



**Brookfield**

**2022  
Sustainability  
Report**

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Brookfield Real Estate

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# Brookfield at a Glance<sup>1</sup>

Our investment approach creates value, while focusing on downside protection, across market cycles.

Brookfield is a global alternative asset manager with over \$850 billion of assets under management and over a century of experience owning and operating assets that help form the backbone of the global economy.



## Real Estate

**\$272B**  
AUM

- Housing
- Logistics, Self-Storage, Triple Net Lease
- Hospitality
- Office
- Science & Innovation
- Mixed-Use, Retail and Entertainment



## Credit & Insurance Solutions<sup>2</sup>

**\$197B**  
AUM

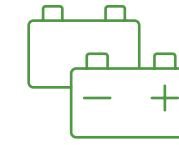
- Direct Lending
- Alternative Strategies
- Reinsurance
- Annuities
- Operating Platforms
- Investment Solutions



## Infrastructure

**\$161B**  
AUM

- Transport
- Utilities
- Data
- Midstream



## Private Equity

**\$141B**  
AUM

- Business Services
- Infrastructure Services
- Industrials



## Renewable Power & Transition

**\$79B**  
AUM

- Hydro
- Wind Distributed Generation
- Sustainable Solutions
- Solar

<sup>1</sup> Brookfield Asset Management Ltd. was established by Brookfield Corporation (formerly known as Brookfield Asset Management Inc.) to give public shareholders direct access to a pure-play alternative asset management business. "The "Manager," "Brookfield," the "company," "we," "us" or "our" refers to Brookfield Asset Management Ltd. together with our asset management business, being Brookfield Asset Management ULC and its subsidiaries, including its share of the asset management activities of Oaktree Capital Management ("Oaktree"). The "Corporation" refers to Brookfield Corporation (formerly known as Brookfield Asset Management Inc.) and its subsidiaries (including the perpetual affiliates), together the "firm". Throughout this report we refer to our business groups, which represent people from each of our pillars above (e.g., Renewable Power & Transition, Infrastructure, Private Equity and Real Estate). As well, throughout this report, we use the term portfolio company, which may refer to an investment in a property, asset, or business. Additional discussion of the Corporation's and the perpetual affiliates' businesses and results can be found in their public filings.

<sup>2</sup> This report does not address the sustainability practices of Oaktree Capital Management ("Oaktree"). Please refer to Oaktree's website for a description of its sustainability practices <https://www.oaktreecapital.com/responsibility/esg>. Total AUM also includes \$10 billion from our Public Securities Group and \$44 billion from Insurance Solutions. AUM figures are as of June 30, 2023. For a discussion of our Insurance Solutions business and our Public Securities Group, see Brookfield's Annual Report.

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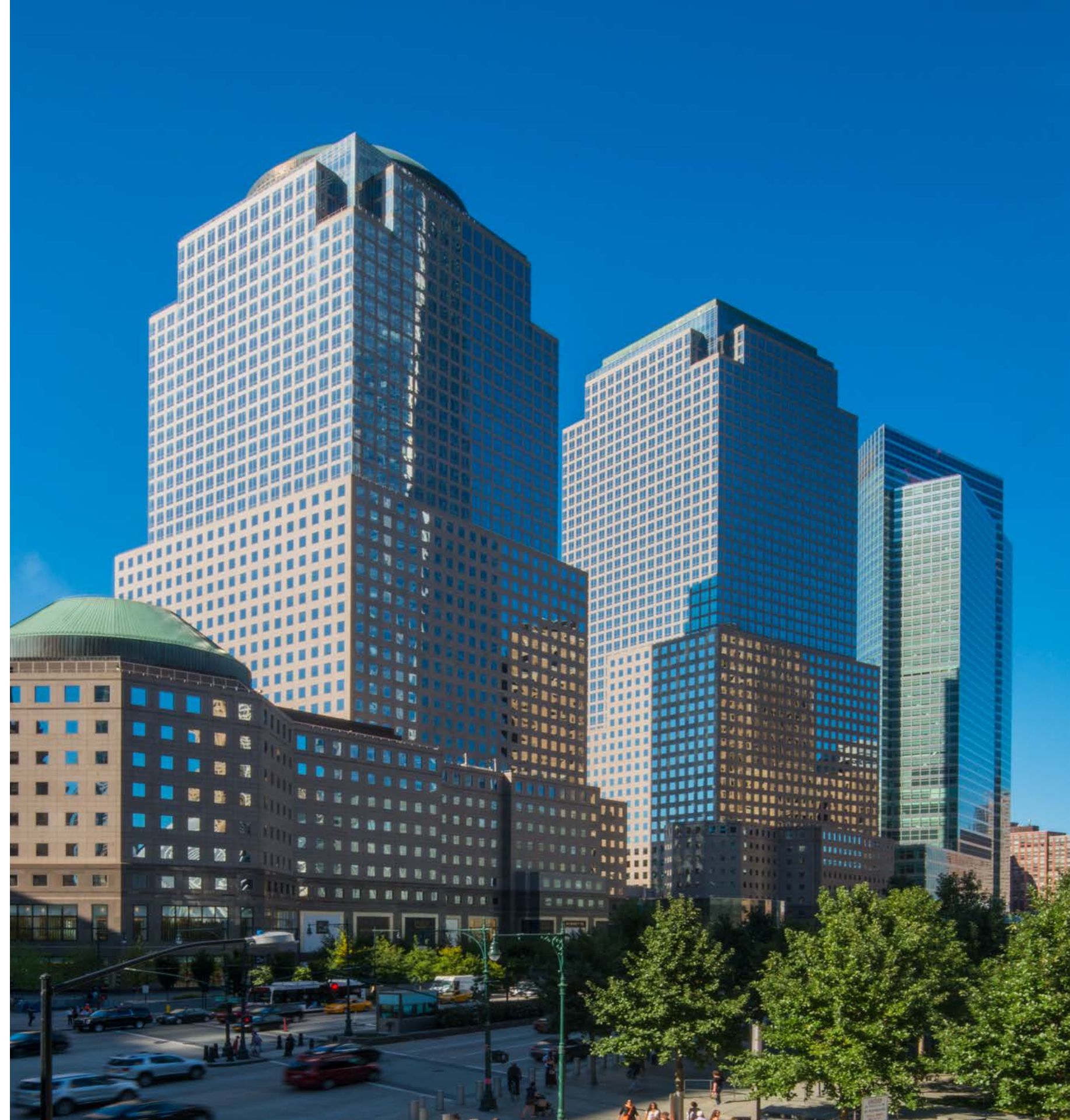
# Our Real Estate Business

We are a diversified global real estate investor.

Brookfield is one of the world's largest investors in real estate. We own, operate and develop iconic properties in the world's most dynamic markets. Our global portfolio includes housing, logistics, hospitality, science & innovation, office and retail assets.

Our approach is to deliver strong long-term returns and provide downside protection for our investors. We invest our own capital in virtually every transaction, aligning interests with our investors and leveraging our deep operational expertise, global reach and access to large-scale capital to create value. We seek to generate superior results by employing our real estate capabilities that have been honed during our 100-plus year history of investing and operating experience.

Brookfield Asset Management and its subsidiaries provide investment and asset management services to Brookfield's real estate vehicles. These asset management services include establishing and overseeing the execution of ESG objectives across our various real estate investments. Brookfield Properties, the subsidiary of Brookfield Corporation, provides certain real estate operating services (property management, leasing, development management, etc.) to various Brookfield investments, including the execution of ESG objectives at the property level.



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# Our Real Estate Around the World

Operating on five continents, our investments are diversified by sector and geography, reducing exposure to disruptions in any single sector or market, and minimizing volatility. As of June 30, 2023, Brookfield has a controlling interest in over 7,000 properties across 637 million square feet globally.

We target a range of investment strategies, including opportunistic, lending and finance, plus certain sector-specific strategies.

## Our Global Presence<sup>1</sup>



<sup>1</sup> As of June 30, 2023. Totals may not add due to rounding. Assets under management (“AUM”) refers to the total fair value of assets managed by Brookfield Corporation and / or Brookfield Asset Management Ltd. (collectively, “Brookfield”), calculated as follows: (a) investments (excluding AUM attributable to Oaktree Capital Management (“Oaktree”)) that Brookfield either: consolidates for accounting purposes (generally, investments in respect of which Brookfield has a significant economic interest and unilaterally directs day-to-day operational, investment and financial activities), or does not consolidate for accounting purposes but over which Brookfield has significant influence by virtue of one or more attributes (e.g., Brookfield being the largest investor in the investment, Brookfield having the largest representation on the investment’s governance body, Brookfield being the primary manager and / or operator of the investment, and / or Brookfield having other significant influence attributes), are calculated at 100% of the total fair value of the investment taking into account its full capital structure – equity and debt – on a gross asset value basis, even if Brookfield does not own 100% of the investment, with the exception of investments held through Brookfield’s perpetual funds, which are calculated at Brookfield’s proportionate economic share of the investment’s net asset value; (b) all other Brookfield investments (excluding Oaktree) are calculated at Brookfield’s proportionate economic share of the total fair value of the investment taking into account its full capital structure – equity and debt – on a gross asset value basis, with the exception of investments held through Brookfield’s perpetual funds, which are calculated at Brookfield’s proportionate economic share of the investment’s net asset value; and Brookfield AUM that is attributable to Oaktree is calculated as described [here](#).

Infrastructure AUM includes \$4 billion of AUM attributable to Oaktree and \$5 billion of AUM attributable to Brookfield Public Securities Group (“PSG”). Private Equity AUM includes \$16 billion of AUM attributable to Oaktree. Real Estate AUM includes \$16 billion of AUM attributable to Oaktree and \$2 billion of AUM attributable to PSG. Credit & Insurance Solutions AUM includes \$132 billion of AUM attributable to Oaktree, \$10 billion of AUM attributable to PSG and \$44 billion of AUM attributable to Brookfield Reinsurance Partners. Both Oaktree and PSG operate separately from the rest of Brookfield pursuant to an information barrier by which Oaktree and PSG manage their investment activities independently of the rest of Brookfield. Brookfield’s methodology for determining AUM differs (and in some cases such difference could be significant) from the methodology that is employed by other alternative asset managers as well as the methodology for calculating regulatory AUM that is prescribed for certain regulatory filings (e.g., Form ADV and Form PF). Brookfield’s AUM is rounded to the nearest \$25 billion.

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# Sustainability Highlights

## Net zero by 2050

Brookfield's commitment

47

retail stores opened or under construction as a result of our Partner to Empower program

## Inaugural TCFD disclosure

included in this 2022 Sustainability Report

600+

green building certifications achieved

534,741 MWh

of renewable energy procured globally

33%

of global AUM covered by science-based targets

40%

of our employee population in Australia, Canada, the U.K. and U.S. is ethnically diverse

83%

average GRESB score across our responding business units

46%

of our hires in 2022 were female

100%

asset-level GHG emissions measurements

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# ESG Affiliations and Partnerships

Stewardship through collaboration.

Brookfield is actively involved in a global community of ESG-focused investors and frameworks.

Brookfield also participates in a variety of real estate and ESG-related taskforces, working groups, advisory boards and other associations around the world.

## ESG-FOCUSED INVESTORS AND FRAMEWORKS



### Principles for Responsible Investment (PRI) Signatory

Formalizes our longstanding commitment to responsible investment and ESG best practices



### Task Force on Climate-related Financial Disclosures (TCFD) Supporter

Guides companies in incorporating climate change considerations in business and financial decisions to facilitate the transition to a more sustainable, low-carbon economy

### NZAM

#### Net Zero Asset Managers (NZAM) Initiative Member

Affirms our goal of net-zero emissions by 2050 or sooner



### Institutional Limited Partners Association Diversity in Action Initiative (ILPA) Member

Reflects our commitment to advancing diversity and inclusion in the private equity industry



### IFRS Sustainability Alliance Member (previously known as the Sustainability Accounting Standards Board (SASB))

Guides companies in developing globally accepted accounting and sustainability disclosures



### Global Real Estate Sustainability Benchmark (GRESB) Participant

Assesses the sustainability performance of real asset sector portfolios and assets

## REAL ESTATE AND ESG-RELATED TASKFORCES, GROUPS, BOARDS, AND OTHER ASSOCIATIONS

**National Association of Real Estate Investment Trusts Real Estate Sustainability Councils (U.S.)**

**Better Buildings Partnership Climate Positive, Resilience and Circular Economy Working Groups (Australia)**

**Task Force on Nature-related Financial Disclosures Real Estate Working Group (Europe)**

**Center for Active Design Fitwel Leadership Advisory Board (U.S.)**

**Building Owners and Managers Association Energy Committee (Canada, U.S.)**

**National Green Building Councils (Canada, U.S., Germany, Australia, India)**

**Clean Energy Buyers Association (CEBA, Global)**

**Real Property Association of Canada, ESG Committee**

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# Letter to Stakeholders

## Welcome to Brookfield's 2022 Real Estate Sustainability Report

We recognize that buildings are more than physical structures—they help shape our communities and can be catalysts for change. We also believe that embracing sustainability helps us reimagine the future of real estate, and ultimately build a better world for our neighbors, our planet, and our business. We seek to create environments that are inspiring, safe, efficient, and vibrant for the people who work in, live in, or visit them each day.

Our real estate ESG goals directly support this ambition. Sound ESG practices are integral to building resilient businesses and creating long-term value for our stakeholders. We take seriously our responsibility to act in the best interest of our investors to provide superior risk-adjusted returns—and work to ensure our business model is sustainable well into the future. With a heightened recognition that ESG performance can impact long-term financial value, we believe that the business case for environmental, social and ethical practices is clear.

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BROOKFIELD REAL ESTATE

Our ESG program is advanced, far-reaching and coordinated across our diversified business. We identify, strategize, and execute initiatives addressing key ESG topics because we know that these efforts impact countless stakeholders across our portfolio, every day. On the pages that follow, we are pleased to share our detailed progress on our ESG initiatives globally.

### Climate change is both a unique challenge and tremendous opportunity

We believe we have an ability to make an outsized positive impact in the transition to net-zero because we have one of the largest commercial real estate portfolios in the world. We understand that achieving net zero represents one of the greatest opportunities of the coming decades, and that the transition will require deep operational expertise and investment in low-carbon strategies and decarbonization solutions.

As a signatory to the Net Zero Asset Managers (NZAM) initiative in 2021, Brookfield made a commitment to achieve net-zero greenhouse gas (GHG) emissions by 2050 or sooner. We are working towards measuring our emissions with the same rigor that we measure our financial performance, and our portfolio managers in all areas are creating decarbonization plans that support this goal.

For example, we are evaluating and deploying solutions to decarbonize our portfolio through GHG emissions-free electricity. Our U.S. office portfolio recently committed to procure 100% of its electricity from GHG emissions-free sources by 2026, reducing our GHG emissions footprint by 355,000 metric tons. We have installed over 60 MW of onsite solar capacity in our retail portfolio, avoiding more than 95,000 metric tons of GHG emissions since 2014. To support the decarbonization of the local electricity grid, our logistics portfolio is installing 134 MW of solar panel generating capacity, reducing annual grid GHG emissions by over 130,000 metric tons.

We also prioritized refreshing our climate risk assessment to better understand the potential physical and transition risks—and opportunities—across our businesses. We are using the results to enhance our strategy for climate change transition, mitigation and adaptation, and continue to integrate these considerations into our business and investment approaches.

Further, we have aligned our practices to the Task Force on Climate-related Financial Disclosures (TCFD)—including by way of the enhanced disclosures reflected in this report.

Sharing our progress with our stakeholders and engaging them in our journey toward net zero is a central part of our plan—and we look forward to keeping you informed along the way.

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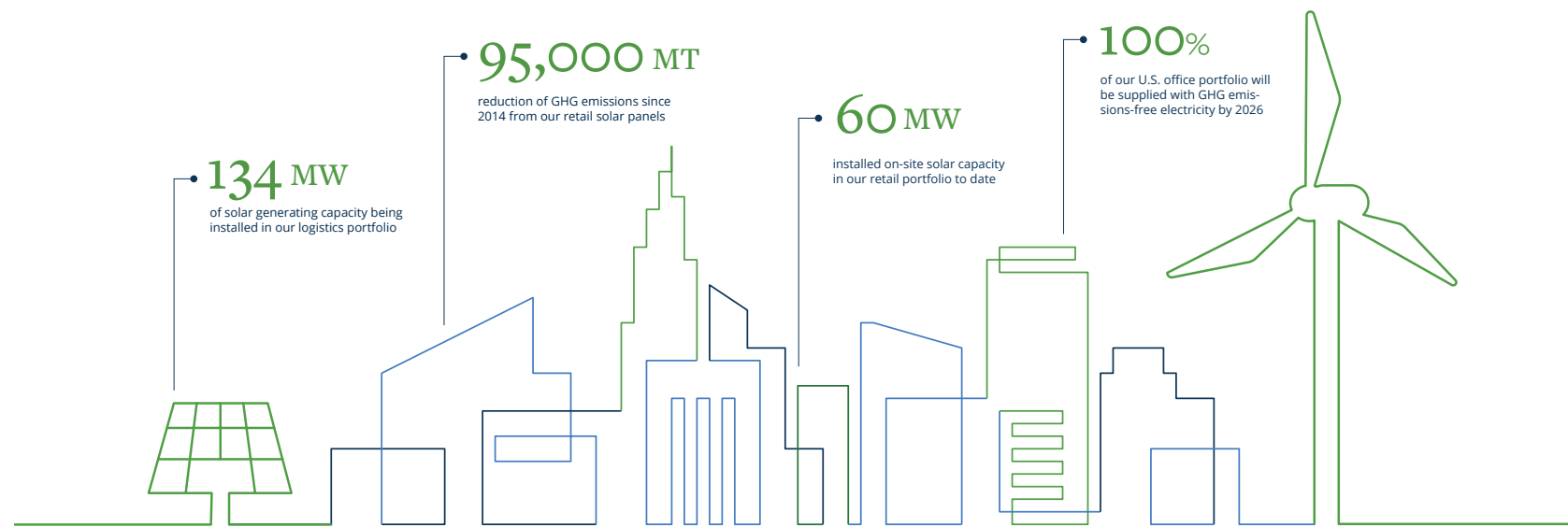
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**People are at the heart of what we do**

We foster a purpose-led, inclusive and diverse work environment where talent can thrive. We believe every employee plays a role in our sustainability goals, and we directly support employee training and professional development in ESG matters to help us go further, faster. We also engage with our tenants and residents to create awareness on how sustainability can benefit us all.

Our social programs focus on diversity and inclusion, employee well-being, tenant engagement, and community support. With a presence in over 20 countries around the world, our goal is to facilitate the exchange of ideas among people from different backgrounds and experiences—whether that’s our tenants, residents, communities, or employees. We prioritize transparent

collaboration with our stakeholders as a way to build respect and community, while also creating economic value. For example, our Partner to Empower Program has helped 160 Black and minority retail entrepreneurs attend tailored workshops, network with peers, and open stores in our retail centers. We expect that the program will see more than 250 stores open over the span of five years.

**Governance**

We do the right thing, so that our people and partners can be confident in the integrity of our business. Strong governance is essential to our sustainable business operations, and allows for faster and safer growth, and ultimately protects our business. Through our governance framework, each Brookfield employee acts in the best interests of our stakeholders, every day. We embrace

open and timely communication, and welcome the voices of employees and neighbors on the issues that matter to them. These practices enhance our reputation and position as a premier real estate investor, manager, and developer, and form the foundation of our approach to sustainability.

We would like to thank you for your interest in our ESG vision and progress.



**Brian Kingston**  
Chief Executive Officer

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# About This Report

This report covers Brookfield's ESG-related activities in real estate from January 1, 2022 to December 31, 2022, unless otherwise noted.

To ensure this report provides relevant information to our broad group of stakeholders, and aligns with industry disclosure best practices, we refer to the internationally recognized ESG frameworks of the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI), which shape the scope of how we identify and report on our material ESG matters.

We continue to align our climate-related corporate reporting with the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD). And we consider the Sustainable Development Goals (SDGs) in our ongoing operations and in the development of this report, as well as the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards.

Please see the appendix of this report for reference tables for the above standards and frameworks.

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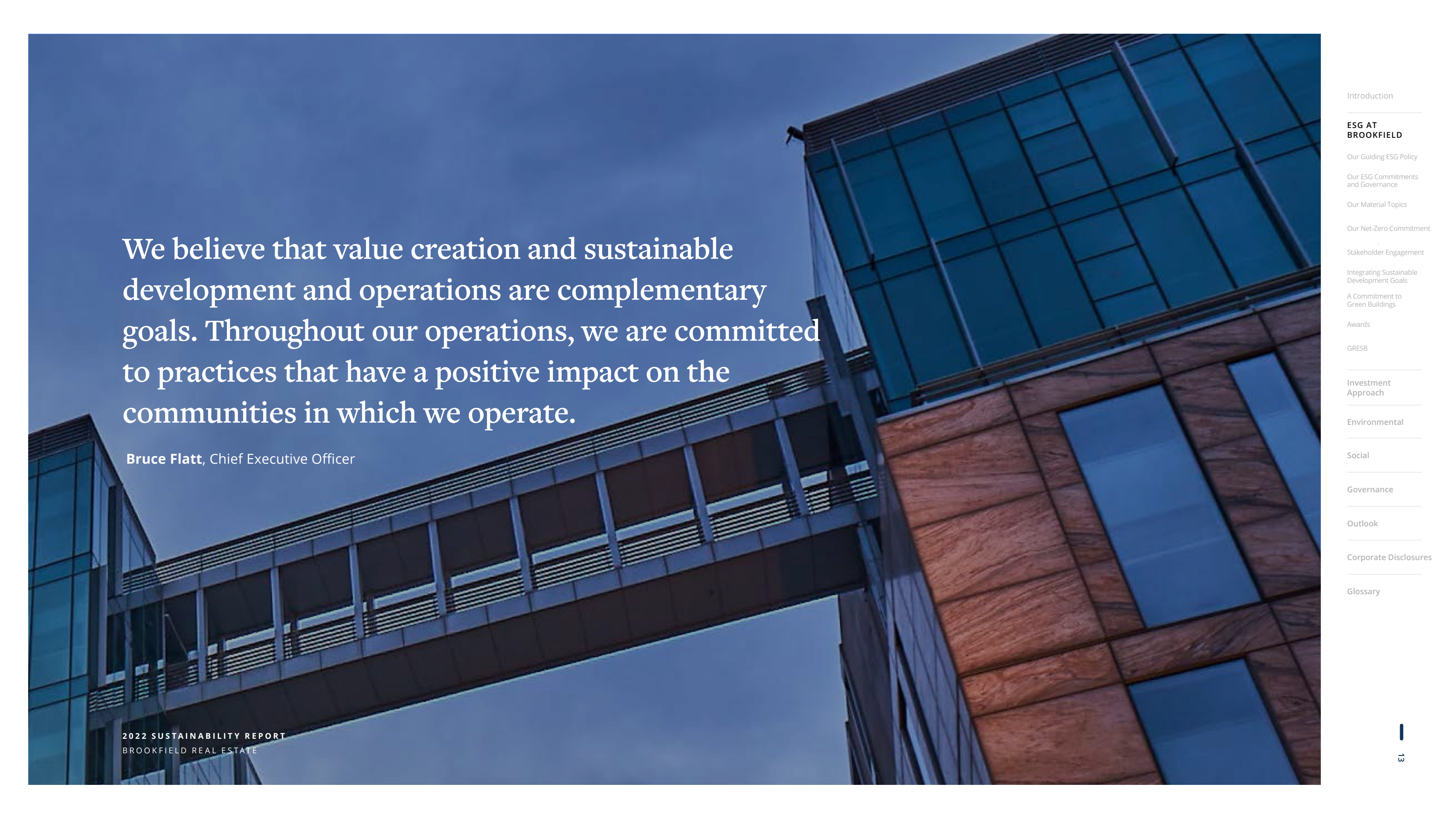
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We believe that value creation and sustainable development and operations are complementary goals. Throughout our operations, we are committed to practices that have a positive impact on the communities in which we operate.

**Bruce Flatt**, Chief Executive Officer

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# Our Guiding ESG Policy

Our ESG strategy is centered on supporting business resilience and creating value for our investors and stakeholders—now and in the future.

We manage our investments with integrity, combining economic goals with responsible citizenship. This is consistent with our longstanding philosophy of conducting business with a long-term perspective in a sustainable and ethical manner. It also requires operating with robust ESG principles and practices, and maintaining a disciplined focus on integrating these into everything we do.

ESG principles have always been embedded in how we run our business, and we formalized our approach with the publication of Brookfield's ESG principles in 2016. In 2022, we developed a global ESG Policy that formalizes our practices related to operationalizing our ESG principles. Our ESG Policy codifies our longstanding commitment to integrating ESG considerations into our decision-making and day-to-day asset management activities. This policy is reviewed annually and updated on an as-needed basis.

## ADDITIONAL INFORMATION

[ESG Policy](#)

Our ESG Policy outlines our approach to ESG and is based on the following guiding principles:



### Mitigate the impact of our operations on the environment

- Strive to minimize the environmental impact of operations and improve our efficient use of resources over time
- Support the goal of net-zero GHG emissions by 2050 or sooner



### Uphold strong governance practices

- Operate to the highest ethical standards by conducting business activities in accordance with our Code of Business Conduct and Ethics
- Maintain strong stakeholder relationships through transparency and active engagement



### Ensure the well-being and safety of employees

- Foster a positive work environment based on respect for human rights, valuing diversity, and having zero tolerance for workplace discrimination, violence, or harassment
- Operate with leading health and safety practices to support the goal of zero serious safety incidents



### Be good corporate citizens

- Ensure the interests, safety and well-being of the communities in which we operate are integrated into our business decisions
- Support philanthropy and volunteerism by our employees

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# Our ESG Commitments and Governance

Oversight and accountability help us reach our goals.

## ESG Commitments

We are committed to:

- Decarbonizing our portfolio to be net zero by 2050 or sooner
- Developing and operating our properties to achieve optimum resource efficiency and occupant satisfaction
- Seeking best-in-class building certifications in key markets
- Employing innovative strategies and technologies to reduce our environmental impact
- Ensuring the well-being and safety of our employees
- Maintaining strong stakeholder relationships through ongoing, active engagement
- Actively participating in green industry organizations
- Aligning our ESG programs and practices to external frameworks and standards
- Building transparency through ESG disclosures that we deem material to our business and stakeholders

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**ESG Governance**

Our approach to ESG governance best practices, cost efficiencies, and, ultimately, value creation, allows for the alignment of responsibility, accountability and expertise.

Accountability for ESG starts with Brookfield’s Board of Directors, who set the overall direction for the firm.

Within real estate, our CEO and COO are responsible for overseeing ESG and making the key strategic decisions. Brookfield’s employees, including a core team of dedicated ESG experts, operationalize those decisions within our asset management and portfolio company management teams. From there, each portfolio company creates tailored ESG strategies and provides oversight to those responsible for implementing and executing those strategies. Each portfolio company is also tasked with understanding its material ESG matters in order to mitigate and manage risk, and also to identify opportunities. Whenever possible, we leverage internal experts to assist portfolio companies in adeptly managing these areas and encourage efficiencies across portfolio companies.

Portfolio companies are required to include ESG objectives and initiatives in their annual business plan submissions and Brookfield’s real estate group works closely with them to ensure these objectives and priorities are successfully implemented. Portfolio companies share updates on their progress toward achieving ESG goals with Brookfield’s real estate leadership on an ongoing basis.

**We have working groups dedicated to specialized areas with the objective of ensuring the key priorities for Brookfield are being advanced.**

**ESG Working Group**

Our ESG Working Group comprises representatives from across business groups and functional areas to develop and coordinate ESG initiatives. The Working Group also ensures that sector and market trends are considered. The diverse nature of this group, with varying areas of expertise and backgrounds, ensures there is a wide range of representation when considering Brookfield’s ESG opportunities and risks. This group meets, at minimum, monthly and reports on the progress of the Working Group’s initiatives to the executive team on a regular basis.

**Finance ESG Working Group**

The Finance ESG Working Group comprises senior finance professionals from Brookfield and its business groups, with a mandate to develop and implement a coordinated approach to climate-related financial disclosures.

**Net Zero Steering Committee**

The Net Zero Steering Committee is comprised of senior executives throughout Brookfield, and is responsible for overseeing Brookfield’s decarbonization strategy and initiatives.

**Net Zero Operational Committee**

The Net Zero Operational Committee comprises functional, sector and technical experts across the organization with a mandate to execute the priorities set out by the Net Zero Steering Committee.

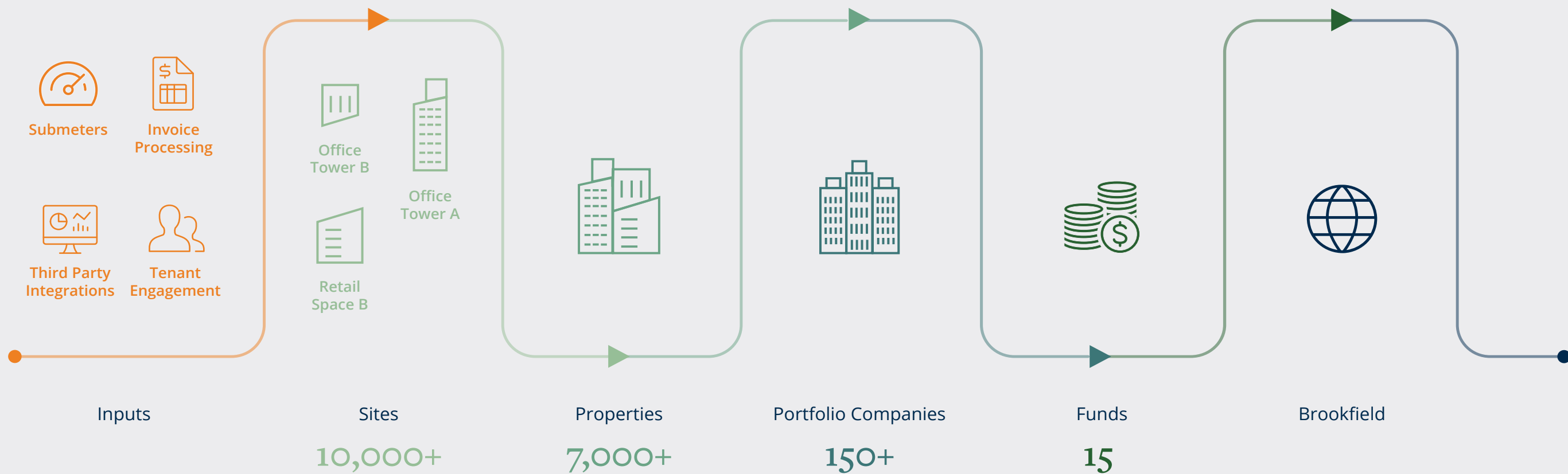


## ESG Data Management and Governance

Managing ESG data is an essential part of our sustainability strategy. It is governed by our internal policies, informed by emerging regulation, and meant to support investor expectations and Brookfield’s net-zero commitment. Our environmental data collection process is comprehensive and bottom-up where possible—meaning we collect actual measurements from our properties—involves sophisticated governance, and enables us to use data to drive decision-making. Where we cannot acquire actual measurements, we create reasonable estimates, using comparable assets and benchmarked information, while working toward achieving actual measurements with time.

Given the scale of our portfolio, we place a high priority on sound data management processes. Deep expertise, rigor and consistent focus have enabled us to develop a strong, sophisticated environmental data program that requires knowledge and accountability from our portfolio management teams and companies. Our Environmental and Climate Metrics Policy defines our requirements for collecting information from our portfolio companies, and our annual ESG Key Performance Indicator (KPI) survey is how we collect that data. Where possible, we leverage existing systems, processes, and responsibility structures to collect, consolidate, and review environmental and climate information from our portfolio. We have partnered with third-party ESG data and automation service providers to create an environmental data inventory, which we use to monitor progress and deliver annual GRESB submissions, among other uses.

### DATA COLLECTION PROCESS



## Partnering for Better Performance

Brookfield relies on several data service partners to assist with our environmental data collection program.

- Third-party ESG data and automation service providers assist with gathering and quantifying our energy, GHG emissions, water, and waste footprints
- Our partners conduct environmental awareness training on how to collect and interpret consumption information, which is essential in identifying opportunities to shrink our environmental footprint



### Green Leases

We realize that our real estate Scope 3 Category 13 emissions (emissions from downstream leased assets)—essentially the emissions created by our tenants as they use our space—contribute significantly to Brookfield's global GHG emissions, and are part of our tenants' footprint. To reduce a leased property's environmental impact, we need to understand our tenants' energy consumption. So we have begun incorporating green lease clauses—or clauses that align tenant and landlord interests around energy efficiency, water conservation, and other environmental areas—into our commercial leases. These clauses not only provide tenants with guidance on environmental data sharing, but also offer assistance with analyzing—and ultimately reducing—their impact.

Through this work, we learned how sharing the responsibility of sustainable performance helps build collaborative, strategic partnerships with our tenants for the long term.

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**We believe that working closely with tenants on reducing everyone's environmental impact is a win-win.**



### Brookfield Hospitality's Engagement Approach

Brookfield's hospitality group works with over 20 different hotel management companies, brands and partners, including Marriott, Hilton, and IHG, who each maintain a longstanding presence in the realms of sustainability and social impact. Working successfully alongside multiple stakeholder groups while advancing Brookfield's hospitality ESG program requires a collaborative approach to ESG management.

When we acquire an asset, we start by identifying the ESG processes and practices that are already implemented at the property, considering each hotel operates as its own independent and unique business. To successfully collaborate with our partners on ESG initiatives, we identify areas of mutual interest between our corporate ESG priorities. Where our partners may be focused on reducing food waste, we will collaborate to implement initiatives at our hotels, not only to eliminate our waste generation, but to contribute to Brookfield's ESG priority of decarbonization, for our Scope 3 GHG emissions.

Where we are in direct alignment on specific material ESG issues, we collaborate with our partners to achieve mutual success. For example, at the InterContinental Buckhead hotel in Atlanta, Georgia, we identified alignment in corporate sustainability priorities between Brookfield and InterContinental Hotels & Resorts on decarbonization. We partnered with IHG's energy procurement & renewables team to acquire renewable energy certificates generated from in-state wind turbines, equivalent to 100% of the hotel's purchased electricity GHG emissions. The initiative is expected to reduce the hotel's 2023 Scope 1 and 2 GHG emissions footprint by 70%, or 2,500 metric tons of GHG emissions.

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# Our Material Topics

Focusing on what matters most.

Given the breadth of Brookfield's real estate business, we manage similar ESG factors throughout our asset management group, Brookfield Properties—Brookfield's real estate operating service company—and our portfolio companies. And over the years, we've used materiality to determine the areas we believe are most critical. We define materiality as something that may have a direct, substantial impact on the ability to create or preserve economic, environmental, and / or social value for our business and stakeholders.

In 2021, we completed a material topic confirmation exercise in which over 50 functional or operating experts within Brookfield's real estate business, along with external stakeholders, were interviewed to confirm our understanding of material ESG topics. Our goal was to align on the key ESG areas where we could manage value.



## Environmental

- Climate risks
- Energy
- GHG emissions
- Water
- Waste management
- Wellness
- Sustainable development
- Biodiversity



## Social

- Tenant engagement
- Community engagement
- Diversity and inclusion
- Employee health, safety and well-being
- Employee engagement
- Philanthropy
- Respect for human rights



## Governance

- Executive management of ESG
- Ethics, integrity, anti-corruption and bribery
- Transparency and reporting
- Vendor selection
- Regulatory compliance
- Data privacy
- Cybersecurity
- Risk assessment and management
- Responsible contracting
- Public policy

The transition to a low-carbon economy will bring its own risks and opportunities. Change in climate policies, new technologies and growing physical risks will prompt reassessments of the values of virtually every financial asset. Firms that align their business models to the transition to a net zero world will be rewarded handsomely. Those that fail to adapt will cease to exist.

**Mark Carney**, Vice Chair of Brookfield Asset Management and Head of Transition Investing

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# Our Net-Zero Commitment

Committed to net zero by 2050 or sooner.

With one of the largest global commercial real estate portfolios, we believe we can drive exceptional positive impact in the transition to net zero GHG emissions (“net zero”). We know that achieving net zero simultaneously represents one of the greatest risks and one of the biggest opportunities to our societal and economic prosperity, and that the transition will require deep operational expertise, as well as major investments in low-carbon strategies and solutions.

We are making progress towards measuring our emissions with the same accuracy that we measure our financial performance, alongside leading frameworks and industry best practice. Sharing our progress with our stakeholders and engaging them in our journey toward net zero is a central part of our commitment.

As signatory to NZAM, we have made a commitment to invest in line with net-zero emissions by 2050. This requires us to implement science-based approaches and standardized methodologies to deliver on this commitment.

We work alongside our portfolio companies to operationalize our net-zero strategy. Within our real estate business, we have set a net-zero strategy, supported by climate-related governance, including a Net Zero Committee, and are identifying cross-functional opportunities to work with other Brookfield companies to decarbonize our portfolio. With the implementation of our internal Environmental and Climate



Metrics Policy in 2022, our portfolio companies measure and report on their GHG emissions. In addition, they are creating decarbonization plans which help them actively manage how to achieve net zero in a science-aligned and cost-effective manner.

## Leveraging Brookfield’s Broader Businesses

Our real estate business is a part of the larger Brookfield business—what we call the Brookfield Ecosystem—which includes Brookfield Renewable Partners, one of the largest investors in renewable power and climate transition assets, our Growth group, and our private Global Transition funds.

Our Real Estate and Renewables Groups have established a close partnership to identify and execute on renewable energy procurement and decarbonization strategies within our respective portfolios. In addition, we work closely with the Growth team to identify technologies with strong ESG value-creation potential. We are a testing partner for new technologies, offering to conduct pilot projects to identify opportunities for deployment at scale across the organization.

Brookfield’s Global Transition funds focus on investments that accelerate the global transition to net zero, specifically those that lower GHG emissions and energy consumption or increase low-carbon energy capacity. Given the scale of our real estate portfolio, our collaboration with the Renewable

Power & Transition investing arm of our business uniquely positions us to capitalize on sustainability goals in unique, leading-edge ways. Our ongoing, cross-functional communication and resource-sharing throughout the Brookfield Ecosystem helps us meet not only our real estate ESG goals and ambitions, but also those of our broader organization.

# Stakeholder Engagement

Maintaining dialogue and trust.

Communicating transparently with our stakeholders is a key component of our ESG framework. We have found that collaboration with stakeholders typically results in more creative ideation and solutions, stronger buy-in to our shared goals, and mutually beneficial ESG strategies.

## STAKEHOLDER AND ENGAGEMENT METHODS

### Investors

- Investor meetings, conferences, webcasts and calls
- Quarterly and annual reports
- Letters to Private Fund Investors
- Email notifications and updates
- Website / Private Fund Investor Portal
- Annual private fund conferences
- Partnership agreements, side letters

### Tenants

- Tenant satisfaction surveys
- Onboarding / exit interviews
- Focus groups
- Email notifications and updates

### Employees

- Employee surveys
- Employee engagement groups
- Ethics hotline / whistleblowing policy
- Internal events / town halls
- Internal communications / intranet

### Portfolio Companies

- Quarterly reporting to board
- Annual planning and budgeting processes
- Performance monitoring and reporting
- Ongoing communications

### Communities

- Community engagement initiatives
- Events
- Hotlines
- Philanthropy and giving

### Vendors

- Meetings
- Surveys

### Industries

- Industry group memberships

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# Integrating Sustainable Development Goals

Sustainable development is an acute opportunity.

With \$272 billion in real estate assets under management across five continents, Brookfield's impact is far-reaching. The magnitude of our scale means it is paramount for us to consider how we contribute to the welfare of both our communities and the environment.

The United Nations Sustainable Development Goals (SDGs) is the global framework to which we steer and benchmark our ESG impacts, aligning us with the 2030 Agenda for Sustainable Development.

Our real estate ESG pillars support 11 SDGs, which directly relate to our primary functions as an owner of real estate, and we've mapped our support for the SDGs to our ESG principles.

## ESG Principle

## Brookfield Efforts

## SDG Alignment

**Mitigate our impact on the environment**

Deploy solutions to address material environmental topics including climate risk, GHG emissions, energy and water use, waste management, wellness, sustainable development, and biodiversity



**Ensure the well-being and safety of employees**

Execute initiatives related to diversity and inclusion, employee engagement, and employee health, safety and well-being



**Uphold strong governance practices**

Maintain governance best practices to support our growth and capacity to provide productive employment opportunities. Engage with our stakeholders to hold us accountable and support our development of an inclusive company



**Be good corporate citizens**

Engage with and support stakeholders including tenants, vendors, and communities



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# A Commitment to Green Buildings

Ensuring our properties meet or exceed ESG standards set by industry experts.

Achieving market-leading and rigorous building certifications ensures that our portfolios implement global best practices in sustainability, as well as health and wellness. They also ensure that our properties are well prepared for changing market expectations and increasingly stringent green building codes.

Within our portfolio we have achieved these leading international building certifications.

Note: Reflects certifications across Brookfield's entire real estate portfolio.

WELL HEALTH & SAFETY

221

Certifications

LEED

104

Certifications

ENERGY STAR

55

Certifications in the U.S.

IREM

52

Certifications

NABERS

25

Certifications

BOMA360

59

Office certifications in the U.S. and Canada

UL VERIFIED HEALTHY BUILDING

45

Certifications

FITWEL

34

Certifications

BREEAM

39

Certifications



# Awards

Acknowledging leadership and innovation.

At Brookfield, we constantly strive for improvement and innovation, and 2022 was no exception. Our real estate business, including several of our properties across regions and asset classes, were recognized for numerous ESG-related successes, including these particular awards:

## Center Parcs

Biodiversity Benchmark

## Befimmo

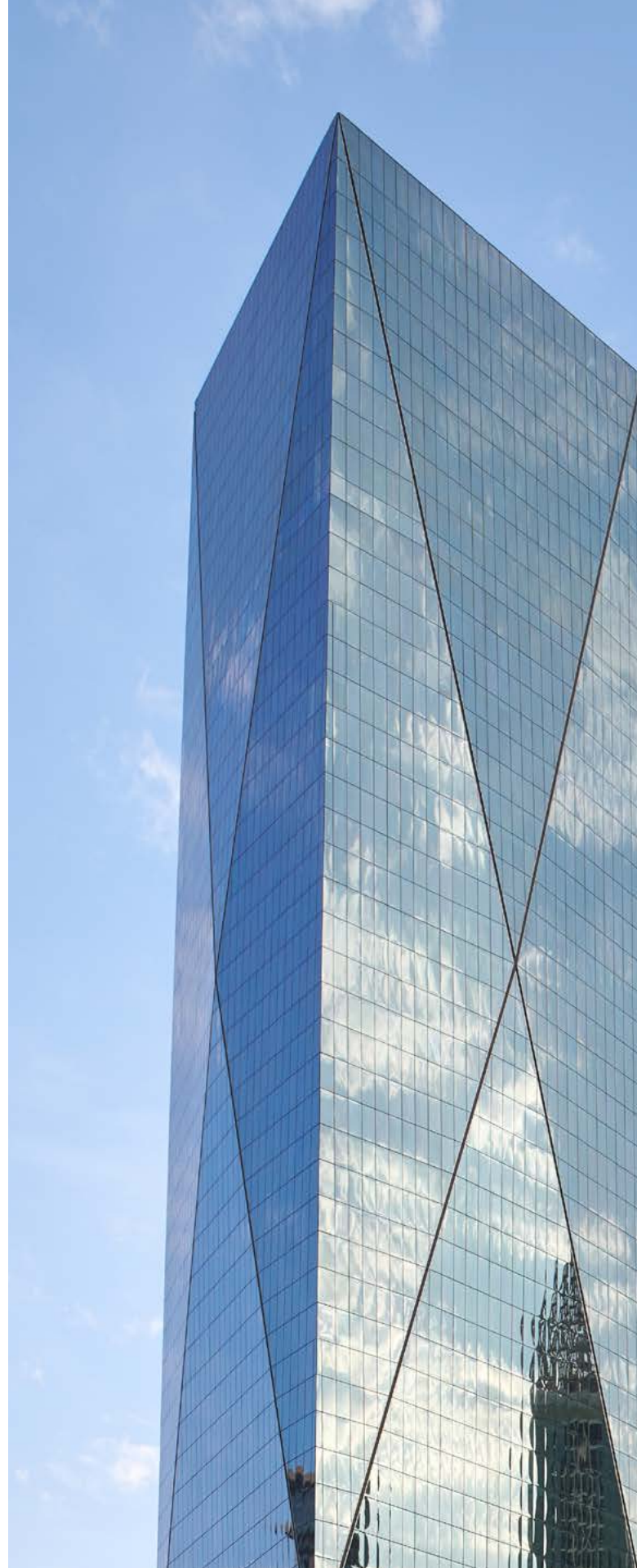
Ecovadis Sustainability Rating – Platinum

## Appart'City, Grand M Group

"Company Committed to Diversity" by Capital Magazine

## Candor Office

The Economic Times Real Estate Conclave Award 2022



# ICD Brookfield Place

Flagship Office Development, Dubai, UAE

## Designed to set new market standards

- ✓ Tallest and largest LEED Platinum building in the Europe, Middle East and Africa region
- ✓ The first and largest WELL Health & Safety rated building in Middle East North Africa region
- ✓ First building in MENA to achieve WiredScore and SmartScore Platinum

## International Property Awards 2022:

- Best Office Architecture Arabia
- World's Best Architecture
- Best International Office Architecture

## Middle East Economic Digest (MEED) Project Awards:

- MEED Project Award of the Year 2022
- Building Project of the Year

## MENA Green Building Awards:

- 2021 Green Building Project of the Year
- 2021 Healthy Spaces Project of the Year

# GRESB

Our ESG practices are globally recognized and benchmarked annually.

The Global Real Estate Sustainability Benchmark (GRESB) is a global standard for real estate companies to assess annual corporate and property ESG management and performance.

Brookfield has participated in GRESB since 2012, and was one of the first commercial real estate companies to respond to the survey. Benchmarking against competitors has driven ESG advancement and innovation within our business, through collaboration and the sharing of best practices. Brookfield's GRESB results provide credible evaluations of our ESG program, and meet the interests of our stakeholders—namely institutional investors—who want to quantify our management practices and annual performance.

In 2022, we achieved a weighted average GRESB score of 83 across our responding business units—nine points higher than the GRESB global average. Our 2022 GRESB responses covered \$177 billion or 68% of our real estate AUM.

As our business continues to grow, we plan to increase our GRESB submissions to match, furthering our AUM coverage throughout our portfolio.

## BROOKFIELD WEIGHTED AVERAGE GRESB SCORE



## GRESB Score

GRESB Average 74%

### 2022 GRESB Highlights

Brookfield Premier Real Estate Partners Australia achieved a score of 94 in the Standing Investments Benchmark, and ranked first among 75 peer portfolios in the Office Non-Listed / Value-Added category. The portfolio achieved many 100% scores for components within the benchmark, including Leadership, Policies, Reporting, Stakeholder Engagement, Risk Assessment, Targets, Data Monitoring & Review, and Building Certifications.

Brookfield's India REIT submitted its inaugural GRESB response in 2022, achieving a 90 in the Standing Investments Benchmark, and a 96 in the Development Benchmark, for an average score of 93 and a Five Star GRESB Rating. Our India REIT outscored the comparative average GRESB first-time respondent by 32 points, and was named one of the GRESB Sector Leaders in Asia for sustainable leadership in development.

Brookfield Strategic Real Estate Partners III (BSREP III) is one of the largest opportunistic real estate funds responding to GRESB, representing \$28 billion in AUM, six real estate sectors and 462 properties. In its second GRESB submission, BSREP III saw strong year-over-year progress. BSREP III's Standing Investments Benchmark score increased by seven points to 67, and the Development Benchmark increased by four points to 88. Across both benchmarks, BSREP III's average GRESB score was 78, 10 points higher than the average for second-time responders.

### India REIT Spotlight

1st

time GRESB responder

90

Standing Investments Benchmark score

96

Development Benchmark score

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# ESG Integration into Our Investment Process



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# Equity Investments

ESG enhances decision-making.

As a leading asset management company, we integrate ESG considerations into all aspects of our investment decision-making and ongoing portfolio management. We believe that this contributes directly to our overall business ambition, creating resilient companies and assets that in turn create long-term value for our investors and stakeholders.

Our investment due diligence process has four distinct stages with unique ESG considerations integrated into each. We strive to align our investment processes with the PRI's six Principles for Responsible Investment.



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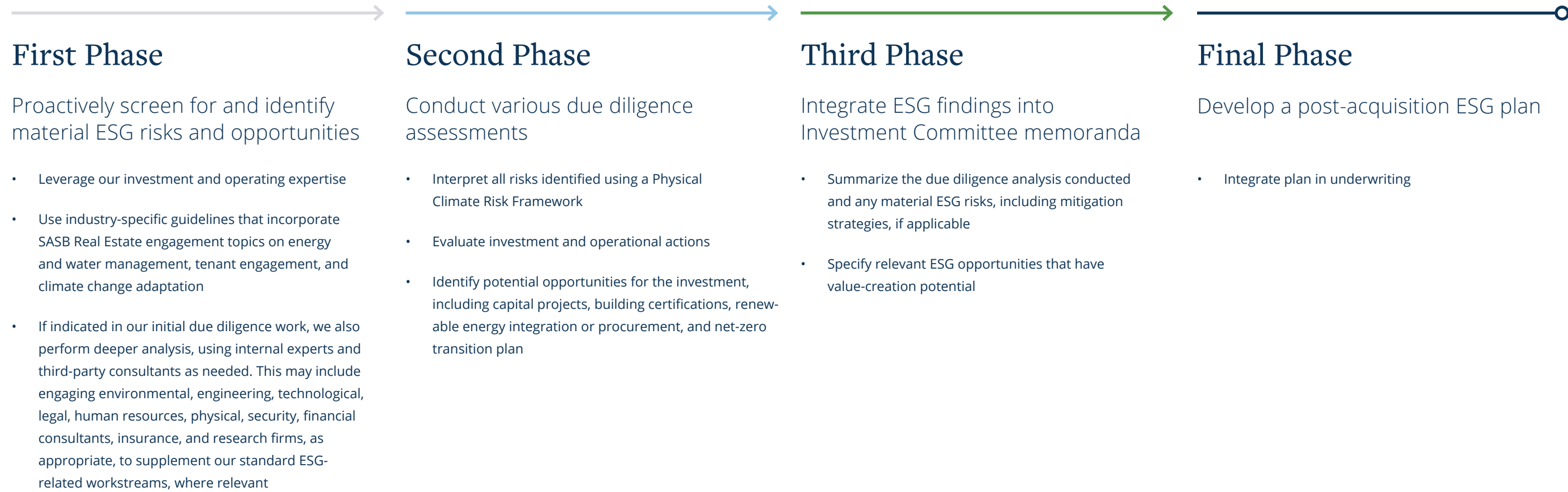
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**Our ESG Due Diligence Protocol includes:**

- Climate Change Risk Assessment
- Bribery and Corruption Risk Assessment
- Cybersecurity Risk Assessment
- Health and Safety Risk Assessment
- Human Rights and Modern Slavery Risk Assessment
- Physical Climate Risk Framework
- SASB Engagement Guide

# ESG in Due Diligence



# Debt Investments

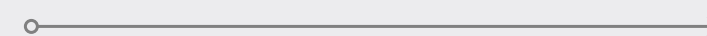
As a PRI Signatory, we embed responsible investment practices throughout our lending process. We use the expertise from three organizational verticals to manage ESG practices in our lending activities.

- 1 Investments
- 2 Portfolio Management
- 3 Operating Company

Brookfield has a defined process to embed ESG throughout the investment hold period.

## ESG INTEGRATION PROCESS

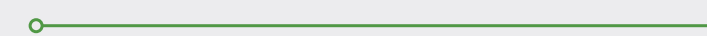
### ○ Due Diligence



#### During due diligence, we:

- Conduct asset and sponsor due diligence leveraging an environmental consultant, considering factors such as energy and water usage and efficiency, waste management, water contamination, climate hazards, social health and well-being, and governance policies
- Analyze the sponsorship and property managers of each potential loan for their ESG practices, policies, ESG performance and portfolio, and alignment to industry standards such as the PRI, TCFD, LEED, WELL, and BREEAM
- Review the Environmental Site Assessment and or the Property Condition Report for existing and remediated environmental conditions, as well as identified sustainable features
- Review the available diligence materials for green features and, if applicable, the renovation or construction budgets for sustainable and environmentally conscious features
- Determine whether there are any local, state, or national ESG-related laws that the asset must comply with, such as Local Law 97 in New York City, GHG emission benchmarking in the state of New Jersey or California, or Energy Performance Certification in the United Kingdom
- Perform a physical climate change risk analysis screening and, if any high-risk factors are identified, coordinate with internal insurance review to ensure that the risk is appropriately mitigated through insurance coverage
- Compile all findings into an ESG diligence summary slide that is reviewed by the ESG Director and, upon approval, is included in the larger Investment Committee memorandum for consideration by senior management

### ◇ Asset Management



#### During asset management, we:

- Perform ongoing scenario analysis assessments
- Engage regularly with property owners and operators, requesting ESG information and updates, such as progress on GHG-reducing renovations put forth in the sponsor business plan and compliance with any relevant local, state, or national ESG-related laws
- Benchmark GHG emissions by requesting GHG data from sponsors and filling in any gaps in data by engaging a third-party to conduct GHG emission estimates annually
- Use a proprietary database to track and monitor ESG metrics of existing and new transactions
- Identify proposed projects that will potentially improve such as investments in solar panels or achieving ESG certifications such as LEED or BREEAM

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# Systemic Risk Management

We recognize that risks to our business—including ESG-related risks—are constantly evolving, and our program aims to monitor and proactively mitigate and manage them over time.

## The objectives of our risk management program are to:

- Identify and manage risks efficiently
- Align risk appetite with business strategy
- Reduce unplanned operational events
- Allocate resources effectively
- Enhance decision-making and visibility
- Improve risk communications

Our risk management program addresses strategic and operational risks, with an emphasis on the proactive management of both current and emerging areas. We also monitor our risk program to address the changing needs of our business and ensure that we have the necessary capacity to respond to changes.

A fundamental principle of our investment approach is that risk should be managed as close to its source as possible and by those who have the most knowledge and expertise in the specific business or risk area. Senior management and functional groups in our portfolio companies are therefore responsible for managing the risks facing their businesses and tailoring a mitigation plan to each specific risk area.

Brookfield provides strategic input and support through regular monitoring and reporting processes, and facilitates the sharing of best practices through its representation on boards of directors and other governance structures. We regularly review our risk management program and processes, including those relating to ESG risks such as climate change, and implement improvements as needed.

We have established strong governance practices to monitor and oversee our risk management program, including the management of ESG risks. Our Real Estate General Counsel oversees risk management, with a focus on more significant and systemic risks, and leverages management's monitoring processes, with oversight of specific risk areas (including specific ESG risks, where applicable) delegated to board committees.

Brookfield provides regular updates on overall risks to senior leadership, including quarterly and as-needed updates on Brookfield's current risk profile and emerging risks, including health and safety, anti-bribery and corruption, climate risk management, disruption, and reputation.

A fundamental principle of our investment approach is that risk should be managed as close to its source as possible and by those who have the most knowledge and expertise in the specific business or risk area.





# ESG in Asset Management and Operations

ESG initiatives and opportunities differ among our different investment strategies (e.g., core vs. opportunistic, equity vs. debt). As a result, investment and portfolio management teams create a tailored integration plan for each acquisition that includes material ESG-related matters for review or execution.

It is the responsibility of the management teams within each portfolio company to manage ESG risks and opportunities throughout an investment's life cycle. Each management team is supported by the investment team responsible for the investment and Brookfield's wider pool of ESG professionals. We have seen that the combination of local accountability and expertise in tandem with Brookfield's investment and operating capabilities is important when managing a wide range of asset types across jurisdictions. We leverage these capabilities in collaborating on ESG initiatives, where appropriate, we encourage our portfolio companies to organize training for relevant staff.

To support long-term value creation, we focus on:

- Building certifications
- Clean energy
- Health and wellness best practices
- Retrofits
- New technology and innovations
- Tenant engagement
- Proactive waste reduction strategies
- Green financing

Relevant ESG metrics are tracked and used to drive performance improvement and identify new opportunities.

## Examples of KPIs that incorporate material ESG factors:



**Health and Safety Performance**



**Environmental Management**



**Compliance with Regulatory Requirements**



**GHG Emissions**

# ESG in Our Portfolio Companies

With over 150 real estate portfolio companies, embedding ESG is integral to how we manage our businesses.

Prior to an acquisition, we complete a thorough review of the company's ESG-related policies and procedures. For portfolio companies in which we have a controlling or co-controlling interest, we require a company to either adopt Brookfield's Code of Conduct or demonstrate that theirs is equivalent. In addition, portfolio companies align with Brookfield's health and safety framework, cybersecurity program and anti-bribery and corruption program, and install an ethics hotline accessible to all employees.

As each portfolio company is onboarded, we develop an operational plan to address improvements that were identified during due diligence, including requirements for ESG targets and performance. Our Environmental and Climate Metrics Policy outlines what ESG data must be collected and submitted to Brookfield, and provides data management expectations and a calculation methodology for GHG emissions. We also share resources to implement our requirements, such as an ESG Best Practices Guide for Portfolio Companies.

We utilize our investing and management capabilities in collaborating with our portfolio companies to encourage sound ESG practices that are essential for resilient businesses, while creating long-term value for our investors and stakeholders. Through our ongoing engagement with portfolio companies, we may partner with or support them to facilitate discussions with external stakeholders to help improve industry standards or practices that are aligned with our ESG principles.

Throughout our ownership, we monitor portfolio companies' ESG compliance with these requirements. Portfolio companies provide regular updates through established reporting processes and an annual KPI survey, and we engage collaboratively on key ESG-related initiatives.

Portfolio companies provide updates to Brookfield's leadership team on:

- Major energy reduction initiatives or related capital improvement projects that support net-zero goals
- Safety and security metrics, and audit results for any serious safety incidents, identifying root causes and remediation plans
- Compliance with employee and contractor training programs
- Code of Conduct and Anti-Bribery and Corruption (ABC) policies
- Reviews of key asset management programs, top risks to the business and mitigation strategies, and legal and regulatory matters
- Results of independent audit programs used to assess programs and ensure compliance

**Stewardship is an important element of our ESG strategy, and we have defined it in alignment with the PRI. We do this through engagement with our portfolio companies and collaboration with industry peers to help inform and improve our ESG strategies and practices.**



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# Environmental

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# Environmental Management Approach

The real estate industry, including Brookfield, has an opportunity to reduce adverse environmental impacts through efficient resource use and prudent development and operational practices. Given our scale, we recognize the importance of both addressing the environmental issues that are most material to our business and creating positive outcomes for our stakeholders.

## Our Approach

Our environmental management strategy is two-fold:

1. Leading with sustainable solutions
2. Mitigating the impact of our operations

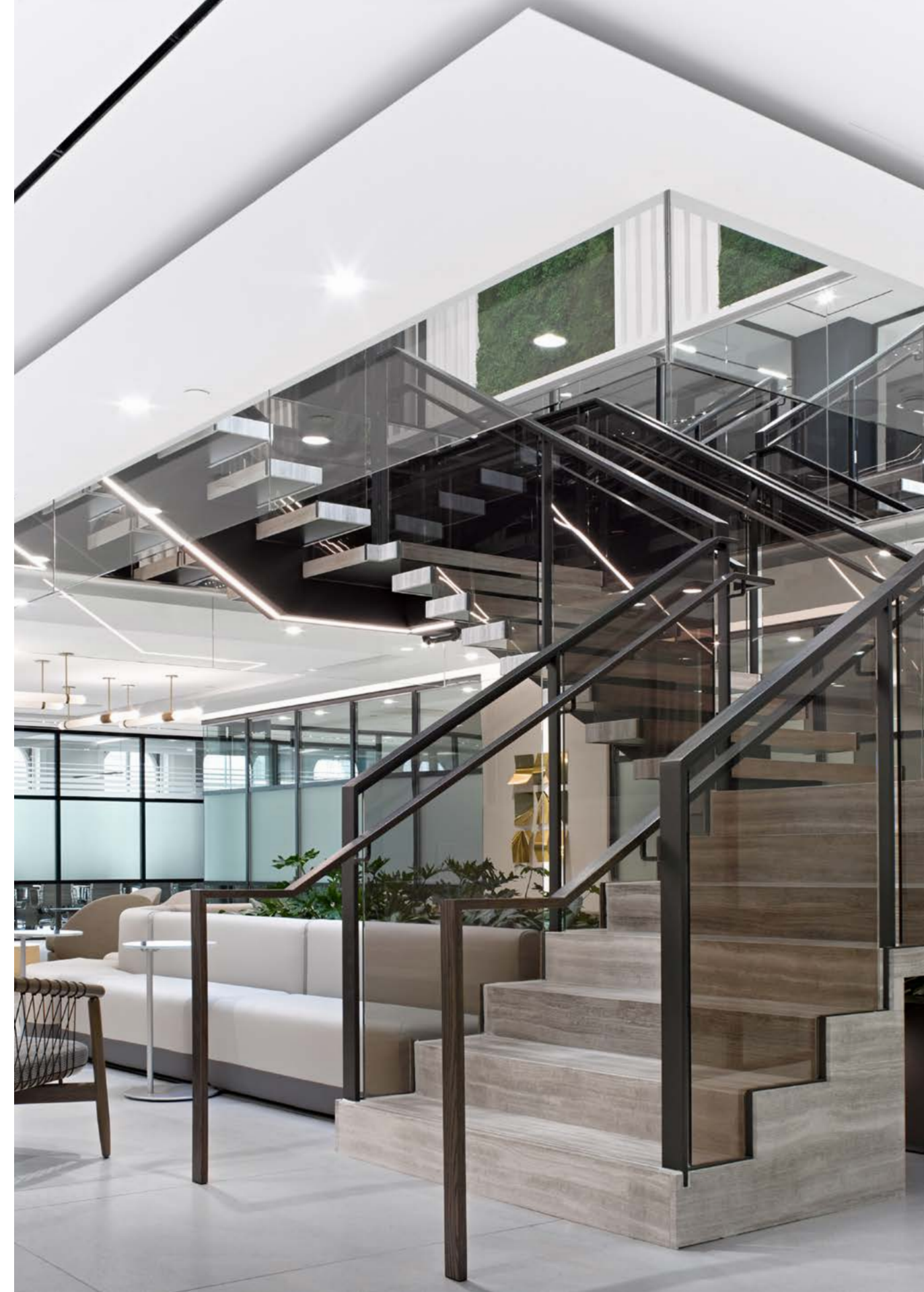
## Metrics and Targets

We have prioritized improving the quality of our GHG emissions data in recent years, as we believe it will provide quantitative feedback on our climate strategy and performance. The GHG emissions reporting policy we implemented in 2022 is helping drive improved transparency and accuracy. Our GHG emissions figures are assessed regularly by senior management and through our governance channels.

Brookfield is a signatory to NZAM and, in May 2022, submitted its 2030 interim target. A component of the target is to reduce our GHG emissions by two-thirds, for 33% of our AUM compared to base year 2019 emissions.

As the assets under management included in our NZAM target continue to grow, our interim target in Real Estate is to have one-third of our AUM reduce their emissions by at least 50% or more by 2030. Our net-zero interim target includes Scope 1 and 2 emissions of Brookfield Real Estate portfolio companies; however, many of our portfolio companies are also including Scope 3 emissions in their net-zero targets.

Our intention is to increase the proportion of assets to be managed in line with net zero annually or as frequently as possible, consistent with our ambition to reach 100% over time.



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## Our approach targets both the risk and opportunity sides of environmental management, to ultimately create long-term value through building and operating resilient assets.

Throughout Brookfield, we aim to capitalize on the opportunities that are emerging from the transition to a low-carbon economy. Developing solutions for sustainable real estate can generate significant value to our business through above-market rents, improved operating margins, enhanced liquidity and asset valuations, increased investor demand, and strong regulatory compliance.

Brookfield's commitment to mitigating our impact on the environment starts at the top. In 2021, Brookfield publicly joined NZAM, committing us to achieving net-zero emissions by 2050 or sooner across our global portfolio. Beyond our focus on emissions, we actively work to reduce negative impacts associated with energy and water consumption, waste generation, and biodiversity impact.

Our approach to managing our environmental impact consists of specific policies, procedures, resources and training. Brookfield's ESG Policy commits us to strive to mitigate the environmental impact of our operations and improve our efficient use of resources over time. Throughout our business—in the assets we manage and in our portfolio companies—we focus on measurement and continuous improvement to achieve our sustainability objectives.

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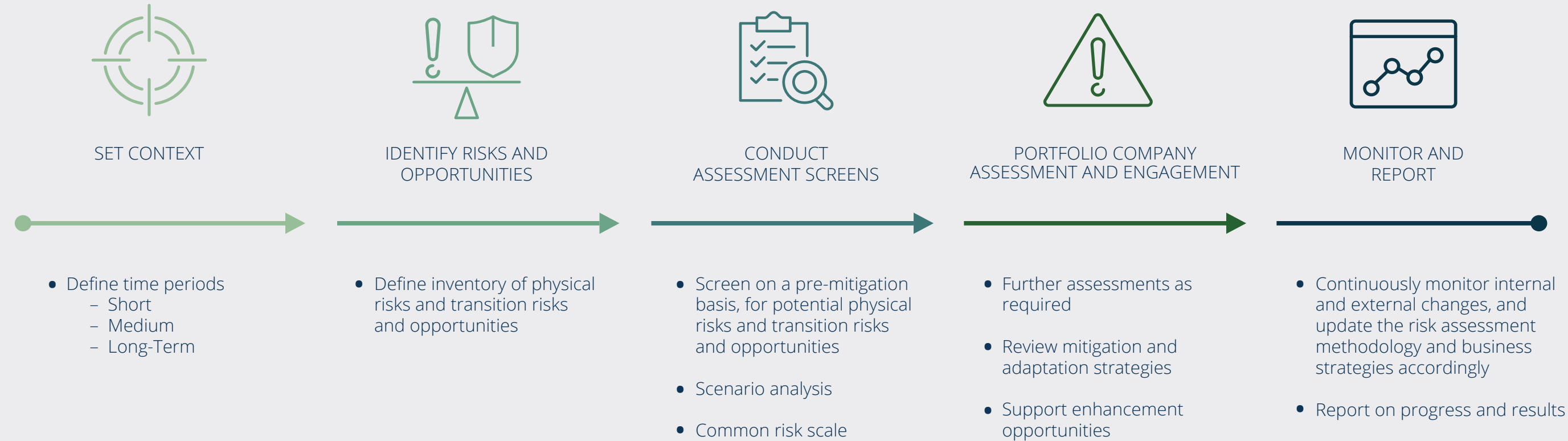
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# Climate Change

A comprehensive approach to climate change.

Physical and transition climate change risks have the potential to pose financial and reputational harm to many businesses. Mitigating these risks involves management level oversight and asset level risk identification. Our proactive approach includes assessing climate change risk as a part of our ongoing risk assessment process and monitoring it as a key risk area.

## 5 STEP CLIMATE CHANGE RISK ASSESSMENT APPROACH



## Tailored Approach for Real Estate

Climate change poses unique risks for the real estate sector. Physical risks include acute hazards caused by events such as floods, fires, storms, and extreme heat. Other risks include longer-term, sustained conditions (chronic hazards) such as changes in average temperatures and rising sea levels. Transition risks may result from increasing costs due to carbon pricing, changes in technology use, regulatory changes such as more stringent building codes, and shifting tenant and consumer preferences. These risks typically vary between regions and asset classes.

In our real estate portfolio, we take both a top-down and bottom-up approach to identifying climate-related risks. We empower our portfolio managers and regional risk managers to oversee climate risk, while also tracking and managing risk at the corporate level.

Our real estate team requires quarterly reporting from every portfolio company on climate risk, in addition to ongoing business plans and other sustainability management and board touchpoints that cover climate risk exposure. This mandatory reporting is reviewed by internal experts who engage with portfolio managers, regional risk managers, operations personnel, senior leadership, outside advisors and third-party experts, to ensure climate change risk is being adequately managed within our business.

Wherever possible, we seek to ensure management accountability, quantification of risk, and clear documentation of the steps we have taken to identify and mitigate risk. Through this corporate climate change risk management structure, we ensure transparency and open communication in executing our fiduciary responsibility. This is especially important as climate risks emerge that require bespoke approaches to different assets.

## Approach to Climate Change Risk

We adhere to a robust risk management framework and methodology that is designed to enable comprehensive and consistent management of risk across our business. Climate-related risks and opportunities are identified, assessed, and managed using our climate risk management methodology, which is aligned with the recommendations of the TCFD and integrated into our overall risk management approach. Our climate risk management methodology is described below.

### 1. Set Context

We consider climate-related risks and opportunities over three time periods (short, medium, and long term), as the nature of these risks and opportunities can differ depending on the timeframe involved. The time periods utilized reflect the long-life nature of our assets and the fact that climate impacts are expected to occur over long periods of time, extending well beyond typical business planning cycles.

### 2. Identify Risks and Opportunities

We have defined a detailed climate risk and opportunity taxonomy (that is reviewed annually) to facilitate consistent definition, assessment and reporting of risks and opportunities. Our taxonomy incorporates and is consistent with the guidance provided by the TCFD.

### 3. Conduct Assessment Screens

We use screening-level climate scenario analysis to:

- Assess, on a pre-mitigation basis, the overall level of climate-related risk and opportunity of our investments and understand their key drivers
- Identify and prioritize assets or portfolio companies for further analysis or engagement

Each potential physical and transition risk and opportunity is assessed based on two dimensions: **exposure** and **vulnerability**.



### Exposure

The source of risk or opportunity due to climate change. Scenario analysis helps us determine how exposures may change over different time periods.

Exposure is primarily geographic



### Vulnerability

Refers to “how” an asset is impacted by the changing exposure.

Vulnerability is primarily asset type or sector specific

#### 4. Portfolio Company / Asset Level Assessment and Engagement

Results from our screening assessments are reviewed by our risk management, ESG, and operations professionals. In reviewing these results, current and planned mitigation and adaptation strategies are considered. Where additional information is required, as determined by the teams, a more detailed review at the portfolio company or asset level may be conducted. Screening assessments, coupled with operational and strategic insights, are used to assess our post-mitigation risks and opportunities, and the resilience of our business under different future climate pathways. Where incremental mitigation and adaptation strategies or value-add enhancement opportunities are identified, our portfolio management teams work closely with senior management of the portfolio companies to support and oversee the development and implementation of business improvements. While enhancement opportunities may differ across portfolio companies and geographies, they generally involve a focus on operational excellence and enhanced commercial execution.

#### 5. Ongoing Monitoring and Continuous Improvement

Our assessment of climate-related risks and opportunities is integrated into our overall risk management process, which is used to inform a holistic view of our risk profile and mitigation strategies. As climate-related risk management is an area that is rapidly evolving, requires specialized knowledge and has the potential to impact our businesses and our reputation, we are committed to continually learning and evolving our understanding of

climate-related risks and opportunities and their impact to our business. We review our climate risk management methodology at least annually and implement updates where required. We will continue to focus on enhancing our climate risk management process and our engagement with our portfolio companies and, as such, our risk approach may change over time.

#### Assessment Screens Using Scenario Analysis

As recommended by the TCFD, we have begun to incorporate the use of physical and transition scenarios into our risk management process. Due to the inherent uncertainties around the future course of climate change, scenario analysis helps us assess our potential climate-related risks and opportunities, and the resilience of our business under different future climate trajectories.

Scenarios are narratives of plausible future outcomes and are not designed or intended to provide precise predictions or forecasts. The degree of potential risk identified at the screening level does not consider mitigation or adaptation strategies that may be in place or are being implemented at the portfolio company or specific asset. As such, potential risks are, in many cases, lower than indicated by the screen.

We first performed a comprehensive climate change assessment screen in 2021, with the assistance of a global sustainability and engineering firm. In 2022, we refreshed this analysis using three transition and two physical scenarios across three time horizons – short term (2030), medium term (2040) and long term (2050).

The assessment covered both physical risks and transition risks and opportunities associated with climate change. We defined the in-scope properties for this analysis as our entire core office and retail portfolios, a large and representative set of global opportunistic assets, other assets from our core / core-plus strategies, representative assets from our debt investments, and our development portfolio. These assets represent the majority of our portfolio from an AUM, sector, and geographic perspective.



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### Physical Risks

The physical climate risk screening assessed the potential for hazards such as heat waves, droughts, flooding, sea-level rise, landslides, or wildfires to impact our properties. The screening analyzed the historical exposure to the noted climate hazards and the potential change in exposure and risk over time due to climate change using data from global climate models. The screening considered the capital, operating, legal and reputational implications of exposure to the hazards. Risks were assessed using a higher and a lower emissions scenario (SSP5-8.5 and SSP1-2.6). The screens helped us to understand, on a pre-mitigation basis, the overall potential for and drivers of physical risks across our investments and potential areas of concentration, as well as to supplement our capabilities in identifying and prioritizing assets or businesses that may benefit from further analysis or engagement.

### Transition Risks and Opportunities

The transition risks and opportunities impact screening assessed the potential for risks or opportunities to our real estate portfolio due to a transition to a low-carbon economy. Four specific impact pathways were assessed:

1. The potential for carbon pricing to increase operating costs;
2. Potential market implications of meeting or not meeting net-zero benchmarks for GHG;
3. The market value implications of operating in a jurisdiction with poor low-carbon transition readiness; and
4. The market value implications of operating in a jurisdiction with poor climate change adaptation readiness.

The analysis used external transition modeling sources combined with qualitative studies produced by groups including the International Monetary Fund. We assessed risks and opportunities under three scenarios: first, a scenario based on current and unchanging climate policies; second, a scenario where global GHG emission targets for net zero by 2050 is reached; and third, a scenario where a transition occurs abruptly, following a period of delay.

Many of these risks are well known to us, having been identified during our initial due diligence for an investment, or during the investment hold period. We are actively working on mitigating these risks, both physical and transition, as part of our ongoing portfolio management activities. As it relates to the 2022 assessment, our real estate team provided information from the climate change assessment to its portfolio companies and has recommended additional mitigative actions, if required. Portfolio managers, regional risk managers and the respective senior leadership teams are expected to perform additional asset-level diligence to definitively conclude whether a potential climate change risk identified in the assessment presents an actual risk to the property. Where a potential asset-level risk is present, our Physical Climate Risk Framework provides a set of recommended mitigation actions to be undertaken at the property level.

## Main Observations From the Physical Risk Assessment

- Few assets experienced high or very high risk to a climate hazard during the historical period, with little to no increase of risk in the long-term horizon under the higher-emissions scenario
- Heat stress was a source of moderate risk during the historical period, rising slightly in the long-term under a higher-emissions scenario. Asset categories such as retail, logistics, and high-to medium-rise offices in the United States may be the most impacted by this hazard
- There is limited or no risk from drought, landslide, wildfire, or coastal flooding across the vast majority of our assets

## Main Observations From the Transition Risk and Opportunity Assessment

- GHG intensity may be a source of risk for real estate assets due to the possibility for operating costs to increase from carbon pricing
- There is market-based risk associated with a property not meeting net-zero emissions benchmarks. We believe that we have low actual exposure to these risks because the risk analysis only considers the present-day emissions intensity and does not consider planned retrofits or energy reduction initiatives, which are a part of our real estate net-zero decarbonization strategy
- Assets in Europe have the most rapidly increasing transition risk, due to fast-rising carbon prices in these jurisdictions, as well as high expectations for reductions in GHG intensity under a net-zero pathway
- Canadian office assets in Alberta present at high risk in a value-adjusted context, due to the high GHG intensity owing to Alberta's carbon-intensive electricity grid. Brookfield is planning GHG-free electricity solutions for its Alberta office portfolio and believes this risk will be adequately mitigated as a result



As detailed in the *ESG in Due Diligence* section of this report, we evaluate physical climate risk during the initial due diligence phase and throughout the management phase of all investments, including an annual climate assessment screening, which evaluates both physical risks and transition risks and opportunities. We evaluate any risks identified in these assessments against our Physical Climate Risk Framework to determine the materiality of the risk and identify mitigation actions throughout the investment lifecycle. We also manage transition risks in our decarbonization strategy, which addresses market, regulatory and technology changes.

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# Real Estate Net-Zero Strategy

Efficiency and clean energy are cornerstones of our strategy.

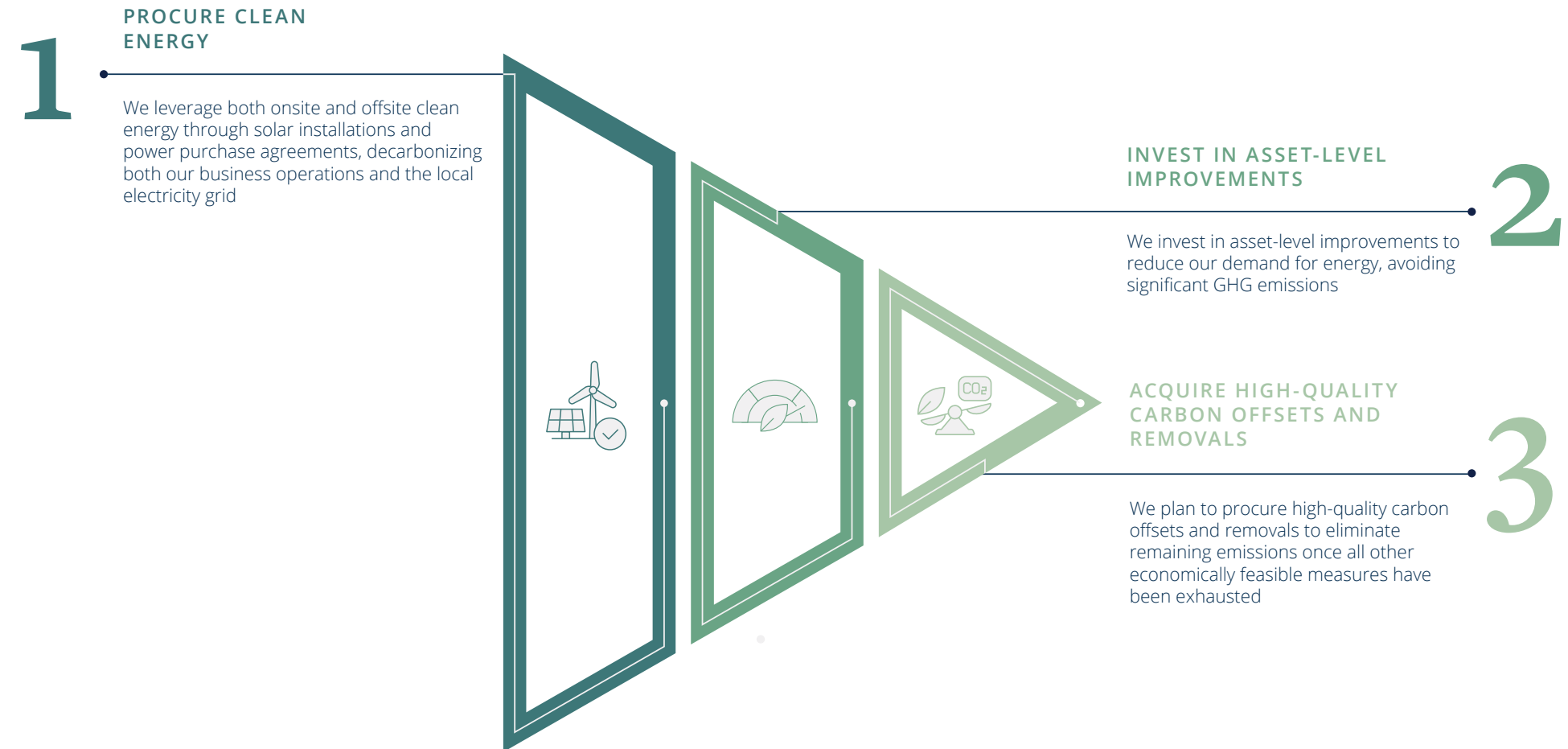
## Strategy Overview: Three Levers to Net Zero

Getting to net zero is the leading global strategy to limit our planet's warming to 1.5 degrees Celsius. The net-zero pathway involves a 50% reduction in global GHG emissions by 2030 and net zero emissions by 2050.

Brookfield is a signatory of NZAM, and we are committed to net zero by 2050 or sooner, and our real estate business has developed a three-pronged approach to decarbonizing our portfolio to achieve that goal.

The execution of our decarbonization strategy will vary across our global portfolio depending on the energy mix of local electricity grids, the availability of clean energy, asset class, investor demand, legislation, and tenant demand. Our regional business leaders will leverage their knowledge and experience with partners and our assets to put our net-zero mandate into action.

## THREE-PRONGED DECARBONIZATION APPROACH



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## Integrating Clean Energy into Our Portfolio

Minimizing the emissions footprint associated with purchased electricity is critical, with clean energy playing an instrumental role in our transition to net zero.

To guide our portfolio companies in making clean energy procurement decisions, we established an internal Renewable Energy Advisory Committee, comprising internal leaders and experts who have experience deploying clean energy strategies globally. Leveraging the Brookfield Ecosystem through a strong partnership with Brookfield Renewable is central to effectively deploying clean energy at scale.

We are well positioned to contribute to the decarbonization process by using our expansive real estate footprint for solar panel installations, meaning we can supply many properties with clean energy and feed unused energy to the grid to power other customers.

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**We are using power purchase agreements and onsite renewable energy solutions to decarbonize our portfolio and support grid decarbonization.**

## Reducing Energy Use Asset by Asset

Energy consumption is both a leading operating cost and one of the main contributors to our GHG footprint. For existing buildings, incremental asset-level improvements decrease our energy use and GHG emissions.

Our portfolio managers are empowered to oversee energy efficiency and decarbonization initiatives, given their operating expertise and proximity to our assets. To determine where best to invest, we conduct energy audits, review building condition reports, consider unique site design and technology options, understand our properties' GHG emissions baseline, and benchmark building performance. Looking ahead, we are considering electrifying our assets that rely on energy from clean grids as an additional way to reduce GHG emissions.

## Carbon Offsets and Removals

Brookfield's net-zero strategy is aligned with science-based frameworks. This means that at least 90% of GHG emissions are to be reduced through decarbonization technologies, but beyond this goal, carbon offsets and removals can compensate for residual emissions when financially and technologically feasible reduction methods are exhausted.

Carbon offset and removal projects vary significantly in quality and, to support our portfolio companies, Brookfield has established an internal Carbon Offset Committee. Committee members review and verify carbon offset and removal projects to ensure they align with our broader ESG ambitions while supporting our decarbonization efforts. So far, Brookfield has made limited investments in carbon offsets.

## Integrating GHG Measurement into Financial Reporting

In 2022, Brookfield issued our Environmental and Climate Metrics Policy for real estate assets. The policy outlines requirements for our portfolio companies to report GHG emissions data and set net-zero targets. We created guidance on how to interpret the policy and align business practices, ensuring our portfolio managers were well equipped to collect, analyze, and subsequently submit their GHG emissions. The policy serves as an accountability mechanism and enables us to track progress towards net zero across our global real estate portfolio.

Portfolio company boards are responsible for providing updates to management on their progress. Boards and portfolio company management teams also regularly liaise with our real estate group to receive updates on net-zero strategy progress and associated requirements.

## Committees and Tools

- Real Estate Environmental and Climate Metrics Policy
- Net Zero Operations Committee
- Real Estate Net Zero Committee
- Real Estate Net Zero Target Setting Guide
- Real Estate Renewable Energy Advisory Committee
- Real Estate Carbon Offsets Committee

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# Putting Our Net-Zero Strategy into Action

Bespoke approaches to decarbonizing our portfolio.

## Core Office

Brookfield's U.S. office portfolio is leveraging clean energy procurement to decarbonize its operations. The portfolio will procure 100% of its electricity from GHG emissions-free energy sources by 2026, including hydropower, solar, wind, and nuclear. This commitment ensures that all the electricity procured will be sourced within the same power grid in which the electricity is used, further incentivizing the local development of new clean energy sources.

Given Brookfield is one of the largest owners of U.S. office properties, this commitment creates tremendous decarbonization progress. The portfolio will procure 600,000 MWh of GHG emissions-free electricity, reducing GHG emissions by 355,000 metrics tons of CO<sub>2</sub> equivalent each year. This is equivalent to avoiding the burning of 300 million pounds of coal.



Brookfield's One Manhattan West uses Cleartrace, a blockchain technology to verify renewable energy consumption. The Cleartrace platform provides an hourly match between the building's electricity consumption and the Renewable Energy Credits generated from the portfolio of hydropower facilities in New York that supply the property's electricity. Digital dashboards available to the building's tenants and operators visualize the decarbonization progress in action.

## PROPERTY PROCUREMENT HIGHLIGHTS

### New York Office Portfolio

24M sf



Electricity will be supplied from Brookfield Renewable's hydropower facilities throughout New York State

### Washington D.C. Portfolio

11M sf



Electricity will be supplied through nuclear power facilities equipped by Westinghouse Electric Corporation, a Brookfield portfolio company

### Houston

10M sf



Brookfield Properties will facilitate the construction of a new solar power plant based in Texas

### Los Angeles

9M sf



Brookfield Properties will facilitate the construction of a new solar power plant based in California

### Denver

5M sf



Electricity will be sourced through local wind power facilities throughout Colorado

### San Francisco

2M sf



The portfolio will be powered by California-based solar and wind farms through the CleanPowerSF SuperGreen program

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## In its first year using Parity, the Olivia has seen a 24% decrease in electricity and natural gas consumption, avoiding more than 580 metric tons of GHG emissions and saving over \$315,000. The project payback period was achieved in less than seven months.

### Logistics

#### *Driving ESG progress, while creating value for tenants*

Our U.S. logistics portfolio consists of 350 facilities across 20 states. With expansive square footage layouts, a significant portion of energy consumption is commonly attributable to lighting fixtures. Modernized lighting fixtures can create a big impact on energy performance.

By installing LED lighting fixtures in energy-inefficient buildings, we achieved a 73% reduction in tenant energy consumption, reducing both cost and environmental footprint. In 2020, we commenced an LED lighting retrofit program throughout the logistics portfolio.

The program has modernized the energy features of 2.3 million sf of logistics assets, decreasing the portfolio's annual energy demand by 1.1 million kWh, and reducing emissions by 780 metric tons of GHG emissions.

#### *Decarbonizing the Grid with Rooftop Solar Installations*

As part of our net-zero strategy, we identified the potential for logistics roof vacancy as an onsite renewable energy generation opportunity. To capitalize, we executed a programmatic agreement with Brookfield Renewable to install rooftop solar panels on select logistics facilities in the United States. The project leverages over 13 million sf

of vacant rooftop space, adding over 130 MW of solar generation capacity, highlighting the extraordinary synergies that exist within the Brookfield Ecosystem.

The arrangement allows our real estate group to receive rooftop leasing rental revenue from Brookfield Renewable, which utilizes the space to install both solar panels and battery storage. The energy generated from the rooftops is sold to Community Solar Programs, decarbonizing the local electricity grid and providing clean, renewable energy for local individuals and businesses to consume. Our logistics group is evaluating the potential to direct a portion of the rooftop-generated energy for onsite use by tenants, contributing to the firm's decarbonization target.

### Multifamily

Our multifamily portfolio is using technology to create asset-level energy improvements. The Olivia, a building in the Midtown West area of Manhattan, has implemented a cloud-based artificial intelligence technology, Parity. Parity continuously learns the building and resident patterns to optimize electricity set points, run times, and mechanical performance in real time. In its first year using Parity, the Olivia has seen a 24% decrease in electricity and natural gas consumption, avoiding over 580 metric tons of GHG emissions and saving over \$315,000. The project payback period was achieved in seven months.

In addition to artificial intelligence solutions, our multifamily portfolio has completed retrofits on three Class-A properties—Radian, the Hamel Mill Lofts and The Gardens—with LED lighting fixtures. Combined, these upgrades reduce energy consumption by over 450,000 kWh, will avoid 131 metric tons of GHG emissions and save ~\$200,000 on an annual basis.

### Retail

Our retail portfolio consists of over 160 facilities and 130 million sf of assets across seven countries. These properties are well-suited for solar panel installations, due to the typically low-lying, high-square-footage footprints. We have executed significant solar panel installations, particularly in the U.S., where we have 51 paneled properties that generate 59 million kWh of energy on an annual basis.

The electricity generated from these solar installations is both consumed onsite and sold to the local electricity grid, avoiding any energy wastage. In 2022, the energy generated from the solar panels reduced GHG emissions by over 19,000 metric tons and ranks our retail portfolio as the seventh-largest onsite solar power generator in the United States.

In Shanghai, our newly opened mixed-use complex, One East, uses renewable energy to collaborate on net-zero strategies with tenants. During construction, we installed solar panels on the roof of the retail area of the complex, which is visible to the tenants of both office towers. The solar panels generate 260,000 kWh of energy per year, which reduces the building's GHG emissions by over 5,000 metric tons a year.

Beyond supplying a portion of the complex's energy, the solar panels are a conversation starter on how we develop sustainable real estate in alignment with China's National Energy Administration policy. The solar panels have sparked interest from tenants on enhanced carbon emissions reduction programs, boosting tenant retention.

### ICD Brookfield Place, Dubai, UAE

Brookfield Real Estate's newly opened mixed-use office building in Dubai, UAE, committed to achieve net-zero carbon by 2030 through carbon reduction and residual compensation. In 2022, ICD Brookfield Place became a signatory to the World Green Building Council's net-zero carbon building commitment, and also became a WorldGBC MENA net-zero collaborator.

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# Resilience

Protecting our buildings and the planet.

We actively develop processes and tools to assess the resilience of our real estate portfolio. In 2021, we conducted a Phase One Climate Risk Assessment in partnership with a third-party firm to identify risks across our portfolio. The assessment covered all of our real estate equity and debt investments, and identified relevant physical risks, transition risks and opportunities at the asset and portfolio levels—ranking the potential impact on our business. For assets where heightened risk was identified, we engaged with the portfolio managers to develop bespoke mitigation strategies to ensure our financial value, and Brookfield’s reputational value, were protected well into the future.

In 2022, we finalized our Physical Climate Risk Framework. The Framework provides our portfolio management teams and portfolio companies with guidance on climate risk exposure, vulnerabilities, risk identification, risk mitigation and adaptation activities. Actions outlined in the framework integrate directly into our existing due diligence and portfolio management processes.

## CLIMATE RISK ASSESSMENT

### Physical Risks Assessed:

- High temperatures
- Heat stress
- Drought
- Cold stress
- Ice days
- Freeze / thaw cycles
- Snowstorms
- Tropical storms
- Flooding (riverine, pluvial, coastal)
- Wildfires
- Landslides

### Transition Risks Assessed:

- Emissions intensity
- Net-zero pathway
- Transition readiness
- Carbon Risk Real Estate Monitor (CRREM)

# Climate Resilience

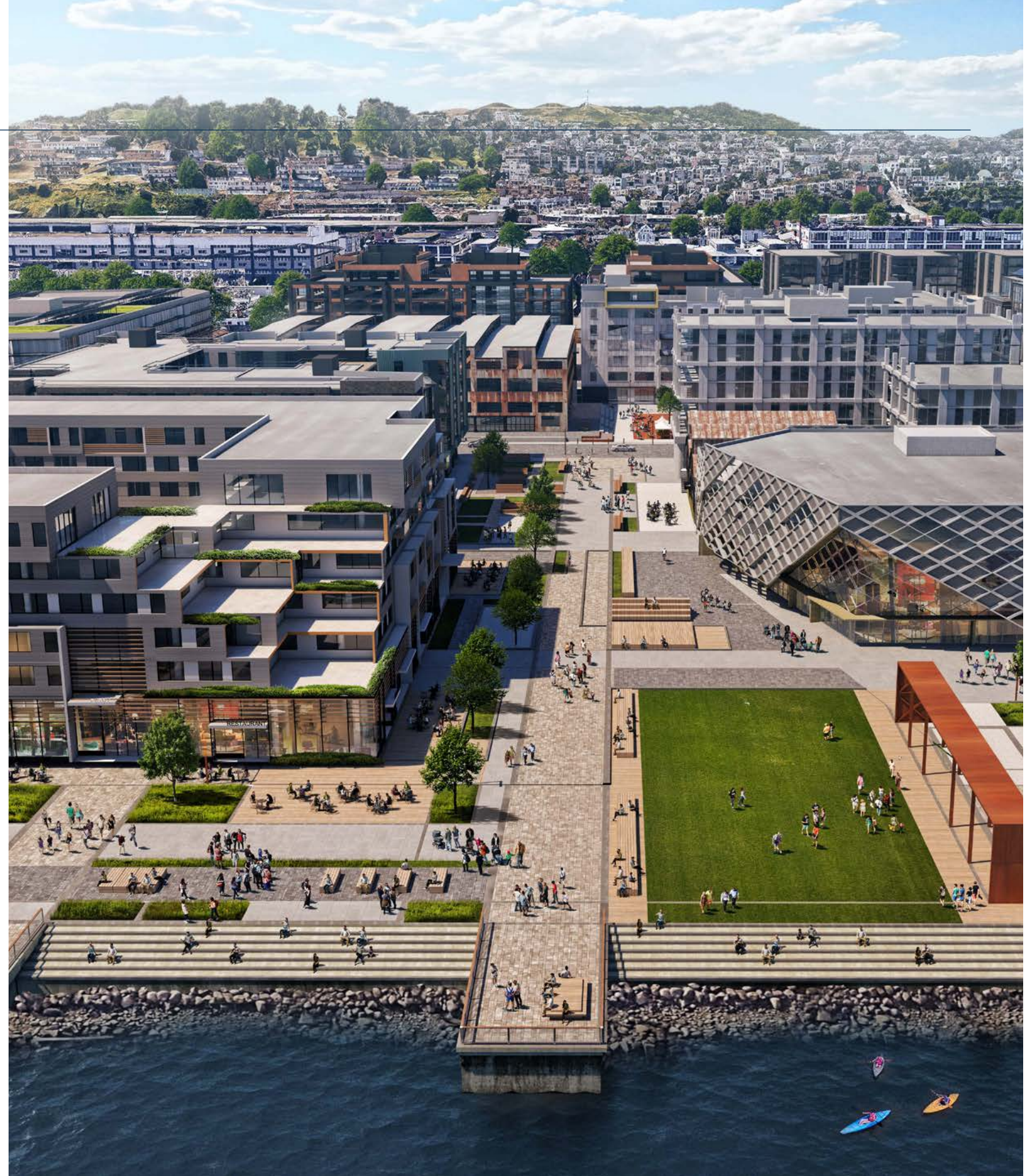
When we partnered with the Port of San Francisco to restore a portion of Pier 70, an industrial complex located in San Francisco's Central Waterfront area, our vision was to create a thriving waterfront neighborhood with housing, offices, parks, space for artists and local manufacturing, rehabilitated historic buildings, and the largest mass timber office building in North America.

75,000

stakeholders contacted to collaborate on the project's vision

250

community events hosted to obtain the approval of neighbors



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## CASE STUDY

We believe that superior developments come together when there is an alignment of interests, collaboration between partners and communities, and the right project team. Through more than 250 community engagement events, Pier 70's entitlements had support from every major neighborhood and community organizations, along with unanimous support from appointed and elected bodies. Pier 70 was the fastest project from entitlements to construction in San Francisco history. In the due diligence process, we identified the sea-level rise as a risk for the development—projecting the potential for 24 inches of sea-level rise by 2050. In response, we pivoted, and integrated additional resiliency considerations into our development process to ensure the Pier 70 neighborhood was designed to adapt to changing climate scenarios.

### The outcome? To protect against sea-level rise, Pier 70 is equipped with four layers of resiliency measures:



The development is also designed to mitigate the potential for urban heat island effects. An urban heat island is an urban area that is significantly warmer than its surrounding rural areas, due to how well the surfaces in each environment absorb and hold heat (glass and concrete vs. soil and water, for example). We reduced the amount of hardscape road surfaces by 12%, installing natural, vegetated areas in its place. Where hardscape areas remain, light-reflecting surfaces are being installed to cut solar radiation absorption, reducing the property's exposure to potential heat stress.



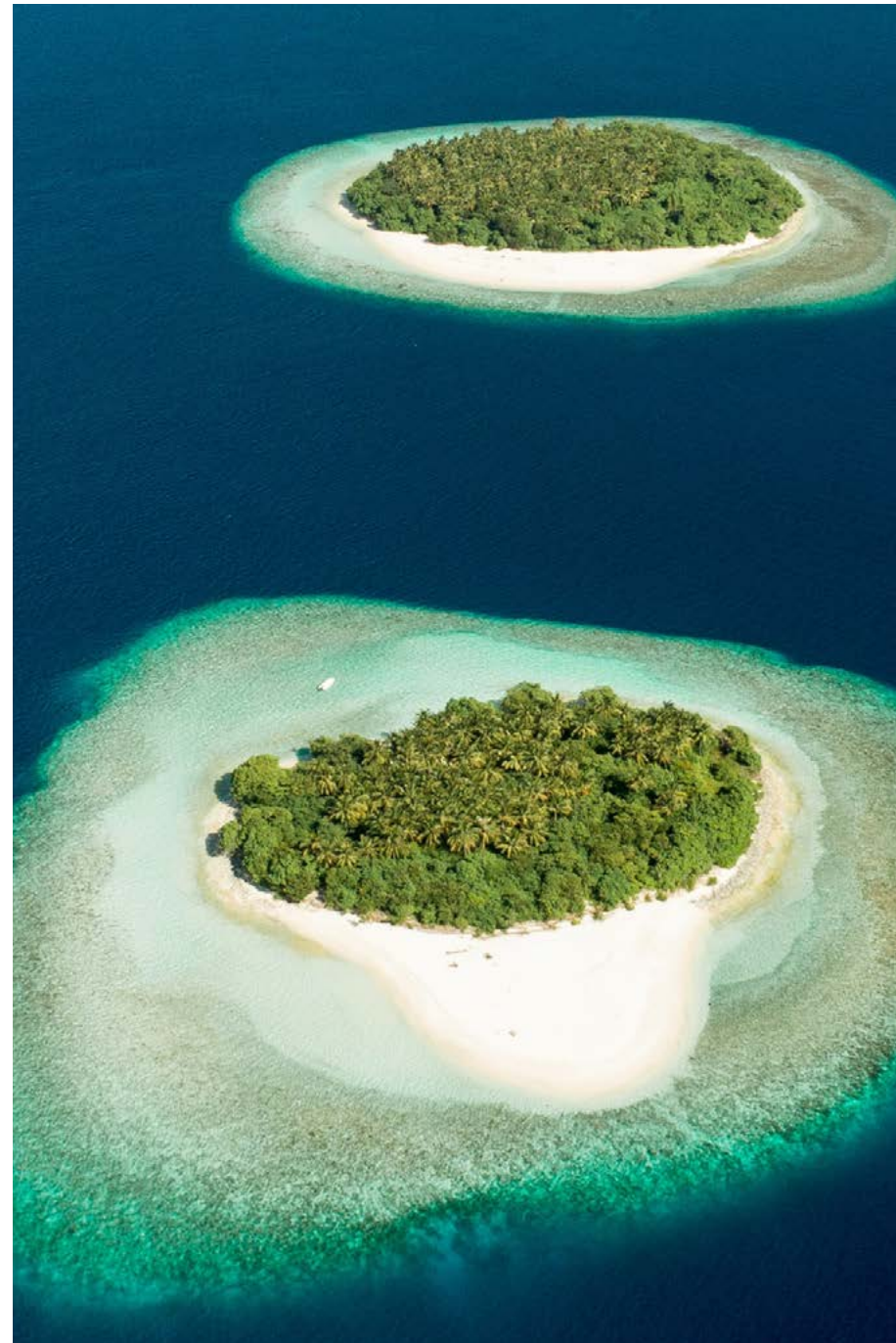
# Environmental Footprint

Measuring resource use and emissions.

We aspire to take an industry-leading position in using sustainability-related information to shrink the environmental footprint of our real estate operations and create value in our investments. Our goal is to collect as many actual asset-level measurements from our properties as possible, focusing on energy, GHG emissions, water, and waste.

Our Environmental and Climate Metrics Policy sets a consistent standard for the granularity of data our portfolio companies are expected to report to support our portfolio management analytics and decision-making. We provide training for our portfolio managers on how to collect and interpret sustainability data, and use third-party firms to assist with this training where necessary. We also use automation tools to aggregate asset-level sustainability measurements and assist portfolio companies with reporting.

Having detailed, property-level insight allows us to identify areas where we can further improve our efficiency. We proactively identify broad and asset-level improvements to drive energy reductions, leading not only to cost savings but supporting our net-zero target as well.



## Environmental Performance Data

The table captures our real estate environmental performance for fiscal-year 2022.

### 2022 ENVIRONMENTAL FOOTPRINT

GHG (metric tons CO <sub>2</sub> e)	Scope 1: 274,900 Scope 2: 1,076,700
Energy (MWh)	Renewable sources: 534,700 Total energy consumption: 10,727,600
Water (m <sup>3</sup> )	Total water consumption: 62,222,900
Waste (metric tons)	Total waste to landfill: 918,600 Total waste diverted from landfill: 893,400

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# Water

## Conserving water with new technology.

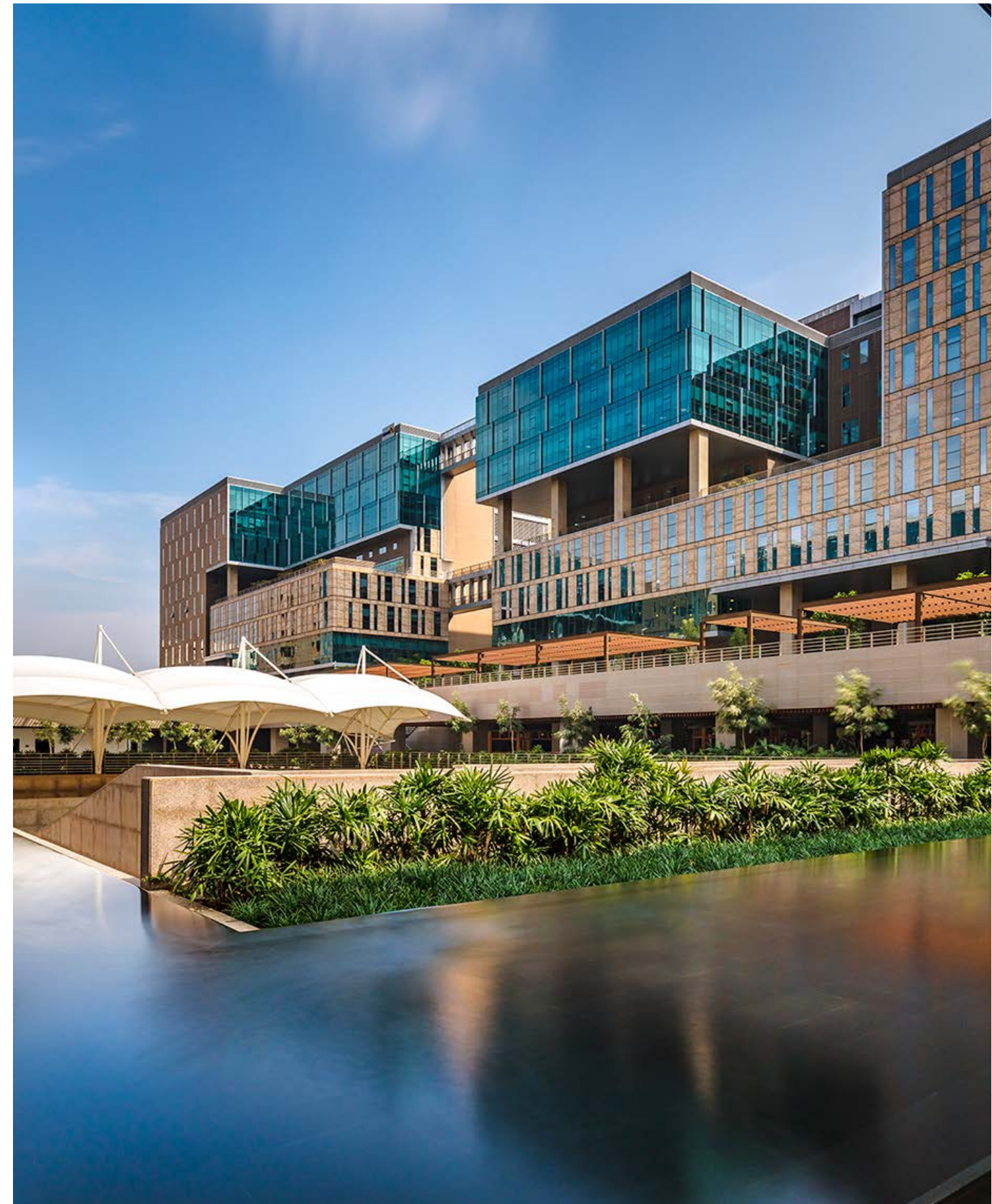
As a global real estate owner, we understand that using water resources efficiently and protecting water quality is a priority. We focus on efficient design, new technologies and retrofits that result in reductions in both outdoor and indoor water consumption.

### Water Conservation Efforts in India

Across our portfolio of properties in India, we have undertaken various water conservation initiatives to address water security. To minimize our water withdrawals and consumption, we have invested in robust leak detection programs across our assets and installed efficient faucet aerators and low-flow fixtures. To treat water onsite, we installed a sewage treatment facility. We use the treated water for landscaping across all our buildings, for flushing, and in some cooling towers. We have implemented advanced irrigation techniques to optimize water usage through automation, and are in the process of installing rain, moisture, and evapotranspiration sensors in our assets. To create a better microclimate and apply passive irrigation, we are increasing the usage of sprinklers, sprayers, and foggers. We strive to optimize rainwater retention by installing permanent infiltration or collection features like vegetated swales, rain gardens, and rainwater cisterns.

### Outcomes:

- **38%** water consumption reduction since FY 2019-20
- Reduced water consumption by **over 1.5 billion liters** since base year
- At Ecoworld Bangalore, reduced consumption by **over a half million liters per day**, equating to over **200 million liters conserved per year**
- **Over 2 million liters** reduction in daily freshwater consumption due to sewage treatment plant investment



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# Waste

Measuring and minimizing waste.

Reducing waste from our operations and diverting operational and construction waste from landfills are key elements of our strategy to reduce our environmental impact.

We are continuously exploring ways to reduce and divert waste generated at our assets. We work closely with third-party service providers and tenants to implement strong practices and measure our progress. Where waste data is not yet readily available, we have used industry best practices and benchmarks to estimate 2022 results for select properties where there are data gaps.

## Closing the Waste Generation Loop at Ecoworld

Ecoworld is an office campus development designed to offer a next-generation work-leisure district in Bangalore's bustling metropolis. Central to Ecoworld's offering is an integration of sustainability, including an optimized energy footprint, robust water conservation features, and a strong social infrastructure including education institutes, leading malls, hospitals, and developed residential catchments.

To minimize waste generation, the Ecoworld team created a holistic waste management strategy with a three-tier classification for waste from operations by type. At the time of the project's commencement, 60% of the building's waste profile was classified as waste rejects, designated as landfilled waste. The Ecoworld team had a goal to reduce waste rejects from 60% to below 5%, and to increase recycled waste from 40% to over 95%.

Ecoworld's waste management strategy completely changed the building's waste profile. It reduced landfilled waste from 60% to 3%, and recycled waste increased from 40% in 2015 to 97% in 2021. The waste management strategy diverts nearly 70 metric tons of waste from landfill each month, reducing GHG emissions by 245 metric tons each year, and reduces our waste-related expenses by over 30%. Designing and implementing a program to close Ecoworld's waste generation loop resulted in the property being awarded the Indian Green Building Council Net Zero Waste Platinum Certification. Ecoworld is the first commercial office property in India to obtain this certification.

### Reduced Landfilled Waste

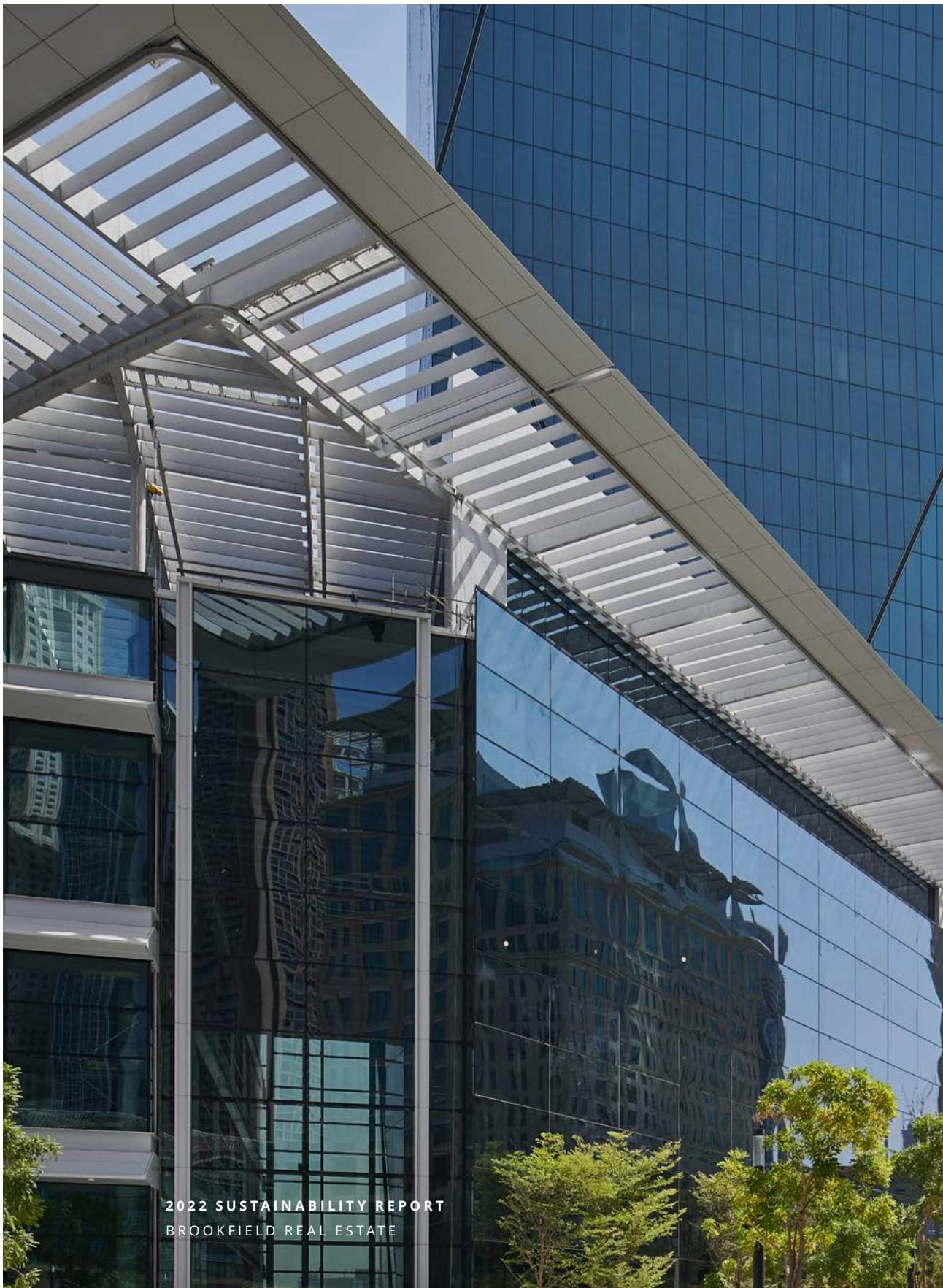


### Increased Recycled Waste



# Ecoworld's Waste Management Strategy





## Breaking the Plastic Habit

We strive to develop and share best practices that can be applied globally.

Breaking the Plastic Habit is a program that aims to reduce the use of single use plastics at key properties. It was initially implemented at Canary Wharf, our mixed-use office, residential and retail district in London, and has now been rolled out across multiple regions. Canary Wharf achieved Plastic Free Communities Status in 2019. Since then, more than 384,000 water bottles have been refilled, and more than 35,000 bottles and 5.8 million coffee cups have been recycled.

Our Australian team launched the program in 2021, targeting Brookfield’s offices, as well as our premier office assets in major Australian cities. By removing single use plastic products from our offices and buildings, and influencing behavioral changes, we avoided 1.8 million single-use plastics nationally by the end of 2021. In 2022, we were awarded the CitySwitch Partnership of the Year Award for our efforts to reduce single-use plastics.

ICD Brookfield Place in Dubai launched the program on World Environment Day in 2021 and has avoided the use of 40,000 plastic bottles by installing a water bottle refilling station. In addition, all ICD Brookfield Place tenants have pledged to Break the Plastic Habit, and have adopted a culture of reduce, re-use, and recycle.

Our Canadian office business launched the program in 2022 across all 12 properties in Calgary and Toronto, with over 500 tenants and building community members taking the pledge to Break the Plastic Habit. As part of the program, our property teams have shared common lease language developed to eliminate use of single-use plastics on retailers’ premises.

We also formed partnerships with the Plastic Free Foundation and Plastic Oceans Australasia, to further our impact beyond our operations. We plan to further expand the program in 2023.

## Our Approach to Biodiversity

Protecting biodiversity is a vital component in achieving net zero. We view the protection of the ecosystems within and surrounding our properties as a high priority. We acknowledge that factors such as habitat degradation and loss, pollution, and climate change contribute to decreasing global biodiversity, and we are continuing to evaluate how we can enhance our processes and further incorporate biodiversity considerations throughout the investment management process.

We conduct environmental assessments as part of our due diligence process to understand baseline environmental conditions and ecosystem sensitivities. These environmental assessments consider proximity to protected areas and the presence of sensitive, threatened or endangered species. Where appropriate, we engage local stakeholders and experts to monitor biodiversity and conduct studies to further our conservation efforts. During our investment hold period, we work to protect identified biodiversity sensitive areas within our investments, and where possible seek to make positive regenerative contributions to the ecosystems within and near to our businesses.

Going forward, we will consider the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) more fully, once codified, and integrate enhanced biodiversity screening and monitoring within our business.

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# Sustainable Development

## Sustainable Development Objectives

Whether infilling a dense urban site, redeveloping a brownfield or building on a greenfield for the first time, our development group is focused on leading and innovating in sustainable development, ensuring that every asset we build has a lasting positive impact on our neighbors, our communities, our business, and the environment.

Everything starts with an integrated approach to sustainability in our development projects. Conversations about ESG take place early in the visioning and design phases. These include all members of the development team and construction partners to understand what features, materials, and technologies are feasible given the site, asset type, and envisioned customer. Our sustainable development approach also applies when seeking to understand our social impacts, and we target our social priorities, such as opportunities for placemaking and tailoring a property to suit the unique needs of the tenants, residents, and surrounding community. We lever third-party green and wellness building certifications to validate our strategies, and coordinate early and often with our real estate ESG team to ensure we are designing and delivering aligned with ESG goals.

## Decarbonizing Development Materials and Processes

To support our net-zero GHG emissions target, our development group creates a pathway to net zero that encompasses the full development lifecycle, addressing both operational and embodied carbon. Our greatest opportunity for GHG reduction is to reduce emissions from purchased building materials. In 2022, we began to assess these emissions through a roadmap, the first phase of which will be completed in 2023. The roadmap is aligned with our procurement team's efforts to track materials purchased for the purpose of measuring embodied emissions. Measurement is one important step, with the goal to specify procurement of low-carbon materials.

**Embodied carbon, often attributed to construction materials, is an important component of Scope 3 emissions and refers to the GHGs associated with the entire lifecycle of a material. This lifecycle includes manufacturing, transportation, installation, maintenance, and disposal.**

We organize our sustainable development practices into six categories:



### Net Zero

Driving towards net-zero operational energy for the assets we design and build



### Embodied Carbon

Measuring and minimizing embodied carbon during the construction process



### Climate Risk and Resilience

Building assets that are resilient to current and future environmental and social shocks and stressors



### Building Certifications

Validating our ESG achievements through third-party verification



### Social Impact

Achieving positive impacts in the communities where we build and operate



### Health and Wellness

Supporting occupant and community physical and mental health

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## Designing and Building Assets of the Future

Our ESG standards play a key role in creating buildings that are sustainable and resilient. At the start of every commercial project, as a part of our development group's ESG Building Standards, we set our energy efficiency, clean energy, water conservation, waste management strategies, and minimum performance levels. This may include items such as achieving LEED certification, all-electric or all-electric transition-ready, and reducing indoor and outdoor water consumption by at least 30%.

Across our land and housing portfolio, we use a proprietary tool that embeds third-party, sustainable development strategies into community development. In 2023, we will set minimum baseline sustainable development standards for all land and housing regions.

## Creating Places Through Inclusion and Partnerships

In all of our developments, we seek to educate, engage, and communicate with our neighbors. Our development strategy takes our key stakeholders' interests into account and is a mutually beneficial process—enhancing the communities where we operate and creating value for all. We seek to use these partnerships to develop thriving, resilient communities.

For example, we work with local organizations that support economic growth, provide meaningful jobs, and foster diversity. We place a high value on local, minority-owned, female-owned, and veteran-owned small business participation in our projects. We approach this at the project level in two phases: attracting and recruiting of

diverse partners, and mentoring and training these businesses. Our diversity, equity and inclusion (DEI) and supplier diversity teams solicit community input and contribute to subcontracting efforts on projects, contributing to both broad representation and local economic impact.

## Preserving Biodiversity

In our greenfield developments, we strive to protect and enhance biodiversity through low-impact development and native species selection. We continue to expand our programming to work towards the TNFD recommendations and third-party partners' requirements to ensure our projects enhance their surroundings.

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# Net-Zero Construction at The Gilbert

The Gilbert is a shared work and social space in London's Finsbury Square.

We created a modern environment to work and live while celebrating the building's early twentieth century architectural heritage. Through an extensive retrofit, we transformed an office building to a property with modernized operational energy features, including air source heat pumps, high efficiency mechanical and electrical plans, and resealed windows, aligning the property to the U.K. Green Building Council benchmark for Net Zero Carbon Pathway. Through retaining 90% of the building's original structure, The Gilbert's embodied carbon rate is seven times below the industry target, exceeding the LETI benchmark and GLA 2023 target by over 8,500 metric tons of embodied GHG emissions. The small residual emissions footprint from the renovation process was offset in alignment with the U.K. governmental framework, the HM Treasury Green Book. The sustainable redevelopment strategy resulted in The Gilbert being awarded the net-zero construction designation from the U.K. Green Building Council.



90%  
of the original  
structure retained

7x  
below the industry target  
embodied carbon rate

11,500MT  
of embodied GHG emissions below  
a standard newly-built office

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CASE STUDY

# Creating a Net-Zero Logistics Center at E-Valley

A logistics development site in Northern France, E-Valley was a decommissioned military base, covered with concrete runways and taxiways and represented substantial embodied carbon. To develop the site with zero agricultural land loss, we repurposed the brown property into a 1.8 million sf logistics facility.

The redevelopment of E-Valley included a focus on leading ESG and technical credentials, and is expected to achieve net-zero operations when complete:

- We are partnering with a French multinational utility company to implement decarbonization strategies while controlling tenant operating costs.
- The property is expected to be equipped with a 20 MW geothermal heating network, 90 MW of solar panel generation capacity, and both biomass and biomethane systems. E-Valley's energy systems will supply energy to both the property's buildings and vehicles. The geothermal network and solar panels power the buildings, while the bioenergy facilities enable sustainable fueling of internal combustion engines.
- We expect to install over 500 electric vehicle charging stations at the property.

To ensure E-Valley has a positive impact on the local community, the property has incorporated onsite training centers for job creation, local neighborhood network installations and onsite nurseries.



20MW

Geothermal heating network

90MW

solar panel generation capacity

500

electric vehicle charging stations

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# Biodiversity and Nature-Based Solutions at Harwell Campus

Our Harwell Campus in Oxfordshire, U.K., is located on the edge of the North Wessex Downs Area of Outstanding Natural Beauty. We are committed to respecting this unique landscape by increasing the abundance and diversity of plant and animal species through the creation of green infrastructure and nature corridor networks.

To minimize the potential impact of development on the local fauna and flora, ecological surveys have identified features of biodiversity significance. This allows Harwell to map and quantify the biodiversity on the campus. Harwell's overarching goal is to avoid the loss of biodiversity where possible and, when unavoidable, to secure a net gain in biodiversity by 2030.



CASE STUDY

To date, strategies have included:

- Translocating rare plants and grassland topsoil, as well as a toads’ tunnel under a new road
- Preserving of trees and using felled trees to build benches and eco-sculptures
- Creating wildflower meadows
- Planting climate-resilient species and fruit trees
- Maintaining three beehives
- Developing a network of campus trails and acres of greenspace
- Applying biophilic design
- Using natural materials in buildings
- Improving recreational facilities
- Providing green and blue restorative and relaxation spaces
- Creating outdoor meeting and breakout areas
- Enhancing spaces with public art
- Managing solar-powered pods that offer staff and visitors the opportunity to meet and collaborate in an alternative outdoor setting

Biodiversity Projects at The Harwell

Ridgeway Gallops Project

A woodland and chalk grassland creation project achieving biodiversity net gain less than two miles from Harwell Campus

- 1.2 hectares of woodland creation
- 15 mixed native species
- 4 hectares of species-rich chalk grassland creation
- 1 hectare of neutral grassland enhancement

Project ‘WHIP’

- A woodland habitat improvement project
- Enhances the structural habitat around mature trees with layers of seasonal planting, creating areas for nature and people to enjoy
- 26,000 bulbs, 2,500 perennial plants, and 259 semi-mature trees were planted in the 90-meter long Hibernacula

The Hides

- Fostering connection between people and nature, The Hides are a series of sustainably designed huts located in the forested areas of the campus
- The huts are designed for meetings and social gatherings, inspiring campus users through the flourishing surrounding environment

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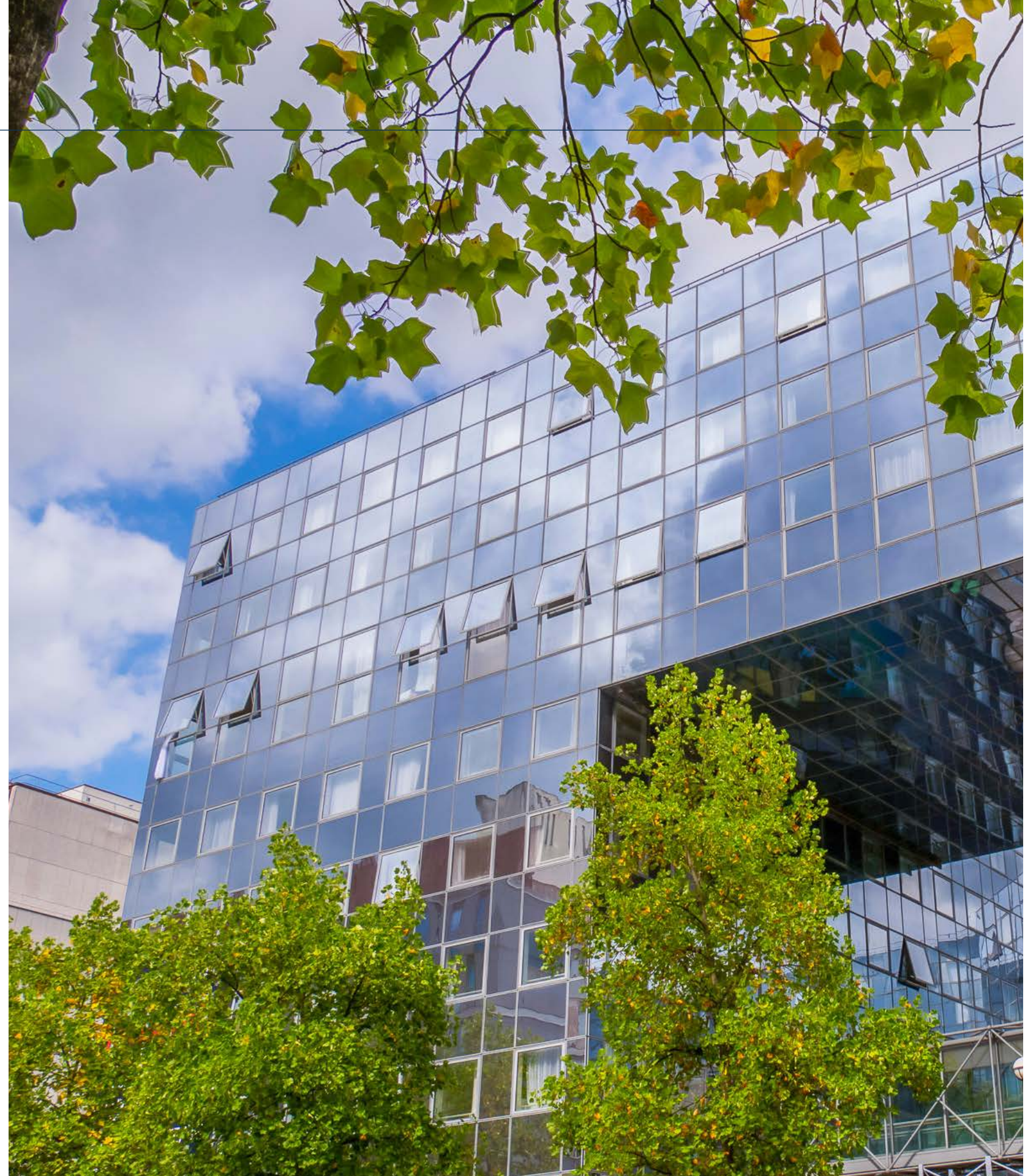
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# Circularity in Practice at Ecla Paris Noisy-le-Grand

Ecla Paris Noisy-le-Grand, in Paris was repurposed from a 375,000 sf office building, and redeveloped into a co-living student accommodation residence.

Throughout its redevelopment, we kept re-use and the circular economy top of mind by:

- Preserving 100% of the concrete frame
- Restoring and reusing 53,000 sf of existing wooden floor surface
- Engaging 80% local contractors
- Sourcing preferred materials to increase indoor air quality
- Sourcing 1,300 chairs, tables and stools from recycled materials
- Using nudges throughout the building to raise awareness among tenants and encourage proper waste disposal
- Using “Kintsugi,” a Japanese art, to enhance and preserve the history of the building



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# People Approach

Our people differentiate our business and our real estate.

By turning spaces around the world into places with meaning, we differentiate our business and create destination real estate where people live, work, shop, and visit.

Our approach to DEI continues to strengthen and evolve our collaborative and innovative culture, enhancing our ability to create these spaces. We have strong systems in place to promote and support the health and well-being of our employees, and we are constantly evolving our practices.

Positive health and safety conditions at the properties we own are central to our placemaking vision. To achieve this, we implement and follow robust security procedures and operational health and safety practices.

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# Culture and Employee Well-Being

Caring for the culture we create.

We believe that businesses don't create value—people do. A company's culture can drive its success, and we work every day to promote a business that is built on trust and transparency. We hold ourselves accountable for maintaining high performance standards and empower our employees to collaborate, develop and grow. It is this approach that underpins our reputation.

We seek to create a positive, open and inclusive work environment that enables employees to achieve their potential. Our people are given the opportunity to develop through feedback and varying experiences, which creates a high-performing workforce which, in turn, allows us to successfully deliver on our commitments to stakeholders.

Inclusive leadership and disciplined talent management processes are critical to our success. Inclusive leadership starts with a strong tone at the top. Our Code of Business Conduct and Ethics and Positive Work Environment Policy set a consistently high standard for how we are expected to interact and collaborate with one another, and reinforce a work environment conducive to learning and development.



**We support and develop our people leaders in these key areas:**

- ✓ We foster a work environment that is conducive to learning and development, and one in which people feel safe when stepping outside their comfort zone
- ✓ We offer training that clarifies a leader's role in creating an environment that supports the continued progression of their team members
- ✓ We have created a feedback culture that makes it comfortable for people leaders to give and receive feedback
- ✓ We are committed to disciplined and equitable talent management processes that support our people leaders and focus on people development

**Brookfield's approach to people is highly integrated across the firm's business verticals, and thus, the figures presented in this section are at the firm level unless otherwise noted.**

## People Development

We seek to provide a working environment that fosters collaboration and continuous development for our people. All our offices globally are intentionally designed as open-concept to allow for discussions between all levels of employees. We pride ourselves on a working environment that allows people to learn every day.

We provide formal training on a wide range of topics, depending on function and level of development. Training topics include manager and leadership training, compliance topics, anti-bribery and corruption, cybersecurity, harassment prevention, positive work environment policy, and more. We also provide job-related technical training to maintain or upskill our employees' knowledge. Some examples of these trainings include presentation and business writing skills, negotiation workshops, and Excel and PowerPoint workshops, to name a few.

Another important element of our organization's culture is a strong team environment. Each business group and function facilitate periodic retreats, offering the opportunity for employees to network with team members, attend educational sessions, and participate in team building activities.

## Employee Engagement

We encourage and welcome employee feedback. We connect with our employees in a variety of ways, including direct engagement, events, and employee satisfaction surveys. The purpose of these engagements is to share context, receive constructive feedback from employees, and identify measures to

improve our employees' experiences. Employees also have the opportunity to engage with leadership through town halls, which we hold in each region.

Brookfield's employee engagement survey focuses on the following:

- Overall Employee Engagement: The extent to which employees are motivated to contribute to organizational success.
- Job Enablement: To gauge if employees feel adequately supported to perform their roles.

- Manager Effectiveness: Feedback on how the manager is perceived to manage both people and their work and the impact this has on engagement.
- Inclusion: How much people feel that their ideas, opinions, and perspectives are valued and that they are treated with respect.

All employees that have been with Brookfield for over six months are invited to participate in this survey, with our last survey having a response rate of over 80%. Survey results are disseminated by business group, function, and geography and action plans are developed as appropriate.

## Benefits and Employee Well-Being

The health and well-being of employees is vital to our success. Brookfield provides a comprehensive benefits package for all our employees. The benefits vary by location based on local market practice for each location in which we operate. The plans are broadly consistent across all employees (there is no separate executive plan). These benefits include health benefits, life and disability insurance, retirement savings contribution, parental leave, and an employee wellness program, to name a few.







**Pay Equity**

Brookfield believes that all employees should be treated equitably and seeks to ensure that the appropriate processes are in place to support this priority as it relates to compensation of its people. Brookfield prohibits pay discrimination on the basis of gender and any other class protected under federal, state and local law. This applies to employees in the same work location who perform substantially equal work that requires substantially an equal skill set, effort, and responsibility and is performed under similar working conditions. In such cases, employees should be paid at the same rate regardless of their gender or status within a protected class, except where differences in pay are based on a factor other than an employee’s gender or status within a protected class, including (but not limited to) seniority, merit, and past work experience.

**ADDITIONAL INFORMATION**

- [Positive Work Environment Policy](#)
- [Code of Business Conduct and Ethics](#)

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# Building a Diverse and Inclusive Environment

Continuing to enhance diversity at all levels of our real estate business is a cornerstone strategy for attracting and developing strong talent. Our focus on diversity and inclusion creates an engaged and dynamic workforce that is adaptable to an ever-changing environment. We lead with inclusivity, embracing our diverse cultures, and invest in teams to support individual development and growth.

We meet or exceed all applicable labor laws and standards in jurisdictions where we operate, which includes human rights, competitive compensation, and implementing non-discriminatory, fully inclusive hiring practices. A focus on diversity and inclusion reinforces our culture of collaboration, strengthens our ability to develop our people, maintains an engaged workforce, and creates value for our stakeholders.

## DEI Initiatives



### Recruitment

- We are actively pursuing diverse candidates in recruitment efforts
- We require diverse slates which has led to wider exposure to the best candidates
- In 2020, 62% of positions hired included two or more female candidates
- We seek partnership opportunities with organizations around the world that focus their efforts on fostering diverse equitable and inclusive communities



### Performance Management and Training

- We provide annual training for people leaders on how to provide feedback, mitigate unconscious bias, and ensure effective, development-focused feedback



### Employee Resource Groups

- We support a number of Employee Resource Groups organized by employees around shared interests, characteristics, or experiences. In addition to providing networking, educational, and awareness opportunities, these provide the coordinators an opportunity to demonstrate leadership, develop relationships, and collaborate. Our committee members rotate their positions to give as many people as possible to opportunity to develop this skillset and get exposure to leadership



### Succession

- Our succession process includes identifying a diverse slate of candidates and developing these candidates through stretch roles and exposure

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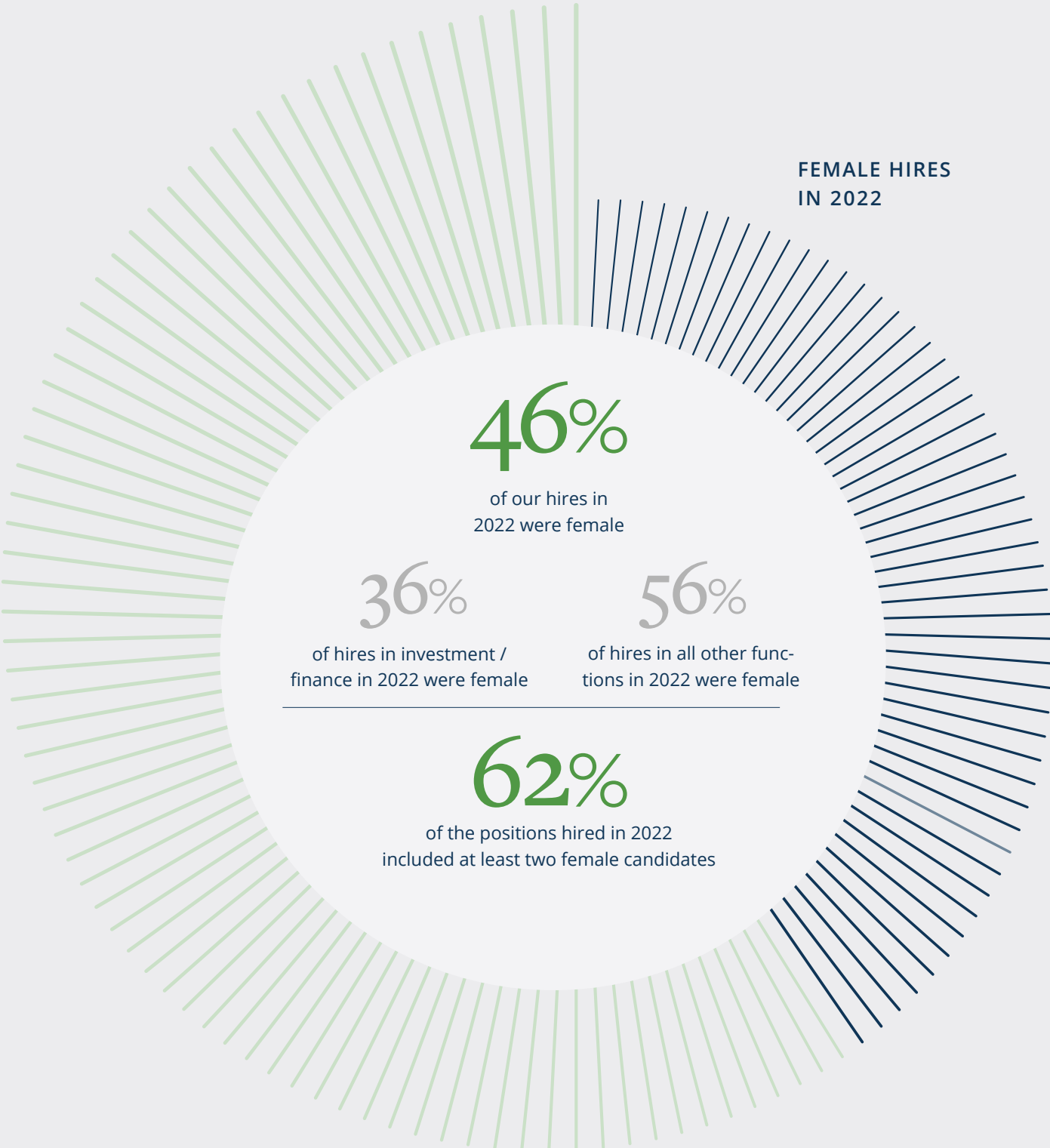
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# Recruitment

We proactively recruit people who are aligned with our culture and have the potential to develop within the Brookfield organization. This includes a focus on diverse representation of candidates in our recruitment process. Brookfield is committed to a hiring process that is fair, objective, equitable, non-discriminatory, and in compliance with all applicable legislation and good governance. The following are key activities that have been instrumental in our progress:

- Taking the time to ensure our candidate slates include qualified candidates that are diverse. This approach is embedded in how our internal and external recruitment teams conduct their searches.
- Developing objective criteria for each role to evaluate all candidates.
- Ensuring diverse representation within the Brookfield teams that interview candidates and ultimately make the hiring decisions.



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# Performance Management

We continue to add discipline to our process for assessing performance and potential.

Brookfield provides performance criteria for virtually all roles. These criteria clearly define what good performance entails and enable objective and consistent assessments across Brookfield. They also clarify the key indicators required for promotion to the next level.

We provide annual training for people leaders on how to assess their team members, mitigate the impact of bias in their assessments, and provide constructive feedback that is clear and focused on development. Where appropriate, an impartial observer may sit in to challenge any unconscious bias in their assessment of performance.

All people leaders conduct annual performance reviews with their team members, providing an opportunity to discuss feedback on prior year performance, while allowing the opportunity to set priorities for the upcoming year.

41%

of all promotions in 2022 were ethnically diverse

43%

of investment / finance promotions in 2022 were ethnically diverse

39%

of promotions in all other functions in 2022 were ethnically diverse

~50%

of all promotions in 2022 were female

37%

of investment / finance promotions in 2022 were female

65%

of promotions in all other functions in 2022 were female

~40%

of all Managing Partners & Managing Director promotions in 2022 were female

31%

of all Managing Partners & Managing Director promotions were ethnically diverse

Note: All promotions were awarded in February 2023.

**We continue to benefit from strong retention. Our Managing Partners have worked together for 13 years on average and our senior leadership team has more than 21 years of experience working together.**

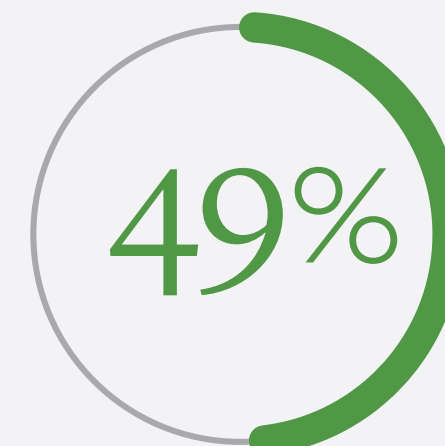
The combination of recruiting the right people and the discipline in our performance assessment process is a key factor in our ability to develop our people and retain strong performers. Our grow-from-within talent strategy prioritizes internal mobility to provide opportunities to expand professional experience and enhance collaboration across the business. This includes transfers between geographies, business groups, functions, and to or from portfolio companies.

Over the last five years, we have more than doubled our employee population, which means we have many people in new roles. An additional 7% of the average employee headcount has taken on new opportunities under our internal mobility program and over 50% of those opportunities were provided to females in 2022. In recent years, we launched a number of new businesses, including the Insurance Solutions and Transition businesses, which has led to a large number of opportunities to transfer people between business groups.

## 2022 Internal Mobility Opportunities:



Geographic Relocations



Between Functions



To or From  
Portfolio Companies



Between  
Business Groups

# Employee Resource Groups

Brookfield has employee resource groups that reinforce an inclusive workplace and sense of community, provide volunteer and networking opportunities, and share best practices globally. These groups are ground-up initiatives—organized regionally by employees based on their shared interests, characteristics or experiences in each office, and represent perspectives of a globally diversified employee base. Each group has a mandate that is clear, aligned with our values, appropriately supported by the organization and provides opportunities to demonstrate leadership, develop relationships, and collaborate.

All employees, whether they identify with a specific resource group or not, are welcome to join any group of their interest. We have a few employee resource groups that are consistent across the globe including the Brookfield Women’s Network, Brookfield Cares, and Brookfield (bNext), as described to the right. Where it relates to other elements of diversity, some offices have organized groups that promote diversity in different ways that best supports the employee composition of the region. As an example, our larger U.S. offices have groups to support its diverse employee base, including Brookfield Pride and Brookfield Asian Professionals, to name a few, while offices in other regions have chosen to combine interests under broader diversity groups.

## EMPLOYEE RESOURCE GROUPS

Some of our employee resource groups include:



Provides learning and networking opportunities, and a community to share ideas and best practices, for women in various roles and at all levels of the company, across Brookfield. We have a chapter of the Women’s Network in each of our large offices globally.



U.S.-led employee initiative that focuses on attracting and retaining Black professionals and aims to enhance the awareness and inclusiveness of our workforce, while providing a forum for employees to share and learn from the experience of others.



Brings together colleagues in the early stages of their careers who want to engage with and learn from each other. This group was initiated in our U.S. offices and other regions are considering adopting a similar program.



Focuses on fostering a culture of inclusion for LGBTQ+ employees, providing support and a sense of community for employees and allies while empowering employees to bring their whole selves to work.



Serves as an employee resource group, led by our people in our U.S. offices, for employees and allies of the Asian American and Pacific Islander communities and aims to enhance the awareness and inclusiveness of our workforce.



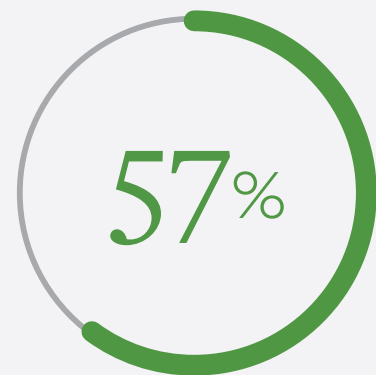
Corporate philanthropic program for Brookfield employees. Philanthropic activities are an important aspect of employee engagement; they enable our employees to build meaningful relationships, foster personal growth, and benefit from the communities in which we operate. Our global matching program allows employees to donate to a not-for-profit of their choice and Brookfield will match their donation. In addition, each office supports the causes that are most important to our people.

# Diversity and Inclusion Metrics

## Gender Diversity

Over the past five years, our primary focus has been on gender diversity. Our efforts led to a significant increase in female representation at the senior levels. We have more than doubled our employee population and significantly increased our female representation at the most senior level of the organization during this period, with Managing Partner and Managing Director female representation increasing from 10% to 19%. In addition, Senior Vice President representation increased from 17% to 32% during this time. The discipline embedded into our recruiting and performance management processes has been instrumental in this progress.

### At Brookfield, women comprise:



of our Independent Board Directors



of all Board Directors



of our overall workforce

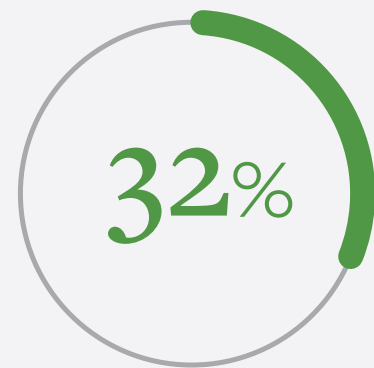


of Managing Partners, Managing Directors and Senior Vice Presidents

### Across all Brookfield portfolio companies, women comprise:



of CEOs / heads of business

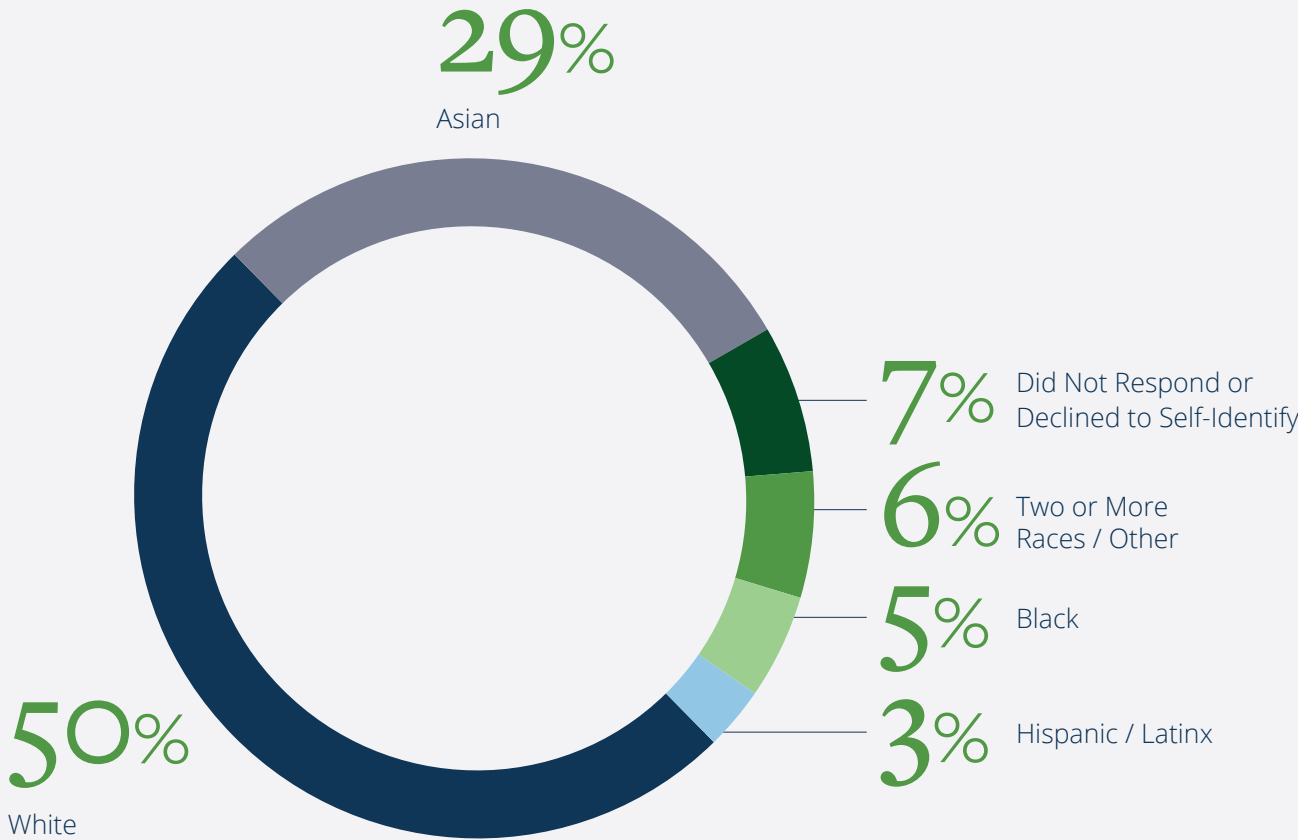


of Vice President and above positions

# Race and Ethnicity

While historically our focus has been on measuring gender diversity, a few years ago, we began to ask employees to self-identify their ethnicity.

**GLOBAL ETHNIC DIVERSITY METRICS<sup>1</sup>**



**Senior Leadership Diversity**

**21%**  
of Managing Directors and above  
are ethnically diverse

**27%**  
of Senior Vice Presidents and above  
are ethnically diverse

In the U.S., Canada, Australia and the U.K., ethnic diversity represents:

**40%**  
of our employee population

**18%**  
of Managing Partners / Managing Directors

**31%**  
of the Investment Team

<sup>1</sup>As of April 1, 2023

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# Diversity, Equity and Inclusion Partnerships

Brookfield is involved with several organizations to support our diversity, equity and inclusion initiatives. To highlight, Brookfield has been active in the following programs supporting the development of a strong and diverse talent pool.

## SEO Alternative Investments

Our partnership with SEO began in 2018 and provides us with access to a diverse set of individuals who are provided mentorship and career opportunities, creating a pipeline of diverse candidates, with the aim of increasing diversity in the alternatives space.

Over the past five years, Brookfield has hired nine interns through SEO, 67% of whom have become full-time hires.

## Girls Who Invest & Women in Asset Management (WAM) Program

In 2022, Brookfield developed a partnership with Girls Who Invest, which provides paid internship opportunities to primarily female and ethnically diverse college sophomores at a leading investment firm.

Last summer, Brookfield hosted four interns on our investment teams across Private Equity and Real Estate. Brookfield has expanded the program to our Infrastructure, Public Securities Group, and Brookfield Hedge Solutions investment teams for Summer 2023.

Brookfield has partnered with leading Canadian business schools to provide a paid summer internship through the Women in Asset

Management program. This program is geared towards investing in a future pipeline of young female professionals in the asset management industry in Canada. The summer program includes a four-week classroom experience to provide interns the opportunities to learn technical and soft skills that can be incorporated in the work environment.

Brookfield hosted its first intern in 2022 within the Infrastructure group. The program saw great success—the intern took a gap year between her third and fourth year in school to complete a one-year contract with the same team. Following this success, Brookfield has expanded the program in the current year and is expecting to take on two interns.

## MBA Associate Program

Over the years, Brookfield has partnered with leading business schools to host MBA summer associates through our MBA Associate Program. We engage with the diversity resource groups within the universities to promote our program and encourage a diverse slate of candidates.

In 2019, Brookfield hosted two associates who both received full-time employment offers at the end of the program. We have since expanded the program and in 2022, we had 12 associates across Infrastructure, Private Equity, and Real Estate in various regions, including Toronto, New York, Houston, and London.

Of the 12 associates we hosted this year, more than 50% are women or part of an ethnically diverse group, of whom 8 (75%) have become full-time hires.

## All Stars Project (ASP) Development School for Youth

Brookfield has partnered over the past few summers with The All Stars Project (ASP), a 40-year-old national nonprofit organization whose mission is to transform the lives of youth and poor communities, using the developmental power of performance, in partnership with caring adults. ASP reaches over 10,000 inner-city youth and their families with free development programs every year.

Brookfield helps to facilitate ASP's Development School for Youth (DSY), where young people ages 16-21 partner with corporate leaders and learn to perform as business professionals through paid summer internships at their companies.

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CASE STUDY

# Project Destined

Our real estate group is proud to partner with Project Destined, a leading social impact platform that empowers students from underrepresented communities through training in financial literacy, entrepreneurship, and real estate with 250+ leading companies.

Project Destined interns learn financial literacy and real estate investing through a blend of live courses and e-learning materials grounded in ownership, mentorship, and financial health. Throughout the eight-week program, interns are supported by mentors in learning the fundamentals of commercial real estate and developing their professional network. The program culminates in an investment proposal competition where interns present a real estate opportunity to a panel of executives while earning academic scholarships.



## In 2022, Brookfield:

- Supported programming for **more than 2,000** students overall, **sponsoring 150 students** directly from **10+ markets** in the United States and Canada
- Volunteered with **more than 50 mentors'** spending two to three hours per week training students at Historically Black Colleges and Universities (HBCUs) in commercial real estate
- **Hired 16 Project Destined alumni** for Summer 2023 internships and full-time roles
- **Invited 11 Brookfield Properties Project Destined program alumni** to participate in a two-day experience in Los Angeles with Adrian Foley, President and CEO of Brookfield Properties Development
- **Contributed \$250,000** toward the continued success of the program
- In 2023, we **plan to expand** our Project Destined partnership across additional North American regions and **hire more talent** for internship and full-time opportunities

Since joining the program in 2016, Brookfield has contributed a total of \$550,000 to Project Destined.

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# Brookfield Cares

Our employees are passionate about making a difference.

Brookfield's corporate philanthropy program, Brookfield Cares, seeks to make a positive impact in the communities in which we operate. We use our financial and human resources to enrich the lives of those in our communities. Employees from our real estate group join employees across our Brookfield businesses and affiliates to participate in activities that we hope have an outsized impact on our communities.

As a global organization, we are in a unique position to execute both on large-scale national efforts and targeted fit-for-purpose engagements. We encourage our teams around the world to leverage Brookfield Cares resources and expertise to run programming for their local teams. Brookfield Cares global leads meet quarterly to connect and share knowledge, resources, and programming ideas.

We support a culture of charitable giving and volunteerism among our employees and business partners, with a focus on the four areas of homelessness, youth and education, healthcare, and the environment.



Brookfield Cares allows employees and offices to meaningfully advance a cause which is important to them. In addition to funding events and providing time off to volunteer in their local community, Brookfield's matching program allows employees to donate to a not-for-profit of their choice anywhere globally and Brookfield will match their donation.

## Brookfield employees impact in 2022

**1,600**  
organizations supported

**\$350,000**  
employee donations

**\$3.9M**  
total corporate donations and sponsorships contributed

**\$640,000**  
donations matched

**\$5.3M**  
total impact

**\$1.3M**  
total matching program contributions (employee + match)

**10,800**  
volunteer hours

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# Tenant Engagement

Partnering with our tenants to ensure a high degree of satisfaction.

Tenant satisfaction is central to our success. Our office tenants expect an indoor environment bolstered by strong health and safety protocols, and access to amenities. Our multifamily residents want enhanced social experiences as they spend more time in their homes. Our retail tenants need welcoming, accessible spaces, and logistics tenants require functional, efficient buildings.

As a leading asset manager, we create individual property engagement plans, offering to deliver on ever-evolving tenant expectations. We survey our tenants regularly to assess satisfaction and ensure we are meeting their expectations, and implement engagement plans based on this feedback and collaboration with major tenants.

## Multifamily

Our multifamily portfolio has an engagement strategy that focuses on residents' needs, employee engagement, and creating thriving communities where people live.

We start with feedback—issuing surveys to gauge satisfaction of any meaningful interaction between residents and our employees. Survey topics include service calls, lease agreements, and move-in experiences. The results of the survey are internalized, and we adjust our service offerings accordingly.

Then we focus on our onsite staff—our employees are at the forefront of resident interactions. Achieving employee satisfaction is critical to delivering an exceptional resident experience. To support this satisfaction, we put employees at the center of wellness and community giving. This engagement strategy is intricately connected, tying philanthropy with employee engagement and resident satisfaction, creating an experience that supports all stakeholders.

In 2022, we hosted two primary events related to resident and community engagement: "Operation Backpack," a school supplies drive, and our Homelessness and Hunger Awareness Campaign. Operation Backpack was hosted by 19 communities, and all of our multifamily communities participated in some form in the Homelessness and Hunger Awareness Campaign.

These two campaigns resulted in:

21

Engagement of nonprofits

40

Volunteer hours

4,300+

Donated school supplies and food items

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CASE STUDY

# axiis – Virtual Tenant Engagement Platform

Our office portfolio often uses creative technological solutions to foster tenant engagement.

Our mobile app, axiis, is a streamlined platform rolled out to our Canadian, U.S., Australian, and U.K. office portfolios. The app covers a wide variety of tenant interests, including food ordering, visitor management, in-app payments, reporting tools, wellness programs, amenities and resource bookings, survey features, emergency two-way communication, tenant work orders, sustainability tips, building forms, and digital waivers.

As tenant expectations and priorities change, we update the app's functionality. For example, in 2022, we added on-demand video classes, new perks, partnerships, mobile access, and parking availability. We also offered our North American tenants a "Take Back the Workweek" initiative, encouraging tenants to return to the office with gift card giveaways for dining, grocery, and personal care experiences from our retailers.

In our U.K. portfolio, we used axiis to build community at our properties by delivering a program of arts, events, well-being, and connection through Activated, a program that allows us to share curated content with tenants on a variety of topics. As part of this initiative, we hosted a holiday drive, which included free hot chocolate, a raffle prize draw and a food drive.



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# The New Office Experience

The office sector is undergoing a fundamental shift as companies return to commercial spaces and compete for talent in markets around the world. Employers are seeking the highest-quality and most sustainable buildings, with modern amenities in prime, transit-linked locations, to encourage employee engagement. Office space with these characteristics can act as a catalyst to both retain and recruit talent. And we believe large global cities will continue to be the places where employers need to hire the best—and the most diverse—talent in the world.



Office owners need to create environments where employees want to be. Increasingly, that dynamic includes high-quality office space with modern amenities, sustainability credentials, low carbon footprints, natural light, impressive views, clean air, well-being zones, modern amenities and services, and plenty of collaborative spaces where people can interact. On top of this, offering exceptional dining, world-class shopping, and cultural experiences mean these properties are all-inclusive.

At Brookfield, we focus on owning high-quality real estate assets in the best locations. 95% of our office portfolio is either newly constructed or best-in-class premier office space. We drive to create spaces that foster collaboration, creativity, and community among workers.

In Australia, Brookfield Place Perth exemplifies the thoughtfulness and resources we dedicate to delivering exciting experiences for our tenants and visitors. As one

of Perth's most iconic precincts, the property has grand indoor and outdoor public spaces which are activated year-round through a mix of art installations and cultural events, bringing together a diverse array of tenants, residents, and visitors. We believe crafting bespoke experiences for our stakeholders helps our tenants with employee retention, increases the cultural value of the neighborhood for local residents and creates unforgettable experiences for all.

We are creating places that are more than just buildings. By reimagining places, we build experiences that attract high-quality tenants and visitors.

**Bill Powell**, Managing Partner and Chief Operating Officer, Real Estate

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# Community Engagement

A purposeful approach to community engagement.

We seek to engage with and provide value to the communities in which we operate. We believe that having transparent and well-established relationships with communities and other local stakeholders is key to successfully developing and operating our properties.

Stakeholders can include tenants, communities, business owners, municipalities, NGOs, landowners, or others potentially affected by our operations. We work with local stakeholders to ensure that their interests and safety are appropriately integrated into our decision-making, developments, and property operations.

Our approach to community engagement is bottom-up. Our portfolio companies implement engagement plans that suit their individual communities' needs. This approach leads to bespoke, truly impactful, and successful initiatives that will have positive impacts for each community.

Employees serve local communities through volunteer work. These volunteering efforts reflect our employees' dedication to supporting positive, sustainable change in the communities in which we operate. In 2022, Brookfield contributed approximately 10,800 volunteer hours across its offices to support communities and encourage strong relationships with organizations around the world.



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# Retail Centers are Community Centers

Retail centers are much more than places for people to shop. They have evolved to become community hubs where people can come together and collaborate and support one another. Given their central location, accessibility and open spaces, malls are ideally suited for holding community engagement events and initiatives.

Brookfield's U.S. retail group held more than 1,700 events in their communities in 2022. This included events for local schools, charity fundraising, farmers markets and the art stations to the Coordinating Council of Cooperatives of Greater NY, and travelling tradeshow.

# Helping to Feed Our Communities

In 2022, the retail group strengthened its food relief program, targeting retail properties in areas of higher food insecurity, by hosting more than 150 events for local communities. This covered everything from drive-through food relief efforts to raffles for monetary donations to treat-or-treat food drives. These events raised the equivalent of more than 3.5 million meals for our local communities, exceeding our goal of 2.5 million.

Our Galleria at Tyler location in Riverside, California partnered with Inland Empire Food Bank to host a "Can Tree Wonderland" using vacant retail space, resulting in the collection of 17,000 pounds of food and \$23,000 raised (equivalent to more than 243,000 meals). Similarly, Columbia Mall partnered with the Food Bank for Central & Northeast Missouri for an annual event, collecting food donations at key points inside the mall. Feeding America Riverside awarded Galleria at Tyler the Corporate Partner of the Year 2022 for these efforts.

3.5M+

meal equivalents raised

1,700+

community events hosted across U.S. retail properties

# Supporting Charities in China

Several of our retail assets in China are focused on contributing to local charity organizations and supporting those in need.

The Mall Jinqiao, located in Shanghai, has established deep relationships with the Shanghai Children's Foundation. In 2022, The Mall Jinqiao held a drive for toys and home items, donating them and directing the proceeds to support sick children and other local organizations. At Mosaic Chongqing, a public painting exhibition was held to in the mall with proceeds supporting children with autism.

# Diversity, Equity, Inclusion and Community

We empower our portfolio companies to bring our DEI principles to life not only in their workplace, but also in their communities.

## Partner to Empower Program

To increase the diversity of business owners and support equity in the retail sector, Brookfield launched Partner to Empower, a program dedicated to providing resources to business owners of color. With a \$25 million investment over five years, the program aims to help break down systemic racial barriers that members of our communities face by supporting business owners to open brick-and-mortar stores in our malls.

### The program provides:

1. One-on-one business planning and guidance
2. Networking opportunities and resources
3. Funding dedicated to store construction expenses
4. A tailored, four-week Retail Workshop led by industry experts

Our Retail Workshop is a master class on all things business and retail. Led by industry experts, the workshop includes topics such as building business plans, financing, marketing, staffing, store operations, leadership, and people management. Our workshop facilitators, Global Core Strategies & Consulting, work with our retail partners to build a comprehensive foundation for how to run a successful physical retail business.

Launched in May 2021, the Partner to Empower program began with a focus on 25 properties in the southeastern United States. In 2022, we expanded the program nationwide and launched three cohorts in 108 malls. Nearly half of these businesses are women-owned, and 90% are Black-owned. We expect to expand the program across the U.S., with the potential to create more than 750 jobs through 250 store openings.

### Business Spotlight

Balmori Balmori is a fragrance business founded by Otis Daniels Knight and Timothy Daniels Knight. For more than ten years, Otis worked as an executive in the beauty, fragrance, and home décor space. Timothy travelled around the world as a creative consultant, inspiring others through art and culture. Their continued travels to England, France, and Italy connected them with artisan perfumery partners and laid their foundation for the luxurious products they offer today.

Through Partner to Empower, Balmori Balmori has opened their flagship boutique at Perimeter Mall (Atlanta, GA), offering tailored guidance and inspiration from their in-house fragrance and design experts.



## 2022 Partner to Empower Results



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# White Ribbon Anti-Violence Campaign

White Ribbon Australia is part of a global social movement aiming to eliminate gendered violence. Aligned with this effort, Brookfield joined forces with Sydney Barbers and White Ribbon to host the Barber Shop initiative at Brookfield Place Sydney. This program is designed to deliver practical steps that men can take to prevent violence against women, challenge outdated stereotypes of masculinity, support raising respectful boys, and help encourage respectful relationships.

The campaign provided over 200 free haircuts to men who each received access to resources to learn more about their role in preventing violence and speaking up. The resources include several guides covering specific components in preventing gendered violence, including:

**The Style Guide:** Everyday, practical steps to prevent violence against women

**The Full Shave:** Alternative ways to think about masculinity

**The Mohawk:** Helping dads raise respectful boys

**The Topknot:** How to call other men to the movement of preventing violence against women

**The Undercut:** Eliminating the stereotypes of a “real man”

**The Mullet:** A guide to maintaining respectful behavior in a healthy relationship

**The Pompadour:** Respectful intimate relationships

**The Man Bun:** How to step up and stop violence against women

**The Long Beard:** Examples of unacceptable behavior towards women and how men can see, talk, offer support, and prevent violence against women

White Ribbon believes that the Barber Shop campaign was one of the most successful engagements the organization has delivered.

CASE STUDY

# Reflect Reconciliation Action Plan

Finding similarities in our differences.

Our approach to Indigenous relations is to listen and learn, using specific social needs as drivers for tailored programs. We are particularly invested in employment opportunities for Indigenous peoples by supporting skill development, qualifications, and subsequent employment. This long-term approach ensures we contribute to authentic outcomes for Indigenous communities, which in turn assists us in meeting our own goals.

In 2021, we began developing Reflect Reconciliation Action Plan for our Australian business. In Perth, we engaged with the people of the local Whadjuk community during the planning and construction of the One The Esplanade development at Elizabeth Quay, on the Swan Riverfront. Through deep collaboration with the Whadjuk Working Group, we reexamined some key areas of the building design, including the landscaping of the site and sculptural elements, to ensure the Whadjuk people, their ancestors, and culture are interpreted and represented authentically.

We have worked with the Whadjuk Working Group on a Cleansing Ceremony that was held onsite prior to construction commencing, and have developed a Cultural Safety Plan that aims to create cultural awareness and an understanding of the site by workers, tenants and visitors. Our collaboration with the Whadjuk Working Group has also influenced our site signage, which displays artwork from three celebrated local Indigenous artists. We are working with the Whadjuk Working Group on a separate development at Lot 6 Elizabeth Quay to help formulate our heritage interpretation, public art, and place management strategies.



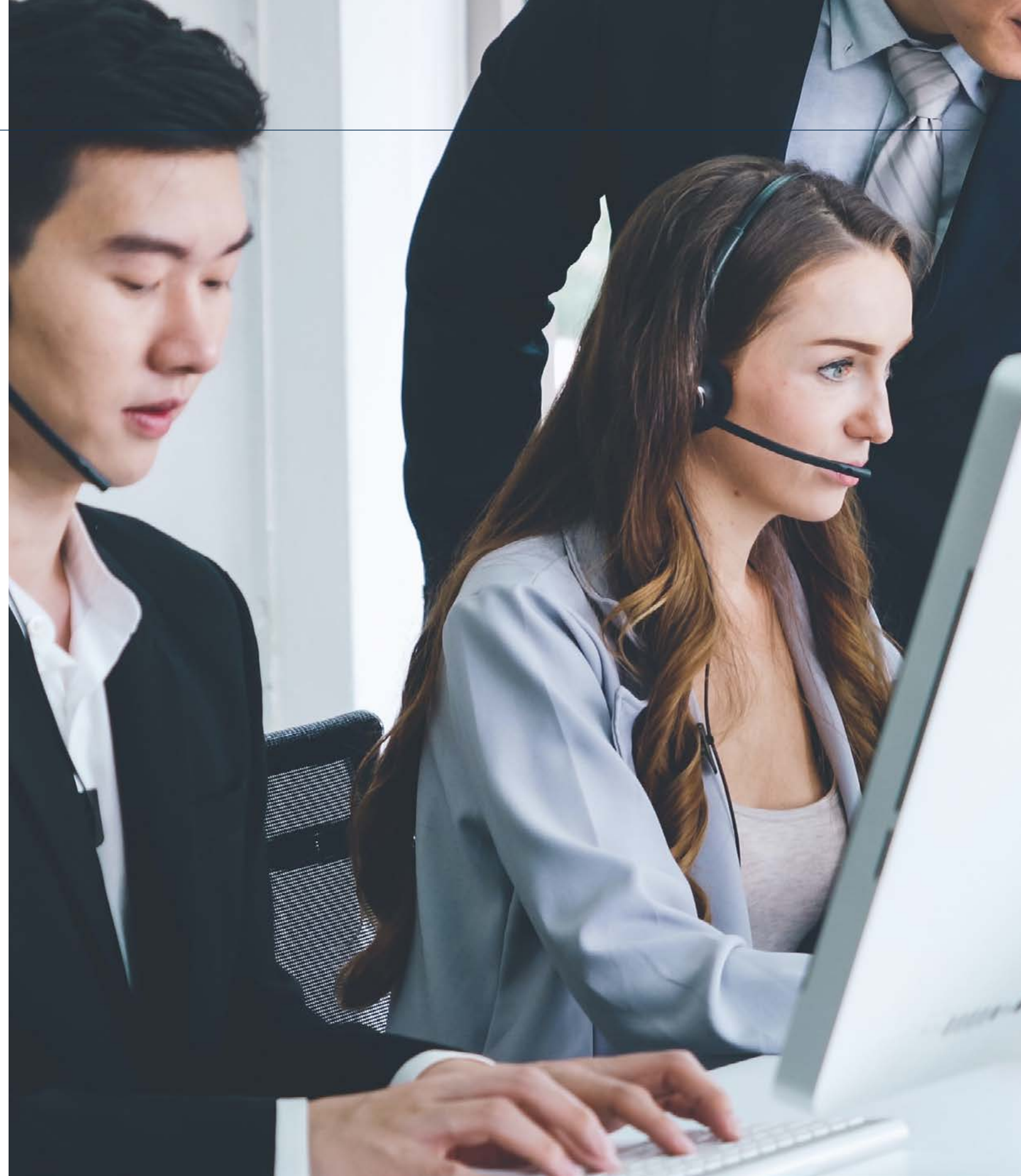
# Social Inclusion During Development

Our development group's in-house Social Inclusion team serves as a workforce intermediary, creating connections between organizations supporting local job seekers and job opportunities within Brookfield Properties and tenants.

In addition to bespoke workforce initiatives at development projects, the development group's procurement team has resources dedicated to establishing and managing a supplier diversity program for commercial and residential projects across the United States and Canada.

In Washington, D.C., Brookfield became the first developer to launch its own workforce intermediary at The Yards. Our Social Inclusion team partnered with more than 30 community and faith-based organizations to connect District residents to available positions with our business partners at The Yards. Brookfield facilitated the recruiting, training, placement, and retaining of 1,100 local and minority residents for positions at the Harris Teeter grocery store, the Thompson Hotel, and other retailers. By aligning the needs of employee preparation and training with the requirements of employers and the local communities surrounding the development, we have realized sustained positive social impact.

Similarly, at our Bankside development in the South Bronx, we collaborated with Building Skills NY to create more than 20 workforce-training partnerships. 150 new hires are estimated to be placed in positions to support the construction of this property.



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## CASE STUDY

# Integrating Accessibility into Developments

As we develop properties, our goal is to create places that enhance the fabric of our communities.

While accessibility requirements differ across the jurisdictions of our global development portfolio of more than 170 sites, we meet all minimum regulatory requirements and strive to ensure that our properties are universally accessible for any individual, regardless of factors such as reduced mobility, understanding, or communication.

We are committed to making our assets accessible for stakeholders of all abilities. To action this commitment, we prioritize the integration of universal access in design and infrastructure development processes and policies. Many of our buildings are designed with the following features:

- Appropriately designed preferred parking spaces that enable easier access to entrances
- Non-slippery ramps with handrails
- Automatic entrance doors
- Braille and audio assistance in elevators
- Elevator controls at an accessible height
- Signage with QR codes
- Tactile indicators from the asset entrances to designated elevators



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# Corporate Governance and Ethics

Strong governance is essential to sustainable business operations and we aim to conduct our business according to the highest ethical and legal standards.

Our governance practices are the foundation upon which we operate our business. We continue to adapt and enhance our policies to meet evolving standards and regulations in our industry, including legislation, guidelines, and practices in all jurisdictions in which we operate.

Key regulations include the E.U. Sustainable Finance Disclosure Regulation, E.U. Taxonomy Regulation, and U.K. TCFD; key reporting standards and frameworks include the IFRS Sustainability Disclosure Standards. We seek to continuously improve and refine our processes by actively participating in the development and implementation of new industry standards and best practices.

Our corporate governance policies and practices are comprehensive and consistent with the guidelines for improved corporate governance in Canada adopted by the Canadian Securities Administrators and the Toronto Stock Exchange, as well as the requirements of the U.S.

Securities and Exchange Commission, the New York Stock Exchange, and the applicable provisions under the U.S. Sarbanes-Oxley Act of 2002. We continuously assess our governance practices and disclosures with specific attention to evolving Canadian and U.S. guidelines, as well as developments in other jurisdictions in which we operate.

Brookfield is committed to conducting its business activities with honesty and integrity, and in compliance with applicable legal and regulatory requirements. During 2022, we further developed our vendor management program, including adopting a Vendor Code of Conduct that sets out our expectations of vendors that provide goods or services to Brookfield, including, where applicable, to have the necessary policies and procedures in place to support such commitments within their supply chain.

The following policies provide guidance for vendor engagements, to the extent applicable:

- Anti-bribery and corruption
- Data protection
- Enterprise information security
- Anti-money laundering and trade sanctions
- Anti-slavery and human trafficking

Corporate governance excellence protects the long-term interests of our investors and is a keen focus of our employees, our executives, and our board directors. Upholding the highest ethical and legal standards is a hallmark of how our real estate business operates.





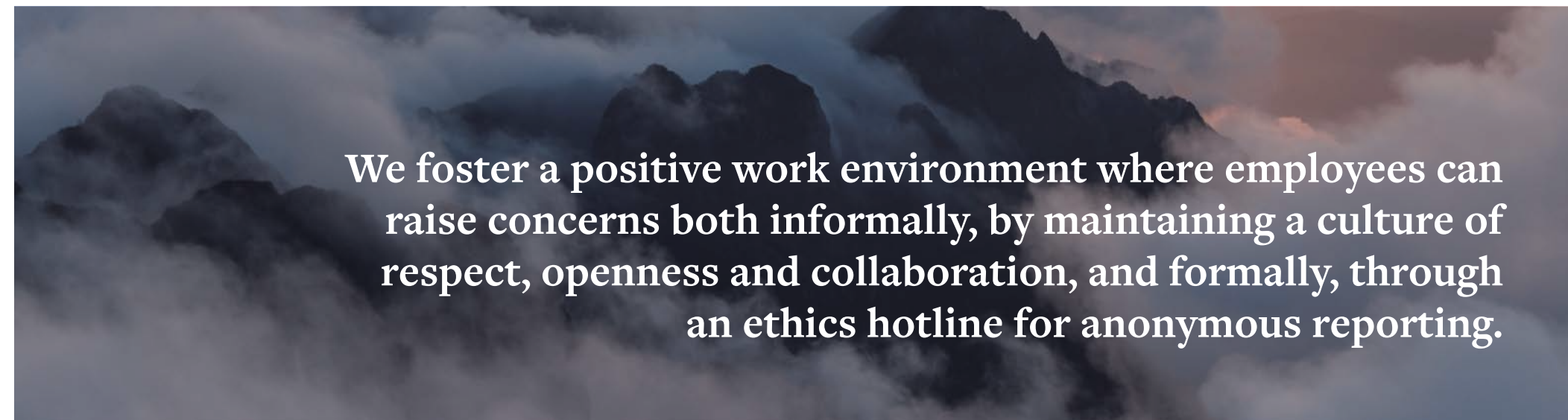
# Business Ethics

Strong ethical practices are core to our operating philosophy. Honesty, integrity, and respect are important elements of our Code of Business Conduct and Ethics (Code of Conduct).

We conduct our activities to comply with all applicable legal and regulatory requirements, and in accordance with our Code of Conduct. Our Code of Conduct applies to all Brookfield directors, officers, employees and temporary workers, wholly owned subsidiaries, and certain publicly-traded controlled affiliates who have not adopted their own Code of Conduct or other policies that are consistent with the provisions of Brookfield's Code of Conduct.

Our Code of Conduct outlines expectations with respect to:

- Acting responsibly in our dealings with stakeholders;
- Protecting the Firm's assets, resources and data;
- Managing conflicts of interest;
- Providing a positive work environment for our employees;
- Ensuring accuracy of books and records and public disclosures; and
- Complying with laws, rules, regulations and internal policies



The Board annually reviews the Code of Conduct and considers any necessary changes in the firm's standards and practices.

Brookfield is committed to an environment where open and honest communications are the expectation, not the exception. A significant component of fostering a positive work environment is ensuring multiple means by which employees are able to raise concerns both informally (by fostering a culture of respect, openness and collaboration), and formally (through an ethics hotline that permits anonymous reporting). Our Whistleblowing Program encourages employees to raise concerns as soon as possible and to feel safe in doing so.

We have a zero-tolerance approach to bribery, including facilitation payments. We mandate that all Brookfield employees complete annual anti-bribery and corruption (ABC) training and certify their compliance with our ABC Policy. In addition, ABC considerations are integrated

into our investment due diligence and onboarding processes, as outlined in our ABC Program.

Our ethics hotline, managed by an independent third party, is available 24 hours a day, seven days a week to facilitate the anonymous reporting of suspected unethical, illegal, or unsafe behavior.

In addition to Brookfield's ethics hotline, we require all portfolio companies in which we have a controlling interest to adopt an appropriate Code of Conduct. We also require portfolio companies to implement an ethics hotline that is accessible to full-time employees, contractors and temporary workers, typically within six months of acquisition. In addition to the ongoing and timely independent review of employee reports, any significant hotline reports are reported to Brookfield's senior management and relevant committees of the Board on a quarterly basis at a minimum.

## ADDITIONAL INFORMATION

[Code of Business Conduct and Ethics](#)

[Anti-Bribery and Corruption Program](#)

[Anti-Money Laundering Policy](#)

[Personal Trading Policy](#)

[Business Continuity and Crisis Management Plan](#)

[Whistleblowing Policy](#)

[Disclosure Policy](#)

[Majority Voting Policy](#)

[Tax Governance Framework](#)

[Clawback Policy](#)

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## Health and Safety Governance

Our goal is to have zero serious health and safety incidents, supported by our overarching ESG principles of ensuring the well-being and safety of employees, and operating with leading health and safety practices. We have enhanced health and safety protocols with a robust incident reporting system to protect occupants, employees, visitors, and contractors. Our portfolio companies implement, improve, and monitor the performance of their company's health and safety program and report on progress to their board. Brookfield both assesses and monitors health and safety risk at the portfolio company level through its risk program. In addition, Brookfield employs dedicated health and safety experts, and leverages expertise within the organization to assist portfolio companies in mitigating risk and addressing specific risk issues as they arise.

## Responsible Contracting

We strive to achieve excellence with our contracting practices because we believe that adequately compensated and trained workers deliver high-quality products and services. Our Responsible Contractor Policy outlines the procedures and requirements for selecting contractors and subcontractors for required services, including construction, repair and maintenance projects at our portfolio companies.

# 4,200

Unionized full-time operating employees that work at assets owned by Brookfield Real Estate portfolio companies

- Demonstrated skill, experience, dependability and cost, with a safety record that is appropriate for the relevant project
- Provision of fair wages and fair benefits in the context of local market factors
- Observance of all local, state, and national laws including, but not limited to, those pertaining to withholding taxes, minimum wage, labor relations, insurance, health, and occupational safety
- Provision of training, as necessary, to ensure that contractors' personnel have the required skills and certifications to perform the assigned work

- Maintenance of a workplace health and safety program that meets or exceeds applicable regulation
- Provision of a tolerant work environment free from discrimination and harassment, and fully inclusive of women and minorities
- Avoidance of discrimination against unionized contractors

The accountability and responsibility for these principles extends to individuals across Brookfield who are involved in the management of controlled portfolio companies that engage contractors.



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# Human Rights and Modern Slavery

We are committed to conducting business in an ethical and responsible manner, including by carrying out our activities in a manner that respects and supports the protection of human rights, including but not limited to:

- operating with leading health and safety practices to support the goal of zero serious safety incidents;
- striving to ensure that the interests, safety, and well-being of the communities in which we operate are integrated into our business decisions;
- the elimination of discrimination in employment;
- the prohibition of child and forced labor; and
- the eradication of harassment and physical or mental abuse in the workplace

We strive to embed these standards into our core business activities, including training, communications, contracts, and due diligence processes set out in our ESG Due Diligence Protocol and Vendor Management Program.

Integrity, fairness, and respect are hallmarks of our culture, including by carrying out our activities in a manner that respects and supports the protection of human

rights. We seek to eliminate discrimination in employment, prohibit modern slavery, including child and forced labor, and eradicate harassment and physical or mental abuse in the workplace. Our Modern Slavery Policy aims to codify our approach to minimizing the risk of modern slavery within our business and supply chain. We also have specific tools and processes aimed at identifying human rights and modern slavery as part of due diligence for new investments and which include risk assessments, remedies, training, and governance.

In addition, the policy consolidates the relevant commitments set out in Brookfield's Code of Conduct, ESG Policy, financial crimes policies, and Whistleblowing Policy.

We also have several other policies and procedures that provide guidance on the identification of human rights and modern slavery risks and the steps to be taken to mitigate these risks. These include:

- Code of Conduct
- Vendor Management Program, including the Vendor Code of Conduct
- ESG Due Diligence Protocol
- Anti-Money Laundering and Trade Sanctions Policy
- Whistleblowing Program

Our portfolio companies' senior management teams are each responsible for identifying and managing the human rights risks, including modern slavery, for their individual businesses. We also added a separate human rights and modern slavery risk assessment to our ESG investment due diligence process, with the objective of mitigating the risks of modern slavery and human rights violations for

potential investments, including in supply chains. Where required, we perform deeper due diligence, working with internal experts and third-party consultants as needed.

All employees receive modern slavery training as part of the onboarding process and access ongoing training, as necessary. Additional training relevant to applicable regions and roles, particularly in higher-risk functions such as procurement is provided. We also encourage employees, suppliers, and business partners to report concerns in accordance with our Whistleblowing Policy. We are cognizant of the fact that the risks of human rights, modern slavery, and human trafficking are complex and evolving, and we will continue to work on addressing these risks in our business.

The U.K. Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018 (together the "MSA") require certain Brookfield entities to publish the steps taken to identify and mitigate the risks of slavery and trafficking in their business and supply chains in the U.K. and Australia (as appropriate). In accordance with the MSA, an annual statement is made publicly available on our website.

## ADDITIONAL INFORMATION

[Vendor Code of Conduct](#)

[Modern Slavery Statement](#)

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**We are cognizant of the fact that the risks of human rights, modern slavery, and human trafficking violations are complex and evolving, and we will continue to work on addressing these risks in our business.**

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# Data Privacy and Security

We have a responsibility to our stakeholders to protect their personal data.

## Data Privacy

Brookfield's data protocols comply with all local and national regulatory requirements, including the European General Data Protection Regulation (GDPR) and the California Consumer Protection Act (CCPA), the requirements of which are included in our global data protection policy.

Our data protection and cybersecurity due diligence checklist ensures that our management of personal information complies with legal and regulatory requirements. The checklist includes due diligence markers that seek to ensure fair processing, international transfers, data processors, and security measures to mitigate a possible personal data breach.

## Employee Awareness

Employees are required to attend regular data protection awareness training, which covers:

- The type of information Brookfield possesses;
- The importance of using—and retaining—this information only for the business purpose intended; and
- How to secure this information

Brookfield employees are required to comply with all applicable data protection and privacy laws. An incident of employee non-compliance with our policy or unauthorized use or disclosure of confidential information may result in disciplinary action up to, and including, termination of employment.

## Cybersecurity

Our data security program, overseen by our Chief Information Security Officer seeks to ensure the security of both Brookfield's data and that of our shareholders and other stakeholders. Our policies and procedures cover topics including security governance, security awareness, employee training, relevant access and end-point security, vulnerability management, penetration testing, security monitoring, and incident response.

Our Security Governance Committee oversees our cybersecurity functions and ensures that our program aligns with industry best practices and meets a high standard across all our businesses. We use automated technologies to optimize our security risk detection and response capabilities, in addition to access controls and anti-malware protections.

Our auditing and cybersecurity practices align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. We review and update our cybersecurity program annually and conduct regular external-party assessments of our program maturity based on the NIST Cybersecurity Framework. We also regularly engage with third-party assessors to evaluate the strength of our program through penetration and / or ethical hacking exercises. All employees regularly undergo



mandatory continuing cybersecurity training. Employees in higher-risk functions receive additional training and cybersecurity awareness education. Audits, cybersecurity simulations, and employee testing results indicate that our program has been effective in protecting our stakeholders' information.

In 2022, we undertook initiatives to further enhance our data protection and threat-intelligence capabilities, and to improve our processes for third-party risk management. Finally, in addition to continued mandatory cybersecurity education for all employees, we enhanced our phishing simulations to include more advanced simulations and social engineering.

# 22K

Cybersecurity training hours completed in 2022 by employees of Brookfield Real Estate and portfolio companies

## ADDITIONAL INFORMATION

[Investor Data Protection Policy and Privacy Notice](#)

# Outlook

2022 was a strong year for Brookfield's Real Estate ESG program. We took major steps toward achieving our commitment to the NZAM initiative, quantifying our Scope 1 and 2 GHG emissions with increasing sophistication, and completed asset-level measurements of our entire portfolio's energy, water and waste performance.

We are working on enhancing our ability to quantify Scope 3 GHG emissions, with a focus on categories 1, 2, and 13.

Overall, we fostered significant collaboration on ESG throughout our organization, through quarterly meetings with business leaders and regional heads, empowering them to act and execute on our ESG strategy. And we enhanced the consideration of ESG factors in our investment process, with ESG due diligence analysis, risk mitigation, and opportunity identification mandatory in every investment we execute.

Externally, we strengthened our commitments to ESG, including support of the TCFD, the ILPA Diversity in Action initiative, and as a signatory of NZAM.

Now we are progressing our ESG agenda by developing and executing on decarbonization plans for each long-term hold building in our portfolio. We will continue to engage and monitor our tenants' needs and develop

new ways to interact with them and satisfy their evolving expectations. We will evaluate external developments, including new and emerging technologies, investing in pilots with the aim of creating value, and engaging with location and national policy makers to inform low-carbon planning and regulation. We will continue to evaluate how we can enhance our processes and further incorporate biodiversity considerations throughout our investment management processes and more fully consider the recommendations of the TNFD.

We are committed to furthering our transparency around ESG progress through external frameworks, such as GRESB and TCFD. In 2023, we anticipate expanding our GRESB responses to additional business units.

Our goal is to use our ESG program to reduce risk and unlock opportunity, protecting and enhancing our assets' value. We sincerely appreciate your interest in Brookfield's Real Estate ESG program and look forward to sharing our ongoing progress with you.

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# GRI Index

Brookfield Real Estate has considered the GRI Standards in the reporting of information cited in this report for the period January 1 – December 31, 2022.

GRI 1 Used: GRI 1: Foundation 2021

GENERAL DISCLOSURES 2021		
Disclosure Number	Disclosure Title	Location (Page)
2-1	Organizational details	4-6
2-2	Entities included in the organization’s sustainability reporting	5, 11
2-3	Reporting period, frequency and contact point	11
2-6	Activities, value chain and other business relationships	4-8
2-7	Employees	62-72
2-8	Workers who are not employees	90
2-9	Governance structure and composition	16, <a href="#">BAM Ltd. Management Information Circular</a> , pages 9-36
2-10	Nomination and selection of the highest governance body	<a href="#">Governance, Nominating and Compensation Committee Charter</a> , pages 1-7 <a href="#">BAM Ltd. Management Information Circular</a> , pages 23-27
2-11	Chair of the highest governance body	<a href="#">BAM Ltd. Management Information Circular</a> , pages 23-24
2-12	Role of the highest governance body in overseeing the management of impacts	16, <a href="#">BAM Ltd. Management Information Circular</a> , pages 28-30
2-13	Delegation of responsibility for managing impacts	16, <a href="#">BAM Ltd. Management Information Circular</a> , pages 28-30
2-15	Conflicts of interest	89, <a href="#">BAM Ltd. Management Information Circular</a> , pages 23, 28-29

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Disclosure Number	Disclosure Title	Location
2-17	Collective knowledge of the highest governance body	<a href="#">BAM Ltd. Management Information Circular</a> , page 25
2-18	Evaluation of the performance of the highest governance body	<a href="#">BAM Ltd. Management Information Circular</a> , page 28
2-19	Remuneration policies	<a href="#">Governance, Nominating and Compensation Committee Charter</a> , page 4
2-22	Statement on sustainable development strategy	9-10, 23, 54-60
2-23	Policy commitments	14-16, 88-92
2-24	Embedding policy commitments	16, 28-34, 64, 88-92
2-25	Processes to remediate negative impacts	14, 22, 89-91
2-26	Mechanisms for seeking advice and raising concerns	63-65, 88-89
2-27	Compliance with laws and regulations	88-92
2-28	Membership associations	8
2-29	Approach to stakeholder engagement	22, 62-86
2-30	Collective bargaining agreements	90
<b>3: MATERIAL TOPICS 2021</b>		
Disclosure Number	Disclosure Title	Location
3-1	Process to determine material topics	19-23
3-2	List of material topics	19-23
3-3	Management of material topics	19-23
<b>205: ANTI-CORRUPTION 2016</b>		
Disclosure Number	Disclosure Title	Location
205-2	Communication and training about anti-corruption policies and procedures	30-34, 63-64, 88-89

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302: ENERGY 2016		
Disclosure Number	Disclosure Title	Location
302-1	Energy consumption within the organization	50
303: WATER AND EFFLUENTS 2018		
Disclosure Number	Disclosure Title	Location
303-1	Interactions with water as a shared resource	19-23, 50-51
303-2	Management of water discharge-related impacts	50-51
303-3	Water withdrawal	50
304: BIODIVERSITY 2016		
Disclosure Number	Disclosure Title	Location
304-2	Significant impacts of activities, products and services on biodiversity	19-23, 37, 53-59
304-3	Habitats protected or restored	58-59
305: EMISSIONS 2016		
Disclosure Number	Disclosure Title	Location
305-1	Direct (Scope 1) GHG emissions	50
305-2	Energy indirect (Scope 2) GHG emissions	50
306: WASTE 2020		
Disclosure Number	Disclosure Title	Location
306-1	Waste generation and significant waste-related impacts	18-23, 50, 52
306-2	Management of significant waste-related impacts	18-23, 50, 52
306-3	Waste generated	50, 52
306-4	Waste diverted from disposal	50, 52
306-5	Waste directed to disposal	50, 52

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403: OCCUPATIONAL HEALTH AND SAFETY 2018		
Disclosure Number	Disclosure Title	Location
403-1	Occupational health and safety management system	32-34, 62, 76, 90-91
403-4	Worker participation, consultation, and communication on occupational health and safety	32-34, 90-91
403-5	Worker training on occupational health and safety	34, 90
403-6	Promotion of worker health	62-66
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	90
404: TRAINING AND EDUCATION 2016		
Disclosure Number	Disclosure Title	Location
404-2	Programs for upgrading employee skills and transition assistance programs	63-70
405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
Disclosure Number	Disclosure Title	Location
405-1	Diversity of governance bodies and employees	67-72

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# SASB Index

As part of our ongoing commitment to transparency, we have considered the following disclosure under the Sustainability Accounting Standards Board (SASB) Standards for Real Estate 2018 (IF-RE).

ACCOUNTING METRICS			
SASB Standard	Description	Code	Response / Location
Energy Management	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	17, 30-31, 33-34, 55
Water Management	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	51-52
Management of Tenant Sustainability Impacts	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	IF-RE-410a.3	18, 76-77
Climate Change Adaptation	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	38-42, 48-49

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# TCFD Index

The information cited in this TCFD index refers to the TCFD reporting recommendations released in 2017.

Pillar	Disclosure	Location
Governance	a. Describe the board's oversight of climate-related risks and opportunities	15, 16, 32, 36, 39
	b. Describe management's role in assessing and managing climate-related risks and opportunities	16, 32-44
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	39-42
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	38-42
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	38-42, 47-49
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	38-42
	b. Describe the organization's processes for managing climate-related risks	36-42
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	32, 36-42
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	7, 36
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	50
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	21, 43, 45-46

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# SDG Index

For more information on our support for the Sustainable Development Goals, see Integrating Sustainable Development Goals.

UN SDG	Alignment with Brookfield Real Estate ESG Principles	Location
<b>Good Health and Well-Being</b>	Ensure the well-being and safety of employees	24, 33-34, 62-64, 90
<b>Gender Equality</b>	Ensure the well-being and safety of employees	65-68, 70-73, 82-83
<b>Clean Water and Sanitation</b>	Mitigate our impact on the environment	18-19, 30-31, 37, 53, 55
<b>Affordable and Clean Energy</b>	Mitigate our impact on the environment	7, 21, 33, 43-46, 50, 55, 57
<b>Industry, Innovation and Infrastructure</b>	Uphold strong governance practices	33, 43, 45-49, 52, 54, 56
<b>Reduced Inequalities</b>	Be a good corporate citizen	14, 55, 65-68, 71-75, 80-86, 91
<b>Sustainable Cities and Communities</b>	Be a good corporate citizen	24, 47
<b>Responsible Consumption and Production</b>	Mitigate our impact on the environment	50, 52-56, 60
<b>Climate Action</b>	Mitigate our impact on the environment	9-10, 30-50
<b>Life Below Water</b>	Mitigate our impact on the environment	53
<b>Partnerships for the Goals</b>	Uphold strong governance practices	8, 17-18, 21, 24, 26, 53-55, 73-76, 81-83, 85

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Brookfield Terms	Definition
<b>axiis</b>	Brookfield's mobile tenant engagement app, which is a streamlined platform rolled out to our Canadian, U.S., and Australian Office portfolios. The app covers a wide variety of tenant interests, including food ordering, visitor management, in-app payments, reporting tools, wellness programs, amenities and resource bookings, survey features, emergency two-way communication, tenant work orders, sustainability tips, building forms, and digital waivers.
<b>Breaking the Plastic Habit</b>	A program that aims to reduce the use of single use plastics at Brookfield Place properties through tenant and occupant engagement initiatives.
<b>Brookfield Cares</b>	Brookfield's corporate philanthropy program which seeks to create impact in the communities in which we operate. Financial and human resources are used to enrich the lives of those in our communities through the program.
<b>Brookfield Ecosystem</b>	The larger Brookfield business which includes all of Brookfield Asset Management's businesses, including Real Estate, Renewable Power & Transition, Infrastructure, Private Equity, Credit and Insurance Solutions.
<b>Brookfield Global Transition Fund</b>	Brookfield's global investment fund that focuses on making investments that accelerate the global transition to net zero, specifically those that lower GHG emissions and energy consumption or increase low-carbon energy capacity.
<b>Brookfield Properties</b>	Brookfield Properties is one of the world's largest real estate managers, and develops and operates real estate investments on behalf of Brookfield Asset Management, providing development and management services to all major asset classes, bringing high-quality, sustainable real estate to life around the globe every day.
<b>Diversity, Equity and Inclusion (DEI) Engagement Groups</b>	Groups within Brookfield that focus on promoting diversity, equity, and inclusion initiatives and fostering a more inclusive and equitable work environment.
<b>ESG Building Standards</b>	Brookfield Properties Development Group's criteria and guidelines to assess and set the ESG performance and overarching sustainability standards for our assets.
<b>Partner to Empower</b>	Partner to Empower is a program dedicated to helping break down the systemic racial barriers that members of our communities face. It enables business owners of color, including but not limited to Black, Indigenous, Hispanic, Asian, and Pacific Islander Americans, to open stores in our malls by providing business planning, networking opportunities, construction funding, and workshops led by industry experts.

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Climate Change Terms	Definition
<b>Carbon Offset</b>	A carbon offset is a reduction of GHG emissions made to compensate for emissions made elsewhere.
<b>Carbon Removal</b>	The process of removing GHG emissions from the atmosphere through deliberate activities. The emissions are durably stored.
<b>Clean Energy</b>	Energy derived from resources that can maintain current operations without jeopardizing the energy needs or climate of future generations. This is including but not limited to nuclear energy.
<b>Climate Change (including Climate Mitigation)</b>	Refers to the long-term shifts in temperatures and weather patterns, driven by human activity. Climate mitigation involves reducing the future effects of a changing climate such as reducing the output of emissions.
<b>Climate Change Opportunity</b>	Potential economic, social, or environmental benefits that arise from addressing climate change and transitioning to a more sustainable and low-carbon future. These opportunities may include the development of clean energy technologies, green infrastructure projects, and energy efficiency initiatives.
<b>Climate Change Risk</b>	The potential impacts, both financial and non-financial, that can arise from climate-related events and changes.
<b>Climate Change Risk – Physical</b>	Risks related to the direct impacts of climate-related events on assets, infrastructure, ecosystems, and communities. These risks can include damage from extreme weather events, sea-level rise, temperature changes, water scarcity, and other physical manifestations of climate change.
<b>Climate Change Risk – Transition</b>	Risks associated with the process of transitioning to a low-carbon economy. These risks can include policy and regulatory changes, shifts in market dynamics, technological disruptions, and reputational impacts as economies and industries transition away from carbon-intensive activities.
<b>Climate Risk Assessment</b>	The systematic evaluation and analysis of climate-related risks to understand their likelihood, potential impacts, and vulnerabilities.
<b>Embodied Carbon</b>	The total GHG emissions associated with the production, manufacturing, transportation, and construction of building materials, components, and systems.
<b>Exposure</b>	The prevalence of the source of risk which is changing due to climate change. Scenario analysis helps determine how exposures may change over different time periods. Exposure is primarily geographic.
<b>Greenhouse Gas (GHG) Emissions</b>	The emissions that are produced when hydrocarbons, such as natural gas and oil, are burned. Examples of greenhouse gases include carbon dioxide (CO <sub>2</sub> ), methane (CH <sub>4</sub> ), nitrous oxide (N <sub>2</sub> O), and fluorinated gases.
<b>Greenhouse Gas Emissions Benchmarking</b>	A method for companies to understand their GHG emissions relative to previous years.
<b>Low-carbon energy</b>	Energy sources and technologies that produce fewer GHG emissions compared to conventional fossil fuel-based energy sources. Examples of low-carbon energy sources include solar, wind, hydro, geothermal, and nuclear power.
<b>Low-carbon strategy</b>	A plan or set of actions aimed at reducing GHG emissions and transitioning to a more sustainable and low-carbon economy. It typically involves measures such as adopting clean energy sources, improving energy efficiency, promoting sustainable transportation, and implementing carbon pricing or regulatory mechanisms.
<b>Microclimate</b>	A suite of climatic conditions measured in localized areas near the earth's surface. These environmental variables—which include temperature, light, wind speed, and moisture—provide meaningful indicators for habitat selection and other ecological activities.

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<b>Net Zero (including Decarbonization)</b>	A target of all greenhouse gas emissions generated from human activities to be removed from the atmosphere through emission reductions and removals.
<b>Net Zero Pathway</b>	A net zero pathway outlines the trajectory or plan to achieve net zero emissions within a specific timeframe.
<b>Physical Climate Risk Framework</b>	A structured approach or methodology used to assess and manage the risks associated with climate change's physical impacts. It provides a systematic framework for identifying, analyzing, and responding to climate-related risks that arise from extreme weather events, long-term shifts in climate patterns, and other physical manifestations of climate change.
<b>Renewable Energy</b>	Energy derived from sources that are naturally replenished and have a minimal impact on the environment. These energy sources are considered renewable because they are not depleted or consumed at a rate faster than they can be replenished.
<b>Renewable Energy Credits (RECs)</b>	A market-based instrument that represents the property rights to the environmental, social, and other non-power attributes of renewable electricity generation. RECs are issued when one megawatt-hour (MWh) of electricity is generated and delivered to the electricity grid from a renewable energy resource.
<b>Scenario Analysis</b>	Scenario analysis is a well-established method for developing strategic plans that are more flexible or robust to a range of plausible future states given the unpredictability of a changing climate.
<b>Sustainability</b>	Meeting the needs of the present without compromising the ability of future generations to meet their own needs. To pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations.
<b>Transition</b>	The transition to net zero GHG emissions.
<b>Vulnerability</b>	Vulnerability refers to how an asset is impacted by the changing exposure of a climate risk. Vulnerability is primarily asset type or sector specific.
<b>General Terms</b>	<b>Definition</b>
<b>Blockchain</b>	A decentralized and distributed digital ledger technology that records transactions across multiple computers or nodes. Each transaction is grouped into a block, and each block is linked to the previous one using cryptographic algorithms, forming a chain of blocks. It enables the secure and transparent storage of information, making it virtually impossible to modify or tamper with the data once it has been recorded.
<b>Key Performance Indicator (KPI)</b>	A quantifiable measure of performance, tracked over time for a specific objective or target.
<b>Kintsugi</b>	Refers to the general concept of highlighting or emphasizing imperfections, visualizing mends and seams as an additive or an area to celebrate or focus on, rather than absence or missing pieces. Also a Japanese method for repairing broken ceramics with a special lacquer mixed with gold, silver, or platinum.
<b>LED (Light Emitting Diode) Lighting</b>	Lighting products that produce light up to 90% more efficiently than incandescent light bulbs. An electrical current passes through a microchip, which illuminates the tiny light sources called LEDs. The result is visible light.
<b>Placemaking</b>	Placemaking is the process through which people work together to shape public spaces. Rooted in community-based participation, placemaking involves the planning, design, management, and programming of shared use spaces.
<b>Retrofit</b>	To install new or modified parts or equipment in something previously manufactured or constructed.

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<b>Risk Assessment</b>	A systematic process which involves identifying, analyzing, and controlling hazards and risks present in a situation or a place.
<b>Green Building Standards &amp; Regulations</b>	<b>Definition</b>
<b>E.U. Sustainable Finance Disclosure Regulation (SFDR)</b>	The SFDR outlines the sustainability disclosure obligations for manufacturers of financial products and financial advisors toward end-investors. The SFDR was introduced by the European Commission alongside the Taxonomy Regulation and the Low Carbon Benchmarks Regulation as part of a package of legislative measures arising from the European Commission's Action Plan on Sustainable Finance.
<b>E.U. Taxonomy Regulation</b>	The Taxonomy serves as a classification system for economic activities, providing definitions and rules to determine which economic activities are environmentally sustainable. It was created to address greenwashing by enabling market participants to identify and invest in sustainable assets with more confidence. The Regulation also places new Taxonomy linked disclosure obligations on companies and financial market participants.
<b>Global Reporting Initiative (GRI)</b>	The Global Reporting Initiative is an international independent standards organization that helps businesses, governments, and other organizations understand and communicate their impacts on the environment, economy, and people.
<b>Global Real Estate Sustainability Benchmark (GRESB)</b>	GRESB is the global industry standard for ESG benchmarking in real estate. It assesses and compares the management practices and performance across real estate companies globally.
<b>International Financial Reporting Standards (IFRS)</b>	A set of accounting standards that govern how particular types of transactions and events should be reported in financial statements. They were developed and are maintained by the International Accounting Standards Board (IASB).
<b>IFRS Sustainability Disclosure Standards</b>	Reporting standards in development that are expected to result in a high-quality, comprehensive global baseline of sustainability disclosures focused on the needs of investors and the financial markets.
<b>International Sustainability Standards Board (ISSB)</b>	The ISSB develops standards which provide a comprehensive global baseline of sustainability disclosure standards that can be mandated and combined with jurisdiction-specific requirements or requirements aimed at meeting the information needs of broader stakeholder groups beyond investors.
<b>ISO 31000</b>	A risk management guideline that provides principles, a framework and a process for managing risk. It can be used by any organization regardless of its size, activity or sector. Using ISO 31000 helps organizations increase the likelihood of achieving objectives, improve the identification of opportunities and threats, and effectively allocate and use resources for risk treatment.
<b>Principle for Responsible Investment (PRI)</b>	A UN-supported network of investors that works to promote sustainable investment through the incorporation of environmental, social and governance factors.
<b>Sustainability Accounting Standards Board (SASB) Standards</b>	The SASB Standards provide industry-specific standards that assist companies in disclosing financially material, decision-useful sustainability information to investors. SASB Standards are under the oversight of the ISSB.

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<b>Task Force on Climate-related Financial Disclosures (TCFD)</b>	An advisory body set up by the G20 to address concerns around insufficient disclosure of climate-related risks and opportunities for businesses. The TCFD framework provides recommendations on the types of information that companies should disclose to support investors, lenders, and insurance underwriters in appropriately assessing and pricing a specific set of risks related to climate change.
<b>Task Force on Nature-related Financial Disclosures (TNFD)</b>	The TNFD is delivering a risk management and disclosure framework for organizations to report and act on nature-related risks and opportunities, with the ultimate aim of supporting a shift in global financial flows toward nature-positive outcomes.
<b>Industry Bodies &amp; Other Organizations</b>	<b>Definition</b>
<b>Better Buildings Partnership</b>	A collaboration of leading property owners and industry influencers providing green leadership and sustainable innovation for commercial and public buildings.
<b>BOMA Energy Committee</b>	Building Owners and Managers Association that recommends policy for BOMA International on sustainability and resiliency issues. Committee members exchange information related to opportunities and challenges facing the commercial real estate industry and work to encourage the implementation of energy conservation, climate change and sustainability practices.
<b>Center for Active Design</b>	The Center for Active Design is a leading non-profit organization using design to foster healthy and engaged communities.
<b>Clean Energy Buyers Association (CEBA)</b>	A membership association for energy customers seeking to procure clean energy across the U.S. comprised of stakeholders from across the commercial and industrial sector, non-profit organizations, as well as energy providers and service providers.
<b>Carbon Risk Real Estate Monitor (CRREM)</b>	An initiative that enables investors, asset managers, banks, and other market participants to leverage resources for the structured decarbonization of their real estate portfolios.
<b>Historically Black Colleges and Universities (HBCUs)</b>	Any historically black college or university that was established prior to 1964, whose principal mission was, and is, the education of Black Americans, and that is accredited by a nationally recognized accrediting agency or association determined by the Secretary of Education to be a reliable authority as to the quality of training offered.
<b>National Green Building Council</b>	A country's Green Building Council that supports the building sector's transition to buildings that are better for people and the planet. Members of National Green Building Councils include designers, architects, engineers, construction companies, owners, and operators.
<b>National Institute of Standards and Technology (NIST)</b>	An agency of the United States Department of Commerce whose mission is to promote American innovation and industrial competitiveness. NIST's activities are organized into physical science laboratory programs that include nanoscale science and technology, engineering, information technology, neutron research, material measurement, and physical measurement.
<b>National Association of Real Estate Investment Trusts (NAREIT)</b>	NAREIT is a trade association that deals with the real estate investment trust industry and advocates for REIT-based real estate investment.
<b>NAREIT Real Estate Sustainability Councils (US)</b>	Consists of NAREIT corporate member sustainability thought leaders - representing all REIT sectors - with a mission to help shape and lead the REIT industry as it continues to address a variety of complex ESG issues.
<b>Project Destined</b>	A leading social impact platform that provides training in financial literacy, entrepreneurship, and real estate. Project Destined partners with corporations, schools, and non-profits to deliver training using its proprietary e-learning platform and live courses.

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<b>Real Property Association of Canada (REALPAC), ESG Committee</b>	Establishes a broad industry framework that supports the environmental, social, and governance needs of the Canadian real property community, draws insight from a community of experts when trying to set priorities and influence policies, and is a forum at which to exchange ideas and promote best practices.
<b>RESOLVE Campaign</b>	Partnership of nine established, experienced and respected Calgary social service agencies that have come together with government to accomplish a single goal: raise \$120 million and build affordable rental housing for 3,000 vulnerable and homeless Calgarians.
<b>World Green Building Council (WorldGBC)</b>	Council which drives the uptake of sustainable and decarbonized built environments for everyone, everywhere. Works with businesses, organizations and governments to deliver on the ambitions of the Paris Agreement and UN Global Goals for Sustainable Development.
<b>Investor Collaboration</b>	<b>Definition</b>
<b>Institutional Limited Partners Association (ILPA)</b>	The Institutional Limited Partners Association (ILPA) engages, empowers and connects limited partners to maximize their performance on an individual, institutional and collective basis.
<b>Net Zero Asset Managers (NZAM) initiative</b>	The Net Zero Asset Managers initiative is an international group of asset managers committed to supporting the goal of net zero GHG emissions by 2050 or sooner, in line with global efforts to limit warming to 1.5 degrees Celsius; and to supporting investing aligned with net zero emissions by 2050 or sooner.
<b>Sustainability Terms</b>	<b>Definition</b>
<b>The 2030 Agenda for Sustainable Development</b>	A global framework adopted by United Nations member states in September 2015. It provides a set of 17 interconnected goals designed to address the world's most pressing social, economic, and environmental challenges by the year 2030.
<b>Accessibility Requirements</b>	Requirements for the design of products, devices, services, or environments for people who experience disabilities.
<b>Biodiversity</b>	Sometimes used to refer to the variety of living species on Earth, including plants, animals, bacteria, and fungi.
<b>Biophilic Design</b>	The practice of connecting people and nature within our built environments and communities. It means creating a sense of harmony between built spaces and the world outside. Research demonstrates a positive correlation between biophilic design and human wellness.
<b>Diversity, Equity and Inclusion (DEI)</b>	Diversity, equity and inclusion refers to organizational frameworks that seeks to promote the fair treatment and full participation of all people, particularly groups who have historically been underrepresented or subject to discrimination on the basis of identity or disability.
<b>Environmental Footprint</b>	The effect that a person, company, or activity has on the environment. For example, the amount of natural resources that are used or the amount of harmful gases that are produced. Often refers to GHG emissions.
<b>Environmental, Social and Governance (ESG)</b>	A set of business practices and performance of various sustainability initiatives and ethical issues. The term ESG and sustainability are often interchangeable.
<b>FSC Certified Timber</b>	A Forest Stewardship Council (FSC) accredited Forest Management certification assures buyers that timber has come from a forest that has been evaluated and certified as being managed according to the correct social, economic and environmental standards.

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<b>Green Infrastructure</b>	The natural vegetative systems and green technologies that collectively provide society with a multitude of economic, environmental, health, and social benefit. This can include urban forests and woodlots, engineered wetlands, green roofs and walls, gardens and grassed areas.
<b>Green Lease</b>	A property lease between a building owner and tenant that includes provisions around sustainability operations and management practices, as well as legal language to facilitate ongoing implementation of sustainable building practices and utility information sharing.
<b>Health and Wellness</b>	Health refers to a state of complete physical, mental, and social well-being. Wellness refers to an overall balance of a person's physical, social, spiritual, emotional, intellectual, environmental and occupational well-being.
<b>Occupational Health and Safety</b>	The discipline dealing with the prevention of work-related injuries and diseases as well as the protection and promotion of the health of workers.
<b>Phase I Environmental Assessment</b>	A report prepared for a real estate holding that identifies potential or existing environmental contamination liabilities. The analysis, often called an ESA (environmental site assessment), typically addresses both the underlying land as well as physical improvements to the property.
<b>Power Purchase Agreement</b>	A long-term contract between an electricity generator and a customer, usually a utility, government or company. They typically last between five and 20 years, during which time the power purchaser buys energy at a pre-negotiated price.
<b>Stewardship</b>	The use of influence by institutional investors to maximize overall long-term value including the value of common economic, social and environmental assets.
<b>Sustainable Development</b>	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
<b>United Nations Sustainable Development Goals (SDGs)</b>	The Sustainable Development Goals are a collection of seventeen interlinked objectives designed to serve as a "shared blueprint for peace and prosperity for people and the planet, now, and into the future".

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