



# Sustainability Commitment

January 2023







## OUR COMMITMENT TO

# Making a positive impact

As one of the most established, highly-regarded global real estate investment managers working in diverse asset classes and over 100 markets across three continents, CA Ventures (“CA”) has the unique ability to drive positive, meaningful impact in the communities we invest in. We are hypersensitive to the influence that we have on all over our stakeholders, from residents and staff to capital partners. As such, we are committed to sustainable and responsible practices in all aspects of our business operations. The purpose of this document is to define that commitment with respect to strategies and tactics, as well as the measurable results we expect to realize.

### VISION

To support our clients in achieving net-zero emissions by 2050 – contributing to improve the standard of living for 10 million people by 2030

### MISSION

Deliver exceptional environments, experiences and results through visionary real estate investment management, while at the same time enhancing our stakeholders' financial, environmental and socio- economic sustainability through performance, innovation and excellence in service

### VALUES




Impact, relationship, commitment, trust (read more [here](#))

### STAKEHOLDERS

Capital partners, owners, governmental agencies, local municipalities, local communities (individuals, businesses, organizations, etc.), environmentalists, universities and institutions, residents, tenants, suppliers, employees and other

OUR COMMITMENT IS

Thoughtfully crafted

 <b>Defined and intentional</b> The "why"	 <b>Flexible and adaptable</b> The "how"	 <b>Informed and prioritized</b> The "when"
<p>We treat social and environmental issues as foundational elements of our company's core strategic positioning. We do not view environmental and social issues as a risk factor, but as an opportunity to drive financial performance and positive impact on society. Some of the key advantages for CA and its stakeholders include:</p> <ul style="list-style-type: none"><li>• Business opportunity</li><li>• Broad operating boundaries</li><li>• Risk mitigation</li><li>• Reputation management and accountability</li><li>• Break down barriers</li><li>• Accommodate client priorities and preferences</li></ul>	<p>We don't dictate our strategy; we adapt to our clients' needs and make them happen because we have endless capabilities. We work with our partners on a shared and mutually beneficial approach through emergence, constant learning, integration and transformation.</p> <ul style="list-style-type: none"><li>• Inspections, audits and monitoring</li><li>• Building and systems management</li><li>• Reporting and analytics</li><li>• Certifications and awards</li><li>• Stakeholder outreach and engagement</li><li>• Programming, trading and education</li></ul>	<p>The world of ESG is expansive and constantly evolving. As such, determining priorities and how to best allocate resources can be a challenge. To navigate this issue, CA has established a proprietary methodology to identify strategic priority areas by analyzing:</p> <ul style="list-style-type: none"><li>• Competitive and peer context</li><li>• Policies and standards</li><li>• Impact and results metrics</li><li>• Resource requirements (time and money)</li><li>• Etc.</li></ul> <p>Our strategic priority areas map is recalibrated on a regular basis to ensure our tactics and timelines are data-driven and results-oriented.</p>



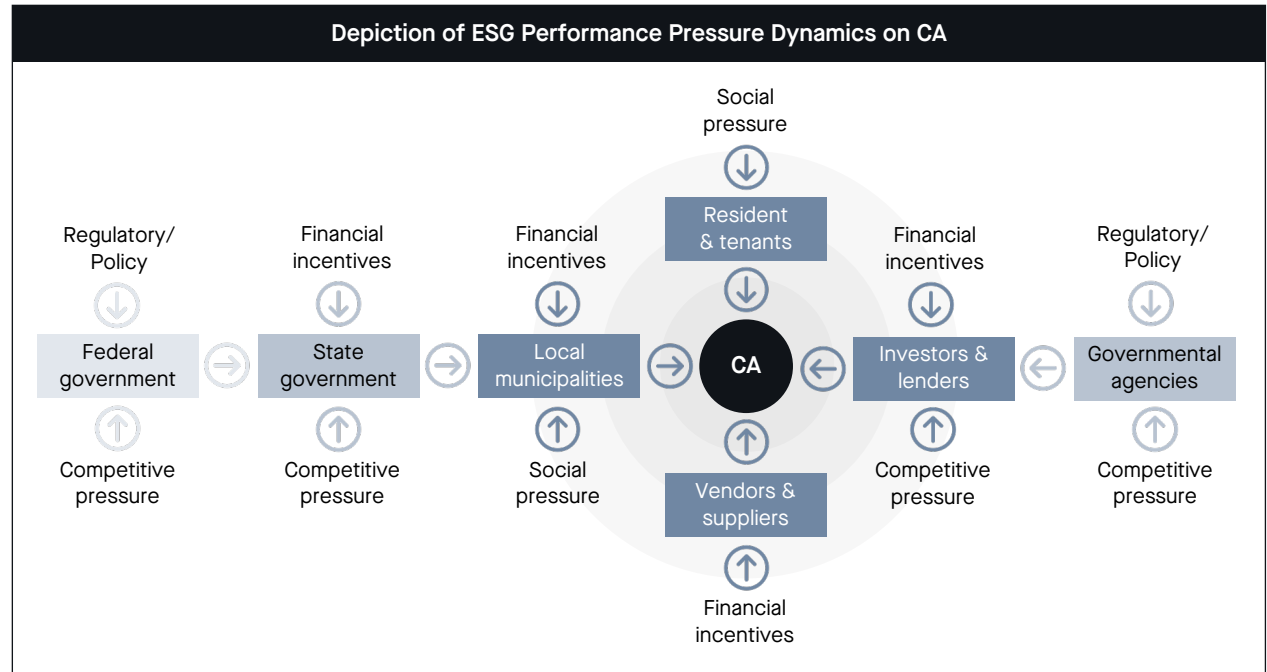
## THE DYNAMIC OF STAKEHOLDER

# Drivers and motivations

The incentives and benefits driving organizations to develop and implement sustainability strategies is an important dynamic to understand. Public and private businesses, agencies, institutions and individuals are all under either direct or indirect pressure to drive or support sustainable business operations. The figure below depicts a simplified example of how this dynamic impacts CA.

For any given project opportunity, be it new development or acquisition, CA has an array of stakeholders – each with varying levels of interest and/or commitment to sustainability efforts. Understanding what fuels their motives is important to our ability to prioritize and offer flexible services and programs.

This dynamic also helps to underscore that an integrated ESG program is not an elective – it is a core business strategy that is critical to success in the modern world.





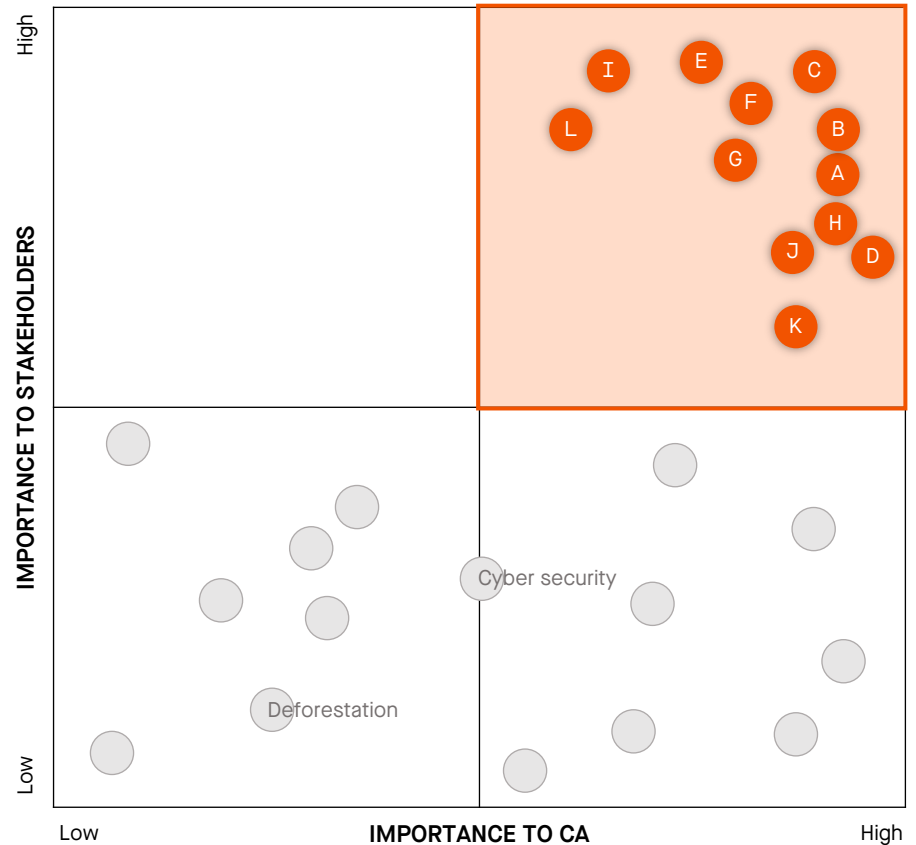
## MATERIAL KEY ISSUES

# Evaluation and prioritization

We recognize that the opportunities and possibilities to integrate sustainability into our business operations are infinite. We also recognize the importance of setting clear priorities to ensure we are optimizing our resources and driving positive impact in ways that are meaningful to our organization as well as our stakeholders.

Leveraging our in-house sustainability experts, we identified several material key issues based on a comprehensive evaluation of preferences, priorities and impacts. We prioritize our resources by focusing on the key issues that are both highly important to us as an organization, as well as our stakeholders. These key issue areas include:

- A. Socio-economic development of local communities
- B. Sustainable development
- C. Energy, waste and water management
- D. Climate change mitigation
- E. Resilience and climate risk
- F. Transparent ESG reporting
- G. Human rights and business integrity
- H. Employee wellbeing and satisfaction
- I. Diversity and inclusion
- J. Innovation and technology
- K. Customer satisfaction and client financial performance
- L. Access to green finance



*Only select examples – not an exhaustive list of strategies*



## ADDING VALUE BY

# Aligning with industry standards

Of the twelve key issue areas identified (top right quadrant of page 5 chart), as part of the assessment process, we have homed in on seven areas that will help us to achieve our goal for 2023: elevating CA's sustainability strategy to meet or exceed industry standards. The strategies, tactics and in-house advisory services associated with each of the following strategic priority areas are further detailed on the subsequent pages of this document.

### CA'S STRATEGIC PRIORITY AREAS

1. Transparency and reporting	→
2. Resilience and climate risk	→
3. Decarbonization and resource management	→
4. Social impact and shared value	→
5. Health and wellbeing	→
6. Diversity, equity and inclusion	→
7. Innovation for sustainable development	→

It should be noted that strategies not identified here may still be implemented based on stakeholder appetite and/or requirements as they are uniquely defined for each asset/investment.





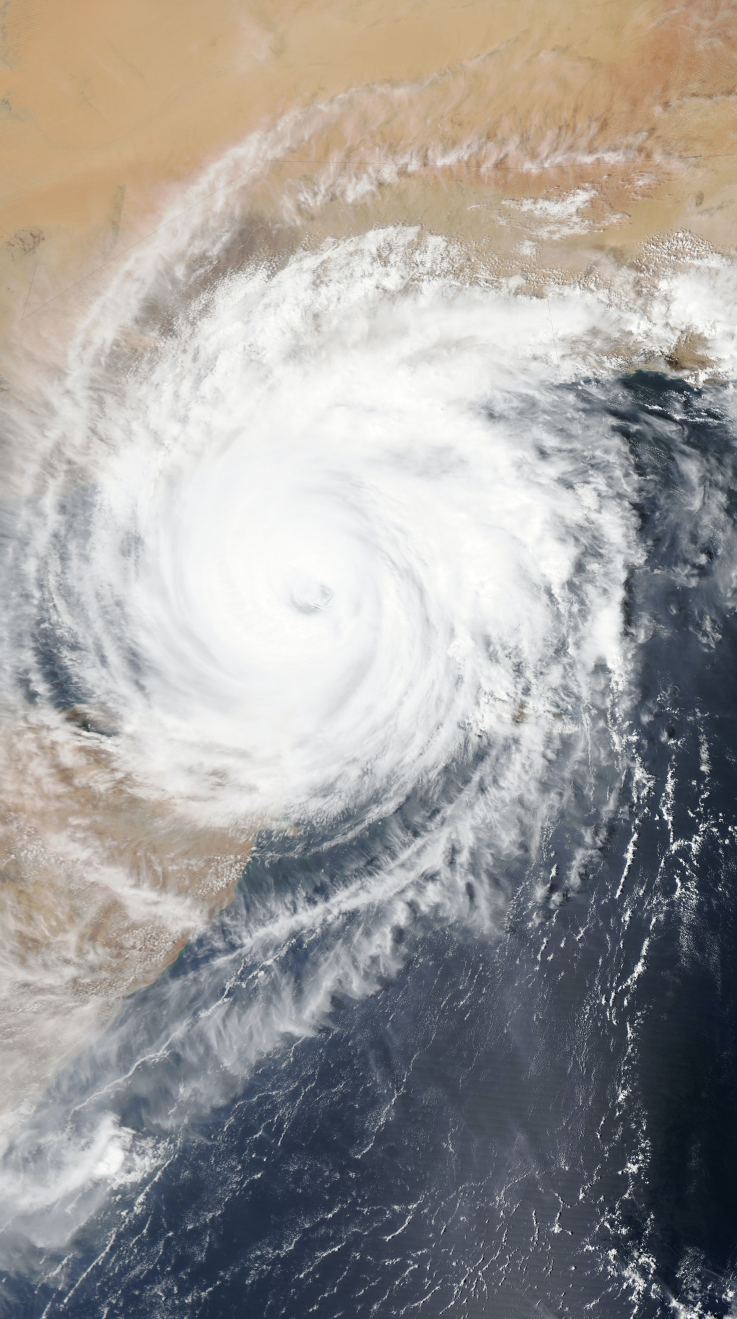
## STRATEGIC PRIORITY AREA #1

# Transparency and reporting

Reporting ESG practices transparently has become critical to real estate investors. Sustainability reporting is the most important communication channel that CA has with its internal and external stakeholders. Through transparent reporting, CA will:

- ✓ Share the ESG performance of the management of its clients' assets and the financial performance of their investments
- ✓ Identify the priorities of the company under the main headings that matter to both itself and its stakeholders
- ✓ Report the work it carries out in light of these priorities and in view of its key performance indicators (KPIs) and benchmarks





## STRATEGIC PRIORITY AREA #2

# Resilience and climate risk

CA's intentionally flexible approach to ESG enables its assets to remain resilient despite the socio-economic environment, which includes ensuring that the built environment is better prepared for existing and future climate changes (i.e., the ability to absorb disturbances such as increased precipitation or flooding while maintaining its structure). In alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), CA provides clients and investors with:

- ✓ Analytical tools and operational strategies for their assets and funds in order to:
  - Identify and assess long-term trends, preparing for potentially disruptive events and changing conditions
  - Become more resilient over time through improved governance, risk assessment, business strategy and performance measurement for climate-related risks and opportunities





### STRATEGIC PRIORITY AREA #3

## Decarbonization and resource management

The term decarbonization literally means the reduction of carbon – It is the conversion to an economic system that sustainably reduces and compensates for the emissions of carbon dioxide (CO<sub>2</sub>). The long-term goal is to create a CO<sub>2</sub>-free global economy.

- ✓ CA will help its clients and investors meet their different carbon reduction targets (e.g. net-zero, carbon neutral, 80% reduction by..., 50% reduction by...)
- ✓ Beyond low-carbon strategies, CA will help achieve water and waste reduction targets



#### STRATEGIC PRIORITY AREA #4

## Social impact and shared value

Stakeholder engagement is the practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise and relationship building. Lack of focus on stakeholder engagement is a major threat to any development project. Shared value is an investment that enhances the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates.

This strategic priority area has the most opportunity for CA to differentiate itself from its peers/competitors. Our stakeholder engagement strategy will:

- ✓ Provide social license to operate and local buy-in
- ✓ Strengthen community support of development projects
- ✓ Reduce time and cost due to conflicts during project development
- ✓ Allow for even stronger communication and reputation





## STRATEGIC PRIORITY AREA #5

# Health and wellbeing

We focus on making health and wellness accessible, approachable and easy for our residents. From the fitness amenity spaces to the programming and activities, we enable and encourage our residents to be holistically well by focusing on seven pillars of wellness. We live in a different, socially distanced world today. The way we do business, and most importantly, the way we care for our residents has shifted to accommodate the new normal.

- ✓ Create wellness content for residents by having a readily accessible central library and resource for residents
- ✓ Resident Engagement App which allows for virtual and in person wellness and resident events
- ✓ Procure personal fitness equipment discounts for residents if amenities close due to unforeseen circumstances (e.g., COVID-19)
- ✓ Create and continue to build digital mental health partnerships for residents
- ✓ Establish sustainable cleaning and sanitizing solutions
- ✓ Treat the lobbies and amenity spaces with an antimicrobial layer



#### STRATEGIC PRIORITY AREA #6

## Diversity, equity and inclusion

The success of DEI efforts can no longer be measured in terms of the color and composition of the workforce: they must amount to real business results that create competitive advantage. Understanding the global talent landscape and the potential impact of a comprehensive D&I strategy can help companies shift the paradigm of diversity from compliance driven and 'the right thing to do' to a critical enabler in executing an effective business strategy. A strategic approach to D&I compliance and maturity involves assessing the current state of the workforce and workplace, articulating a desired future state, and designing a strategy and plan to achieve desired outcomes.

We will focus on:

- ✓ Corporate staffing: equal representation, equal pay, gender and racial diversity
- ✓ Property staffing: equal representation, equal pay, gender and racial diversity
- ✓ Talent acquisition
- ✓ Diversity in procurement and supply chain





## STRATEGIC PRIORITY AREA #7

# Innovation for sustainable development

### Access to Sustainable Finance:

- ✓ To enhance environmental and social impact of our projects
- ✓ To realize investments in climate change and resilience
- ✓ As CA grows in emerging markets, partner with Multilateral Development Banks and other Governmental and Non-governmental Organizations to access:
  - Green, blended, concessional finance
  - Grants
  - Syndicated loans
- ✓ Explore issuance of CA Green Bonds

### Technology:

- ✓ Building management systems
- ✓ Artificial intelligence (AI) and machine learning
- ✓ Virtual/remote experiences
- ✓ Internet of things (IoT)
- ✓ 5G
- ✓ Drones

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