



## SOCIAL

# Our Approach

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At BentallGreenOak, our goal is to design client strategies and execute on tactics that add value to our portfolios to generate attractive risk-adjusted returns, all while reducing emissions to protect our environment. We implement ESG initiatives to help reduce costs, increase tenant satisfaction and retention, and generate higher operating performance. We put our clients’ interests first, and we view ourselves as their advocates and trusted stewards.

We work with our clients to understand their needs, risk profiles, return expectations, and communication requirements and to continually align interests, advance their ESG objectives effectively, and update strategies at both the portfolio and property levels. We forge strong relationships with our clients through good governance, accountability, and transparency – all of which are central to our fiduciary role and related responsibilities.

### How We Engage

- Regular and formal client reporting, meetings and presentations inform and update clients about portfolio performance, including ESG updates.
- Complete asset- and portfolio-level performance benchmarking against relevant peer, market, and industry standards, where applicable.
- Include sustainability initiatives in annual business plans for properties.
- Employ a dedicated secure website for clients who include access to secure data storage, sharing and report tracking systems.
- Provide client representation when needed for sustainable and responsible investing organizations such as The United Nations Environment Programme Finance Initiative (UNEP FI), Principles for Responsible Investing (PRI), and Net Zero Asset Managers (NZAM) initiative.
- Disclose sustainability performance and practices to GRI, Global Real Estate Sustainability Benchmark (GRESB), and PRI to demonstrate our commitment to transparency.
- Share GRESB and PRI results with clients and inform priority sustainability issues. These results are evaluated yearly and benchmarked against those of other thought leaders.

## Engaging with Tenants

We provide a high level of customer service, and a safe, healthy, and productive work environment for our tenants and building occupants. We value our tenants and strive to establish long-term relationships to ensure they can operate their businesses effectively from the buildings we manage.

We regularly communicate with our tenants so that they understand the sustainable attributes of the buildings and space they occupy and collaborate with tenants on our goals for sustainable property operations.

### How We Engage

- We regularly conduct tenant surveys. The ongoing feedback provided by tenants is invaluable to our property managers, providing a foundation for our teams to build strategies for continual improvement and to measure success over time.
- Dedicated property management teams are always available to respond to tenant concerns and listen to ideas.

[GRI 103-1, 103-2, 103-3]

## Engaging with Tenants (continued)

### How We Engage

- The ForeverGreen (ForeverGreen@Home) Tenant (and Resident) Engagement Program aims to increase tenant loyalty and improve building performance associated with tenant utility consumption, waste, health and wellness, and occupant behavior. Resources such as posters and newsletters are provided to equip both property managers and tenants and residents with actionable content around monthly sustainability and health and wellness themes.
- We manage and respond to tenant concerns and maintenance issues in our Canadian property management business using KlikFIX, an in-house contact center. In our third-party managed properties, our partners provide this type of service through various means and tools.
- We develop and use customized and proprietary tools, such as green lease language and a Tenant Green Design Guide. These tools are used to engage tenants directly to promote sustainable occupancy and build-out, thus enhancing overall asset operating performance and tenant well-being. BGO was awarded the Green Lease Leader 2022 Award at the Gold Level for its leading green lease practices within the North American portfolio.
- We establish joint tenant-management sustainability committees to pursue opportunities to reduce a building's environmental footprint at many of our buildings.

## Engaging with Employees

BentallGreenOak strives to recruit, develop, and inspire an engaged, talented, and diverse workforce. We promote a corporate culture designed to attract and retain the highest caliber people. We encourage opportunities for growth, development and promotion by providing our employees with the resources to work effectively and continually strive to perform better. We are committed to a safe, inclusive, and sustainable work environment. In 2021, as in prior years, we continued working to improve the quality of engagement with employees.

### How We Engage

- We engage our employees to foster a shared vision for the company embedding our Culture Code in all that we do. We use many strategies and tactics to engage with employees, understand their needs, and obtain feedback for improvement. Our company portal allows us to communicate with employees on company strategy, performance, process and policy.
- We are committed to confronting racial injustice and helping break down industry barriers to inclusion. As such, we have set a bold goal to be a leader in the Diversity, Equity, and Inclusion (DEI) space within the real estate industry by implementing a range of DEI programs, employee resource groups and training and development opportunities within the organization.
- We hold all employee virtual meetings periodically to enable our employees to hear from company leadership about BentallGreenOak's achievements and objectives.
- We use various internal newsletters to connect with employees.
- We solicit employee feedback on various topics related to professional development through committees, task forces and targeted meetings, and periodic employee surveys. In the fall of 2020, we launched a Diversity and Inclusion Survey that was used to assist us in Developing our Diversity and Inclusion Strategy.
- Our recognition program includes acknowledging and rewarding employees and celebrating team successes in a variety of ways and forums.

[GRI 103-1, 103-2, 103-3]

## Engaging with Communities

The continuing effects of the pandemic have been most acutely felt in the sub-sections of our communities where poverty and insecurity persist. In this intensifying need for social care and relief, BentallGreenOak employees dove heart-first into 2022 with a commitment to serving our communities. From this energy and persistence was born BGO Inspired – the philanthropic and corporate care mission of our firm powered by our people and their desire to bring hope and opportunity to those in need.

Following a wave of global momentum calling for long overdue progress on social justice and equality, BGO Inspired is answering that call with programs that place primacy on meaningful, human connections. Philanthropy at BGO is not a spectator sport, rather it calls on the strength of values that our employees bring with them to work every day to inspire active participation with organizations whose on-the-ground presence is a lifeline to millions who are at-risk and in-need.

### How We Engage

- **EMPLOYEE INSPIRED:** Not-for-profit organizations bring critical care and advocacy to the issues that are especially affecting those who are most vulnerable in our communities. That is why BGO has invested directly into the organizations where BGO employees demonstrate leadership by dedicating their time and talents to serving on not-for-profit Boards.
- **DEI INSPIRED:** Each of our four employee resource groups were given first year endowments to help build relationships with organization that aligned to their organization’s objectives.
- **COMMUNITY INSPIRED:** With over 1,400 employees dispersed across 24 cities in 12 countries, BGO’s neighbors are vast and varied. Leveraging the strength of our local presence in the world’s most cosmopolitan cities, we committed our firm’s resources to invest in not-for-profit relationships that brought society’s most acute challenges into closer view.
- **Globally Inspired:** Through all of our in-person service programs were grounded in 2021, our donations reached an all-time high in support of organizations whose global reach unites all BGO employees and brings the collective power of our firm forward to helping solve the greatest problems of our era.
- **Clean Air and Reducing Our Carbon Footprint – One Tree Planted:** As of 2021, we have planted over 45,000 trees in 3 continents. We convert the proud tenure of BGO employees into trees that continue to give back to our planet’s biodiversity long after our employees’ time from BGO has passed.

**USD \$700,000 total  
corporate donations  
made in 2021**

## Engaging with Industry

We are involved with industry associations in North America and globally to share sustainable investing best practices, successes, challenges, and lessons learned with our peers. We seek to demonstrate continuing industry leadership by participating in the creation and establishment of industry benchmarks and working with our peers committed to sustainable investing to advance the environmental and social performance of commercial real estate. We continue to support our industry associations in their advocacy and outreach efforts in areas that affect our business; we do not engage directly in lobbying. Through industry associations we regularly participate in research efforts that may inform policymakers or advance the commercial real estate industry.

[GRI 102-40, 102-42, 102-43, 103-1, 103-2, 103-3,]

## Engaging with Industry (continued)

### How We Engage

- We are a signatory to the United Nations-affiliated Principles of Responsible Investment (PRI) and provide detailed annual public disclosure.
- BGO is the elected co-chair of the Principles for Responsible Investing Real Estate Advisory Committee (formerly, the United Nations Environment Programme Finance Initiative Property Working Group), with a global mandate to drive adoption of sustainability in real estate investment and property management.
- We report to GRESB (formerly, the Global Real Estate Sustainability Benchmark) annually. GRESB conducts its annual Real Estate Assessment measuring the ESG performance of listed and private property companies. For eleven consecutive years, BGO has been ranked among the top firms in the world for its commitment to investing sustainably by GRESB.
- We are active participants on REALPAC’s ESG Committee, providing input on research documents.

## Engaging with Suppliers & Contractors

We work with an array of service providers including security, janitorial and third-party property managers, technical consultants, and suppliers of both consumable and durable products through every phase of the real estate life cycle. We strategically engage third-party property management and other suppliers and contractors who are aligned on workplace safety and insurance, and environmental and sustainable long-term objectives. We seek partners who share our commitment to sustainability and have expertise in sustainable operations and maintenance. With select suppliers, consultants and contractors, we develop and implement strategies that deliver on our sustainability commitments and work to stay informed about their sustainability initiatives. All contractors, subcontractors, building consultants and suppliers are required to comply with our Environmental Policy and Occupational Health and Safety Policy.

### How We Engage

- Regular meetings are held with major suppliers to discuss our key performance objectives.
- Suppliers/contractors are required to abide by our [Responsible Contracting Policy](#).
- We use ComplyWorks, a third-party vendor management system, to pre-screen contractors that provide services to our commercial property management business in Canada. Commercial contractors are required to go through a pre-qualification process that includes questions about their environmental and social responsibility.
- Our standard agreement for third-party property management services include language addressing BGO’s sustainability goals, expectations and related responsibilities.
- With third-party managed properties, BentallGreenOak asset managers perform regular property site visits, and hold frequent property team meetings to provide a forum for ongoing communication and engagement, asset performance review, and the implementation of sustainable best practices.
- Third-party property management providers are encouraged to pursue ongoing sustainability education, training and professional accreditation, as provided by BentallGreenOak, through the USGBC or CaGBC, or through industry groups such as BOMA.

[GRI 102-42, 102-43, 103-1, 103-2, 103-3]

**Scope:** Effective July 1, 2019, GreenOak Real Estate merged with the Bentall Kennedy real estate investment management platform and now operates as BentallGreenOak (BGO) through various legal entities on a global basis. For the 2022 reporting cycle, BGO has elected to include only assets under management (“AUM”) related to the firm’s investment advisory activities in our 2022 Corporate Responsibility (“CR”) report. This includes the sustainable investing commitments and management standards implemented across BGO’s investment advisory activities worldwide. Environmental performance (greenhouse gas emissions, energy, water, waste, and green building certifications) data for BGO’s global debt series and mortgage investments, European and Asian Core Plus and Value-Add strategies, Asian and European separate accounts, and Asian debt series has been excluded. BGO continues to expand the environmental performance data collection process globally and implementing a consistent data collection approach across the firm. The environmental performance data reported excludes the greenhouse gas emissions, energy, water, waste data associated with tenant-paid invoices. All figures are as of December 31, 2021, unless otherwise stated.

**Global Real Estate Sustainability Benchmark:** Global Real Estate Sustainability Benchmark (“GRESB”) awards are based on GRESB’s assessment of seven sustainability aspects, using 50 real estate related indicators. The assessment includes information on property performance indicators, such as energy consumption, GHG emissions, water consumption, and waste. Details of the questionnaire and GRESB’s assessment and weighting of responses are available at <https://gresb.com/gresb-real-estate-assessment/>.

**Principles for Responsible Investment:** Principles for Responsible Investment (“PRI”) ratings are based on six Principles for putting responsible investing into practice. The Principles were developed by an international group of institutional investors and are supported by the UN reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. Ratings are consistent with commitments to the following Principles, incorporating ESG issues into investment analysis and decision-making processes, incorporating ESG issues into ownership policies and procedures, seeking appropriate disclosure on ESG issues by entities in which we invest, promoting acceptance and implementation of the Principles within the investment industry, enhancing effectiveness in implementing the Principles and reporting on activities and progress towards implementing the Principles. More information is available at: <https://www.unpri.org/>.

**United Nations Environment Programme Finance Initiative:** United Nations Environment Programme Finance Initiative (UNEP FI) is a partnership between UNEP and the global financial sector to mobilize private sector finance for sustainable development. UNEP FI works with more than 300 members – banks, insurers, and investors – and over 100 supporting institutions – to help create a financial sector that serves people and planet while delivering positive impacts. We aim to inspire, inform and enable financial institutions to improve people’s quality of life without compromising that of future generations. By leveraging the UN’s role, UNEP FI accelerates sustainable finance. For more information, please visit [www.unepfi.org](http://www.unepfi.org).

**Net Zero Asset Managers initiative:** The Net Zero Asset Managers (NZAM) initiative is a group of international asset managers committed to supporting the goal of net zero greenhouse gas emissions by 2050 or sooner, in line with global efforts to limit warming to 1.5 degrees Celsius; and to supporting investing aligned with net zero emissions by 2050 or sooner. It is an initiative designed to mobilize action by the asset management industry that demonstrates leading practice in driving the transition to net zero and delivers the ambitious action and investment strategies that will be necessary to achieve the goal of net zero emissions. For more information, please visit: <https://www.netzeroassetmanagers.org>.

**Green Lease Leaders:** The Green Lease Leaders Awards honor landlords and tenants from a variety of sectors that incorporate green leasing practices to help drive high-performance and healthy buildings. Award recipients are recognized as Green Lease Leaders at either the Silver, Gold, or Platinum level, based on the fulfillment of a set of green leasing pre-requisites and credits. The Awards program is organized by the Institute for Market Transformation (IMT) and the U.S. Department of Energy (DOE) Better Buildings Alliance. For more information, visit: [www.greenleaseleaders.com/](http://www.greenleaseleaders.com/)

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## SOCIAL

# Our Team

We celebrate our employees who deliver the services we provide and are the foundation of our real estate investment advisory and property management services.

Social Performance Data For BGO employees in US and Canada *	2017	2018	2019	2020	2021	GRI Indicator
<b>Total Employees - by Region</b>	<b>1,276</b>	<b>1,222</b>	<b>1,311</b>	<b>1,250</b>	<b>1,231</b>	<b>102-7</b>
Canada	1,113	1,057	1,104	1,055	999	
US	163	165	207	195	232	
<b>Total Employees - by Contract Type &amp; Region</b>					-	<b>102-8</b>
<b>Permanent (Regular, Full-Time)</b>	<b>1,166</b>	<b>1,139</b>	<b>1,246</b>	<b>1,178</b>	659	
Canada	1,008	976	1,041	985	428	
US	158	163	205	193	231	
<b>Temporary **</b>	<b>68</b>	<b>50</b>	<b>39</b>	<b>42</b>	49	
Canada	67	50	39	41	49	
US	1	0	0	1	0	
<b>Part-Time</b>	<b>42</b>	<b>33</b>	<b>26</b>	<b>30</b>	27	
Canada	38	31	24	29	26	
US	4	2	2	1	1	
<b>Collective Bargaining Agreements</b>					-	<b>102-41</b>
<b>Union Employees</b>			<b>43</b>	<b>43</b>	41	
Canada	-	-	43	43	41	
US	-	-	0	0	0	
<b>Non-Union Employees</b>			<b>1,268</b>	<b>1,207</b>	98	
Canada	-	-	1,061	1012	98	
US	-	-	207	195	0	

\* Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company

\*\* Temporary = Full-Time Contract, Part-Time Contract, Part-Time Temporary, Seasonal, and Summer Interns.



## The Value of Diversity

At BGO our ambition is to be an industry leader in Diversity, Equity and Inclusion (DEI). Our vision, which is widely communicated to all employees, is to create an environment in which all employees feel valued, included, and empowered to do their best work; BGO believes this is critical to our success. Each employee’s unique experiences, perspectives, and viewpoints strengthen our ability to create and deliver the best value to our clients, partners, and stakeholders/investors. We recognize that diversity is expressed in many ways and have launched the work of gathering information across the various dimensions of diversity.

In line with our ambition, BGO rolled out a three-year strategic plan that addresses 4 critical pillars which serve as the foundation for organizational diversity:

- **ATTRACT** Bringing diverse talent into BGO
- **RETAIN** Recognizing and keeping our diverse talent
- **CULTIVATE** Developing our diverse talent
- **COMMUNICATE** Telling our DEI story internally and externally

### How We Engage

- BGO has made very deliberate & intentional efforts to embed diversity and inclusion in our existing programs and policies such as our revised Code of Business Conduct, Onboarding Program, Global Culture Code, and annual performance management process, which includes goal and objective and annual 360.
- 2/3 new hires at the firm globally will be women or minorities. This initiative is supported by requirements for diversity candidates to be included in searches; higher approvals required for non-diversity hires and the establishment of new recruiting channels. We have surpassed this target over the last 2 years. In 2021, of BGO’s 333 global new hires, 74% were women or visible minorities against our goal of 66%.
- BGO continues to grow our formal internship program, BGO Built to Lead, and will offer 8 yearlong internships to provide talented professionals from underrepresented groups with a meaningful pathway to a career in real estate.
- Each senior leaders have been asked to participate in an “Inclusive Leadership” journey/training which provided them with an accurate and data-driven view of our senior leadership team and their specific development areas.
- BGO has also rolled out a stronger Parental Leave & Maternity Leave family leave policy in 2021 that include income top-ups and increased support for parents.
- BGO has launched four employee resource groups (ERG), which include The Black Professionals Alliance, The Women’s Network, BGO PRIDE, and The BGO Asian Network. These employee resource groups are designed to celebrate diversity but also provide supportive environments for our diverse talent to advocate for the kinds of changes at BGO that will help us ingrain our diversity strategy within our culture. Each ERG is employee-led and equipped with an operating budget and a dedicated internal resource.
- Employees that participate in our formal performance appraisal process are asked to dedicate 25% of their goals and objectives to the achievement of our Culture Code. This includes specific behaviours that advance inclusion and diverse representation at the firm. We subsequently follow a pay for performance model and employees merit increases are influenced by their overall performance reviews.
- BGO is a signatory to 8 public pledges and commitments with the hope of operationalizing key equity, diversity & inclusion goals, and applying positive pressure to others in the industry to support needed improvements. These include The BlackNorth Initiative, The Paradigm for Parity® & CFA Institute Diversity, Equity & Inclusion Code.



## The Value of Diversity (continued)

### How We Engage

- BGO launched a global mentorship program with a priority focus on underrepresented groups to support a key strategic goal of building diverse talent pipelines to increase diverse representation in senior leadership roles across the firm. 77% of mentees belong to under-represented groups (our goal is over 60%).
- Female representation within senior leadership has increased from 17% in 2020 to 26% in 2021 (our near-term goal of 30%).
- BGO participates in community engagement efforts targeting Diversity, Equity, and Inclusion by having Senior Leaders actively involved with PREA – which supports SEO, Teaching Matters, Students Sponsor Groups and The Bronx Charter School for the Arts, CREW & Project Destined.

Social Performance Data For BGO employees in US and Canada *	2017	2018	2019	2020	2021	GRI Indicator
<b>Total Employees by Gender, Age, and Region</b>					-	<b>405-1</b>
Canada - Male					-	
Under 30 yrs.	35 (39%)	50 (41%)	58 (5%)	57 (41%)	50 (36%)	
30-50 yrs.	81 (54%)	275 (54%)	271 (25%)	276 (53%)	237 (50%)	
Over 50 yrs.	44 (67%)	264 (62%)	281 (25%)	249 (64%)	231 (59%)	
Canada - Female					-	
Under 30 yrs.	55 (61%)	72 (59%)	70 (6%)	82 (59%)	87 (64%)	
30-50 yrs.	70 (46%)	236 (46%)	251 (23%)	249 (47%)	235 (50%)	
Over 50 yrs.	22 (33%)	160 (38%)	173 (16%)	142 (36%)	159 (41%)	
US - Male					-	
Under 30 yrs.	11 (73%)	21 (72%)	23 (11%)	16 (59%)	21 (51%)	
30-50 yrs.	6 (43%)	43 (48%)	57 (28%)	66 (55%)	73 (53%)	
Over 50 yrs.	1 (20%)	23 (50%)	31 (15%)	24 (50%)	27 (51%)	
US - Female					-	
Under 30 yrs.	4 (27%)	8 (28%)	11 (5%)	11 (41%)	20 (49%)	
30-50 yrs.	8 (57%)	47 (52%)	58 (28%)	54 (45%)	64 (47%)	
Over 50 yrs.	4 (80%)	23 (50%)	27 (13%)	24 (50%)	26 (49%)	

\* Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company

Social Performance Data For BGO employees in US and Canada <sup>♦</sup>	2017	2018	2019	2020	2021	GRI Indicator
<b>Employees by Employment Category &amp; Gender</b>					-	
<b>Male</b>					-	<b>102-7</b>
Executive Management	83%	81%	88%	88%	88%	
Senior Management	61%	59%	82%	70%	70%	
Middle Management	53%	55%	55%	57%	57%	
Professional/Technical	46%	49%	48%	49%	49%	
Administrative/Operations	52%	55%	55%	54%	54%	
<b>Female</b>					-	
Executive Management	17%	19%	12%	12%	12%	
Senior Management	39%	41%	18%	30%	30%	
Middle Management	47%	45%	45%	43%	43%	
Professional/Technical	54%	51%	52%	51%	51%	
Administrative/Operations	48%	45%	45%	46%	46%	

<sup>♦</sup> Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company



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# Talent Management

Our reputation, scale of business and geographic reach in North America enhances our ability to attract high quality employees. Our talent management framework is comprehensive. It includes competitive compensation packages, opportunities to grow through job assignments and learning and development programs, and an active approach to performance management. By understanding our strengths and improving our weaknesses in the organization, we can better serve our employees and maintain a top level of talent. Each year we continue to fine-tune our compensation packages, performance management strategies, as well as ongoing training and development for our employees. We introduced employee mentorship programs to engage our most senior leaders as mentors and flex-work programs in some of our corporate functions.

## Compensation and Benefits

A comprehensive benefits package is provided to Canadian and US employees, with offerings varying by location. We offer a range of additional benefits and incentives to all permanent employees, including:

- An annual incentive program that was extended to all eligible employees starting in 2012
- Group Retirement Savings Plan with contribution matching
- Health, dental, and basic life insurance benefits
- Paid sick days for eligible employees
- Personal emergency leave, short- and long-term disability leave, and personal days
- Vacation entitlement that goes beyond minimum statutory requirements
- A transparent job-posting policy that advertises open positions below the vice-president level internally and on the public website
- A program that rewards employees for referring successful candidates to the company
- Complimentary financial planning support through our group retirement savings plan
- An Employee and Family Assistance Program (EFAP) with confidential, short-term counseling and advisory services
- A paid volunteering days program
- Employee Service Award program
- Education and Training reimbursement program
- Monetary and non-monetary recognition programs

## Performance Management

The Goal Setting and Performance Management process includes the identification of both work goals and employee development goals at the beginning of the year. Informal feedback and discussion about the goals and progress occurs throughout the year, including a mid-year check-in, and then a formal review is done at the end of the year to evaluate results. In 2020, we introduced a 360 process for some of our employees. 360 feedback is reviewed by the employee and the Manager and is intended to provide the employee with feedback to help them develop.

## Learning and Development

An important part of our talent management strategy is developing the full potential of our employees. We provide and support opportunities for both internal and external training programs as well as other learning approaches, including on the job experiences and cross-training. Our employee development program encompasses an annual review of employee’s strengths and potential for development and assists each employee to define and communicate their career aspirations. The program also helps employees identify and prepare for internal job opportunities that are aligned with their career aspirations.

In 2021, we invested **\$336,977.07 CAD (\$257,887 USD)** in educating our people through external courses and seminars. In addition, the support provided by our Education Reimbursement Program offers full and partial reimbursement options for a variety of courses and programs related to an employee’s job and our overall business.

Social Performance Data For BGO employees in US and Canada *	2017	2018	2019	2020	2021	GRI Indicator
<b>Performance Management **</b>					-	
<b>Percentage of eligible employees receiving performance reviews</b>					-	
Executive Management	100%	100%	100%	100%	100%	<b>404-3</b>
Middle Management	100%	100%	100%	100%	100%	
Professional/Technical	100%	100%	100%	100%	100%	
Administrative/Operations	100%	100%	100%	100%	100%	
<b>Expenditures on Education</b>					-	
<b>CAD spent on courses and seminars for non-recoverable employees (excludes conferences)</b>	\$599,363	\$406,778	\$559,424	\$350,071	\$336,977	<b>404-2</b>

\* Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company

\*\* For years 2017 to 2019 our values exclude part-time and contract employees, who are not part of the goal setting process and do not have performance reviews.

## Employee Turnover

We believe that the findings from our New Hire and Exit Surveys and ongoing engagement efforts will provide insights to help us better understand and manage turnover. Our turnover rates include all regular full and part-time employees who left the company for any reason during the reporting year, including voluntary and involuntary departures, and retirements. We have excluded employees who leave as a result of a property disposition, where the employee's position stays with the property.

Social Performance Data For BGO employees in US and Canada ♦	2017	2018	2019	2020	2021	GRI Indicator
<b>Employee Turnover By Region ♦♦</b>					-	
Canada					-	
# of New Hires	307	263	223	181	270	
Turnover	149	196	163	175	286	
Total Employees	1,113	1,057	1,104	1,055	999	
% Turnover	13.4%	18.5%	15.0%	16.6%	28.63%	
US					-	
# of New Hires	34	30	39	2	62	
Turnover	33	25	39	22	50	
Total Employees	163	165	207	149	232	
% Turnover	20.2%	15.2%	19.0%	14.8%	21.55%	
<b>Employee Turnover By Gender ♦♦</b>					-	
Canada					-	
Male Turnover	76	91	83	95	164	401-1
Total Males	591	589	610	582	518	
Male Turnover Rate	12.9%	15.4%	14.0%	16.3%	29.50%	
Canada					-	
Female Turnover	73	105	80	80	122	
Total Females	522	468	494	473	481	
Female Turnover Rate	14.0%	22.4%	16.0%	16.9%	24.80%	
US					-	
Female Turnover	13	12	19	11	23	
Total Females	84	87	111	68	111	
Female Turnover Rate	15.5%	13.8%	17.0%	16.2%	30.68%	
US					-	
Male Turnover	20	13	20	11	164	
Total Males	79	78	96	81	121	
Male Turnover Rate	25.3%	16.7%	21.0%	13.6%	29.50%	

♦ Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company

♦♦ Above turnover data is for regular employees only, and includes disposition, end of contract, termination, resignation, death, and retirement.



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# Health, Safety, and Wellness

Taking responsibility for our actions is the foundation of our approach to health and safety. Wellness goes a step beyond and aims to improve the physical and mental well-being of our people.

## Occupational Health and Safety

Our approach to Occupational Health and Safety (OHS) is one of accountability. We see it as everyone's responsibility, and this is recognized across the company from senior management and supervisors to employees. We believe health and safety is best managed through communication, consultation, and cooperation between all parties, as outlined in our occupational health and safety program.

To ensure that employees are aware of both their rights and their responsibilities related to health and safety, our program includes an OHS Policy, Manual, associated procedures, and awareness training programs. Education is essential, which is why OHS training and annual environmental training modules are mandatory for a cross-section of our employees. Our approach requires integrating OHS considerations and practices into our daily business activities and decisions. Our employees are represented on matters of health and safety by Joint Health and Safety Committees at the property level, a Corporate OHS Committee comprised of representatives across our property management portfolio and a Steering Committee with representatives from Business Unit leaders, HR, and Compliance.

## Wellness

As we continue to establish our place as an employer of choice for the best minds in the real estate industry, we are equally committed to the health and wellness of all our employees. This commitment to our employees extends to programming for our tenants and residents, expanding the definition of sustainability to include the health and wellness benefits that improve the quality of life for those who call BentallGreenOak home.

Encouraging employee health and wellness is another important priority. Our focus on health and wellness looks to enrich the lives of our employees.

Our program offerings include a robust health benefits program, emergency leave, Short Term Disability, Long Term Disability, personal days, and vacation entitlements. In addition, to further support employees, we introduced the Lumino Health program, whereby employees can connect with a health professional from the comfort of their home.

Most corporate offices either have fitness centers available for employee use or may arrange discounted memberships at nearby fitness centers. In addition, lunch-and-learns on topics such as COVID education, meditation and fitness, stress reduction, and living well were held virtually and recordings sent after to ensure all employees have an opportunity to participate.

The Employee and Family Assistance Program (EFAP) is available as part of our benefits package for employees. The EAP service is completely confidential and provides 24-7 counseling services and other types of support for employees to address any health and wellness concern.

These initiatives are a few of the ways that we contribute to the health and wellness of our team.



## Work Related Injuries

Social Performance Data For BGO employees in US and Canada ♦	2017	2018	2019	2020	2021	GRI Indicator
Total Employee Work-Related Claims	9	7	26	10	23	403-2
Injury Rate ♦♦	0.81	0.66	1.90 (% i.e. 0.019)	0.80 (% i.e. 0.008)	19 (% i.e., 0.019)	
Canada – Male	1.18	0.85	3.27 (% i.e. 0.033)	0.4 (% i.e. 0.004)	2.9 (% i.e., 0.029)	
Canada – Female	0.38	0.43	1.21 (% i.e. 0.012)	1.4 (% i.e. 0.014)	1.7 (% i.e., 0.017)	
US – Male	0	0	0	0	0	
US – Female	0	0	0	0	0	
Total Working Days Missed (as a result) ♦♦♦	122	351	49.5	42	184	
Fatalities (due to work-related injuries)	0	0	0	0	0	
Citations Issued For Non-compliance	0	0	0	0	0	

♦ Social performance data shown above covers the following entities: BentallGreenOak (Canada) LP, Bentall GreenOak US LP, GreenOak Real Estate Advisors LP, New Tower Trust Company

♦♦ The injury rate is calculated using the estimated total number of hours worked by all employees during the year.

♦♦♦ Lost days (missed as a result of work) are counted from the day following the incident.