



# BUILDING FOR THE FUTURE

Tricon ESG Roadmap

 **TRICON**  
INVESTING IN COMMUNITIES



I feel privileged to work with  
such a smart, entrepreneurial team  
that now numbers nearly 700 people.  
Together we maintain a  
"small company" mindset that  
keeps us grounded as we propel the  
company forward.

As a residential real estate company primarily focused on rental housing in North America, Tricon believes that we have a responsibility to make a positive impact on the communities in which we operate.

We haven't always called them Environmental, Social and Governance ("ESG") principles, yet these themes have been the cornerstone of our success for the past 31 years.

At Tricon, we believe that people are our most important asset; we make it a priority to ensure we have a diverse and inclusive workforce and foster a culture of service and empathy. By providing our team with the ongoing training and support they need to succeed, we know that they can, in turn, help our residents and stakeholders thrive.

Our commitment to improving the lives of our residents is evident in many ways: simplifying their lives through technology, building community through resident events around the themes of wellness, music, art, and food, or assisting those who have fallen on hard times through our Residential Hardship Fund.

We incorporate sustainability best practices into the design and ongoing performance of our properties. We strive to ensure our developments are built to LEED standards and where appropriate, we protect wildlife and biodiversity by creating parks, green spaces and natural ecosystems.

The growth we have experienced over the past three decades is largely due to long-term partnerships built on trust, alignment and governance. Tricon is a steward of capital for some of the world's largest pension plans, sovereign wealth funds, endowments and institutional investors, and we take our commitment to protecting their capital and safeguarding their interests extremely seriously.

This document is the first step in formalizing our commitment to ESG. It details the roadmap that will guide our ESG initiatives over the next three years and provides a framework for robust reporting on our progress.

We look forward to sharing our progress and successes with you.



PRESIDENT & CHIEF EXECUTIVE OFFICER

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**OUR  
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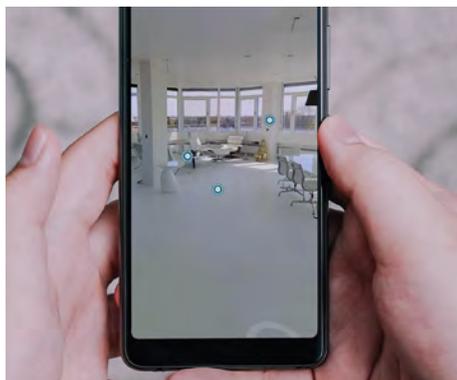
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We are a residential real estate company primarily focused on rental housing in North America with approximately U.S. \$7.9 billion (CAD \$10.5 billion) of assets under management (as of Q3 2019). Tricon is a fully integrated operator that provides development, asset and property management services.

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**We invest in a portfolio of single-family rental homes, multi-family rental homes and for-sale housing assets and manage third-party capital in connection with our investments. Since our inception in 1988, we have invested in residential real estate valued at approximately \$20 billion.**

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**SINGLE-FAMILY RENTAL**

Focused on acquiring, renovating and leasing single-family homes to families with household incomes between \$60,000 and \$100,000 per year, primarily within major cities in the U.S. Sun Belt.

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**MULTI-FAMILY RENTAL**

Focused on investing in multi-family rental properties, including development and existing income-producing assets that are defined by design excellence, high service standards and community-oriented lifestyle amenities.

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**FOR-SALE HOUSING**

Dedicated to providing equity or equity-type financing to for-sale housing across North America, with a primary focus on master-planned communities which will incorporate the building of homes for rental purposes. Tricon's Johnson subsidiary is a leading developer of master-planned communities in the U.S.

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**PRIVATE FUNDS AND ADVISORY**

Focused on managing third-party capital on behalf of large institutional investors such as pension funds and sovereign wealth funds, with the primary goal of producing strong risk-adjusted returns for their participants.

## OUR VISION AND GUIDING PRINCIPLES

Our goal is to be North America's pre-eminent residential real estate company that provides shareholders and investors with superior risk-adjusted returns by investing in communities. We owe our success to our unwavering adherence to our guiding principles:



### **VALUE CREATION THROUGH COMMUNITY**

Investing in projects that improve the way people live, work and interact

### **COMMITMENT TO RESIDENTS AND CLIENTS**

Putting our residents' needs first and helping our clients succeed by creating value

### **BUSINESS INTEGRITY**

Acting responsibly and transparently in our business dealings

### **LONG-TERM FOCUS**

Focusing on sustainable, long-term value

### **EMPLOYEE EXCELLENCE**

Giving our people the tools and support they need to thrive

### **LOCAL MARKET EXPERTISE**

Making thoughtful decisions by applying our local know-how across the breadth of our investments

### **PRUDENT RISK MANAGEMENT**

Managing risks while accelerating growth and success

Tricon's guiding principles underpin our business strategy, our goals and our culture. At the centre is our focus on building communities both inside our organization and in the places where we operate. This is why the consideration of Environmental, Social and Governance (ESG) factors is so important to us. This roadmap is our first step in communicating our ESG vision.

**BUILDING  
SUSTAINABLE  
COMMUNITIES  
REQUIRES A  
COMMITMENT  
TO ESG**



We are committed to working with our investors and partners to build sustainable communities that make a meaningful difference to residents and to the built environment.

This roadmap is intended to act as a catalyst for our ongoing ESG journey. We will use it as a framework to ensure that our ESG activities are aligned with our plan and our values, as well as to monitor and report on our progress over time.

We believe the path to growth and delivering superior returns to our shareholders and investors lies in our ability to build strong communities – both for today, and for future generations.

## OUR ESG ROADMAP

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**We are dedicated to investing in well-conceived and sustainable projects. We do this by developing and encouraging our people to recognize the importance of acting responsibly in all of our business dealings, being considerate of the environment and our use of resources, and giving back to our communities.**

1

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### OUR PEOPLE

Engage, support and enrich the lives of our people so they can thrive

2

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### OUR RESIDENTS

Build meaningful communities where people can connect, grow and prosper

3

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### OUR INNOVATION

Leverage innovative technologies and housing solutions to meet the current and future needs of our residents and the broader housing market in North America

4

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### OUR IMPACT

Embrace smarter ways to reduce the environmental impact of our buildings by minimizing our resource consumption and our carbon footprint

5

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### OUR GOVERNANCE

Proactively understand and manage the risks to our business, while acting in a manner that exemplifies our commitment to ethics, integrity, trust and transparency

**We have identified five key priorities upon which to focus our ESG commitment:**



Priority #1:

# OUR PEOPLE

We pride ourselves on Tricon being a great place to work. We put our people first so that they can focus their efforts on serving our residents, investors and stakeholders. Every person in our organization plays an important role in our success. We invest in our team's well-being to provide them with healthy work environments and to ensure they have the tools and training they need to consistently produce high-quality results.

Our culture is an embodiment of our senior leadership team, who are approachable and accessible, open to new ideas, and transparent about both business achievements and challenges.

We employ individuals who reflect our principles and who are honest, respectful, innovative, proactive, detail-oriented, and team players. We empower and encourage them to think long term and focus on continuous improvement. We believe that instilling these characteristics and values leads to a sense of ownership among our employees which contributes to our ultimate success.

**OUR ASPIRATION**

*“Engage, support and enrich the lives of our people by providing opportunities for them to thrive as individuals and for their families”*

## OUR ONGOING PRIORITIES

**At Tricon, we make our people our top priority so they can make our residents and investors their top priority. Our focus areas include:**

Embedding our ESG commitment into our business practices and employee training and development programs in order to ensure that ESG is embraced and integrated into our culture, processes and business relationships.

Investing in training and development, workplace experience and wellness so our team can embody our values.

Fostering diverse, inclusive and accessible work environments that promote collaboration and give our employees the support they need to succeed.

Developing a framework to guide our performance in health, safety and well-being as we continue to provide safe and healthy work environments and practices.



FOUNDERS' DAY, TORONTO, ON

## TARGETS FOR THE NEXT THREE YEARS



We recognize that creating a strong and healthy culture is an ongoing journey that must be firmly rooted in the concept of continuous improvement. To ensure we make progress toward our aspiration and priorities, our key people targets for the next three years include:

Communicating the importance of our ESG roadmap efforts to all of our employees and providing them with opportunities to contribute towards Tricon's ESG activities.

Implementing an organization-wide Employee Engagement Survey and developing mechanisms to continuously improve our employee engagement and satisfaction scores.

Reviewing and consolidating our approach to employee performance development, reward and recognition, and recruitment to embed practices that foster an engaged, talented, diverse and inclusive workforce.

Working toward increasing the number of women in executive and senior management positions to at least 30% (in line with our commitment to meet or exceed the expectations of the 30% Club) and maintaining a gender-balanced workforce.

Implementing a framework to govern and track our health, safety and well-being performance across the organization.

Over the years, Tricon has put a significant emphasis on evolving our culture through specific people-centric programs.

## OUR ACCOMPLISHMENTS SO FAR

Our reputation and the scale of our business depend on our ability to attract and retain exceptional and engaged team members. Understanding our strengths and identifying areas for improvement allow us to better serve our employees and attract and retain top talent.

### OUR TEAM

As of year-end 2018, we employed 649 people (~700 as of September 2019) at our corporate offices and in our local operations across Canada and the U.S., with the majority (approximately 477 people) working at our single-family rental operation.

#### Total employees by region

Canada	67	10.3%
U.S.	582	89.7%
<b>Total</b>	<b>649</b>	<b>100%</b>

#### Total employees by job band

Executive / Senior Management	64	9.9%
Managerial	106	16.3%
Non-managerial	479	73.8%
<b>Total</b>	<b>649</b>	<b>100%</b>

#### Total employees by employment status

Full-time permanent	630	97.1%
Full-time contract	2	0.3%
Part-time	17	2.6%
<b>Total</b>	<b>649</b>	<b>100%</b>

Unless noted otherwise, any reference to figures or statistics throughout the remainder of this report refers to Fiscal Year 2018.



TEAM AT TRICON AMERICAN HOMES, SANTA ANA, CA

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#### WORKPLACE RECOGNITION

We have a number of recognition programs designed to reward our people and promote our workplace culture and values. At our property management operation, our Good Gotcha program celebrates individual examples of day-to-day excellence by recognizing employees who have gone above and beyond to help their teams or surpassed expectations. This program allows employees to nominate their peers and acknowledge acts of distinction

that might not be visible to management. At our Quarterly Awards program, we showcase an employee who embodies and exemplifies one of our guiding principles. At the end of every year, one of these recipients receives our President's Award, which celebrates the individual within our organization who most embodies our guiding principles, gifting them the equivalent of one month's paid rent or a mortgage payment.



EMPLOYEE HEALTH, SAFETY AND WELL-BEING

**We offer numerous programs and benefits that promote a culture of health and wellness.**

At our Toronto headquarters, our Health and Safety Committee and Joint Occupational Health and Safety Group are responsible for overseeing our workplace health and safety standards, rules and procedures, and for monitoring our health and well-being initiatives. Some of the programs we offer include a comprehensive ergonomics assessment of all workstations and annual access to fitness benefits, Employee Assistance Programs, Best Doctors medical counselling and life balance naturopathic services.

In the U.S., our health and well-being programs are provided through an automated, web-based platform, which offers interactive and personalized wellness solutions and engagement strategies to drive long-term behavioural change. Employees using the platform earn rewards through the practice of mindful lifestyle choices, such as tracking exercise, maintaining healthy eating habits, or having annual medical exams.

TRANSFORMING THE WORKPLACE  
IN TORONTO

The move to our new head office in Toronto in 2018 was transformational; it enabled us to foster a sense of workplace community, advocated collaboration, and encouraged wellness, healthy choices and physical activity. We provide ergonomic workstations with standing desks for all staff. We promote face-to-face interactions over email and encourage walking meetings when possible. We have also implemented a new office rule that prohibits anyone from eating alone at their desk. This encourages our people to be active, promotes taking lunch together, and fosters social interaction between people from all levels of the organization who might not otherwise have the opportunity to connect. It results in improved communication and healthy breaks.



EMBRACING DIVERSITY AND INCLUSION

**Diversity and inclusion are more than values to us – they are a strength.**

Tricon has always aimed to give our employees the confidence and support they need to bring their best selves to work. By nurturing a diverse and inclusive workforce, we aim to create an environment that values individuals for their unique talents, skills and abilities.

Our diversity and inclusion initiatives are a key part of our efforts to attract and retain talent, reduce employee turnover, increase job satisfaction, and build a culture of trust and collaboration. Diversity gives us access to a broader and better talent pool, leading to improved employee performance, more resilient decision-making, and higher rates of innovation and creativity – subsequently driving improved financial performance and profitability.

We will continue to foster diversity and inclusion in our workforce, not only because it is a core value, but also because it is imperative to the success of our business. Teams with a diverse range of thought and perspectives encourage innovative thinking within the workplace, adapt quickly to changing demands, and generate more revenue from innovative new products and services. By leveraging a greater variety of perspectives, teams can consider information more thoroughly and decision-making is enhanced.



NUMBER OF FEMALE EMPLOYEES  
BY JOB BAND

16 / 25%

Executive / Senior Management

49 / 46.2%

Managerial

282 / 58.9%

Non-Managerial

347 / 53.5%

Total Female Employees

Tricon is committed to ensuring we have policies and programs in place for embedding diversity in our business, including participative leadership, a commitment from our senior leadership, and a culture of inclusivity and open communication.

We are dedicated to making our workplace more inclusive and promoting diversity in our leadership. Our priority is to ensure a gender-balanced workforce that is focused on the advancement of women into leadership roles. This past year, we have been working toward our goal that women make up no less than 30% of executive and senior management positions. As of year-end 2018, women represented 25% of our executive and senior management team, and 54% of our total workforce.

*“This Pay It Forward campaign has made me realize that a little can go a long way. To serve others who are not as fortunate and to make the world a better place is what it is all about.”*

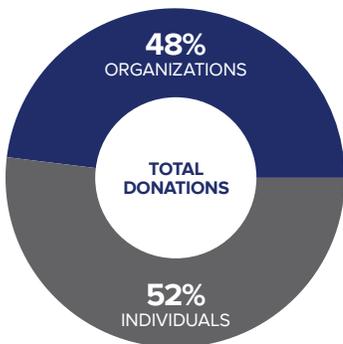


**GIVING BACK**

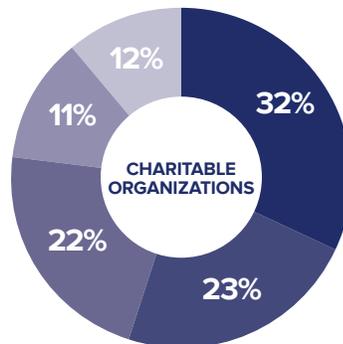
Our employees care about our investors, residents and communities. To help our people make meaningful contributions, we offer several opportunities for them to give back to those in need. In 2017, we implemented a company-wide Pay It Forward

program whereby every employee receives \$100 annually to give to a person in need or to a charity of their choice. This program has been incredibly well received by our people and by all those impacted. Employees are also encouraged to take one additional day off each year, for team or individual volunteering.

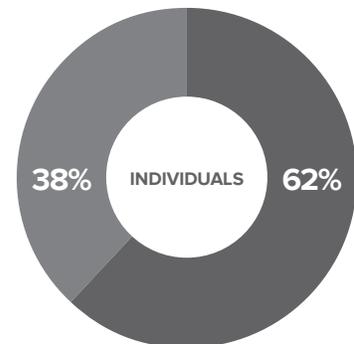
**TRICON 2018 PAY IT FORWARD PROGRAM (TOTAL DONATIONS)**



432 responses reflecting \$60,475 in total donations of which \$17,275 was augmented by employees personally



32% Social & Other Causes  
 23% Children's Causes  
 22% Individual Health/Medical Causes  
 12% Animal Welfare  
 11% Alleviating Poverty



62% Friends & Family  
 38% Other People in Need



# 2

Priority #2:

## OUR RESIDENTS

Our goal is to provide hard-working individuals and their families with comfortable, well-maintained homes where they can trust that their needs will be met and feel they are part of a larger community. Our success will be measured in part by our ability to engage fully with our residents and our commitment to communities.

We recognize the importance that a sense of community and connection plays in the lives and well-being of people. We embrace inclusion and accessibility in each of our communities, and work to build a sense of belonging for all our residents.

Collaboration is a critical aspect of our approach to business; we work hand-in-hand with our residents so we can better meet their needs and help them thrive. Our view is based on the belief that a healthy environment, a welcoming community and resident satisfaction are key factors in helping our residents thrive.

OUR  
ONGOING  
PRIORITIES



Our focus areas include:

Providing residents with quality housing offerings and timely service to address all their needs.

Creating a sense of community and belonging for our residents by building homes, infrastructure and facilities that foster connection, inclusiveness and accessibility.

Fostering, supporting and promoting health and well-being among community members with amenities, recreational spaces and activities that feature healthy lifestyle options.

Adopting a community development and investment approach that supports the creation of thriving, resilient and sustainable communities.

**OUR ASPIRATION**

*“Build communities that make a real difference in people’s way of living and foster a true sense of community”*

## TARGETS FOR THE NEXT THREE YEARS



**We recognize that building strong communities is an ongoing effort. To ensure we make progress toward our vision, our key resident-focused targets for the next three years include:**

Adopting design decisions across all our assets that anticipate residents' evolving needs.

Incorporating design principles into all new developments and renovations that foster accessibility and mobility as well as a sense of community cohesion, belonging, inclusiveness and well-being, where applicable.

Seeking health, well-being and accessibility certifications (e.g. WELL, Fitwel, Rick Hansen Foundation Accessibility Certification or equivalent) for all new developments and renovations, where applicable.

Implementing a company-wide Resident Engagement Survey and developing mechanisms to drive continuous improvement across our resident engagement and satisfaction scores.

Establishing a Community Development strategy across all our residential investments to consolidate and set a strategic direction for our community development and investment activities.

OUR ACCOMPLISHMENTS SO FAR

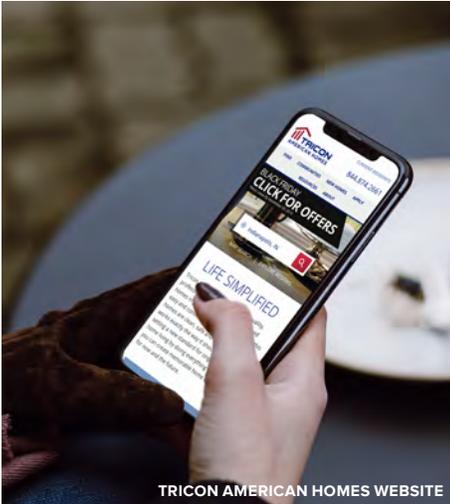


FOCUSING ON BUILDING COMMUNITY

The 7 Labatt residential community is part of a 69-acre master-planned revitalization effort in downtown Toronto. This community is being built to support efforts to transform the area into a vibrant, family-oriented urban community. At the heart of the 7 Labatt project is a focus on creating unity through conscious design that aims to bring a sense of community and belonging to the neighbourhood and its future residents. As a mixed-use development, with dedicated residential and commercial space, the project will provide over 600 residential homes, split evenly between rental and for-sale units, and will provide a new home for the Salvation Army's Toronto facility.

LIFESTYLE DIRECTORS FOR EVERY MASTER-PLANNED COMMUNITY

Our Lifestyle Directors are an important asset in each of our master-planned communities. These individuals are responsible for developing activity programs that foster a thriving and well-connected community. Through this programming, we encourage our residents to interact with each other, meet their neighbours, and become more involved in their neighbourhood. Community members are notified of activities through regular residents' newsletters, which outline all the events, clubs, activities and festivals occurring throughout the year.



TRICON AMERICAN HOMES WEBSITE



ANIMAL RESCUE GROUP AT JOHNSON COMMUNITIES

#### SINGLE-FAMILY RENTAL RESIDENT ENGAGEMENT PLATFORMS

Our single-family rental operation uses innovative and smart technologies to create an online sense of community for our residents – even if they do not live in the same geography. Leveraging online content, apps and chat-based services, we communicate directly with our residents to address any questions, concerns, or repair and maintenance requests they may have. This technology is also used to ensure our residents are able to directly access important information about their homes, the rental process, their rights and entitlements, and support resources. Our resident newsletter connects our residents by sharing news and information and providing opportunities to participate in community events like contests.

#### INVESTING IN COMMUNITIES FOR THE LONG TERM

Johnson Companies LP, our integrated master-planned development subsidiary, has established a Community Development Fund for each of its residential developments. These are capitalized through foundation fees that are collected each time a home is sold in the community. The Community Development Funds are then available to make investments in the community with the approval of a Community Foundation Committee. For example, they may be used to make enhancements to the community's infrastructure, to support playgrounds or technology at local schools, to support non-profit organizations like museums, parks, or animal rescue groups that help elevate the community, or to help community members in times of crisis.



**Tricon American Homes is positively impacting the lives of those we serve.**

**WHAT OUR BOARD MEMBERS HAD TO SAY ABOUT THE RESIDENT EMERGENCY FUND**

*“Hardships can happen to anyone; that’s why I’m so honoured to be able to help out when our residents need it most.”*  
**DANA C.**

*“To have the opportunity to help even one of our residents in their time of need is a privilege.”*  
**CHRIS T.**

*“It feels wonderful to give back to the people who make up our communities.”*  
**ROB K.**

**RESIDENTIAL HARDSHIP FUND HELPING OUR RESIDENTS IN THE MOMENTS THAT MATTER**

We put our residents first not only in the good times, but also when the unexpected occurs. In January 2019, we established a \$100,000 Residential Hardship Fund that provides emergency assistance and financial relief to residents experiencing unexpected hardship. The fund helps residents and their families meet their rent obligations or assists with paying for alternative accommodations in the event of sudden, unfortunate circumstances.



**2019 TO DATE  
 \$39,462 AWARDED  
 TO 18 FAMILIES**

**FAMILIES IMPACTED BY:**



**ACROSS 7 MARKETS**



Priority #3:

# OUR INNOVATION

Our core service offerings are guided by two key desired outcomes, which are the cornerstones of all of our investments whether they are single-family home rentals, multi-family projects or master-planned communities: *delivering superior service and exceptional resident experiences and developing offerings that enhance the lives of our residents and address their housing needs.*

**OUR ASPIRATION**

*“Leverage innovative technologies and housing solutions to meet the current and future needs of residents, in addition to the broader housing needs of North America”*

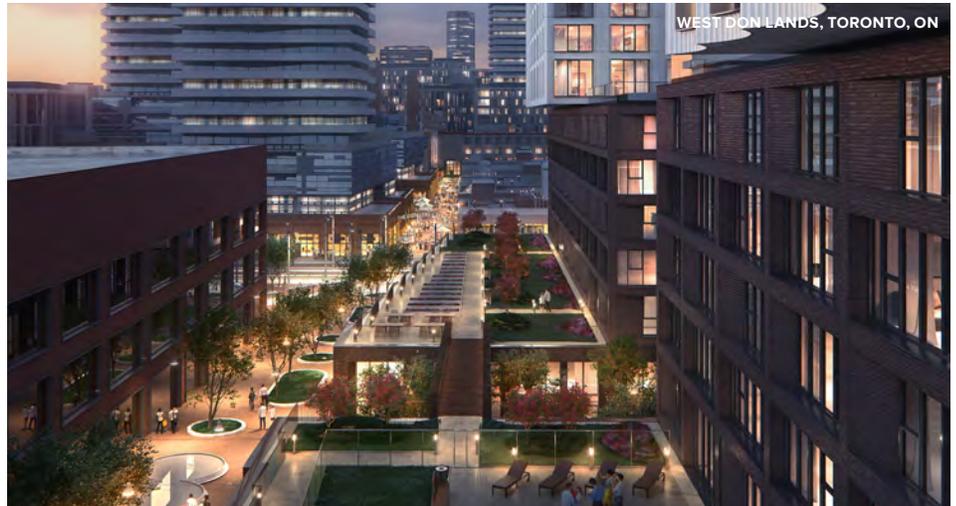


At Tricon, we believe providing excellent service is not only the right thing to do but that it makes good business sense to do so. Our service culture ensures we treat all of our residents with dignity and respect. It is built on the desire to “get to yes.” By providing all of our residents with great service, we increase retention, achieve higher rents, gain significant referrals, and ultimately provide superior returns for our investors.

To help us deliver excellent experiences to our current and future residents, we strive to provide a broad spectrum of innovative housing solutions and embrace new and emerging technologies that address both resident needs and the broader housing affordability needs of North America.

We are strongly committed to using innovative technologies that help our residents and building operators use energy and resources more efficiently so they can live more economically and obtain greater value for money.

## OUR ONGOING PRIORITIES



We know innovation is critical to meeting the housing needs of current and future residents and providing a differentiated housing experience. Our focus areas include:

Enhancing the product offerings, service and the value-for-money we provide our residents by leveraging innovative design and smart technologies (e.g. light motion, Nest, smart locks, kill switches) and providing innovative and tailored resident experiences).

Continuing to expand our spectrum of innovative housing solutions to provide unique options that help meet North America's housing needs and reflect the changing lifestyles of our residents.

Making affordable, quality housing available for hard-working residents in areas that offer strong employment and business development opportunities.

## TARGETS FOR THE NEXT THREE YEARS



**Our innovation-focused targets for the next three years include:**

Incorporating innovative service offerings and technologies across all our new developments and renovations that improve the resident experience and enhance the value proposition of our product offerings.

Internalizing property management activities across our business where possible and leveraging technologies to make these operations more efficient.

Actively participating in industry discussions and thought leadership on the issue of housing affordability in North America.

## **OUR ACCOMPLISHMENTS SO FAR**

### **ENHANCING THE RESIDENT EXPERIENCE**

**At Tricon, we are committed to enhancing the lives of our residents by offering unique, innovative services to make day-to-day activities easier and more affordable. We are also dedicated to ensuring a rapid response to resident queries and maintenance requests and to fostering our residents' health and well-being. For example:**

#### **TRICON HOUSE PARTNERSHIPS**

We approach our responsibility to residents holistically. We strive to make apartment living easier and more fulfilling for our residents and look for innovative ways to help them feel a part of their local neighbourhoods and the city itself. For example, in our multi-family rental buildings in Toronto (such as The Selby) we have an exclusive partnership with *Toronto Life* magazine that connects our concierges with the city's best offerings and provides our residents exclusive access to cultural activities and events. Our partnership with Eye Buy Art, an accessible art program, helps our residents discover and collect fine art from award-winning artists. We have also partnered with iconic organizations like Roy Thomson Hall, Massey Hall and the Evergreen Brickworks to help make world-class music, cultural events, yoga retreats and farmers' markets more accessible to our residents.

Our partnerships with respected companies such as AMJ Campbell Moving and Storage, Casper Mattress and Wayfair provide our residents with discounted access to the services they need for elevated apartment living.

#### **MAINTENANCE GEOTAB TECHNOLOGY**

We are always looking for ways to enhance the rental experience and deliver a maintenance-free lifestyle for our residents. With more than 100 maintenance crews across our single-family rental operation in the U.S., we have invested in new geotab fleet tracking technology to ensure timely and high-quality service to our residents. With this new technology, we can track the location of our maintenance fleet at all times and optimize travel routes to ensure on-time arrival for maintenance calls, or to provide accurate updates when needed. This technology also creates operating efficiencies by allowing us to serve more residents with our existing fleet.

#### **VIRTUAL HOME TOURS AND AUTOMATED ONLINE LEASING**

We respect our residents' time, so we have developed tools to help them make the most of it. For example, we have redesigned the home rental process to include innovative 360-degree virtual home walk-throughs for each of our rental homes. Our "self-showing" technology enables potential residents to tour our rental offerings at their convenience, eliminating the need to meet with a leasing agent. Accurate room dimensions and dynamic floor plans give potential residents the ability to plan the design of their unit ahead of time. Data provided by customers during the virtual showing process flows directly into our proprietary leasing application, making the leasing process quick and seamless. These innovations have been launched across our single-family rental portfolio, with plans to implement it in our multi-family rental operations in the near future.



**INNOVATIVE HOUSING SOLUTIONS  
FOR RESIDENTS' FUTURE NEEDS**

Tricon provides a broad spectrum of innovative housing solutions to ensure we can respond to the changing needs of our residents. For example, our multi-family rental business is uniquely positioned to cater to the growing demand for high-quality rental housing in Toronto. Our first project, The Selby, offers a maintenance-free lifestyle for a growing group of individuals who prioritize experiences and disposable income over home ownership. Some of the unique amenities The Selby offers include wellness facilities (such as a spa with meditation area, state-of-the-art gym and yoga/spinning studio), a pet washing facility and outdoor dog amenity, and a co-working space for residents.



**PROPRIETARY ACQUISITION AND  
RENOVATION PLATFORM**

At our single-family rental business, we have ambitious growth plans. In 2020, we plan to acquire approximately 4,000 homes and to renovate, turn and lease approximately 10,000 homes. To support this goal, we have developed TriAD – an innovative artificial intelligence and machine learning-based software solution that calculates a proprietary TriAD score to prioritize acquisition targets. TriAD evaluates real-time data from multiple real estate listing services and supplements that data with existing operational data and purchased neighbourhood data. TriAD enables our team of acquisition specialists to focus their time on the highest qualified targets and on building relationships with the relevant listing and i-Buyer agents and to improve our ability to acquire desirable properties that meet our acquisition criteria.

TriAD is fully integrated with TriFORCE, software that supports real-time certified property inspections.



Inspection data is provided in real time to the acquisition specialists who use it to ensure the potential acquisitions meet our criteria. Post-acquisition, TriFORCE is used to manage all renovations to the property as it is fully integrated with our vendor network.

**PARTNERING TO ADVANCE UNIQUE  
AFFORDABLE HOUSING SOLUTIONS**

Tricon has partnered with investors and the Ontario Government under the Affordable Housing Lands Program to deliver an innovative solution to housing affordability in the West Don Lands region of Toronto. As one of the largest affordable housing projects in Canada, this new development will feature a 70%-30% mix of market-rate and affordable units delivered at the same quality and standard. In line with our commitment to building communities, the project will provide equal access to all amenities for residents. The design of the first phase of this development, “Block 8/20,” was recently completed, with construction expected to begin in late 2019.

# 4

Priority #4:

## OUR IMPACT

We are committed to making investments and operational decisions that reduce the impact and enhance the sustainability and resource efficiency of our projects, to make a real difference for our residents and their living environment.

## OUR ONGOING PRIORITIES

### OUR ASPIRATION

*“Embrace smarter ways to reduce the environmental impact of our buildings by minimizing our resource consumption and carbon footprint”*



CROSS CREEK RANCH, FULSHEAR, TX

**At Tricon, we are committed to making a material sustainability impact across all of our business activities over the long term. Our focus areas include:**

Developing an approach to responsible investment to ensure our investments in projects and partnerships are consistent with our core values and ESG aspirations.

Investigating and investing in new technologies, materials, design principles and renovation processes that reduce energy and water consumption, minimize waste, source sustainable materials and reduce our impact on biodiversity and local water catchments.

## TARGETS FOR THE NEXT THREE YEARS



**We are committed to further embracing green building principles and incorporating energy efficiency and resource management into our projects and operations. In the next three years, our key impact-focused targets include:**

Developing and implementing Responsible Investment Criteria to guide our investments in projects and partnerships, consistent with our core values and ESG commitment.

Integrating ESG and green building considerations into all core business processes and performance scorecards.

Installing smart energy and water metering and monitoring systems in new developments and renovations.

Introducing systems to measure, track and reduce energy consumption, water consumption and waste generation across our portfolio.

Ensuring all new developments and renovations consider the impact they have on nature reserves, parklands and other green space during initial design and development phases while providing resident access to these natural amenities.

Seeking green building certifications (e.g. LEED, Green Star and Toronto Green Standards), where applicable, on all new developments and renovations. Several Canadian multi-family projects are being built to a LEED Gold standard, and we will continue to target this sustainability threshold as a minimum.

## OUR ACCOMPLISHMENTS SO FAR



### VIRIDIAN

Our Viridian master-planned community is a Certified Gold Signature Sanctuary. This certification is only awarded to new developments that are designed, constructed and maintained according to Audubon International's standards for planning and environmental stewardship. Viridian received certification because of its use of innovative development methods designed to use flood control areas to enhance and preserve wildlife habitats. Other sustainability measures incorporated in Viridian's design relate to natural areas and wildlife, water and solid waste conservation, transportation and energy, and partnership and outreach.



### WEST DON LANDS

The West Don Lands mixed-use development is being built to achieve LEED Gold status, with a strong emphasis on sustainability, energy efficiency and walkability. Key sustainability and energy efficiency features have been incorporated into the design and development, including efficient chillers, temperature-moderating façade systems, in-suite heat recovery, low-flow hot water fixtures, LED fixtures in communal areas, locally sourced materials, bike parking, storm water retention, solar wall technology, self-shading façade, green roofs, native plant species, urban farming, and a city tram connection. The community garden roof will include biodiversity garden mounds and the development will also incorporate urban farm space (herb and vegetable gardens) for communal use.



### MAKING OUR RENTAL HOMES SMARTER

We continuously work to reduce energy use and improve water performance of our single-family rental properties. For example, we regularly install low-flow water fixtures such as showers and faucets, replace outdated or broken air conditioning systems with more energy-efficient systems, and seek out more efficient replacement options when renovations are needed. We use smart technologies to help with energy management and are currently testing the use of smart home technology with sensors to drive further efficiencies in utilities usage within our rental homes (i.e. water, electricity and gas).



# 5

Priority #5:

## OUR GOVERNANCE

Tricon is firmly committed to acting in an ethical manner across all of our business dealings, and to working transparently with stakeholders and investors to enhance trust and reduce risks. We have established a governance framework to hold our organization, leadership and staff accountable. Our governance framework includes four key elements: our Code of Business Conduct and Ethics & Compliance Manual, our whistleblowing procedures, our approach to diversity and leadership, and our approach to risk management.

**OUR ASPIRATION**

*“Proactively understand and manage the risks to our business, while acting in a manner that exemplifies our commitment to ethics, integrity, trust and transparency”*



We also recognize the value and importance of having a variety of diverse perspectives – not only across our organization but in our boardroom. Over the last year, we have worked to enhance diversity of thought at the Board level – and are committed to continuing to promote diversity within our Board.

As we look to the future, we will continue to improve our governance practices and procedures to effectively manage any new or evolving risks that we might face.

Most importantly, we will use this ESG roadmap to further enhance our ESG implementation plans and their related supporting structures and systems.

## OUR ONGOING PRIORITIES



**At Tricon, we are committed to continuously improving our governance structures, policies and practices. Our focus areas include:**

Continuing to reinforce our commitment to ensure compliance at all times with all applicable legal and regulatory requirements as well as our own internal Code of Business Conduct and Ethics and governing policies.

Continuing to embed a rigorous approach to prudent risk management across our organization.

Embracing and integrating meaningful, sustainable diversity of thought in our business leadership.

Continuing to maintain high standards of transparency and disclosure, including our key non-financial performance indicators and our approach to ESG governance.

Finalizing our ESG implementation plan and supporting structures and systems to govern our approach to ESG across all business activities.

## TARGETS FOR THE NEXT THREE YEARS



Tricon has spent many years working to develop strong governance practices and is committed to continuous improvement. To ensure we continue to progress toward our vision, our key governance-related targets for the next three years include:

Ensuring continued compliance with our internal policies and processes by all our employees and contractors.

Revising and rolling out an Enterprise Risk Management platform across our entire organization which incorporates our ESG commitments.

Continuing to maintain a diverse Board of Directors composition, in which at least one-third of Board seats are held by women.

Operationalizing and advancing our approach to monitoring and disclosing our key ESG and other non-financial performance information.

## CORE ELEMENTS OF OUR GOVERNANCE APPROACH



### CULTURE OF COMPLIANCE

Our Board and senior management firmly believe that “the tone is set at the top.” This is reflected within our organization’s culture, which sets the expectation that we all have a role to play in ensuring we attain the highest standards of corporate governance and ethical practices and adherence to our obligations.

### CODE OF BUSINESS CONDUCT AND ETHICS & COMPLIANCE MANUAL

These documents outline our business practices and procedures to ensure compliance with all securities laws, legal requirements, and our own standards. They also set out the basic principles that guide our decisions and actions as well as our expectations for all personnel, including directors, officers, employees and consultants.

### WHISTLEBLOWER POLICY

Sets out our expectations for the reporting of any illegal or unethical behaviour, and outlines a confidential complaint procedure through which people can report concerns about accounting or auditing matters or potential violations of our policies without the threat of retaliation.

### APPROACH TO DIVERSITY OF LEADERSHIP

Outlines our approach and commitment to the diversity of the Board. This policy is supported by processes and criteria for the nomination and evaluation of individuals.

### APPROACH TO RISK MANAGEMENT

Outlines our approach to risk management, including the use of prudent and disciplined investment practices, diversifying capital across product types and market locations, diligently structuring transactions, conducting comprehensive due diligence and market research, and taking a very active role in the ongoing management of our investments.

## ENHANCING BOARD DIVERSITY AT TRICON

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**In 2018, our Board of Directors adopted a Board Diversity Policy aimed at enhancing the diversity of perspectives in the boardroom. This policy, which was updated in March 2019, confirms our commitment to broad thought in leadership by establishing an aspirational target to attain and maintain a Board composition in which either gender represents at least one-third of all independent members.**

Our policy exemplifies our broader approach and commitment to diversity throughout our business across a range of factors, including expertise and experience, gender, geography, age, race and ethnicity.

It also confirms our commitment to meeting or exceeding the expectations of the 30% Club (an organization which seeks to advocate for organizations where women hold 30% of Board seats and senior management positions). To that end, we are also currently investigating membership in the 30% Club.

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It's a centre across the street from my condo that offers a safe, welcoming place for all women.

This is a charity I am very passionate about. I think it does a great job getting the community involved for an important cause.

Providing food for the needy (this is important to me, especially around the holidays).

## Investing in Communities

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Tricon's 2018 Investing in Communities Pay It Forward program was a resounding success. Each employee received \$100 from the Tricon Investing in Communities Fund to donate to causes or people in need that are dear to their hearts. The range of causes our team supported – from individuals and friends and family, to animal welfare and alleviating poverty – truly reflects the depth and diversity within our organization. As one Tricon employee noted, "This experience best exemplifies a core value of Tricon – taking care of our communities."

I USE SO MUCH PAPER AT WORK THOUGHT IT WOULD BE NICE TO GIVE BACK TO THE ENVIRONMENT.

Single women — especially single mothers — are such a vulnerable sector of the population, particularly in a city as expensive as Toronto. Thank you so much for allowing us to donate and give back to the community!

MY \$100 WENT TO THE YELLOW BRICK HOUSE, WHICH IS A PLACE FOR ABUSED WOMEN AND CHILDREN IN YORK REGION. IT WAS IMPORTANT THAT THE MONEY WENT TO A CHARITY IN MY OWN COMMUNITY OF MARKHAM, WHERE I HAVE LIVED FOR OVER 10 YEARS NOW.

I gave to Eva's because it is an organization that focuses on helping homeless youth in my community. I want the best for people I live around and I feel that for a young person in Toronto some small help in finding a home, food and employment can make the biggest difference in the rest of their lives.

I donated the \$100 towards a very young family who had lost the primary bread-winner (the father) a couple of years ago. The generous support from Tricon provided food for the three young children (all under 9 years of age) and their mother. I would like to mention that I am truly grateful to be working for a company like Tricon. This experience best exemplifies the core value of Tricon - taking care of our communities.

Last year I donated \$100 to a food bank in Mississauga which I had driven by for years but never thought much of. My Mom, Liz, was so moved by the donation program Tricon set up that she now volunteers at a local food bank. Thank you Tricon for such a wonderful program. The philanthropic spirit is being spread through my family to help others in our neighborhood.

I donated the funds towards this cause because I believe education is the most effective weapon at alleviating and eradicating poverty in marginalized communities.







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More information regarding our  
governance practices is publicly  
available on our website  
**[triconcapital.com/about-us/](https://triconcapital.com/about-us/)**

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