risk activities. Our organization already has a comprehensive safety program with a three-pillar approach – Awareness, Innovation, and Partnerships – which exceeds these standards in many areas, but we seek ways to go above and beyond. This fiscal year,

working with the IHSA, we will send our program for an external review. The process of recertification takes place every three years, ensuring we remain committed and up-to-date on the evolving changes in the safety landscape.

As part of Tridel's Built for Respect mandate, working with the Centre for Addiction and Mental Health (CAMH), we will facilitate in-person training sessions for all on-site people managers with the objectives related to mental health and addiction to:

- Understand the spectrum and risk factors.
- Reduce stigma and support employee mental health.
- Identify strategies for creating psychologically safe teams.
- Apply a given framework for approaching an individual who may be suffering from a mental health or addiction issue.
- Recognize biases and assumptions.
- Understand the responsibilities of a team leader when an employee is on leave and managing the return-to-work process.

## Our Work in Action

**Training** - Training continues to be a priority, with employees completing over 3,300 training hours in First Aid and CPR, Automated External Defibrillator (AED), Mental Health First Aid, Workplace Hazardous Materials Information System (WHMIS), Working at Heights, and Certificate of Recognition for Safety training. Our training videos are now available in English, French, Brazilian Portuguese, Mandarin, and Spanish.

**Collaborating with CAMH** - In May 2023, Tridel, with guests from Centre for Addiction and Mental Health (CAMH), the Residential Construction Council of Ontario (RESCON) and the Honourable Minister Stephen Lecce, came together at our Auberge on the Park construction site to discuss the importance of supporting mental health. This event announced our commitment to address the stigma around mental health in the construction industry, starting by implementing training for our on-site people managers.

*"Safety is a core value at Tridel, and introducing new, comprehensive training intended to protect the overall health of our employees will play a critical role in keeping our workplaces safe."*

**Peter Meneguzzi**

Executive Vice President, Construction



# Homeowner and Resident Well-Being

Supporting health and well-being of homeowners through engagement, activities, and amenities.

## Goal

Pilot the sharing of eco-friendly design options as part of design appointments for the future Harbourwalk community.

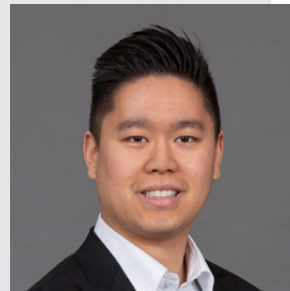
## How We'll Get There

Supporting homeowners to live a more sustainable lifestyle is central to our ESG framework. While prioritizing green construction practices, we wanted to increase our homeowners' awareness of what materials and finishes support a healthier and more sustainable lifestyle.

*We are always improving our designs to ensure we cater to an audience with a range of abilities and needs. This is just as important as our goal of ensuring that every homeowner feels a sense of "home" and connection when living in a Tridel community.*

**Samson Fung**

Vice President,  
Sales and Marketing



Through an internal innovation competition called "Deltera's Den," the winning team had the idea to add an environmental rating to each of our design selections. Our Harbourwalk community has been selected as the pilot, where we will visually indicate with a green leaf to homeowners any environmental benefits that a material or finish may have.

Following the pilot, we will look to incorporate eco-friendly design options that homeowners can select for their home in future communities.

## Our Work in Action

**Supporting Gender Inclusive Spaces** - Working with a consultant specializing in DEI training, Reframe, we shared our community "Club Rules" and Design Guide documents to help us promote universal design and gender inclusivity. Our new documents include refreshed iconography and a more inclusive list of rules for common area spaces, including saunas, pool areas, and changerooms for property management to apply. These spaces are more welcoming and accessible to everyone – including families, persons with disabilities, and gender-diverse people.

**Living Well with Fitwel** - For our upcoming MRKT community in Alexandra Park, we recently achieved Fitwel 2-Star certification. Fitwel is the world's leading certification system for healthier buildings and communities.

**Promoting Social Cohesion** - Our Customer Care team leads a series of meet-and-greet events for our new homeowners to get introduced to their neighbours while exploring their new amenity spaces. As an example, at our Via Bloor 1 and 2 communities, we hosted four yoga workshops to promote opportunities for social cohesion, as well as health and well-being.

*Below: Rendering of outdoor space at MRKT Alexandra Park.*





Two women with long brown hair, wearing black blazers and red lanyards with 'TRICENT' logos, are sitting at a white table. They are both smiling and looking towards a laptop screen on the left. The woman on the left is wearing a grey t-shirt, and the woman on the right is wearing a white t-shirt. The background is dark with some vertical gold-colored bars.

# LEADING A RESPONSIBLE BUSINESS

GOVERNANCE



# Leading a Responsible Business

Our Board of Directors and Executive Leadership team continue to deliver and develop practices and policies that maintain strong corporate governance to consider trends and opportunities emerging in the ESG space to uphold our position as an industry leader.

We aim to maintain the trust of all stakeholders through responsible and transparent management practices by focusing on the following priority areas:

- REPORTING AND TRANSPARENCY
- ORGANIZATIONAL RESILIENCY



*At the heart of our commitment is being responsible, accountable, and transparent. It's not just good business; it's about being true to our values and earning the trust of our employees, customers, and communities.*

**Len Gigliotti**

Executive Vice President,  
Finance and Corporate Services



## Highlights

91%

EMPLOYEE COMPLIANCE IN COURSES INCLUDING  
ACCESSIBILITY, ANTI-MONEY LAUNDERING/  
ANTI-TERRORIST FINANCING, RESPECT IN THE  
WORKPLACE, WORKER HEALTH AND SAFETY AWARENESS

50%

EQUITY-DESERVING INDIVIDUALS  
ON DELTERA BOARD

## Policies and Compliance

We have a number of policies that our organization and employees must adhere to as part of our annual compliance exercise. Policies include:

- Privacy Policy
- Code of Business Conduct and Ethics
- Anti-Money Laundering and Anti-Terrorist Financing Policy
- Health and Safety Policy
- Accessibility Policy
- Workplace Violence and Harassment Policy
- Workplace Practice Guidelines
- Electronic Monitoring Policy
- Occupational Health and Safety Management Program





# Accountability

Prioritize resources necessary to meet our ESG Goals and reporting commitments.

## Goals

- Centralize all sustainability-related metrics into single source.
- Enroll Directors and above in ESG training and achieve 85% completion.

## How We'll Get There

To streamline the reporting of key sustainability information to internal and external stakeholders, including consultants engaged in carbon emissions baseline and target setting, our Innovation and Sustainability team will be developing a resource to centralize all sustainability-related metrics for company-owned assets and communities, including carbon emissions, water, and energy values.

Following the release of our inaugural ESG report, we broadened our ESG Leadership team to encompass leaders from various priority areas. The team will meet quarterly to ensure they are fully apprised of progress towards existing goals and contemplate goals for the future. To fully embrace ESG in our broader corporate strategy, we intend to deliver training to all leaders, Director and above. The training will be delivered by an external consultant and cover concepts related to ESG key trends, regulations and best practices, stakeholder expectations, aligning ESG to the corporate strategy, value creation through impact tracking, measurement and reporting, and accountability structures and performance management.

## Our Work in Action

**Tarion** - At Tridel, our focus has been and always will be on being accountable to our people, customers, and communities. We are proud to be a builder with no regulatory actions, including notices or orders issued, disciplinary activities, and court charges, as well as \$0 in conciliations paid or owing, per Tarion and the Home Regulatory Construction Authority (HRCA).

**\$0**  
TOTAL DOLLARS PAID IN CLAIMS

**0**  
CHARGEABLE CONCILIATIONS

**0**  
REGULATORY ACTIONS



## The Tridel Way

The Tridel Way is an initiative for process mapping certain functional areas with a focus on project concept to completion to understand and document the best practices and processes that make us great, while addressing our most urgent organization-wide challenges.

### The Tridel Way:

- Identifies standards, so all employees have clear expectations of how and why we do what we do. Whether a person is new to the industry or has years of experience, the Tridel Way is a clearly defined resource to understand their role and responsibilities tied to their performance management.
- Maximizes operational effectiveness and drives success. Through clarity of shared purpose and documented standards, we can maximize efficiency within and between our teams.
- Allows our workforce to become flexible and agile, so employees can rapidly adapt and transfer across sites and projects.
- With the support of technology, the Tridel Way is a living, agile document, updated appropriately with new standards, processes, and best practices.



# Risk Management

Identify, assess and manage material ESG risks to the organization.

## Goal

Achieve 85% employee completion of Acceptable Use of Technology Policy training module.

## How We'll Get There

Data management and security are of great importance to us – for our employees and homeowners.

For our homeowners, we integrate cybersecurity standards and expectations into vendor contracts for smart home technology in our communities.

For our corporate assets, we have a holistic perspective on cybersecurity and data management, ensuring we are examining policies and safety of physical hardware, software, virtual and cloud assets. An integral component of this is cybersecurity awareness by our employees. We will be rolling out training this fiscal year to all employees to ensure awareness and acceptance of our newly created Acceptable Use of Technology Policy. Employees also have access to a hub of resources to learn about concepts like artificial intelligence (AI), technology tips and tricks, and more.

## Our Work in Action

**ESG Risk Management** - Managing risk is essential for maintaining stakeholder trust, positive brand reputation, compliance with regulations, accessing capital, guiding innovation, and fostering employee engagement.

We leverage our years of experience when managing the operation of our business along with recognized industry strategies such as the Task Force on Climate-Related Financial Disclosures (TCFD), which provides guidance on the management of climate-related risks and

opportunities, as they pertain to our business. For more information on this, please refer to the appendix where we further breakdown TCFD Governance, Strategy, Risk Management, Metrics and Targets.

**Business Continuity Planning** - Part of risk management extends to continuation of business in the event of a disruption or large-scale crisis. Each department has a respective continuity plan that includes pre-defined scenarios with communications and escalation plans that are reviewed annually for accuracy and relevancy.







# SCALA AND LESLIE NYMARC

COMMUNITY SPOTLIGHT



# Scala and Leslie Nymark

## Healthy Living and Sustainable Solutions

Scala is LEED® Gold® certified and has achieved Tier 2 Toronto Green Standard certification. The North York community is surrounded by nature and promotes healthy living with 375 bicycle parking spaces, which are distributed in various locations to encourage an active lifestyle and eco-friendly transportation. Scala prioritizes indoor air quality using low-VOC adhesives, sealants, paints, coatings, and flooring products. Additionally, the incorporation of native and drought-tolerant plantings, along with multiple green roof locations, enhances aesthetics and contributes to a healthier ecosystem, positively impacting the well-being of both residents and the broader community.

Scala’s terraced design collects rainwater for irrigation, eliminating the need for potable water use. With 19 electric vehicle charging stations, it promotes low-carbon transportation, contributing to the reduction of carbon emissions. High-efficiency mechanical equipment, including variable refrigerant flow (VRF) systems and energy recovery ventilators (ERVs), promotes the transition to electrified energy and ensures optimal energy use, contributing to a sustainable future. The ERV delivers fresh air while recovering 60% of exhaust energy, reducing the energy needed for heating or cooling.

Scala meets Toronto Green Standard Version 2 Tier 2 requirements through various energy-saving measures, such as LED lighting, efficient HVAC equipment, and low-flow plumbing fixtures. These efforts result in a 49% reduction

in water consumption, equivalent to saving 43 million litres, or 17 Olympic-sized swimming pools annually. Additionally, sub-metering for utilities empowers residents to control their resource consumption, promoting awareness and an energy-efficient culture.

## Supporting Residents of the Community

Leslie Nymark represents the first single phase community revitalization development partnership between Tridel and Toronto Community Housing. We committed to supporting the residents of Leslie Nymark throughout the relocation and return process, including opportunities for community engagement like school supply and holiday giveaways, community dinners and gatherings, and employment readiness.

With the revitalization coming to an end, here is a summary of our community economic development commitments in the community that have been fulfilled:

\$100,000+

IN SCHOLARSHIPS AWARDED

20

TCHC RESIDENTS EMPLOYED

15

COMMUNITY ENGAGEMENT EVENTS  
FOR RESIDENTS SINCE 2018 (E.G., BACK-PACK DRIVES,  
HOLIDAY INITIATIVES, AMENITY OPENING EVENTS, ETC.)

## Celebrating Past, Present, and Future

Together with TCHC, the STEPS organization, and residents of the Leslie Nymark community, Toronto-based graffiti artist Jessey “Phade” Pacho was selected to create a new, large-scale public artwork to reflect Leslie Nymark’s rich past, pillars of the community today, and opportunities for the future. A beautiful, thoughtful and commemorative mural was created.

Watch the mural come together [here](#).





# Appendices

# Appendix

## GRI Content Index

Tridel has reported the information cited in this GRI content index for the period July 1, 2022 to June 30, 2023 with reference to the GRI Standards.

GRI Standard	Disclosure	Location
GRI 2: GENERAL DISCLOSURES 2021		
	2-1 Organizational details	Refer to ESG Governance, page 9.
	2-2 Entities included in the organization’s sustainability reporting	Refer to ESG Governance, page 9.
	2-3 Reporting period, frequency and contact point	Refer to ESG Governance, page 9.
	2-6 Activities, value chain and other business relationships	Refer to About Tridel, page 5.
	2-7 Employees	In Fiscal Year 2023, Tridel employed the following: Total employees: 419 Full-time: 376 Full-time (contract): 8 Part-time: 1 Part-time (contract): 34
	2-9 Governance structure and composition	Refer to ESG Governance, page 9.
	2-11 Chair of the highest governance body	TridelGroup.com/Executive-Team
	2-12 Role of the highest governance body in overseeing the management of impacts	Refer to ESG Governance, page 9.
	2-13 Delegation of responsibility for managing impacts	Refer to ESG Governance, page 9.
	2-14 Role of the highest governance body in sustainability reporting	Refer to ESG Governance, page 9.
	2-15 Conflicts of Interest	Processes identified in Tridel’s Code of Business Conduct and Ethics.
	2-16 Communication of critical concerns	Refer to Risk Management, page 35.
	2-17 Collective knowledge of the highest governance body	Refer to Accountability, page 34.
	2-22 Statement on sustainable development strategy	Refer to Letter from Our President, page 4. Refer to How We Approach ESG, page 7.
	2-23 Policy commitments	Refer to Leading a Responsible Business, page 33.



GRI Standard	Disclosure	Location
GRI 2: GENERAL DISCLOSURES 2021		
	2-24 Embedding policy commitments	Refer to ESG Governance, page 9.
	2-25 Processes to remediate negative impacts	Refer to Risk Management, page 35.
	2-26 Mechanisms for seeking advice and raising concerns	Processes identified in Tridel's Code of Business Conduct and Ethics.
	2-28 Membership associations	BILD RESCON Canadian Green Building Council ULI Professional Engineers Ontario
	2-29 Approach to stakeholder engagement	Refer to Materiality, page 8. Refer to Community Engagement, page 24.
GRI 3: MATERIAL TOPICS 2021		
	3-1 Process to determine material topics	Refer to Materiality, page 8.
	3-2 List of material topics	Refer to Materiality, page 8.
	3-3 Management of material topics	Refer to Materiality, page 8.
GRI 201: ECONOMIC PERFORMANCE		
	201-2 Financial implications and other risks and opportunities due to climate change	Refer to Climate Resilience, page 19. Refer to Appendix, page 43.
GRI 203: INDIRECT ECONOMIC IMPACTS 2016		
	203-1 Infrastructure investments and services supported	Refer to About Tridel, page 5. Refer to Community Engagement, page 24.
	203-2 Significant indirect economic impacts	Refer to Community Economic Development, page 25-26.
GRI 204: PROCUREMENT PRACTICES 2016		
	204-1 Proportion of spending on local suppliers	Refer to Community Economic Development, page 25-26.
GRI 302: ENERGY 2016		
	302-1 Energy consumption within the organization	Refer to Energy Efficiency, page 18. Refer to Appendix, page 46.
	302-2 Energy consumption outside of the organization	Refer to Energy Efficiency, page 18. Refer to Appendix, page 46.
	302-5 Reductions in energy requirements of products and services	Refer to Energy Efficiency, page 18. Refer to Appendix, page 46.

GRI Standard	Disclosure	Location
GRI 305: EMISSIONS 2016		
	305-1 Direct (Scope 1) GHG emissions	Refer to GHG Emissions, page 16. Refer to Appendix, page 44-45.
	305-2 Energy indirect (Scope 2) GHG emissions	Refer to GHG Emissions, page 16. Refer to Appendix, page 44-45.
	305-3 Other indirect (Scope 3) GHG emissions	Refer to GHG Emissions, page 16. Refer to Appendix, page 44-45.
	305-4 GHG emissions intensity	Refer to GHG Emissions, page 16. Refer to Appendix, page 44-45.
	305-5 Reduction of GHG emissions	Refer to GHG Emissions, page 16. Refer to Appendix, page 44-45.
GRI 306: WASTE 2020		
	306-4 Waste diverted from disposal	Refer to Waste Reduction, page 21.
GRI 401: EMPLOYMENT 2016		
	401-1 New employee hires and employee turnover	New hires: 48 (Male: 22; Female: 26) Age: Less than 30: 23 30-50: 21 50+: 4 Turnover: 15%
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
	403-1 Occupational health and safety management system	Processes identified in Deltera's Occupational Health and Safety Management Plan.
	403-2 Hazard identification, risk assessment, and incident investigation	Processes identified in Deltera's Occupational Health and Safety Management Plan.
	403-3 Occupational health services	Processes identified in Deltera's Occupational Health and Safety Management Plan.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Processes identified in Deltera's Occupational Health and Safety Management Plan.
	403-5 Worker training on occupational health and safety	Refer to Healthy and Safety, page 30. Processes identified in Deltera's Occupational Health and Safety Management Plan.
	403-8 Workers covered by an occupational health and safety management system	# and % of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system;



GRI Standard	Disclosure	Location
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 (Continued)		
	403-8 Workers covered by an occupational health and safety management system	<p>i. ~4,100 and 100% of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited;</p> <p>ii. ~4,100 and 100% of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party (Ontario Ministry of Labour)</p>
	403-9 Work-related injuries	<p>For all employees:</p> <p>i. 0 fatalities as a result of work-related injury;</p> <p>ii. 0 high-consequence work-related injuries (excluding fatalities);</p> <p>iii. 0 recordable work-related injuries;</p> <p>iv. The main types of work-related injury: N/A</p> <p>For all workers who are not employees but whose work and/or work-place is controlled by the organization:</p> <p>i. 0 fatalities as a result of work-related injury;</p> <p>ii. 0 high-consequence work-related injuries (excluding fatalities);</p> <p>iii. 3 (rate of 4) recordable work-related injuries;</p> <p>iv. The main types of work-related injury: fracture, sprain, bruises</p> <p>v. The number of hours worked: 150,000</p>
GRI 404: TRAINING AND EDUCATION 2016		
	404-1 Average hours of training per year per employee	Refer to Health and Safety, page 30.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
	405-2 Ratio of basic salary and remuneration of women to men	Identified in <b>Our ESG Journey</b> .
GRI 413: LOCAL COMMUNITIES 2016		
	413-1 Operations with local community engagement, impact assessments, and development programs	<p>Refer to Community Engagement, page 24.</p> <p>Refer to Community Economic Development, page 25-26.</p>

# Appendix

## TCFD Alignment

Tridel aims to advance TCFD reporting alignment per the Task Force’s recommendations. The table below highlights our progress made towards reporting against the recommended disclosures during the period of July 1, 2022 to June 30, 2023.

Recommendation	Disclosure	Description
GOVERNANCE		
	Describe the board’s oversight of climate-related risks and opportunities.	Oversight is provided by the Board of Directors, Executive Leadership Team and ESG Leadership team. We look to disclose more information in future reports as we continue to build out our practices.
	Describe management’s role in assessing and managing climate-related risks and opportunities.	
STRATEGY		
	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Refer to Climate Resilience, page 19.
	Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	Refer to Climate Resilience, page 19.
	Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In a 2°C or lower scenario, there would be limited stress on our current strategy. We may see some of the same physical risks we experience from severe weather patterns today. Our published GHG emissions and energy reduction targets will guide us and we will continually revisit to ensure we stay ahead of future regulations as we transition to a lower-carbon economy.
RISK MANAGEMENT		
	Describe the organization’s processes for identifying and assessing climate-related risks.	We look to disclose more information in future reports as we continue to build out our practices.
	Describe the organization’s processes for managing climate-related risks.	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	
METRICS AND TARGETS		
	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Refer to Climate Resilience, page 19.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Refer to GHG Emissions, page 16.
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Refer to Our Goals, page 10.



# Appendix

## GHG Emissions

	2022 - Baseline		2023	
Category	GHG Emissions (kg CO2e)	GHG Intensity (Kg CO2e/m2)	GHG Emissions (kg CO2e)	GHG Intensity (Kg CO2e/m2)
SCOPE 1 <sup>(1)</sup>	50,000	8.83	49,690	8.74
SCOPE 2 <sup>(1)</sup>	3,000	0.54	3,250	0.57
SCOPE 3 <sup>(3)</sup> <sup>(4)</sup>	137,265,252	2,122	317,829,108	2,267
Category 2: Capital Goods	114,336,980 <sup>(2)</sup>	1,091	106,153,767	1,049
Concrete	31,146,680	336	28,891,366	313
Rebar	11,661,000	142	12,354,046	138
Cladding	19,009,921	151	12,083,500	142
Mechanical	15,459,439	134	11,790,664	130
Electrical	8,256,100	58	6,325,215	59
Other	28,803,841	271	34,708,976	267
Category 4: Upstream Transport	-	-	-	-
Concrete	-	-	-	-
Rebar	-	-	-	-
Cladding	-	-	-	-
Mechanical	-	-	-	-
Electrical	-	-	-	-
Other	-	-	-	-
Category 5: Waste Generated in Operations	308,000	2.37	46,960	0.16
Category 6: Business Travel	-	-	4,275	0.75
Category 7: Employee Commuting	738,271	130	673,878	119
Category 8: Upstream Leased Assets	-	-	-	-
Category 11: Use of Sold Goods	21,882,000	899	210,950,228 <sup>(5)</sup>	1,099

# Appendix

## GHG Emissions

- (1)** Our operational boundary includes part of our Head Office at 4800 Dufferin Street, Toronto, that is shared with others. To quantify scope 1 and 2 emissions in this study, One Click LCA’s database of location-specific emission factors was used. Where Ontario-specific emissions factors were not available, a Canada-specific emission factor was used, and a world average emissions factor was used if no location-specific factors were available.
- (2)** Our baseline emissions value for Scope 3 Category 2 and 7 have been updated since publishing our 2022 ESG Report as a result of improved and updated data inventory processes.
- (3)** To quantify scope 3 emissions in this study, Categories 2 (excluding Concrete and Rebar) and 5 used the spend-based method and Categories 7 and 11 used the supplier-specific method as prescribed by the GHG Protocol. These categories and methods were chosen as a result of the data we had readily available. We understand the spend-based method is not the most accurate way to quantify emissions and aim to improve our data collection process moving forward so that we can transition to a more accurate inventory solution.
- (4)** Categories 4 and 8 are considered relevant to our operations, however, we are unable to report data at this time due to limited industry information. We aim to improve our data collection process moving forward by working with the industry so that these categories can be included in our future inventory. Categories 1, 3, 9, 10, 12, 13 and 14 are not applicable Tridel.
- (5)** Scala, Bianca, Via Bloor 1 and 2 and Bloor Promenade were the only buildings sold during the fiscal year. We accounted for their operational emissions from expected consumption over its lifetime under this category. The average lifetime of a building is assumed to be 60 years as per the ISO 21930:2017 and EN15978 standards as stated in the UKGBC guide for scope 3 reporting of commercial real estate and LEED®.
- (6)** Aquabella was the only building sold during the reporting year. We accounted for its operational emissions from expected consumption over its lifetime under this category. The average lifetime of a building is assumed to be 60 years as per the ISO 21930:2017 and EN15978 standards as stated in the UKGBC guide for Scope 3 reporting of commercial real estate and LEED®.



# Appendix

## Energy Consumption

	2022 - Baseline		2023	
Category	Energy Consumption (MJ)	Energy Intensity (MJ/m2)	Energy Consumption (MJ)	Energy Intensity (MJ/m2)
DIRECT ENERGY USAGE	4,631,689	816 <sup>(1)</sup>	4,804,512	838
Electricity	3,605,605	635	3,773,679	664
Gas	993,486	175	997,796	168
Renewable (Solar PV)	32,598	6	33,037	6
INDIRECT ENERGY USAGE	157,405,460	487 <sup>(1)</sup>	163,552,050	414
Electricity	34,998,637	108	48,606,228	123
Gas <sup>(2)</sup>	122,406,823	379	114,945,822	291

Category	Energy Consumption (MJ)	Energy Intensity (MJ/m2)	Energy Consumption (MJ)	Energy Intensity (MJ/m2)
ENERGY CONSUMED THROUGH USE OF SOLD PRODUCTS	989,200,780 <sup>(4)</sup>	40,640	8,214,658,974 <sup>(3)</sup>	42,800
Electricity	637,872,192	26,206	4,076,961,768	21,242
Gas	351,328,588	14,434	4,137,697,206	21,558

**(1)** 2022 Indirect Energy Usage intensities were updated due to improved data collection methods

**(2)** This assumes that propane usage was negligible and only natural gas was used for heating.

**(3)** Scala, Bianca, Via Bloor 1 and 2, and Bloor Promenade were the only buildings sold during the fiscal year. We accounted for their operational energy from expected consumption over its lifetime under this category.

The average lifetime of a building is assumed to be 60 years as per the ISO 21930:2017 and EN15978 standards as stated in the UKGBC guide for reporting of commercial real estate and LEED®.

**(4)** Aquabella was the only building sold during the reporting year. We accounted for its operational energy from expected consumption over its lifetime under this category. The average lifetime of a building is assumed to be 60 years as per the ISO 21930:2017 and EN15978 standards as stated in the UKGBC guide for reporting of commercial real estate and LEED®.

# Appendix

## Waste Diversion

Monthly waste reports track the amount of waste generated at each construction project site and are obtained from the waste hauler. Under the LEED 2009 standard, the hauler would visually inspect each load and estimate of the weight of each material taken offsite (i.e. concrete, metals, and cardboard). For more recent LEED version 4 projects, waste is separated and weighed at the receiving facility, and a detailed report is then provided in the monthly waste reports. This updated approach ensures more accurate and reliable waste data. Project waste values included: Scala, Via Bloor 1 and 2, The Well C and D, Aqualuna, Royal Bayview, MRKT, Evermore, Westerly 1 and 2, and Edenbridge (not all projects had created waste in the fiscal year 23).

	2022 Totals <sup>(1)</sup>	2023 Totals
DIVERTED WASTE [KG]		
	16,369,348	2,628,000
TOTAL WASTE [KG]		
	21,393,460	3,483,000
% DIVERTED		
	76.50%	75.50%
TOTAL WASTE INTENSITY [KG/M2]		
	43	11
GFA [m2]		
	495,644	316,827

(1) 2022 Waste data was updated due to improved data collection methods.





©Tridel 2023 | Tridel, Tridel & Design, Deltera, Deltera & Design, Del Property Management & Design, Del Realty & Design, Del Condominium Rentals & Design, DelSuites, DelSuites & Design, Delmanor, Tridel Built for Life, Tridel Built for Life & Design, and Tridel Built Green Built for Life are registered Trademarks of Tridel Corporation. Project names and logos are Trademarks of their respective owners. Illustrations are artist's concept only. Building and view not to scale. Unauthorized copying, reproduction or duplication of the material is prohibited. All rights reserved. E.&O.E. 2024.

The information contained within this Report, such as but not limited to goals, targets and dates, should be considered as targets that Deltera Inc, a member of the Tridel Group of Companies, is working toward and are subject to change at any time, without notice. While we endeavour to keep the information up to date and correct, we make no representations or warranties of any kind, express or implied, about the accuracy, reliability, suitability or availability with respect to the information in this Report and related graphics contained. Neither Tridel nor Deltera warrants the success of these measures and under no circumstances, will Tridel, Deltera or any related or affiliated companies and/or directors, officers or employees thereof be liable should any such goal not be achieved in whole or in part. Deltera will report on successes and opportunities against these goals on an annual basis.

LEED®, and its related logo, is licensed in Canada to the Canada Green Building Council and is used here with permission.