Canada Lands Company
Société immobilière du Canada

Environmental, Social and Governance Report 2023/24


#LOVE
Shaping places
and spaces,
Together.

Message From the CEO

I am pleased to present the first Environmental, Social and Governance (ESG) report for Canada Lands Company Limited (CLCL) and its subsidiaries (collectively, the Company). This report outlines a new roadmap and brings focus to ESG initiatives led by CLCL. This report will expand CLCL's measured impact and outcomes across the organization and in the communities in which it operates.

The connection between ESG performance and the Company's mandate as a federal Crown corporation has been an important aspect of the overarching objective to meet the evolving needs of Canadians and CLCL's shareholder, the Government of Canada. The Company's 2023/24 ESG report includes priorities that align with the federal government's objectives and seeks to reinforce and support the Company's comprehensive **Strategic Plan** initiatives. These priorities include six areas:

Affordable Housing

Climate

Diverse Procurement

Equity, Diversity and Inclusion

Indigenous Peoples Collaboration

Psychological Health and Safety

Several of these priorities have been embedded throughout CLCL's operations for years, and this new roadmap provides opportunities to amplify and expand the Company's existing ESG practices. Teams across the country share a commitment to embrace this new ESG roadmap, and continue to provide long-term value for Canadians.

Our inaugural ESG report shares ambitions, targets and the baseline data for the six priority areas. It also establishes a strong foundation of evidence-based progress on its priorities through the collection of baseline data that will be used for future tracking and reporting.

As a federal Crown corporation, CLCL aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board's (ISSB) Standards. Since 2022, the Company has adopted the TCFD framework as part of its corporate reporting and planning processes. The Company seeks to also support the Government of Canada's transition to net-zero carbon and climate-resilient operations by aligning with the Greening Government Strategy (GGS) commitments to achieve net-zero emissions by 2050.

During 2023/24, the Company committed to achieving net-zero by 2050 and joined the **Net-Zero Challenge**, an initiative that aims to address climate change by reducing greenhouse gas emissions and promoting overall improved organizational sustainability. The Company intends to report its progress on an annual basis.

Through our ESG reporting, CLCL seeks to demonstrate transparency and accountability in our efforts to drive meaningful change for the environment, enhancing its social impact, and to continue providing both financial and non-financial benefits to Canadians. My sincere thanks to CLCL's teams for their long-standing commitment and passion for enabling such important positive change.

Sincerely,
Stéphan Déry
President and Chief Executive Officer

About This Report

Since 2018, CLCL has been reporting annually on Corporate Social Responsibility (CSR), using a Balanced Scorecard approach. This report marks a shift to ESG reporting, informed by the Company's ESG roadmap. The Company is monitoring its progress and aims to align with global standards like the Sustainability Accounting Standards Board (SASB), which is part of the International Sustainability Standards Board (ISSB), and with the Global Reporting Initiative (GRI), and the Sustainable Development Goals (SDGs).

Previously, the Company's CSR reports included metrics and outcomes related to healthy workplace initiatives, engagement with municipalities and communities, partnerships with Indigenous peoples, environmental sustainability, inclusive communities and financial sustainability. Now, the Company has set quantitative targets for six ESG priorities outlined in this report, alongside qualitative ambitions, to guide its activities and disclosures for the next few years and beyond. Covering operations across Canada, this ESG report introduces targets for ESG priorities and gives an overview of the Company's performance and management of these priorities.

This report includes a TCFD-aligned portion that establishes a foundation for potential transition to the ISSB S2, or the Canadian Sustainability Standards Board (CSSB) future standards.

How to Read This Report

The ESG roadmap section of this report details the Company's six ESG priorities, laying out their Ambitions, Targets, Key Performance Indicators (KPIs) and Strategic Initiatives, with examples of implementation across the Company's operations. The following terms are defined as:

- **ESG Priorities:** The key areas of focus identified during the latest materiality assessment exercise based on strategic importance, urgency and the effort required to address them.
- **Ambitions:** Qualitative commitments representing the Company's corporate goals for each ESG priority over the next two to five years.
- **Targets:** Quantitative representations of the ambitions for the next two to five years and beyond.
- **KPIs:** Outcome-based, quantitative metrics showing progress against ambitions and targets.
- **Strategic Initiatives:** Pathways to achieve defined ambitions, often grouped together under one topic.
- **Sustainable Development Goals (SDGs):** Adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet and ensure that, by 2030, all people enjoy peace and prosperity. The goals recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

The highlights page outlines significant progress made throughout the year against the ESG priorities. The governance section explains the accountability structures set up by the Company to advance the overall corporate ESG ambition, with additional details provided in individual ESG priority sections. Further details on topic-specific initiatives are included throughout the ESG priorities and TCFD sections.

About Canada Lands Company

CLCL is a self-financing federal Crown corporation that reports to the Parliament of Canada through the Minister of Public Services and Procurement. CLCL is a *Canada Business Corporations Act* corporation listed in Schedule III, Part 1 of the *Financial Administration Act*, and an agent of His Majesty. CLCL has the following three wholly owned subsidiaries:

- Canada Lands Company CLC Limited is a non-agent Crown corporation that carries out the Company's core real estate business in all regions of Canada, and owns and operates Canada's National Tower (CN Tower) in Toronto, Ontario.
- Old Port of Montreal Corporation Inc. is responsible for managing the Old Port of Montréal (OPM) and the Montréal Science Centre (MSC).
- Parc Downsview Park Inc. owns and manages Downsview Park and develops the Downsview Lands.

With a proven track record, the Company has demonstrated having the necessary expertise to deliver for Canadians. Through its subsidiaries, the Company transforms former Government of Canada properties through community-led engagement and strategically reintegrates them into communities while ensuring both their sustainability and commercial viability. CLCL also holds, invests in and oversees some of the most renowned attractions in Toronto and Montréal. These attractions provide Canadians and visitors alike unforgettable and uniquely Canadian experiences.

Since 1995, CLCL has contributed more than $1.3 billion to the Government of Canada in the form of dividends declared, the payment of surplus lands purchased from the federal government and income taxes paid.

ESG Roadmap

In 2023, the Company established the ESG roadmap as a key component of its Strategic Plan. The roadmap enhances the Company's accountability to Canadians while upholding the commitments illustrated in the plan.

The roadmap was developed through an extensive process, informed by a materiality assessment exercise, which evaluated ESG topics based on their importance to the Company's shareholder – the Government of Canada – and based on the areas where CLCL can leverage its influence, and potential impact on the Company's business. Importance to stakeholders was assessed through a government priority and policy scan, including the Government of Canada's Greening Government Strategy and CLCL's Letters of Expectations. Impacts on operations were assessed through extensive consultations across the business and analysis of the risks and opportunities potentially presented by specific ESG topics.

This process yielded six priorities. While the Company has a history of efforts on these matters, the ESG roadmap builds on the work already done, operationalizes ESG elements of its Strategic Plan and formalizes its commitment to ESG. This commitment was approved by the Company's Board of Directors in 2023 and reflects ESG priority areas where the Company is able and expected to make the greatest impact – and their related ambitions and targets to inform activities over the coming two to five years and beyond.

Other Areas of Interest
In addition to the six ESG priorities, the Company is also monitoring other topics. The process of materiality assessment revealed several areas that are important. Topics to Monitor are already being actively monitored by the Company. Table Stakes are issues that are actively managed, and will be maintained through established policies and processes.

When existing ESG priorities have gained significant momentum and seen progress that approaches completion, the intent is to move those priorities to table stakes, where they will continue to be tracked and monitored. The Company will monitor changes in the external environment as well as stakeholder expectations and update its materiality assessment as required.

ESG Priorities	Topics to Monitor	Table Stakes
Affordable Housing	Employee attraction, retention and engagement	Accessibility
Climate	Inclusive and cohesive culture	Business ethics, legal and regulatory compliance
Diverse Procurement	Land use and biodiversity	Cybersecurity and data privacy
Equity, Diversity and Inclusion	Local hiring practices/procurement	Enterprise risk management (ERM)
Indigenous Peoples Collaboration	Responsible supply chain	Heritage and legacy
Psychological Health and Safety	Supplier diversity	Stakeholder engagement
		Waste management
		Water and wastewater management

Table: Topics classified within the materiality assessment exercise.

Note: Decarbonization, energy management and climate resilience were combined into one ESG priority – Climate.

ESG Ambitions and Targets

The ambitions for each of the six ESG priorities are underpinned by specific, measurable goals against which the Company will hold itself accountable.

Affordable Housing

Ambition

To use our unique position as a Crown corporation with expertise in real estate development to be a solution finder and exceed the municipal requirements to enable long-term affordable housing that meets local needs.

Target

→ 5,000 affordable units enabled as an active partner with industry, municipalities and communities by March 31, 2028.

Climate

Ambition

To become a recognized market leader in achieving net-zero by 2050 and facilitating the development of climate resilient communities nationwide.

Targets

→ Reduce Scope 1 and 2 emissions by 40% by March 31, 2030 below 2022/23 base year; 70% by March 31, 2040; and achieve net-zero emissions (including select Scope 3 emissions) by 2050*.

→ Scope 3: All procurement valued at more than $1 million will include a request for suppliers to identify their Scope 1 and 2 emissions reduction targets and tracking approach, with evaluation points for that disclosure by June 30, 2024.

→ Scope 3: Increase diversion of waste generated during real estate construction and demolition to 90% as of March 31, 2030; 95% as of March 31, 2040; and net-zero waste by 2050.

→ At least 30% of real estate properties sold will be designated for net-zero carbon buildings, as of March 31, 2030; 65% as of March 31, 2040; and 100% by 2050.

→ Climate resilience: All attractions and real estate properties adopt and implement climate adaptation plans specific to their site by March 31, 2030.

* For a definition of Scopes 1, 2 and 3, please see the Glossary of Terms on page 48.

Diverse Procurement

Ambition

To increase the value and number of contracts awarded to Indigenous businesses and businesses owned by underrepresented groups.

Targets

→ To award 5% of total value and number of contracts to Indigenous businesses by March 31, 2026.

→ To award 5% of total value and number of contracts to businesses owned by underrepresented groups by March 31, 2026.

Equity, Diversity and Inclusion

Ambition

To be a place of belonging, where everyone is welcome and appreciated for who they are and comfortable being their authentic selves.

Targets

→ 100% of team leads participate in training on inclusive leadership practices by March 31, 2025.

→ 25% increase in underrepresented group employees' feeling of inclusion by March 31, 2030.

→ Diverse representation and employee population that is representative of the Canadian population* by March 31, 2028.

→ At least five new partnerships with community-focused organizations that support underrepresented and Indigenous communities by March 31, 2026.

* For a definition of Canadian population, please see page 39.

Indigenous Peoples Collaboration

Ambition

To have established authentic relationships through all of our projects and attractions; to have these relationships, and accumulated knowledge, inform decisions made throughout the Company.

Target

→ 90% of properties/attractions have at least one relationship established with an Indigenous community by March 31, 2028.

Psychological Health and Safety

Ambition

To be a workplace where employees feel psychologically healthy and safe.

Targets

→ 15% improvement in PHS experience survey scores by March 31, 2026.

→ 90% of foundational and high-priority elements from the 2022 PHS audit implemented by March 31, 2024.

2023/24 ESG Highlights

As the Company's fiscal year ended on March 31, 2024, the Company was already able to show progress in each of its priorities. The table below highlights a few of the advancements and successes so far.

General Priority	2023/24 Highlights
Establish national topic-specific working groups	→ Working groups have been established for each priority. The working groups are responsible for operationalizing and integrating related initiatives across the Company, ultimately driving progress towards the ESG roadmap implementation.
Establish the baseline	→ Baseline data for the ESG priorities and targets has been entered into the new ESG software solution, implemented to assist with monitoring progress against the targets through centralized data collection and reporting.

ESG Priority	2023/24 Highlights
Affordable Housing	→ All projects have established a benchmark minimum of 20% affordable housing going forward, with some exceeding 20%. Below are milestones of note: **Jericho Lands, Vancouver, BC:** In early 2024, Vancouver City Council approved the proposed Jericho Lands Policy Statement to guide the future development. Thirty percent of the residential units will be affordable, which includes social housing, secured market rental and below-market rental components. **Village at Griesbach, Edmonton, AB:** Unanimous approval in February 2024 by the City of Edmonton was obtained for the project's Area Structure Plan, which will guide the development of the Northeast Corner at the Village at Griesbach. This represents approximately 63 hectares (155 acres) in the community, and will add 430 affordable housing units to bring a total of 1,250 affordable housing units to the Village at Griesbach community upon completion.
Climate	→ **Net-Zero Challenge**: To demonstrate CLCL's commitment to alignment with Canada's GHG emission reduction targets, the Company has joined Canada's Net-Zero Challenge, established by the Government of Canada to encourage organizations to develop and implement credible and effective plans to transition their facilities and operations towards net-zero emissions by 2050.
Diverse Procurement	→ **Reporting system:** The Company drafted and refined data criteria for supplier self-identification and began the creation of a database to house a list of Indigenous businesses and businesses owned by underrepresented groups. The Company started the process of establishing the baseline through supplier engagement, requesting that all current suppliers complete an intake form to identify which were owned by Indigenous businesses and underrepresented groups.
Equity, Diversity and Inclusion	→ **Rainbow Registered:** The Company sought accreditation through Canada's 2SLGBTQI+ Chamber of Commerce's Rainbow Registered Accreditation program. The program grants a limited-time recognition to businesses and organizations to be Rainbow Registered for demonstrating compliance with a stringent set of standards to ensure 2SLGBTQI+ customers feel safe, welcomed and accepted.
Indigenous Peoples Collaboration	→ **Memorandum of Understanding:** In November 2023, the Company executed an historic Memorandum of Understanding with the Mississaugas of the Credit First Nation (MCFN) to govern the relationship between the Company and the MCFN as the Company develops its Toronto area properties within MCFN territory.
Psychological Health and Safety	→ **Policies, procedures and benefit programs:** The Company accomplished its goal to improve psychological health and safety within corporate policies, procedures, and benefit programs – a key strategic initiative outlined in the ESG roadmap.

ESG Governance

In 2023, the Company established its ESG governance structure, delineating it into three distinct pillars: strategic, management and implementation. This multi-faceted approach blends guidance from operational leaders with wide-ranging employee involvement, enabling the prioritization of certain ESG topics that align with the Strategic Plan. It also embeds ESG considerations into routine operations, reporting mechanisms, risk assessment and decision-making processes.

At the strategic level, the Board of Directors assumes oversight of the ESG roadmap, tasked with approving ESG ambitions, targets and KPIs that align with the roadmap. Biannual updates on the Company's overall ESG performance, including progress against targets, are reported to the Board. Additionally, in 2023, the Company broadened the scope of the Chief Legal Officer and Senior Vice President of Corporate Governance's role to encompass ESG across divisions, with the CEO remaining ultimately accountable for overall ESG performance.

Senior leadership members serve as ESG priority topic owners based on their respective expertise and area of responsibility, overseeing the execution of ESG priorities, supporting the working groups and ensuring adequate resource allocation for implementation, monitoring and oversight. A newly established position of ESG Director was introduced in 2023 to facilitate seamless integration and coordination of ESG initiatives across the Company, encompassing engagement, data management, risk mitigation, disclosures and process enhancements. The Company further fosters operational execution through its six national topic-specific working groups dedicated to each ESG priority.

Implementation efforts are bolstered by resources across the Company, driving the execution of the ESG roadmap at divisional and operational levels, including data collection, performance monitoring and the rollout of targeted initiatives. To enhance monitoring capabilities and streamline data management, the Company deployed an ESG software solution that is centralizing data collection and reporting processes, thereby fortifying its commitment to sustainable practices and transparent governance.

National Topic-Specific Working Groups

There are six national working groups, with one dedicated to each of the ESG priorities, led by the respective senior leadership topic owners. Working groups are chaired by individuals within the Company and serve as platforms for collaboration, bringing together employees from various business units across the country.

Their primary responsibility is to operationalize and integrate related initiatives across the Company, driving the implementation of the ESG roadmap. The groups convene on a monthly basis to develop action plans, exchange insights and track progress against the corporate ambitions; the ESG Director assumes a co-chair role for each national working group.

More specifically, the objectives of these topic-specific working groups include:

- Facilitating buy-in and alignment at the divisional and business unit levels.
- Sharing and collaborating on experiences, learnings and approaches to executing ESG priorities.
- Streamlining divisional ESG initiatives, tools and approaches, leveraging common practices where possible.
- Monitoring progress towards the implementation of key activities and achievements.
- Strategizing efficient implementation techniques and approaches at the corporate, divisional and business unit levels.
- Collaborating with the ESG Director to provide consistent ESG data and analytics.

ESG *Priorities*

Affordable Housing

SDG Alignment

Target

→ 5,000 affordable units enabled as an active partner with industry, municipalities and communities by March 31, 2028.

The Company plays a key role in enabling affordable housing solutions as the country navigates a national housing crisis where access and affordability are top of mind. With close to 30 years of success in reintegrating former federal properties by transforming them to meet the needs of their communities, the Company enables affordable housing units through the sale or lease of its land to housing providers and builders.

The Company has set an ambitious goal to exceed municipal requirements by ensuring a 20% minimum of affordable housing units in its real estate developments. The Company also set a target to enable 5,000 affordable housing units by March 31, 2028 focused on three areas: tools, research and innovation, and partnerships.

Approach to Affordable Housing

CLCL's nationwide portfolio of real estate projects is comprised of land once determined to be surplus that was acquired at market value from the Government of Canada. The Company is working closely with Public Services and Procurement Canada (PSPC) and the Treasury Board Secretariat to identify opportunities and tools that will streamline and accelerate the federal land disposal process, thus reducing the timeline for transfer to the Company. This will allow CLCL to move these lands into new development and enable more affordable housing faster.

The Company is actively examining new approaches in order to deliver affordable housing across its developments. Of note, in Dartmouth, Nova Scotia, an Affordable Housing Advisory Committee is being established to provide advice and input to realize an estimated 600 affordable housing units in the Company's Shannon Park development. In Montréal, the inaugural Affordable Housing Advisory Committee meetings – comprised of several key local actors in affordable housing along with representatives from the City of Montréal – took place in winter 2023 and spring 2024 to strengthen affordable housing outcomes at the Company's projects, including the Wellington Basin site and the broader Bridge-Bonaventure area.

Along with PSPC, the Canada Mortgage and Housing Corporation (CMHC) and Employment and Social Development Canada (ESDC), the Company is an active partner in the Federal Lands Initiative (FLI), a fund that supports the transfer of surplus federal properties to develop affordable housing, both through its governance and management and the provision of properties.

Through the FLI, the Company has already provided eight parcels of land, which have enabled more than 735 affordable housing units in Ottawa, St. John's, Calgary and Edmonton. The Company strives to enhance this partnership and continue to enable more affordable housing.

When possible, the Company seeks to embed affordable housing commitments as part of its municipal approvals. (See box for recent approvals.)

Note: As a real estate developer and not typically a builder, the Company enables housing units through the sale or lease of its land to builders and housing providers. Considering the many variables that can impact land disposal, municipal approvals and construction, timelines on the delivery of housing units can shift.

Jericho Lands

The partnership of the Musqueam Indian Band, Squamish Nation, and Tsleil-Waututh Nation and the Company, along with the City of Vancouver developed the Policy Statement for ʔəy̓alməxʷ/Iy̓álmexw/Jericho Lands, which secured unanimous approval from Vancouver City Council in January 2024. The Policy Statement sets the direction for the redevelopment of the 36-hectare (90 acre) site in Vancouver with a 30% affordable housing requirement that includes social housing, secured market rental and below-market rental housing components.

Village at Griesbach

Unanimous approval by the City of Edmonton was obtained for the project's Area Structure Plan, which will guide the development of the Northeast Corner at the Village at Griesbach. This represents approximately 63 hectares (155 acres) in the community, and will add 430 affordable housing units to bring a total of 1,250 affordable housing units to the Village at Griesbach community upon completion.

Climate

SDG Alignment

Targets

→ Reduce Scope 1 + 2* emissions by 40% by March 31, 2030, 70% by March 31, 2040 and achieve net-zero emissions (including select Scope 3* emissions) by 2050, below 2022/23 base year.

→ Reduce Scope 3 emissions in most material categories:

All procurement over $1 million to include a request for suppliers to identify their Scope 1 + 2 GHG emission reduction targets and tracking approach, with evaluation points for that disclosure by June 30, 2024.

Increase diversion of waste generated during real estate construction and demolition activities to 90% by March 31, 2030, 95% by March 31, 2040 and net-zero waste by 2050.

At least 30% of real estate properties sold will be designated for net-zero carbon buildings by March 31, 2030, 65% by March 31, 2040 and 100% of properties sold by 2050.

→ All attractions and real estate properties adopt and implement site-specific climate adaptation plans by March 31, 2030.

* For a definition of Scopes 1, 2 and 3, please see the Glossary of Terms on page 48.

Overview

The Company understands the physical risks to Canadians, the communities it serves and its operations, and the opportunities to mitigate the worst impacts of climate change by acting today. The Company aspires to be a market leader in advancing Canada's goal of achieving net-zero emissions by 2050 and to facilitate the development of climate-resilient communities.

To realize this ambition, the Company plans to align its strategies with the Greening Government Strategy, a set of government-approved commitments that apply to all core federal government departments and agencies.

In alignment with Canada's emission targets, the Company has pledged to participate in Canada's Net-Zero Challenge, a government initiative to encourage organizations to create and implement credible plans to transition towards net-zero emissions by 2050.

Adoption of the Task Force on Climate-related Financial Disclosures

Incorporating the TCFD framework into its corporate reporting and planning processes since 2022, the Company ensures transparency, accountability, and management of climate-related risks and opportunities. The TCFD framework allows the Company to disclose climate-related impacts on business and investment decisions through four pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

Governance

At the Company, climate-related matters are overseen through the ESG governance framework described on page 18. In September 2023, as part of the ESG roadmap, the Board of Directors approved decarbonization, energy management, and climate resilience approach and targets to achieve GHG reduction targets by 2030 and to ultimately attain net-zero emissions by 2050 for Scope 1, Scope 2 and select Scope 3 emissions. Three members of the Company's executive management team – the Executive Vice President of Attractions, the Executive Vice President of Real Estate, and the Chief Financial Officer and Executive Vice President of Finance – are responsible for implementing climate-related priorities, for facilitating resource allocation to support implementation strategies, and for monitoring and overseeing the achievement of climate-related ambitions.

The national climate working group is responsible for driving initiatives and ensuring integration across the organization. At the site-level, collaboration between the ESG Director, senior management and division leads enhances climate management efforts and supports the implementation of the Company's ESG roadmap within respective business units while driving integration across the organization as a whole.

Introduction of Scenario Analysis

In 2023, the Company undertook qualitative climate scenario assessments to identify risks and opportunities impacting operations and strategic priorities. Leveraging global and national models, the assessments span short- (1–2 years), medium- (3–5 years), and long-term (5–10+) projections, guiding the Company's proactive approach to climate resilience and risk management based on the three scenarios described below:

Paris Aligned

This scenario assumes Canada achieves net-zero emissions by 2050 and its target to reduce GHG emissions 40% below 2005 levels by 2030. Global commitments to decarbonization and mitigation of climate impacts are accelerated and global average temperature increase is limited to 1.5°C by 2100.

Insufficient Global Action

This scenario assumes Canada achieves net-zero emissions by 2060 and reduces GHG emissions 30% below 2005 levels by 2030. Beginning in 2020, countries act according to their pledges under the Paris Agreement, but efforts are not enough to limit warming to 2°C above pre-industrial levels by 2100. As a result, global average temperature increase is between 2.5°C and 2.9°C by 2100.

Climate Crisis

This scenario assumes Canada does not achieve its GHG emission reduction commitments and there are limited or no additional constraints on countries globally, aside from policies already in place. As a result, global average temperature increase is greater than 4°C by 2100.

Decarbonization and Energy Management

Strategy

The roadmap is focused on enhancing the capacity of the Attractions and Real Estate Divisions to achieve decarbonization targets through infrastructure improvements, continued learning, partnerships and research.

Through conducting qualitative scenario analysis, the Company identified a number of risks as well as opportunities related to transitioning to a low-carbon economy and decarbonization.

Transition Risks

Transition risks identified through the climate scenario analysis include increased emissions reporting obligations and increased pricing of GHG emissions, which may result in higher operating costs across the Company. As well, the availability and sourcing of raw materials and low-carbon products and services may particularly disrupt and delay real estate construction and demolition activities due to limited supplies and narrow vendor pools. Finally, changes in consumer/visitor behaviour towards favouring environmentally conscious organizations amplifies the need to continue to work towards supporting the government's GHG emission reduction targets. Failure to do so may result in reputational and financial costs to the Company over time.

In the short to long term, increased pricing of GHG emissions and changes in consumer behaviour are identified to have a more immediate potential impact on the Company, potentially impacting operating costs and revenue streams. The Company is planning to assess these impacts through a quantitative scenario analysis to better understand potential financial impacts over time.

Risk Category	Climate-Related Risk	Description	Key Geographies[1]	Time Horizon	Potential Financial Impact
Policy and Legal	Increased emissions reporting obligations	Increased pressure from government and stakeholders to decarbonize	All	Short to medium term	Increased costs to finance decarbonization and climate resilience initiatives Increased operating costs Changes in pricing of goods and services offered by supply chains Changes in revenue from customers and visitors at attractions and real estate sites Changes in labour costs and potential increased employee turnover
	Increased pricing of GHG emissions	Higher costs of energy Increased carbon pricing		Short to long term	
Market	Sourcing of raw materials	Changes in the availability of low-carbon products and services		Medium to long term	
Reputation	Changes in consumer behaviour	Changes in transportation habits and flows of customers and visitors		Short to long term	
	Reputational damages	Stigmatization and changes in stakeholder demand for low-carbon, climate-resilient attractions and real estate sites		Short to medium term	
	Increased employee concern	Increased pressure from employees to decarbonize and enhance the Company's climate resiliency		Short to medium term	

[1] Locations included in the scenario analysis are Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Ottawa, Montréal and Halifax.

Transition Opportunities

As the Company continues to implement its ESG roadmap, including decarbonization and climate resiliency efforts, there are key opportunities to further improve operations across the Company while contributing to the advancement of the federal government's net-zero by 2050 ambition.

Energy Efficiency	→ Reduce operational costs and enhance resource efficiencies.
Demonstrate Climate Leadership	→ Act as a leader among federal Crown corporations towards transitioning to a low-carbon economy by 2050. → Educate and engage customers, visitors and tenants on the value of the Company's climate change efforts.
Low-Emission Source of Energy	→ Deploy and adopt low-carbon, renewable energy technologies.
Partnerships/ Collaboration	→ Explore supply chain partnerships to mitigate climate-risks, including designing and planning low-carbon, climate resilient communities.

Risk Management

The Company continues to explore and adopt solutions that improve operations and support the Company's decarbonization goals. As the government, customers, visitors and other stakeholders continue to demand low-carbon operations, the Company recognizes that it is critical to continue to reduce its corporate emissions and to accelerate the pace at which it does so.

The Company includes decarbonization as a risk as part of its Enterprise Risk Management (ERM) program in order to elevate alignment with strategic objectives. The Company has empowered more ERM accountability, reflecting an evolved approach from previous practices. As pressure to decarbonize continues to grow, there is an increasing integration of this risk factor into business discussions, with plans already underway to decarbonize at the business unit level.

Metrics and Targets

The Company aims to reduce Scope 1 + Scope 2 emissions[2] by 40% by March 31, 2030 below the 2022/23 base year[3], 70% by March 31, 2040 and achieve net-zero emissions by 2050.

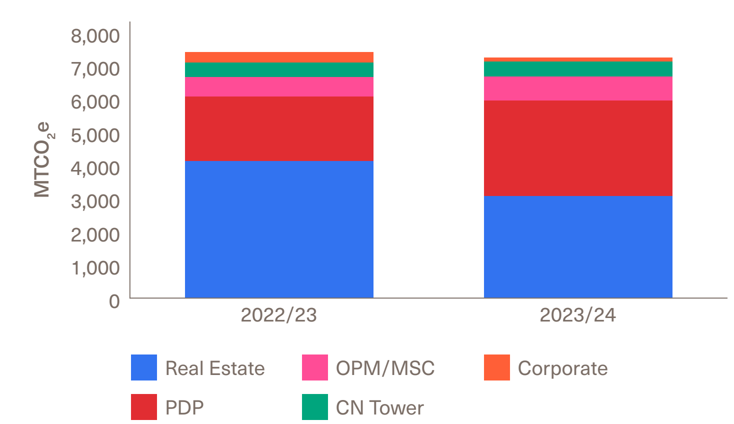
Scope 1 and 2 Emissions

In 2022, the Company prepared its inaugural GHG emissions inventory, prioritizing Scope 1 and Scope 2 emissions based on the GHG Protocol Corporate Standard's Operational Control approach. Since then, the Company has continued to calculate emissions to understand the Company's footprint across its operations.

In 2023/24, the Company's Scope 1 emissions decreased by 3% compared to 2022/23, from 5,040 MTCO$_2$e to 4,864 MTCO$_2$e. Scope 2 emissions remained fairly consistent year-over-year, being 2,378 MTCO$_2$e in 2022/23 and 2,389 MTCO$_2$e in 2023/24.

This decrease in scope 1 emissions is largely due to a decrease in natural gas consumption for Currie, Griesbach and Jericho Real Estate sites.

CLCL Scope 1 & Scope 2 GHG Emissions



[2] Scope 1 emissions include direct GHG emissions from owned or controlled sources by the Company (including natural gas, gasoline, diesel, propane). Scope 2 emissions are indirect GHG emissions from purchased or acquired electricity, steam, heat and cooling.

[3] Includes emissions from attractions only (i.e. CN Tower, OPM/MSC and PDP) and select real estate properties expected to be held past 2030. CLCL leased offices are excluded, as emissions from these spaces are considered non-material.

GHG Base Year Recalculation Policy for Scope 1 and 2
Scope 1 and Scope 2 GHG emissions reduction targets currently include all attractions, real estate properties and office leases expected to be held post-2030.

Given the nature of the business, the Real Estate Division's portfolio of properties is subject to frequent changes in ownership as land is sold to builders or leased to long-term tenants on an ongoing basis, and new properties are acquired. As such, in an effort to enhance the transparency of its GHG emission targets, the Company developed a GHG Base Year Recalculation Policy. The policy follows guidance from the GHG Protocol Corporate Standard, an internationally recognized standard for GHG emissions accounting and reporting. The Company's policy defines situations justifying the recalculation of its GHG emission reduction targets as the Company's portfolio changes over time. In the future, the Company will continue to monitor when revisions to the GHG emission targets are necessary to support the decarbonization of the Company's operations.

Scope 3 Emissions
Scope 3 emissions include indirect GHG emissions that occur in the Company's supply chain, including upstream and downstream emissions, outside of direct operations.

In 2023, the Company expanded its examination of emissions throughout its entire supply chain by conducting a preliminary evaluation of Scope 3 emissions. This assessment aimed to identify significant sources of these emissions, following guidance from the federal government's Greening Government Strategy. The main categories of Scope 3 emissions for the Company were identified as purchased goods and services, capital goods, use of sold products, and waste generated during operations. To involve employees in sustainability efforts, the Company also accounted for emissions from business travel.

The Company identified that a majority of Scope 3 emissions result from the Real Estate Division, including emissions and waste generated from third-party suppliers during construction and demolition activities, and the use of properties after sale or lease. Given this, the Company committed to the following Scope 3 targets:

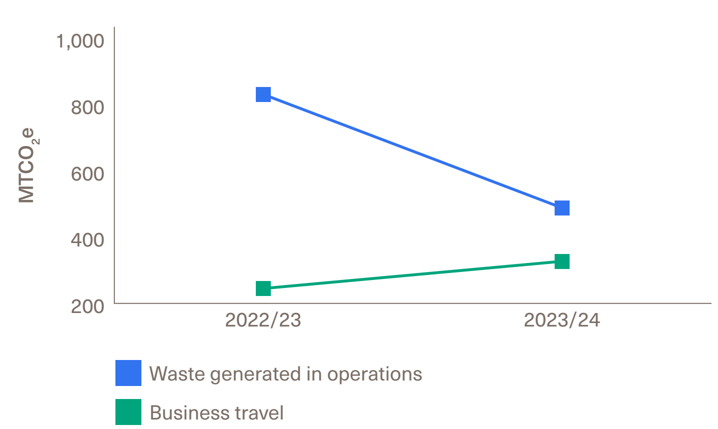
- All procurement over $1 million will include a request for suppliers[4] to identify their Scope 1 + Scope 2 emission reduction targets and tracking approach, with evaluation points for that disclosure by June 30, 2024.
- Increase diversion of waste generated during real estate construction and demolition activities to 90% by March 31, 2030, 95% by March 31, 2040 and net-zero waste by 2050.
- At least 30% of real estate properties sold will be designated for net-zero buildings[5] by March 31, 2030, 65% by March 31, 2040 and 100% of properties sold by 2050.

In addition, the Company continued to quantify select Scope 3 emissions, including business travel and waste generated in operations. In the future, the Company plans to continue to seek opportunities to quantify and reduce Scope 3 emissions.

In 2023/24, the Company's Scope 3 emissions decreased by 24% compared to 2022/23, from 1,077 MTCO$_2$e to 817 MTCO$_2$e.

The reduction in emissions is mostly due to a reduction in real estate construction and demolition activities. Construction and demolition activities conducted in Griesbach in 2023/22 strongly contributed to the overall waste generated during that time. In 2023/24, construction and demolition activities, notably at Jericho, generated less waste, which led to a scope 3 emissions reduction.

CLCL Scope 3 Emissions



[4] Does not include supply contracts with public agencies such as municipalities and utilities.
[5] Net-zero emissions buildings.

Site-Level Decarbonization Initiatives

CN Tower

- The site is already electrified (with the exclusion of diesel generators for backup power), which is contributing to the corporate-wide Scope 1 + 2 target.
- During the fiscal year, the CN Tower:
  - Earned Builder Owners and Management Association (BOMA) Gold status.
  - Installed a bike repair station to promote green commuting for staff.
  - Collaborated with Environment Canada on an air quality study and incorporated educational information in new lease agreements and contracts for tenants and builders regarding decarbonization and climate resilience.
- Looking ahead, the CN Tower plans to pursue Leadership in Energy and Environmental Design (LEED) certification.

Downsview Park

- In an effort to move away from gas, the Company is working with Toronto Hydro to replace the electrical substation servicing the majority of the Park to provide additional electrical capacity required.
- The Company is also developing environmental and greening language that can be incorporated into future lease agreements to ensure tenants are aware of the Company's goals and expectations.

Old Port of Montréal and Montréal Science Centre

- The Company carried out an analysis of the financial and operational impacts related to the replacement of natural gas with electricity at the Montréal Science Centre.
- Conducted an analysis to develop a plan for the electrification of its vehicle fleet and reduction of the vehicle fleet in the process.
- Hosted training session for merchants, management and employees on the risks linked to climate change, adapting to climate change and other associated risks.

Real Estate

- As a land developer, the Company has the opportunity to address carbon and emissions at the neighbourhood scale, as well as to prescribe performance at the building scale. Since the Company has a nationwide portfolio and is operating in different climate geographies on sites large and small, the approaches to low-carbon development will differ.
- The Real Estate Division has developed a standard Terms of Reference for Low-Carbon Feasibility Studies to be used across all properties that will identify low-carbon priorities and implementation plans suited to the site geography and form of development.
- Each project is required to conduct low-carbon feasibility studies at the appropriate time in the project development cycle.
- The Company has been a leader in adopting LEED for Neighbourhood Development (LEED ND). LEED ND was designed to motivate and support the development of improved, environmentally sustainable and interconnected neighbourhoods, extending its focus beyond individual buildings to encompass entire communities.

Some notable activities over the past year:

- The Village at Griesbach achieved stage eight registration in the LEED ND Gold program and has successfully obtained the certification. The Village at Griesbach is one of just three Canadian communities to attain this esteemed environmental status.
- With the MST Nations, developed a concept plan for the Jericho Lands project in Vancouver that is "Car-Lite", targeting 80% of trips taken without a personal vehicle.
- Updating previously completed low-carbon studies for Downsview Lands and conducting new studies for projects in Vancouver.
- Educating tenants and builders on decarbonization and climate-resilience efforts.

Climate Resilience

Strategy

Enhancing the resilience of the Company's Attractions and Real Estate Divisions sites against climate-related risks is a strategic imperative aimed at safeguarding people, maintaining operational continuity and mitigating financial risks. By improving climate resilience, the Company can better protect the health and safety of its employees, customers and visitors. As the impacts of climate change increase, CLCL recognizes the opportunity to enhance the resilience of its sites.

Physical Risks

Physical risks potentially pose a threat to the Company's operations, with varying levels of impact. Depending on where the Company operates, physical risks can include extreme heat, drought, floods and wildfires.

These risks, if not adequately mitigated, could impact operations, leading to increased financial costs through infrastructure and equipment damage and repair, insurance costs, changes in an employee's ability to work, and disruptions to customer and visitor attendance at its attractions. In addition, supply chains may be delayed or unavailable to provide goods and services, which may impact procurement, leading to potential financial costs.

In the short to long-term, increased high temperatures, heat waves and flooding are identified to have the most potential immediate and widespread impact on the Company across Canada. The Company is planning to undertake additional analysis to further understand the potential financial impacts of climate hazards at the corporate level, working with attractions and real estate sites to consider site-specific conditions.

Risk Management

In 2023, Climate Resilience was identified as an enterprise key risk, recognizing the Company's ability/inability to effectively manage and mitigate the effects of significant shifts in global climate conditions. Resilience means the ability to manage for temperature fluctuations, precipitation variations and altered wind patterns. They have the potential to affect the Company's assets, operations, reputation and/or financial performance.

As a response, the Company remains committed to strengthening the resilience of its Attractions and Real Estate Divisions against physical hazards through targeted climate-resilience initiatives.

Metrics and Targets

All attractions and real estate properties will adopt and implement site-specific climate adaptation plans by March 31, 2030. This will entail conducting site-specific climate risk and vulnerability assessments, and implementing measures to increase climate resilience.

Site-Level Initiatives

CN Tower

- Installed blast film on all elevator glass in response to increased climate risks.

Downsview Park

- Development of a climate-resilience plan is in progress.

Old Port of Montréal and Montréal Science Centre

- Conducting site-specific climate risk assessments, including risk management practices, both for aging infrastructure and for financial resilience.

Real Estate

- Similar to low-carbon ambitions, as a land developer, the Company has the opportunity to address climate resilience at the neighbourhood scale, as well as to prescribe performance at the building scale. Since the Company has a nationwide portfolio and is operating in different climate geographies on sites large and small, the approaches to climate resilience will differ and will incorporate urban design practices, landscape and architectural practices.
- The Real Estate Division developed a standard Terms of Reference for Climate Risk & Vulnerability Assessments to be used across all applicable properties at the appropriate time in the project development cycle.
- Some real estate teams have completed assessments for their sites, and many are focused on embedding the assessments into their project development cycles.

Risk Category	Climate-Related Risk	Description	Key Geographies[6]	Time Horizon	Potential Financial Impact
Chronic	Increased high temperatures and heat waves	Increased damage to property, overheating assets and facilities	All	Short to long term	Increased repair and operating costs (including insurance claims)
Acute	Increased flooding	Increased employee-related illness and labour disruption Increased health and safety concerns for visitors (attractions and real estate) Increased energy consumption for heating and cooling Increased landscaping obligations Delays in construction activities (real estate) Disruptions and delays in supply chains Disruption to public services and transit systems Displacement of communities, residents and tenants (real estate)	All	Short to long term	Increased capital expenditures to replace and retrofit facilities equipment Increased labour costs Changes in revenue due to customer traffic Revenue loss due to attractions closures
	Increased wildfires		Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Ottawa, Montréal, Halifax	Short to long term	
	Increased winter storms		Toronto, Montréal	Short to long term	

[6] Locations included in the scenario analysis are Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Ottawa, Montréal and Halifax.

Diverse Procurement

SDG Alignment

Targets

- → 5% of total value and number of contracts awarded to Indigenous businesses by March 31, 2026.
- → 5% of total value and number of contracts awarded to businesses owned by underrepresented groups by March 31, 2026.

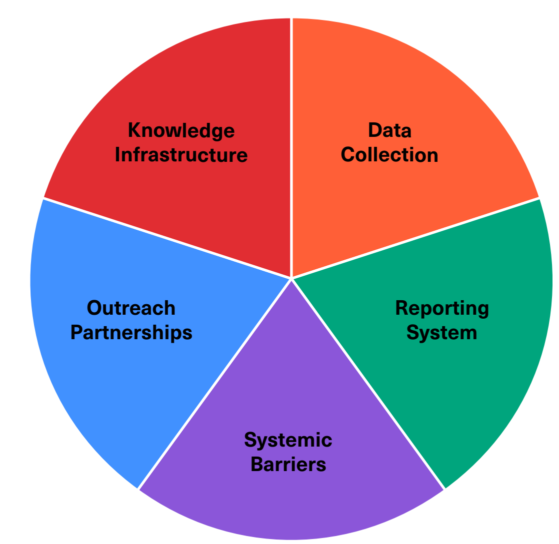
The Company is committed to increasing the value and quantity of contracts awarded to Indigenous businesses and those owned by underrepresented groups (defined as enterprises with majority ownership or control by women, black or racialized people, 2SLGBTQIA+ people, or people with disabilities). The commitment aligns with the federal government's objective of allocating 5% of federal contracts to businesses run and led by Indigenous peoples.

To ensure a unified and systematic approach to achieving this goal across its divisions, the Company is looking to its working group assigned to this priority to lead the effort. The group meets regularly to evaluate progress, exchange insights and identify new avenues for progress. The Company supports its diverse procurement objectives through five strategic procurement initiatives: knowledge infrastructure, data collection, reporting systems, addressing systemic barriers and fostering outreach partnerships.

In the realm of knowledge infrastructure, the Company calculated its actual number and value of contracts awarded to Indigenous businesses and businesses owned by underrepresented groups. This was completed through supplier engagement, urging current suppliers to complete intake forms while continuing to advocate for self-identification. In addition, the Company has put internal processes in place to keep track of its suppliers that are Indigenous businesses and businesses owned by underrepresented groups to facilitate reporting on this objective in the coming year. Collaboration with third-party property managers is ongoing to gain insights into their supplier networks.

Data collection processes have been fortified with software controls to ensure accuracy in tagging businesses owned by Indigenous peoples or underrepresented groups. Aiming for completion by June 2024, efforts are directed towards standardizing entry processes into the software for comprehensive data analysis. Addressing systemic barriers remains a priority, with a commitment to improving the Request for Proposals process to make it easier for these businesses to participate in the Company's procurement processes.

Looking ahead, the Company intends to bolster outreach partnerships by hosting educational sessions, producing website content and creating an internal resource page to facilitate collaboration. The Company anticipates providing a comprehensive update on these initiatives in its next ESG report.



Equity, Diversity and Inclusion

SDG Alignment

Targets

- → 100% of people leaders participate in training on inclusive leadership practices by March 31, 2025.
- → Diverse representation and employee population that is representative of the Canadian population* by March 31, 2028.
- → 25% increase in underrepresented group employees' feeling of inclusion by March 31, 2026.
- → At least 5 new partnerships with community-focused organizations that support underrepresented and Indigenous communities by March 31, 2026.

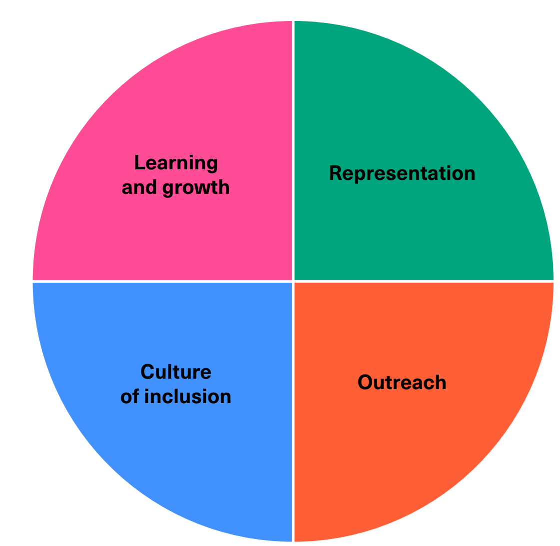
The Company is committed to integrating equity, diversity and inclusion (EDI) into all aspects of its operations, fostering an environment where differences are valued and celebrated. Recognizing that its employees, guests and communities form an integral part of its identity, the Company actively seeks inspiration from these interactions. It aims to generate positive societal impacts and create a place of belonging, where everyone is welcome, appreciated for who they are and comfortable being their authentic selves.

Guided by Human Resources teams in partnership with the EDI national working group, the Company coordinates its EDI efforts in collaboration with various EDI committees across the organization and its employee resource group the Rainbow Connection. The initiatives align with the Company's broader ESG roadmap, focusing on learning and growth, representation, culture of inclusion, and outreach.

To facilitate continuous learning in EDI, the Company offers training sessions for employees on topics such as inclusive language, working effectively with Indigenous peoples and awareness-building regarding Two Spirit Communities. The Company is committed to fostering diverse representation at all organizational levels, embedding EDI priorities into recruitment practices, onboarding and job promotions, as well as conducting comprehensive gender pay analysis with an EDI lens.

Fostering a culture of inclusion is paramount to the Company, where individuals are encouraged to be themselves and feel a sense of belonging and safety. In 2024, the Company received accreditation as a "Rainbow Registered" business from Canada's 2SLGBTQI+ Chamber of Commerce program. The program grants a limited-time recognition to businesses and organizations that demonstrate compliance with stringent standards to ensure 2SLGBTQI+ customers feel safe, welcomed and accepted.

Outreach initiatives are central to the Company's commitment to support and engage with Indigenous communities and underrepresented groups. This year, the Company prioritized engagement with community-focused organizations, hosting a speaker session with the Rainbow Railroad – a global non-profit aiding 2SLGBTQI+ individuals facing persecution. Through these endeavours, the Company seeks to foster an environment where everyone feels valued and included.



* Canadian population as represented by the Government of Canada's workforce availability for women, Indigenous peoples, persons with disabilities, and racialized persons; as represented by statistics from The Canadian Centre for Diversity and Inclusion for persons who identify as 2SLGBTQIA+; and as represented by Statistics Canada's 2021 census for persons who are non-binary.

Indigenous Peoples Collaboration

SDG Alignment

10 REDUCED INEQUALITIES

Target

→ 90% of properties and attractions have at least one relationship established with an Indigenous community by March 31, 2028.

Drawing from more than a decade of collaborative efforts with Indigenous peoples throughout Canada, the Company is dedicated to deepening its efforts further. The Company is steadfast in fostering authentic connections across all its real estate and attractions operations, and in obtaining valuable insights and knowledge gained through these relationships to inform its decisions.

With a commitment to amplifying Indigenous voices and narratives, the Company aims to create platforms for Indigenous peoples to share their stories while also expanding opportunities for their participation and representation, enhancing organizational capacity surrounding Indigenous knowledge, and integrating their interests into the Company's project plans. To effectively orchestrate these initiatives, the Company relies on the Indigenous Peoples Collaboration (IPC) national working group.

Aligned with its aspirations, the Company has outlined five strategic initiative groupings within its ESG roadmap: storytelling, collaboration, representation, knowledge capacity and project plans, each aimed at advancing its commitment to Indigenous Peoples Collaboration.

Approach to Indigenous Peoples Collaboration
The Company prioritizes providing platforms for Indigenous peoples to share their stories within its Real Estate and Attractions Divisions to foster understanding and appreciation. For instance, collaborations such as the CN Tower's work with Indigenous chef David Wolfman to celebrate Canada's Indigenous cuisine and culinary traditions and the creation of Urban Design Guidelines for Naawi-Oodena (the Company's real estate development project in Winnipeg, Manitoba) serve to educate both the public and employees on Indigenous cultures and contributions.

The Company is committed to increasing Indigenous representation as exemplified by the creation of an Indigenous Advisor position by the Company. Furthermore, scholarship opportunities for Indigenous youth are being explored by the Company's internal IPC working group and EDI committee. Additionally, the Company seeks to enhance its organizational capacity through initiatives like the Working with Indigenous peoples policy. The policy functions as a foundational document, outlining principles and objectives across key areas.

In terms of project planning, the Company strives to integrate Indigenous interests and perspectives in its projects, as evident in agreements and joint ventures with various First Nations across multiple cities. As of 2023, the Company had entered into agreements of various forms with 13 First Nations covering projects on nine properties in Vancouver, Winnipeg, Toronto, Ottawa and Halifax. Of note is a Memorandum of Understanding (MOU) with the Mississaugas of the Credit First Nation, signed in November 2023. The MOU highlights the Company's dedication to collaborative development within Indigenous territories, this time in the City of Toronto pertaining to the Company's Downsview Lands and in Mississauga at 1 Port Street East. As well, the Jericho Lands redevelopment project, a joint venture partnership with Musqueam Indian Band, Squamish Nation and Tsleil-Waututh Nation (collectively, the MST Partnership) and the Company, embodies this approach. Situated in Vancouver, the project aims to create a culturally rich community informed by Indigenous practices. The redevelopment planning process is rooted in considerations for future generations, echoing traditional Indigenous values. In Ottawa, the Company has a long-standing partnership with the Algonquins of Ontario that covers two properties and provides for economic participation and cultural integration in the projects.

Psychological Health and Safety

SDG Alignment

Targets

→ 15% improvement in psychological health and safety (PHS) experience survey scores by March 31, 2026.

→ 90% of foundational and high-priority elements from the 2022 PHS audit implemented by March 31, 2024.

The Company is steadfast in working towards providing a healthy workplace that prioritizes the physical and psychological well-being of its employees, recognizing psychological health and safety as a pivotal aspect of this dedication. Establishing a psychologically healthy and safe workplace is critical to maintaining the overall health, safety and well-being of employees. Integral to this commitment are various priorities, including educating the workforce on psychological health and safety, embedding these principles within policies and procedures, and conducting thorough assessments of workloads and workforce dynamics. To gauge progress and gather employee feedback, regular surveys are conducted, such as the 2022 survey on inclusion and psychological health and safety, with plans for future assessments to track improvements.

At the organizational level, the PHS national working group provides feedback on proposed internal programs and initiatives. It ensures alignment with the Company's goals and is instrumental in driving forward initiatives aimed at achieving psychological health and safety objectives.

Approach to Psychological Health and Safety

Key initiatives are structured into five groups: education; policies, procedures and benefits; workload assessment; balance; and total recognition and rewards. Under education, efforts focus on disseminating knowledge on psychological health and safety throughout the workforce, including available resources. As well, a risk assessment was conducted, and comprehensive training was provided to managers and joint Health and Safety committees.

Within the first year, the Company accomplished its goal to reflect psychological health and safety within policies, procedures and benefits; this was a key initiative outlined in the ESG roadmap. It also had a comprehensive third-party assessment and review completed in 2022. The assessment leveraged the National Standard of Canada for Psychological Health and Safety in the workplace to help identify and maintain a sustainable psychological health and safety management system.

Elsewhere, the CN Tower launched a Guest Code of Conduct poster outlining the expected behaviours for guests, including zero tolerance for mistreatment of employees. As part of wellness programs, the Company conducted a survey of employees' needs. To respond to the results, the Company introduced new objectives in its programs including financial literacy. At the Old Port of Montréal, stress management training and yoga classes were offered, and a walking and running group was created for employees.

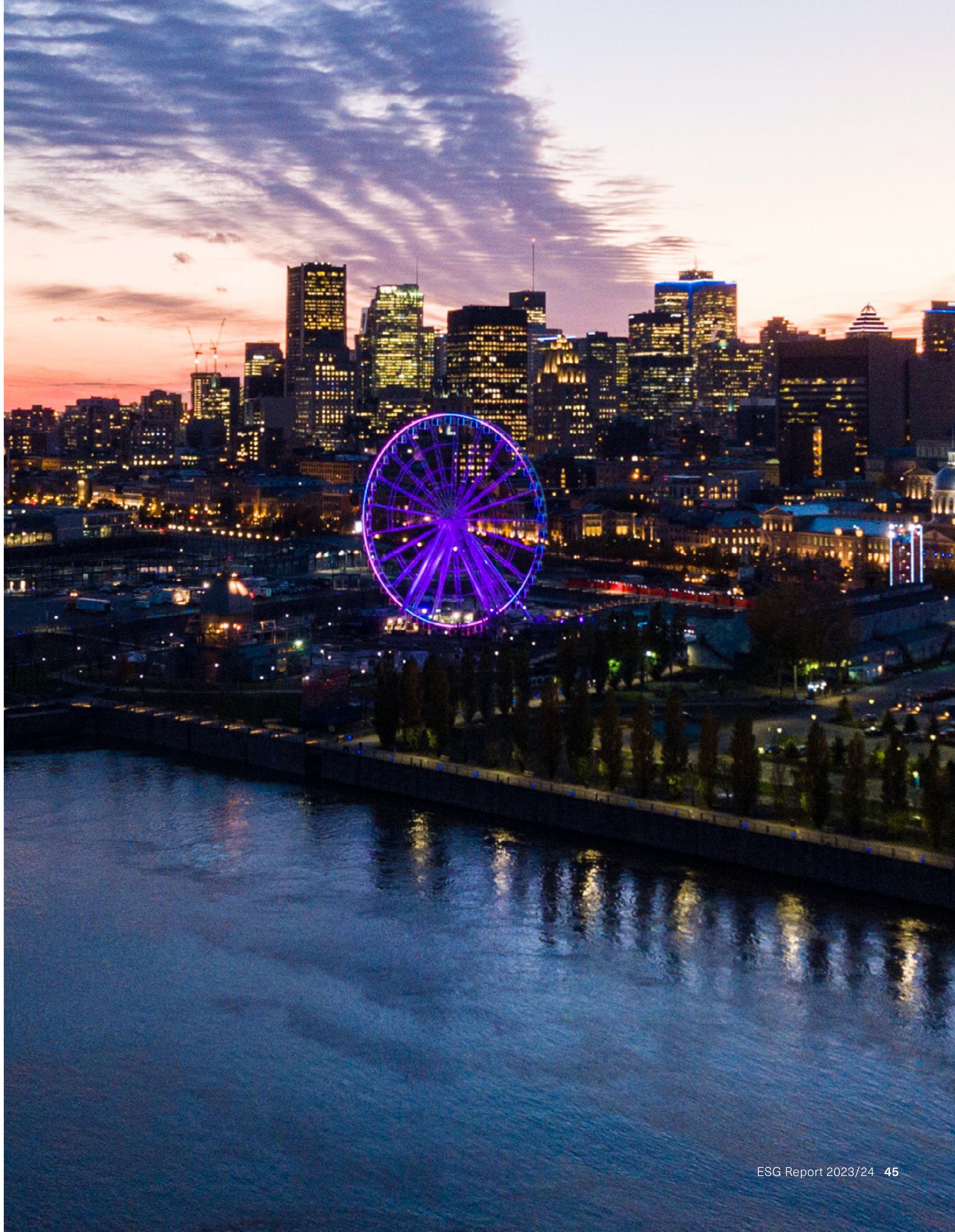
The Company aims to assess workforce needs and create strategies to manage workloads effectively, fostering a healthy balance between personal and professional responsibilities. Furthermore, the Company endeavours to foster a culture of appreciation and recognition through total rewards and recognition programs, nurturing an environment where employees feel valued and supported.

Looking Ahead

CLCL has made strides over the past year in advancing its ESG initiatives and working towards meaningful impacts. This inaugural ESG report is a testament to the dedication and collaborative efforts of the employees of the Company. The Company also recognizes that this is a starting point of a transformative path forward.

Looking ahead, as the Company turns 30 years old, its focus remains on demonstrating leadership in ESG, driving positive social and environmental outcomes, and upholding strong governance practices that propel CLCL toward a sustainable future while supporting the priorities outlined in the Company's Strategic Plan.

In subsequent reports, the Company will continue to show its evidence-based results, as well as outcomes achieved.



Appendices

Glossary of Terms

Affordable Housing

Housing is considered affordable when priced below market rates; affordability includes a range of housing that costs less than 30% of a household's income before tax to 80% of average market rent. It's a very broad term that can include housing offered by the private, public and non-profit sectors. It also includes all forms of housing tenure: rental, ownership and co-operative ownership, as well as temporary and permanent housing.

Climate Resilience

The capacity to prepare for, recover from, and adjust to climate effects such as increasingly common and severe weather events, prolonged droughts and extreme temperatures. This can involve creating resilience to disruptions in the supply chain, like food shortages resulting from droughts in other regions, through the promotion of local or urban farming.

Decarbonization and Energy Management

Reducing a company's carbon footprint (or decarbonizing) throughout its operations while striving to align with, and increase contributions to, the goal of achieving net-zero emissions by 2050 or earlier. This involves developing a plan to decrease and offset both direct and indirect emissions (Scope 1 and Scope 2) as well as GHG across the entire supply chain (Scope 3). It also entails managing energy usage, including transitioning to renewable sources and improving energy efficiency, and reducing the carbon intensity of electricity used in operations and business activities. For the Company, this encompasses planning for decarbonization and energy usage in real estate development projects.

Diverse Procurement

Actively ensuring participation of under-represented groups in the Company's vendor selection processes and supply chain.

Equity, Diversity and Inclusion (EDI)

This considers an organization's EDI performance as it relates to the employee, executive and Board levels. Diversity refers to the range of people and ideas both within and outside the organization. Inclusion is 'diversity in action', creating an environment of involvement, respect and connection, where diverse ideas, backgrounds and perspectives are valued to enhance business outcomes. Diversity includes gender, age, cultural background, physical abilities, race, religion and sexual orientation.

Indigenous Peoples Collaboration (IPC)

This involves making genuine efforts to engage and work closely with Indigenous peoples and communities where the Company operates. It is based on the following principles: building respectful relationships, being proactive in hiring a diverse workforce, and aiming to increase business opportunities with and for Indigenous peoples while also investing in community programs. It includes ongoing consultation, engagement, business development, long-term relationships and economic reconciliation with Indigenous communities.

Net-Zero Carbon Buildings

A highly energy-efficient building that produces on-site, or procures, enough carbon-free renewable energy to meet operations energy consumption annually.

Psychological Health and Safety (PHS)

This involves overseeing the implementation of best practices at all of the Company's locations. It includes providing training and ensuring that employees and contractors are well-informed about workplace hazards so they can work effectively and safely. It also takes into account the needs of the communities near these sites.

Scope 1 Emissions

Direct GHG emissions from sources the Company owns or controls, such as natural gas, gasoline, diesel, propane, etc.

Scope 2 Emissions

Indirect GHG emissions from purchased or acquired electricity, steam, heat and cooling.

Scope 3 Emissions

Indirect GHG emissions in the Company's value chain, including those upstream and downstream not covered in Scope 2.

Sustainable Development Goals (SDGs)

SDGs were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The goals recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

Under-Represented Groups

Enterprises majority-owned and -operated by Indigenous people, women, Black or racialized people, 2SLGBTQIA+ people, or people with disabilities.

Data Tables

	Unit	2023/24	2022/23
Revenue	$ million CAD	251.6	230.84

Affordable Housing

Affordable Housing	Unit	2023/24	2022/23
Affordable units enabled[1]	#	154	202

Climate

Climate	Unit	2023/24	2022/23
Energy consumption	#		
Total energy consumed	GJ	270,790	271,243
Energy intensity by revenue	GJ/$million	1,076	1,175
CN Tower			
Electricity	GJ	56,675	55,361
Diesel	GJ	0	39
PDP			
Natural gas	GJ	48,084	30,001
Electricity	GJ	49,230	49,517
OPMC/MSC			
Natural gas	GJ	11,826	9,438
Electricity	GJ	52,358	51,745
Gasoline	GJ	1,046	910
Diesel	GJ	191	250
Propane		3	13
Real Estate[2]			
Natural gas	GJ	32,490	52,574
Electricity	GJ	14,635	13,833
Diesel	GJ	8	16
Steam	GJ	12	16
Corporate Shared Services[3]			
Natural gas	GJ	1,506	5,865
Electricity	GJ	2,727	1,665

Climate (continued)

Climate (continued)	Unit	2023/24	2022/23
GHG Emissions			
Total GHG emissions			
Total Scope 1, Scope 2 and (select) Scope 3 emissions	$MTCO_2e$	8,071	8,495
Reduction of Scope 1, 2 and (select) Scope 3 emissions	%	5.0	Nd[4]
Scope 1 + 2 emissions			
Total Scope 1 emissions	CO_2e	4,864	5,040
Total Scope 2 emissions	CO_2e	2,389	2,378
Reduction of Scope 1 + 2 emissions (year over year)	%	2.2	Nd
GHG intensity (Scope 1 + 2) by revenue	$MTCO_2e$/$million	29	32
CN Tower			
Scope 1 emissions	$MTCO_2e$	0	3
Scope 2 emissions	$MTCO_2e$	448	431
PDP			
Scope 1 emissions	$MTCO_2e$	2,494	1,556
Scope 2 emissions	$MTCO_2e$	389	385
OPM/MSC			
Scope 1 emissions	$MTCO_2e$	692	564
Scope 2 emissions	$MTCO_2e$	28	27
Real Estate			
Scope 1 emissions	$MTCO_2e$	1,655	2,664
Scope 2 emissions	$MTCO_2e$	1,428	1,477
Corporate Shared Services			
Scope 1 emissions	$MTCO_2e$	24	254
Scope 2 emissions	$MTCO_2e$	97	59
Scope 3 emissions[5]			
Total Scope 3 emissions	$MTCO_2e$	**817**	**1,077**

[1] Affordable housing enabled: The year when the Corporate Plan anticipates the sale of the serviced lands to a housing provider (or to First Nations) to realize affordable housing units and/or confirmed units on historical sales.

[2] Real estate sites include 1495 Heron Road, Booth Street, Côte-de-Liesse, Currie, Heather Lands, Jericho Lands, Pleasantville, Shannon Park, Village at Griesbach and Wateridge Village.

[3] Corporate Shared Services includes CLCL offices (not already included in attractions and real estate), including 1 University Avenue, Suite 1700; 100 Queen Street, Suite 1050; and 1791 Barrington Street, Suite 1510. Winnipeg office 201 Portage Avenue, Suite 1800 is not included, as data is unavailable and considered non-material.

[4] The data points noted "Nd" were not measured during the period. Most of the data started being measured in fiscal year 2023/24. Some data points are marked "Nd" for fiscal year 2023/24 as well, as these KPIs will start being measured and reported on in fiscal year 2024/25.

[5] Scope 3 emissions include emissions from C5: waste generated in operations and C6: Business travel.

Data Tables (continued)

Climate (continued)	Unit	2023/24	2022/23
Category 1: Purchased goods and services			
Category 2: Capital goods			
Top suppliers by spend (over $1M) with Scope 1 + 2 GHG emission reduction targets	#	Nd	Nd
Category 5: Waste generated in operations[5]			
Total emissions from waste generated in operations	$MTCO_2e$	489	831
Amount of waste generated in operations	MT	628	2,801
Amount of waste diverted in operations	MT	178	1,412
% of waste generated in operations diverted	%	28.4	50.4
Category 6: Business travel			
Total emissions from business travel	$MTCO_2e$	328	246
Category 11: Use of sold products			
Properties sold designated for net-zero carbon buildings	%	0	0
Climate resilience			
Attractions and real estate properties that have developed climate resilience and adaptation plans	%	4.4	4.4
Attractions and real estate properties that have implemented site-specific climate-resilience and adaptation plans	%	4.4	4.4

[5] Exclusive to waste generated in operations during real estate construction and demolition activities. Does not include waste generated from attractions and offices.

Diverse Procurement	Unit	2023/24	2022/23
Total value of contracts awarded to Indigenous businesses	%	0.7	Nd
Total number of contracts awarded to Indigenous businesses	%	0.4	Nd
Total value of contracts awarded to businesses owned by underrepresented group(s)	%	2.0	Nd
Total number of contracts awarded to businesses owned by underrepresented group(s)	%	2.2	Nd

Equity, Diversity and Inclusion	Unit	2023/24	2022/23
Representation			
Employees who are members of racialized groups	%	37.4	Nd
Employees who identify as 2SLGBTQIA+	%	8.3	Nd
Employees with a disability	%	5.3	Nd
Female employees	%	41.7	41.15
Non-binary/other employees	%	1.0	0.25
Indigenous employees	%	1.1	Nd
Employees under 30 years old	%	38.0	Nd
Employees between 30 and 50 years old	%	38.5	Nd
Employees over 50 years old	%	23.5	Nd
Inclusion			
Employees that reported feelings on inclusion to date	#	Nd[6]	42.0
Outreach			
New partnerships with community-focused organizations that support underrepresented and Indigenous communities	#	Nd	Nd
Learning and Growth			
Employees who participated in at least one Company-sponsored EDI training[7]	#	Nd	Nd

[6] Baseline survey data was collected in FY22/23. No survey was conducted in FY23/24; further surveys will occur going forward.
[7] To begin tracking in FY24/25.

Indigenous Peoples Collaboration	Unit	2023/24	2022/23
Properties that have at least one relationship established with an Indigenous community	%	68.4	57.9
Attractions that have at least one relationship established with an Indigenous community	%	100.0	50.0
Increase in relationships established with Indigenous communities	%	30.8	Nd

Psychological Health and Safety	Unit	2023/24	2022/23
Foundational and high-priority elements from the 2022 PHS audit implemented	%	91.3	Nd

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Canada