



RECOGNIZING OUR RESPONSIBILITY

Skyline Group of Companies
2022 Sustainability Plan





TABLE OF CONTENTS

Who We Are	3	2021 Environmental Objectives & Results	12
A message from R. Jason Ashdown, CSO	4	2021 Social Objectives & Results	14
Our Funds	6	2021 Governance Objectives & Results	16
Our Businesses	7	2022 Where We're Going	18
What Sustainability Means to Skyline	8	Multi-Year Roadmap	20
2021 Materiality Assessment	9	Recognizing Our Responsibility	22
2021 Highlights & Accomplishments	10		

WHO WE ARE

Skyline Group of Companies is comprised of investment products and businesses, **specializing in asset acquisitions, management, development, and investment.**

We exist to provide **meaningful value** and an **exceptional experience** for each of our stakeholders, while developing **strong, supportive, and sustainable communities.**

\$6.4B+
assets under
management¹

150+
communities
across Canada²

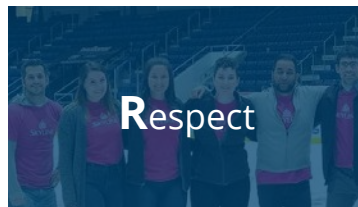
1,000+
staff from
coast to coast³



OUR VALUES



Professionalism



Respect



Integrity



Drive

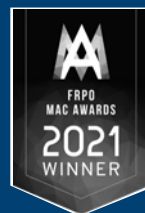


Efficiency

Together, these values form the acronym P.R.I.D.E.



Platinum
member



¹ As at December 31, 2021 | ² As at December 31, 2021 | ³ As at December 31, 2021

A MESSAGE FROM R. JASON ASHDOWN, CO-FOUNDER & CHIEF SUSTAINABILITY OFFICER, SKYLINE GROUP OF COMPANIES



Welcome to our 2022 Skyline Group of Companies Sustainability Plan. On behalf of Skyline, I would like to thank everyone from coast to coast who works diligently to help us strive toward our Environmental, Social, Governance (ESG) goals. Sustainability plays a critical part in our success and the implementation of such a robust plan takes a great amount of vision, energy, and support from all stakeholders.

In 2021, we undertook a materiality assessment to engage with our partners to better understand the ESG topics that have the biggest impact on our company and our stakeholders. The results from the assessment have helped us create a multi-year sustainability roadmap and will inform our sustainability strategy and goals over the next three years. We look forward to reporting on our progress.

Sustainability is not a new concept to Skyline. We recognized early on that it means much more than just reducing waste: it is a vision and philosophy of building a resilient, competitive, and constantly improving business platform. We consistently look for opportunities to invest in our people, our processes, our assets, and our policies – for today and for the future.

When people ask me, “Why do you have a sustainability plan?” I first reflect on how far we have come as an organization, and then on how simple the answer really is. It is because we recognize our responsibility to leave this planet in the same condition, or better, than we found it.

My partners and I haven’t always taken the most

direct road when building our business, but we’ve learned much along the way, including the critical role that sustainability policies play to building a strong business. Sustainability is smart, profitable, and the right thing to do.

It’s our synergies that give us our edge; our keen understanding of where we came from has proven this to us time and time again. We believe that leveraging our people, our relationships, our influence, and our opportunities to share our sustainability vision can make a significant impact across our group of companies and our communities.

Skyline has a rockstar team at all levels of the organization. Using a sports analogy (as we often do): the bench is stacked with talented individuals.

We believe in “looking out the front window” and aspiring to be ahead of the curve. Sustainability is one of those windows that provides endless opportunities. It deserves our attention and will take us to the next level of success.

We recognize that we are a carbon-intensive business by nature and many of our portfolio assets have significant energy and water demands as well as waste creation associated with them; however, we also have significant opportunities to improve these outcomes. . .to do better and to be better.

Skyline Clean Energy Fund, with its continued success, opens a whole new range of opportunities as a group of companies. We are

creating clean energy and diverting waste in meaningful ways and impactful quantities.

As we head into 2022 and beyond, we will continue to leverage our synergies to drive positive change.

Again, thank you for taking the time to review our Sustainability Plan, and thank you for your investment in Skyline Group of Companies. Whether you are a staff member, supplier, customer, community member, or friend of Skyline, we value our relationship with you and the role that you play in our sustainability journey.



A handwritten signature in dark ink, appearing to read 'R. Jason Ashdown'.

R. Jason Ashdown

Co-Founder &
Chief Sustainability Officer,
Skyline Group of Companies

OUR FUNDS



Skyline Apartment REIT

Apartment properties in Canada's secondary and tertiary communities.



Skyline Commercial REIT

Commercial properties across Canada, specializing in warehousing & logistics space.



Skyline Retail REIT

Retail properties across Canada, specializing in 'everyday essential' brands.



Skyline Clean Energy Fund

Clean energy-producing systems and infrastructure across Ontario.

OUR BUSINESSES

Skyline Commercial Management

Industrial and retail property management.



SkyDev

New real estate development and construction.



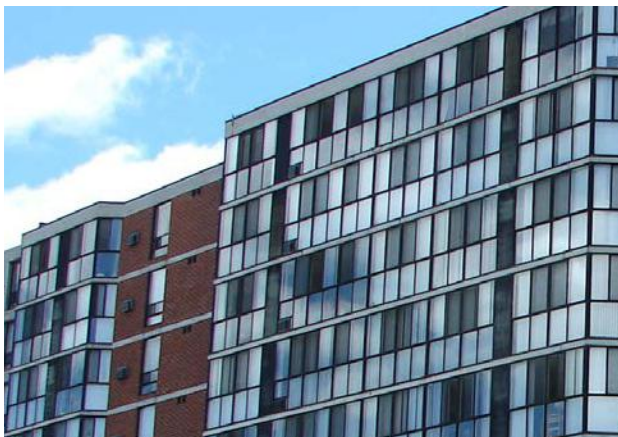
Skyline Energy

Solutions in clean energy production and storage.



Skyline Living

Apartment property management.



Skyline Mortgage

Commercial real estate finance specialists.



Skyline Wealth

Private alternative investment dealer.



WHAT SUSTAINABILITY MEANS TO SKYLINE

At Skyline, sustainability encompasses three principal areas—**Environmental, Social, and Governance (ESG)**.

We make the following commitments:

To challenge the status quo by demonstrating our positive impact, both socially and environmentally.

To ensure all decisions are made in alignment with our core values: Professionalism, Respect, Integrity, Drive, and Efficiency (P.R.I.D.E.) and that each of our policies and procedures reflects an inclusive culture.

To engage our sustainability partners through open forums, encouraging them to bring ideas to the table, and influencing them to make decisions with social and environmental sustainability in mind.

To give our stakeholders the confidence that their partnership is with a group of companies with strong ethics and inspire them to refer others to work with us, invest with us, live with us, and do business with us.

OUR SUSTAINABILITY PARTNERS



Tenants
Rent from us



Employees
Work with us



Investors
Invest with us



Communities
Grow stronger with us



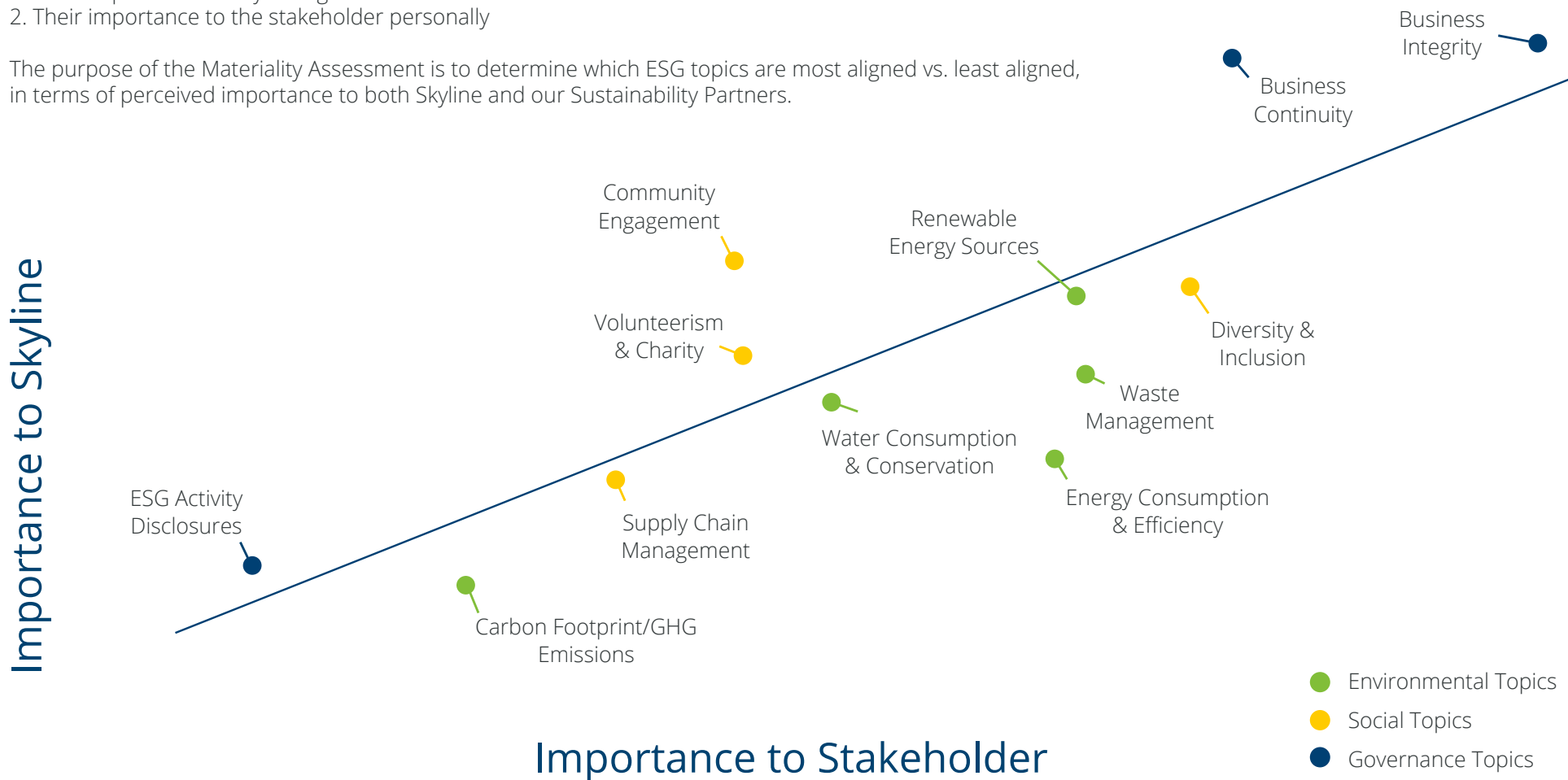
Suppliers
Build with us

2021 MATERIALITY ASSESSMENT

In 2021, we completed a Materiality Assessment survey to rate ESG topics based on:

1. Their importance to Skyline's growth and success
2. Their importance to the stakeholder personally

The purpose of the Materiality Assessment is to determine which ESG topics are most aligned vs. least aligned, in terms of perceived importance to both Skyline and our Sustainability Partners.



How to read this assessment:

- Each data point represents the average of all survey responses.
- Data points **above** the trendline were perceived as more impactful to Skyline as a company, than to the stakeholder personally.
- Data points **below** the trendline were perceived as more important to the stakeholder personally, than to Skyline as a company.
- The further away a data point is from the trendline, the higher the discrepancy between importance to Skyline vs. importance to the stakeholder personally.

2021 HIGHLIGHTS & ACCOMPLISHMENTS

Environmental

18,887 MWh¹

in total electricity consumption reduction through tenant submetering. Based on 20% average reduction in consumption between a billed unit and a non-billed unit. Equivalent to electricity use by 1,646¹ homes for one year.

1,286 trees and shrubs planted

in partnership with Tree Canada, with 105 Skyline volunteers participating in tree planting events.

10 new beehives

installed on apartment building rooftops with 200 lbs of honey collected and given to tenants.

41,819 MWh

in clean energy generated by Skyline-owned solar assets. Equivalent to electricity use by 3,645¹ homes for one year.

90,000 tonnes

of organic waste capable of being diverted from landfill and converted to nearly 25,000 MWh of clean energy annually at Skyline Clean Energy Fund's biogas facility acquired in 2021 (one of Canada's largest). Equivalent to electricity use by 2,179¹ homes for one year.

5,329 m³ of water

saved monthly through the use of leak detection sensors (flowies). Equivalent to filling more than 2 Olympic-sized swimming pools at 2500 m³ each.

9,706 lbs

of waste avoided from landfill through pilot e-waste and organic waste collection programs as well as digitized corporate processes.

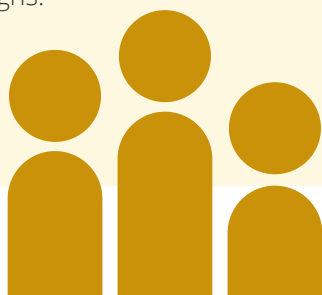
¹MWh: A measurement of energy usage; the amount of energy one would use if keeping a 1,000 kilowatt machine running for an hour.

²Calculated using Natural Resource Canada's Greenhouse Gas equivalencies calculator: [CLICK FOR LINK](#)

Social

\$260,000+

raised through Coldest Night of the Year, annual Golf Tournament, and Season's Givings campaigns.



900+ hours

donated by Skyline staff by way of volunteerism or participation on external non-profit boards and the Kindle supportive housing project.

\$1.1M invested

in the Skyline Community Hub, which now provides mental health services to thousands of youth in Fergus, Ontario and beyond.

1,766 hours

contributed to diversity, equity & inclusion (DE&I) training including internal and external training courses, events, modules and webinars.

420 tenancies saved

through RISE (Reach Impact Support Elevate) program and provided a total of \$55,467 in financial relief/grocery gift cards.

Governance

80 points achieved

in Investor Net Promoter Score (NPS) - a 16% improvement from 2020, indicating high satisfaction of investors with Skyline's business practices, including ESG practices.



Launched internal 15-member ESG Taskforce

responsible for strategic development and monitoring of Skyline's ESG goals across all levels of the organization.

Doubled

the size of the sustainability department, which includes a co-founder as Chief Sustainability Officer.

4 new policies

for environmental and social impact to govern procedures for improving resource efficiency at apartment buildings, as well as aligning corporate donations and partnerships with Skyline's ESG objectives.

10 awards won

in recognition of company ESG practices and apartment buildings designed with sustainable features.

2021 ENVIRONMENTAL OBJECTIVES & RESULTS

Biodiversity Impact & Urban Land Use

Objective	Results
Expand Skyline's Honey Bee Initiative.	Added 10 additional honeybee hives on apartment rooftops in Guelph, ON. Harvested honey yield: ~200lbs (360+ jars).
Replace every tree impacted by new property development.	Skyline staff planted 1286 trees and shrubs at a ratio of two to one to offset development activities and to support reforestation efforts in partnership with Tree Canada.
Expand install of community gardens across apartment portfolio.	Existing 22 community gardens maintained in apartment portfolio. Further expansion extended to 2022.

Clean Energy

Objective	Results
Use Skyline Clean Energy Fund (SCEF) investor equity to invest in climate change betterment.	100% of SCEF investor equity in 2021 was placed in clean energy projects, including 70 solar assets and 1 biogas facility.
Contribute to clean energy production in Ontario.	<p>In 2021, Skyline-owned solar assets produced 41,819,318 kWh¹ of clean energy. This is equivalent to powering 3,645 homes with electricity for one year.²</p> <p>Skyline Clean Energy Fund acquired its first biogas facility in 2021. As one of the largest biogas facilities in Canada, the facility has a permitted processing capacity of 90,000 tonnes of organic waste, which can be converted to approximately 25M kWh of electricity annually.</p>

Waste

Objective	Results
Reduce paper across Skyline Group of Companies' business units.	1,022,626 sheets of letter-sized paper saved in 2021, equivalent to 18.5 tonnes of wood/6020 lbs of waste/413 m3 of water/42 tonnes of CO2e (i.e., CO2 equivalent). These equivalent environmental savings are determined through the Environmental Paper Network's Paper Calculator.
Adopt sustainable waste diversion practices at Skyline offices.	Completed audit of supply stations at 5 Douglas and 70 Fountain, Guelph, ON offices. Reviewed current inventory; repurposed old office supplies for alternate uses; repurposing one-sided paper at all printing stations.
Investigate ways to implement organic waste diversion at our buildings.	Participated in innovative pilot with Circular Innovation Council to divert organic waste cost-effectively from buildings in Fergus and Mount Forest, Ontario. Project diverted on average 1.63 tonnes of waste (November 1, 2021-December 31, 2021).
Commission certified waste audits to determine apartment building baseline waste diversion rate.	Our current diversion rates based on the results of three audits were 1.08%, 31.85%, 9.86% respectively.

¹A kilowatt-hour (kWh) is a unit of energy equal to one kilowatt of power sustained for one hour.

²Calculated using Natural Resource Canada's Greenhouse Gas equivalencies calculator: [CLICK FOR LINK](#)

Sustainability Benchmarking	
Objective	Results
Reduce digital processing power usage.	Software and report generation focused on efficient use of code elements. Information Technology (I.T.) ensured that all digital processes adhere to best practices and aim for efficient program design.
Replace aging servers with more efficient and powerful models.	Skyline servers and Uninterruptible Power Supply (UPS) were migrated to new energy-efficient models in 2021. Several services were migrated to the cloud versions.
Set a baseline number for our Greenhouse Gas (GHG) emissions reduction performance.	<p>Partnered with GHG Accounting Services Ltd to complete a voluntary GHG inventory in accordance with ISO 14064-1:2018, which resulted in 377 tonnes of CO2 equivalent (tCO2e) from our corporate operations. Quantification of the GHG emissions of our portfolio is ongoing.</p> <p>Having this information available allows Skyline to make fact-based decisions along their sustainability journey. It opens up the possibility of developing sound business cases and opportunities for GHG emission reduction projects. This approach enables Skyline to provide its customers with low carbon solutions for their living and working spaces.</p>
Improve management of existing water-saving technology.	Partnered with Alert Labs; installed Flowie leak detection sensor at 200+ residential buildings. Average of 75% water saved monthly. Approximately 63,948 m3 of water saved in 2021.

Sustainable Design & Infrastructure	
Objective	Results
Install EV charging stations at properties wherever the need is recognized.	4 new ChargePoint Level 2 charging stations installed by Anvil Crawler Development Corp. at Skyline Retail REIT properties in London, Ontario, commissioned by ChargerCrew Canada.
Integrate sustainability features into the design of new residential builds.	Compost disposal services, e-waste & battery disposal, and bike storage integrated into the design of all 3 residential projects that commenced construction in 2021.

2021 SOCIAL OBJECTIVES & RESULTS

Employee Development	
Objective	Results
Implement paid internships.	Implemented paid internships as of January 1, 2021.
Increase employee engagement and retention through leadership development pathways.	13 Graduates of Skyline's Leadership Development Program across the group of companies.

Diversity and Inclusion	
Objective	Results
Implement staff diversity & inclusion training.	Facilitated Unconscious Bias (2-hour Virtual Instructor-Led) training in 2021. Ran 10 sessions for active staff from Jan-Mar 2021; quarterly for new staff. Training to continue in 2022.
Evaluate HR hiring practices to ensure alignment with best diversity & inclusion practices.	Attended P4E Recruitment Fair; reviewed job postings for inclusive language & skill-based focus; identified minority-focused Canadian recruitment agencies and websites to partner with for talent acquisition.

Health & Wellness of Employees	
Objective	Results
Enhance sick days to be more inclusive of emotional, mental, psychological, and physical needs.	Transitioned floater and sick days into one grouping called Wellness Days. Extended these days to Skyline field staff, increasing their former sick days from 3 to 5 days.

Volunteerism & Charity	
Objective	Results
Achieve 100% usage of Skyline annual paid Volunteer Day.	Achieved 12% usage in 2021 (114 days recorded). Despite objective being missed, we recognized additional opportunities to raise awareness and encourage use for Skyline Volunteer Day for 2022.
Continue administration of Skyline Living Reach, Impact, Support, Elevate (R.I.S.E.) tenant assistance program.	420 tenancies saved in 2021. Provided total of \$55,467 for 2021 via relief and grocery gift cards. \$1,285,579 in arrears and damages collected. \$648,843 saved in legal fees, enforcement fees and vacancy loss.

Stakeholder Engagement/ESG Awareness

Objective	Results
Garner Skyline Living tenant participation in "Lights Out" Earth Hour challenge.	Encouraged 34,000+ residential tenants to join as a community and turn off all power for Earth Hour. 29 properties participated on March 27, 2021.

Community Engagement

Objective	Results
Participate in Shoe Drive for HOPE House Guelph.	Collected approximately 135 pairs of running shoes for HOPE House Guelph in April/May 2021.
Participate in baking initiative in support of Wyndham House Guelph.	11 Legal department members baked peanut-free goods & dropped off at three Wyndham House shelters.
Participate in Backpack Drive for HOPE House Guelph.	Legal department filled four backpacks for children in need, including lunch pails, reuseable water bottles, notebooks and paper, and all needed school supplies.
Broaden reach of national charity partnerships from coast to coast.	Coldest Night of the Year: 29 Canadian charities supported; 123 participants; 378 donors; \$53+K fundraised. Golf Tournament & Driving Positive Change Video Campaign: 5 Canadian charities supported; \$175K fundraised. Season's Givings Campaign: 3 Canadian charities supported; \$32,712 fundraised. Spring Hope Food Drive: 202 properties participated; 31,770 lbs collected; \$31,770 donation to Canada Food Bank matched by Skyline. Collected food was donated to local food banks. Tree Canada partnership: combined contribution of \$34,600 toward: a) planting 755+ trees through five Partners-In-Planting events involving 105+ staff in four locations; b) planting 600+ tree seedlings across Canada in areas in need for reforestation or afforestation.
Donate time/expertise to advance future affordable housing projects.	Total value contributed in land, time, and expertise for affordable housing projects: \$2.7M.
Donate time/leadership toward external non-profit boards.	~400 hours given in 2021 by Skyline staff through participation on external non-profit boards.
Offer scholarships to exemplary University of Guelph students.	Committed to provide 3 annual scholarships (\$1500 each) for exemplary University of Guelph students: Skyline Scholarship, Skyline Scholarship in Real Estate Sustainability, Skyline Scholarship in Property Management.
Offer support for local communities through community hub shared workspaces.	Donated 13,000 square feet of retail space to be used as a Community Hub for non-profit organizations that provide mental health services to youth and families in Centre Wellington.

2021 GOVERNANCE OBJECTIVES & RESULTS

Business Integrity	
Objective	Results
Continue implementation and enforcement of procedures related to a strong corporate culture and staff wellness.	Implemented/continued: Flexible work hours; Mat Leave Top up program with paternal support; Zero-tolerance Discrimination and Harassment policy; Open Door policy; Paperless policy.
Evaluate existing policies and Codes of Conduct to ensure compliance with ESG.	Evaluation underway; all policies scheduled to be re-evaluated annually.
Evaluate current and potential vendors according to ESG practices.	Completed initial review of vendor procurement practices. Used insights from ISO 20400, Global ESG Benchmark for Real Assets (GRESB) and United Nations Sustainable Development Goals (UN SDGs) to begin defining core sustainable procurement criteria and practices.
Publish monthly budget reconciliation for new developments.	Completed for all 19 projects (Residential = 6, Mixed use Residential = 4, Supportive Housing = 1, Commercial = 8).
Formalize approach to publishing reconciliations for investor reporting for new developments.	Completed for all 19 projects (Residential = 6, Mixed use Residential = 4, Supportive Housing = 1, Commercial = 8).
Create new Standard Operating Procedures (SOPs) for various ESG factors.	SOPs created in 2021: Alert Labs Sensor and Leak Alert Response; Top Electricity Users, Incentive Management; Corporate Donations.

Community Engagement	
Objective	Results
Increase Chamber of Commerce memberships.	Joined 17 Chambers of Commerce in key Skyline cities/communities across 7 provinces in 2021.

Diversity and inclusion	
Objective	Results
Add closed captioning to investment webinar videos.	All Skyline Wealth investment webinars are now closed captioned, adhering to AODA's accessibility guidelines for hearing-impaired individuals.

Stakeholder Engagement/ESG Awareness

Objective	Results
Facilitate surveys of Skyline stakeholders: ESG Materiality Assessment and Investor Net Promoter Score (NPS) Survey.	Goby ESG Materiality Assessment distributed; results on page 9. NPS survey distributed; 2021 score of 80 (compared to 69 in 2020); 82% surveyed indicate that our ESG efforts influenced their decision to invest.
Implement ESG-based employee training.	Implemented 3 training programs for employees focused on ESG pillars. Completed Water Reduction and Flowie/Floodie training for Property Managers. Implemented Diversity & Inclusion training for all staff.
Launch internal ESG Taskforce among Skyline Group of Companies' business units.	Skyline ESG Taskforce launched with 15 members. Taskforce exemplifies ESG leadership; ensures inclusive policies and procedures; engages sustainability partners through open forums.
Increase commercial and retail tenant awareness of sustainability.	Skyline's ESG philosophy was included in new tenant welcome letters. Where applicable, tenants were encouraged to participate in organic waste diversion project.
Raise awareness of Skyline's ESG initiatives to investors.	Dedicated ESG area in monthly Wealth Connection newsletter; monthly send-out of Sunshine Report newsletter for SCEF investors; leveraged the use of ESG videos and articles for current and prospective investors.
Leverage responsible investing messaging across Skyline Clean Energy Fund's marketing platforms.	Integrated messaging about investing responsibly into SCEF AdWords campaign, Skyline Wealth social media copy, and SCEF webinar messaging.
Apply for corporate awards that garner recognition for ESG-related factors.	2021 wins: Platinum Member, Canada's Best Managed Companies; Environmental Excellence, FRPO; Impact Award, FRPO (Skyline Living); HeForShe Award for Gender Equality, University of Guelph.
Participate in ESG materiality assessment.	Completed GOBY materiality assessment, including survey of sustainability partners, recommendations of highest-impact ESG initiatives, and ESG roadmap through to Q4 2024.

Sustainable Design & Infrastructure

Objective	Results
Integrate indoor/outdoor amenity spaces in new residential builds.	Completed for all 3 residential projects that will commence construction in 2021.
Integrate sustainability features into the design of new residential builds.	Compost disposal services, e-waste & battery disposal, and bike storage integrated into the design of all 3 residential projects that commenced construction in 2021.
Install TVs in lobbies of new residential builds (aid in paper reduction).	Completed for all 3 residential projects that commenced construction in 2021.

2022 – WHERE WE'RE GOING

Environmental

Set environmental performance targets. Continue to explore technologies and retrofit opportunities to **reduce environmental impact of operations**.

Continue implementation of technology and enhanced no-printing policies to further **reduce paper usage**.

Conduct a building portfolio greenhouse gas (GHG) inventory to better understand our impact, create fact-based approaches for emission reduction projects, and provide our customers with **low-carbon solutions** for their living, working, and shopping spaces.

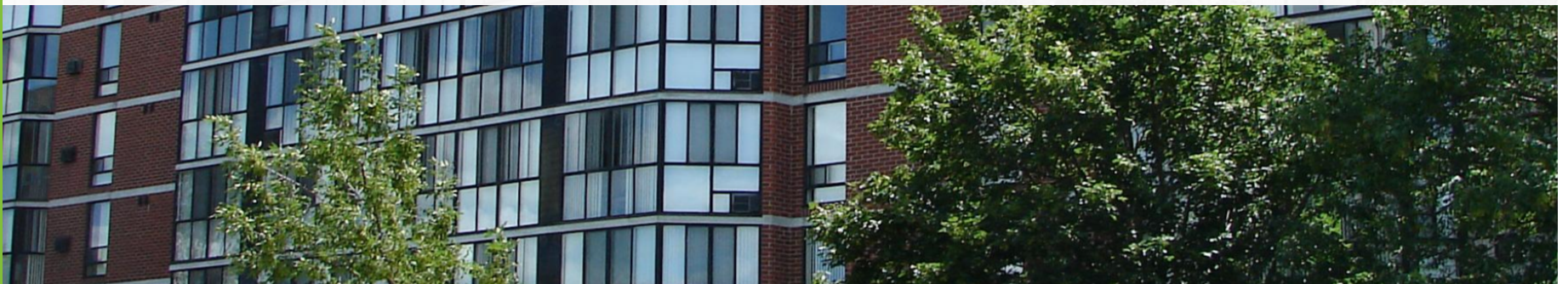
Implement e-waste diversion at all Skyline Apartment REIT properties and all Skyline offices.

Install a minimum of 800 EV Chargers at Skyline Apartment REIT properties.

Investigate methods of **integrating organic waste diversion** across Skyline Apartment REIT properties.

Establish a Skyline Tree Planting program that integrates tree planting with business activities and milestones to increase the positive environmental impact of our operations.

Leverage Skyline Energy to work directly with REITs and SkyDev on GHG reductions projects such as solar, EV chargers, energy storage, biogas, and renewable natural gas. Support the REITs with **carbon footprint reduction projects**.



Social

Exceed 2021 fundraising total for our community partners through Coldest Night of the Year, Spring Hope Food Drive, Annual Golf Tournament, and Season's Givings Campaign.

Reach 80% usage of the Skyline Volunteer Day companywide.

Support employee well-being further by hosting 12 wellness events throughout the year, available to every Skyline employee.

Increase the visibility of the **R.I.S.E. program** to all our stakeholders.

Strengthen diversity, equity, and inclusion in the workplace through Unconscious Bias Training reaching all Skyline employees.



Governance

Develop a centralized ESG activity database to improve sharing of ESG information, enhance transparency and accountability among all parts of Skyline Group of Companies, and create streamlined business planning.

Create an ESG meta policy to set the tone for an overarching ESG commitment across all levels of the organization.

Establish an employee ESG Training Program that creates clarity regarding ESG goals across Skyline Group of Companies.

Prepare to submit to Global ESG Benchmark for Real Assets (GRESB) in 2023.

Add Skyline Group of Companies' **diversity statement** to each job posting and publish all open roles to 15 identified minority organization websites.



MULTI-YEAR ROADMAP

Our multi-year roadmap is based on the results of our 2021 Materiality Assessment. Rather than a strict procedure, it acts as a guideline for our long-term Sustainability goals.

		2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Policy Development	ESG meta policy creation								
	Environmental policy creation								
	Diversity and Inclusion policy creation								
	Responsible procurement policy creation								
	Green cleaning policy								
	Responsible investment policy creation								
	Green lease & clause language development								
	Sustainable Development policy creation and execution								
Environmental Data & Performance	Identify and onboard Environment Management System (EMS)								
	Energy use calculated								
	Water use calculated								
	Waste use calculated								
	GHG tracking								
	Establish baseline for reduction targets (Energy, Water, & Waste)								
	Review/set environment targets (energy, water, waste, renewables, & GHC emissions)								
	Organizational GHC inventory calculated								
	Building certification targets set								
ESG Disclosures & Reporting	GRESB Reporting								
	Develop/update website to include ESG targets & performance								
	Disclosure performance in an ESG Report with GRI alignment								
	CDP Reporting								
Internal Capabilities & Strategy	Create and maintain a centralized ESG activity database								
	ESG Taskforce to facilitate workshops with all business units to ensure strategic planning alignment								
	Review/update employee ESG training program								
	Incorporate ESG into roles for relevant employees								
	Review internal ESG communications/highlights								
	Review employee satisfaction and monitoring program								
	Emerging ESG regulations annual review								
	Develop and implement climate risk strategy								
	ESG integration into risk management processes								
External Strategy & Engagement	Review/develop external stakeholder communication & strategy plan								
	Update/develop ESG messaging for key external stakeholders								
	Survey tenants on ESG issues								
	Review tenant satisfaction and monitoring program								

		2024 Q1	2024 Q2	2024 Q3	2024 Q4
Policy Development	ESG meta policy creation				
	Environmental policy creation				
	Diversity and Inclusion policy creation				
	Responsible procurement policy creation				
	Green cleaning policy				
	Responsible investment policy creation				
	Green lease & clause language development				
	Sustainable Development policy creation and execution				
Environmental Data & Performance	Identify and onboard Environment Management System (EMS)				
	Energy use calculated				
	Water use calculated				
	Waste use calculated				
	GHG tracking				
	Establish baseline for reduction targets (Energy, Water, & Waste)				
	Review/set environment targets (energy, water, waste, renewables, & GHG emissions)				
	Organizational GHG inventory calculated				
ESG Disclosures & Reporting	GRESB Reporting				
	Develop/update website to include ESG targets & performance				
	Disclosure performance in an ESG Report with GRI alignment				
	CDP Reporting				
Internal Capabilities & Strategy	Create and maintain a centralized ESG activity database				
	ESG Taskforce to facilitate workshops with all business units to ensure strategic planning alignment				
	Review/update employee ESG training program				
	Incorporate ESG into roles for relevant employees				
	Review internal ESG communications/highlights				
	Review employee satisfaction and monitoring program				
	Emerging ESG regulations annual review				
	Develop and implement climate risk strategy				
External Strategy & Engagement	ESG integration into risk management processes				
	Review/develop external stakeholder communication & strategy plan				
	Update/develop ESG messaging for key external stakeholders				
	Survey tenants on ESG issues				
	Review tenant satisfaction and monitoring program				

Recognizing Our Responsibility: The Big Picture

*We recognize the need to effect change,
measure it, and spread the message about it.*

By fulfilling our sustainability commitments, we aim to be a:

- Company of choice for current and prospective staff
- Investment firm of choice
- Property manager of choice
- Real estate developer of choice
- Clean energy solutions provider of choice
- Commercial real estate finance specialist of choice

We aim to create meaningful and impactful positive change for the **communities in which we do business**, the **environment**, and **future generations to come**.

We aim to create a positive influence on our staff, our **industry peers**, our **customers**, and **each of our stakeholders**.



The background of the slide features a blue-tinted image of several hands stacked together in a huddle. Each hand is holding a business card with a different icon, such as a dollar sign, a bar chart, a shield, a leaf, a gear, a pie chart, a flame, and a sun. The overall theme is business and sustainability.

Want to **download a copy** of this plan?

Click here



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