



## 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 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 UNEP FI and UN PRI.
- Disclose sustainability performance and practices to GRI, Global Real Estate Sustainability Benchmark (GRESB), and UN PRI to demonstrate our commitment to transparency.
- Share GRESB and UN PRI results with clients and inform priority sustainability issues. These results are evaluated yearly and benchmarked against those of other thought leaders. These results are valued by institutional investors.

## 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 our goals for sustainable property operations. We work to provide our tenants with the tools and resources they need to make sustainable operational choices each day, such as fitness centers, bicycle storage areas, recycling programs, and energy efficiency opportunities.

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

## Engaging with Tenants (continued)

### 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.
- 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 centre. 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.
- 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 2020, 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 and ensure that we are meeting their expectations. 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 Equity, Diversity, and Inclusion (EDI) space within the real estate industry by implementing a range of EDI programs and assessments 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 2018, we surveyed all employees to assess engagement and willingness to recommend BentallGreenOak as an employer.
- 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

We support charitable organizations in our communities through fundraising campaigns, direct donations, and employee donation matching. In 2020, our investments in our communities helped to fund a wide number of worthy causes, some examples of which are listed below.

### How We Engage

- TENURE IN TREES:** Launched in 2018, our Tenure in Trees program values the time our employees work at BentallGreenOak. For each year of every permanent employee's tenure, a single tree is planted that sequesters 2.5 lbs. of CO<sub>2</sub> and produces 260 lbs. of oxygen – enough for two human beings annually. Over 36,000 trees planted to date.
- BGO GLOBAL OFFICES UNITE TO COMBAT COVID:** The rapid, global spread of COVID-19 was most acutely felt in local community settings where the sick, impoverished and the disadvantaged were disproportionately impacted. A grassroots effort by a number of BGO offices and properties sparked the **#NowMoreThanEver** campaign across our global employee base to direct local donations of food, critical supplies and money to front-line organizations serving those who were especially in need.
- PARTNERING TO ADDRESS ACCESS TO HOUSING:** In a first-of-a-kind partnership, BGO joined forces with co-investor Daniels Corporation, the City of Toronto, and Woodgreen Community Services to integrate long-term, affordable, rental living for single mothers with young children in the firm's newest multi-family residential development project called Evolv. In an innovative 40-year lease agreement with local city officials, 34 units would be assigned to support those who are most in need and offering a model for future cooperation in other municipalities.
- LONDON'S BURY HOUSE OFFICE BUILDING EXTENDS ITS SUPPORT TO A LOCAL PRIMARY SCHOOL:** The months of ongoing difficulty from COVID-19 have been especially challenging for schoolchildren who are being thrust into an online learning environment that many families are ill-equipped to participate in. The BGO team working on the redevelopment of Bury House provided a donation of Google Chromebooks that will make their way to Aldgate Primary School students who lack the means to acquire this essential piece of technology for the new virtual classroom environment. Future plans for the Bury House site includes a community space that will one day welcome the same students to in-person learning opportunities for many years to come.

**USD \$403,734 total  
corporate donations  
made in 2020**

## 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 Tenants (continued)

### How We Engage

- We are a signatory to the United Nations Principles of Responsible Investment (UN PRI) and provide detailed annual public disclosure.
- Our Principal of Sustainable Investing is the co-chair of the United Nations Environment Programme Finance Initiative (UNEP FI) Property Working Group and a member of the Investment Committee, 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 ten 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.
- 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.
- 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.
- Suppliers/contractors are required to abide by our Responsible Contracting Policy.
- Our standard agreement for third-party property management services include language addressing BGO’s sustainability goals, expectations and related responsibilities.
- 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 2021 reporting cycle, BentallGreenOak has elected to include only assets under management ("AUM") related to the firm's investment advisory activities in this corporate responsibility ("CR") report Summary. This includes the sustainable investing commitments and management standards implemented across BentallGreenOak's investment advisory activities worldwide. Environmental performance (greenhouse gas emissions, energy, water, waste, and green building certifications) data for BentallGreenOak's North American debt series and mortgage investments, European and Asian Core Plus and global Value-Add strategies, and Asian and European separate accounts and Asian debt series has been excluded. BentallGreenOak is in the process of applying 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, 2020, 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, greenhouse gas 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/>*



## 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 <sup>♦</sup>	2016	2017	2018	2019	2020	GRI Indicator
<b>Total Employees - by Region</b>	<b>1,499</b>	<b>1,276</b>	<b>1,222</b>	<b>1,311</b>	<b>1,250</b>	<b>102-7</b>
Canada	1,331	1,113	1,057	1,104	1,055	
USA	168	163	165	207	195	
<b>Total Employees - by Contract Type &amp; Region</b>					-	<b>102-8</b>
<b>Permanent (Regular, Full-Time)</b>	<b>1,368</b>	<b>1,166</b>	<b>1,139</b>	<b>1,246</b>	<b>1,178</b>	
Canada	1,204	1,008	976	1,041	985	
USA	164	158	163	205	193	
<b>Temporary <sup>♦♦</sup></b>	<b>87</b>	<b>68</b>	<b>50</b>	<b>39</b>	<b>42</b>	
Canada	87	67	50	39	41	
USA	0	1	0	0	1	
<b>Part-Time</b>	<b>44</b>	<b>42</b>	<b>33</b>	<b>26</b>	<b>30</b>	
Canada	40	38	31	24	29	
USA	4	4	2	2	1	
<b>Collective Bargaining Agreements</b>					-	<b>102-41</b>
<b>Union Employees</b>				<b>43</b>	<b>43</b>	
Canada	-	-	-	43	43	
USA	-	-	-	0	0	
<b>Non-Union Employees</b>				<b>1,268</b>	<b>1,207</b>	
Canada	-	-	-	1,061	1012	
USA	-	-	-	207	195	

<sup>♦</sup> Social performance data shown above covers the following entities: BentallGreenOak (Canada) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership, BentallGreenOak Real Estate Advisors LP, BentallGreenOak Real Estate GP LLC, Newtower Trust Company, and BGO US Mortgages Inc.

<sup>♦♦</sup> Temporary = Full-Time Contract, Part-Time Contract, Part-Time Temporary, Seasonal, and Summer Interns.

## The Value of Diversity

We value diversity in our workforce on the conviction that diverse perspectives foster creativity, innovation, and excellence in decision making. We seek to recruit and retain a workforce that reflects the diversity in our communities. Although we recognize that diversity is expressed in many ways, we solely report on age and gender. Currently, we report on gender in binary terms (male and female) but have begun the work to expand this definition in future years. Along with this, we have also begun the work of exploring overlapping dimensions of diversity within our workforce, to better understand their inclusion in future reporting.

Age diversity at BentallGreenOak has typically been in line with our competitors. According to the US Bureau of Labor Statistics, the median age for management, professional and related occupations was 44.4 in 2013; higher in some categories, such as property, real estate, and community association managers (50.9 years) and lower in others, such as business and financial operations (43.6 years). In Canada, our largest age group are those 30-50 years old, which is approximately in line with Statistics Canada’s labor information.

Across the organization, our gender distribution is 55% male and 45% female. Like most peers in our industry, males represent a higher ratio than females at senior and executive management levels: 71.9% male and 28.1% female. We acknowledge this difference. One way we seek to influence change is to intentionally require external search firms to present diverse slates of candidates and keep gender diversity front of mind in our talent selection processes. Furthermore, all new hires will belong to a visible minority group or be female.

Social Performance Data For BGO employees in US and Canada ♦	2016	2017	2018	2019	2020	GRI Indicator
<b>Total Employees by Gender, Age, and Region</b>					-	<b>405-1</b>
Canada - Male					-	
Under 30 yrs.	64 (44%)	35 (39%)	50 (41%)	58 (5%)	57 (41%)	
30-50 yrs.	315 (50%)	81 (54%)	275 (54%)	271 (25%)	276 (53%)	
Over 50 yrs.	337 (60%)	44 (67%)	264 (62%)	281 (25%)	249 (64%)	
Canada - Female					-	
Under 30 yrs.	81 (56%)	55 (61%)	72 (59%)	70 (6%)	82 (59%)	
30-50 yrs.	309 (50%)	70 (46%)	236 (46%)	251 (23%)	249 (47%)	
Over 50 yrs.	225 (40%)	22 (33%)	160 (38%)	173 (16%)	142 (36%)	
USA - Male					-	
Under 30 yrs.	18 (60%)	11 (73%)	21 (72%)	23 (11%)	16 (59%)	
30-50 yrs.	36 (41%)	6 (43%)	43 (48%)	57 (28%)	66 (55%)	
Over 50 yrs.	26 (52%)	1 (20%)	23 (50%)	31 (15%)	24 (50%)	
USA - Female					-	
Under 30 yrs.	12 (40%)	4 (27%)	8 (28%)	11 (5%)	11 (41%)	
30-50 yrs.	52 (59%)	8 (57%)	47 (52%)	58 (28%)	54 (45%)	
Over 50 yrs.	24 (48%)	4 (80%)	23 (50%)	27 (13%)	24 (50%)	

♦ Social performance data shown above covers the following entities: BentallGreenOak (Canada) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership, BentallGreenOak Real Estate Advisors LP, BentallGreenOak Real Estate GP LLC, Newtower Trust Company, and BGO US Mortgages Inc.

Social Performance Data For BGO employees in US and Canada <sup>♦</sup>	2016	2017	2018	2019	2020	GRI Indicator
<b>Employees by Employment Category &amp; Gender</b>					-	
<b>Male</b>					-	
Executive Management	85%	83%	81%	88%	88%	
Senior Management	59%	61%	59%	82%	70%	
Middle Management	50%	53%	55%	55%	57%	
Professional/Technical	46%	46%	49%	48%	49%	
Administrative/Operations	54%	52%	55%	55%	54%	<b>102-7</b>
<b>Female</b>					-	
Executive Management	15%	17%	19%	12%	12%	
Senior Management	41%	39%	41%	18%	30%	
Middle Management	50%	47%	45%	45%	43%	
Professional/Technical	54%	54%	51%	52%	51%	
Administrative/Operations	46%	48%	45%	45%	46%	

<sup>♦</sup> Social performance data shown above covers the following entities: BentallGreenOak (Canada) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership, BentallGreenOak Real Estate Advisors LP, BentallGreenOak Real Estate GP LLC, Newtower Trust Company, and BGO US Mortgages Inc.



## SOCIAL

# 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 U.S. 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.

## 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 each 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 2020, we invested **\$350,071 CAD (\$274,977 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 <sup>♦</sup>	2016	2017	2018	2019	2020	GRI Indicator
<b>Performance Management <sup>♦♦</sup></b>					-	
<b>Percentage of eligible employees receiving performance reviews</b>					-	
Executive Management	100%	100%	100%	100%	100%	404-3
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>	\$456,377	\$599,363	\$406,778	\$559,424	\$350,071	404-2

<sup>♦</sup> Social performance data shown above covers the following entities: BentallGreenOak (Canada) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership, BentallGreenOak Real Estate Advisors LP, BentallGreenOak Real Estate GP LLC, Newtower Trust Company, and BGO US Mortgages Inc.

<sup>♦♦</sup> For years 2015 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 ♦	2016	2017	2018	2019	2020	GRI Indicator
<b>Employee Turnover By Region **</b>					-	
Canada					-	
# of New Hires	220	307	263	223	181	
Turnover	174	149	196	163	175	
Total Employees	1,244	1,113	1,057	1,104	1,055	
% Turnover	14.0%	13.4%	18.5%	15.0%	16.6%	
USA					-	
# of New Hires	45	34	30	39	2	
Turnover	26	33	25	39	22	
Total Employees	168	163	165	207	149	
% Turnover	15.5%	20.2%	15.2%	19.0%	14.8%	
<b>Employee Turnover By Gender **</b>					-	
Canada					-	
Male Turnover	89	76	91	83	95	401-1
Total Males	686	591	589	610	582	
Male Turnover Rate	13.0%	12.9%	15.4%	14.0%	16.3%	
Canada					-	
Female Turnover	85	73	105	80	80	
Total Females	558	522	468	494	473	
Female Turnover Rate	15.2%	14.0%	22.4%	16.0%	16.9%	
USA					-	
Female Turnover	13	13	12	19	11	
Total Females	80	84	87	111	68	
Female Turnover Rate	16.3%	15.5%	13.8%	17.0%	16.2%	
USA					-	
Male Turnover	13	20	13	20	11	
Total Males	88	79	78	96	81	
Male Turnover Rate	14.8%	25.3%	16.7%	21.0%	13.6%	

♦ Social performance data shown above covers the following entities: BentallGreenOak (Canada) Limited Partnership and BentallGreenOak (U.S.) Limited Partnership.

\*\* Above turnover data includes disposition, end of contract, termination, resignation, death, and retirement.



## SOCIAL

# 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. In order to understand the health and wellness priorities of our employees and how we can support them on their wellness journey going forward, we carried out an all-employee survey in 2018 which contained health and wellness questions. The results of this survey determined our approach in 2019 and thereafter.

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 support employees during the Covid-19 pandemic, we temporarily introduced the Lumino Health program, whereby employees can connect with a health professional from the comfort of their home.

We offer free annual flu clinics, and 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 heart smart, ovarian cancer, diabetes and living well with stress were held in our larger corporate offices.

The Employee Assistance Program (EAP) 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 ♦	2016	2017	2018	2019	2020	GRI Indicator
Total Employee Work-Related Claims	7	9	7	26	10	<b>403-2</b>
Injury Rate ♦♦	0.53	0.81	0.66	1.90 (% , i.e. 0.019)	0.80 (% , i.e. 0.008)	
Canada – Male	0.70	1.18	0.85	3.27	0.4 (% , i.e. 0.004)	
Canada – Female	0.33	0.38	0.43	1.21	1.4 (% , i.e. 0.014)	
USA – Male	0	0	0	0	0	
USA – Female	0	0	0	0	0	
Total Working Days Missed (as a result) ♦♦♦	254	122	351	49.5	42	
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) Limited Partnership, BentallGreenOak (U.S.) Limited Partnership, BentallGreenOak Real Estate Advisors LP, BentallGreenOak Real Estate GP LLC, Newtower Trust Company, and BGO US Mortgages Inc.

♦♦ 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.