



2020 Sustainability Report



About this report

Minto's 12th annual Sustainability Report highlights the organizational initiatives that we've undertaken during the 2020 calendar year, including the development of a comprehensive Environmental, Social and Governance (ESG) strategy. Our mission—to build better places to live—means that we strive to recognize and address the impact we have on our environment and the people in it. This report shares our progress toward this goal, including:

- Our governance structures, which incorporate the ESG dimensions that inform our business practices
- Our social impact, which involves fostering meaningful connections with the communities we serve and the employees that help us deliver on our mission
- Our environmental impact, which we aim to reduce by consuming fewer natural resources, minimizing waste, and lowering greenhouse gas emissions

Our reports are issued mid-way through the following year to allow for thorough data collection and reporting. For further information about our methodology or this report, please visit minto.com/sustainability.

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Introduction

A message from our
CEO

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A message from the CEO

BUILDING A BETTER TOMORROW, TODAY

The challenges of living and working through a global pandemic have reaffirmed our steadfast commitment to a sustainable future—and moved us to take bold action toward creating that future. As a conscientious leader in our industry, Minto's long-standing investment in environmental initiatives has always guided our work. This year, amidst so much urgent change and adaptation in the world at large, those initiatives have never been more important; in response, we've taken our efforts to the next level.

This 12th annual Sustainability Report shares the groundbreaking milestone of our new, formalized Environmental, Social, and Governance (ESG) strategy, as well as the accomplishments we'll continue to build upon within it. We've listened to key stakeholders and identified opportunities to improve, from greenhouse gas reduction to improved employee engagement. As a next step, we're defining priorities that will advance our ESG journey: clear performance targets, comprehensive reporting frameworks, and strong governance will all guide our approach through the coming months.

As always, our day-to-day efforts will focus on mitigating environmental impact and thoughtfully serving our employees, homebuyers, tenants, and local communities—now, and in a post-pandemic world.

With great pride in our past, we look ahead with hope as we build a better tomorrow.



MICHAEL WATERS
CEO, MINTO GROUP

In 2020, we began the process of developing a thoughtful and comprehensive environment, social, and governance (ESG) strategy, making progress as an ethically responsible forward-thinking business.

About Minto

Since our humble beginnings in 1955, Minto Group has successfully built a fully integrated real estate company. Today, we offer new homes and condos for sale, rentals, furnished suites, and management services for properties and investments. We've built over 90,000 homes, manage 13,500 rental units, and carry 2.3 million square feet of commercial space. Our investment management portfolio spans \$4.1 billion.

With over 1,200 employees in Canada and the USA, we proudly build better places for people to live, work, and play—one home and one relationship at a time. To us, it's all about special moments: the thrill of walking into a new apartment, the pride in closing on a first home, or the excitement of a growing investment partnership.

The Minto Group of Companies ("Minto") includes Minto Communities (our home-building operations in Canada and the US), Minto Apartments and Minto Commercial (our apartment and commercial rental properties and operations), and Minto Apartment REIT (a sister company of Minto Group that manages a portfolio of high-quality, income-producing, multi-residential rental properties).



90,000

HOMES BUILT



13,500

RENTAL
APARTMENTS
MANAGED



2.3M

SQUARE FEET OF
COMMERCIAL
SPACE



\$4.1B

INVESTMENT
PORTFOLIO

Putting people first in an unprecedented year

When the novel coronavirus (COVID-19) outbreak was confirmed, the health and well-being of our homebuyers, residents, tenants, employees, partners, and wider communities remained our top priority. From the outset, we monitored the situation closely, following the guidelines issued by authorities and taking necessary actions to help prevent the spread of the illness—while continuing to meet the needs of those who rely on us.

Our wide-ranging response to this crisis evolved as local conditions and guidance changed. Here are a just a few examples of the many actions we took:

- Protected our frontline staff and sites by implementing new processes and remote work arrangements
- Provided support for employees who were unable to work with expanded paid leave
- Provided mental health resources for our employees and their families
- Supported transparency with our stakeholders through regular updates on COVID-19 and resources on our website
- Supported our residents by pausing rent increases and offering a deferral program for those who were unable to pay their rent due to the crisis
- Enhanced safety for our residents by closing amenity spaces and implementing new safety protocols for common areas, amenities and elevators
- Transitioned to a virtual leasing process to protect customers and staff
- Kept our staff safe by implementing new procedures and safety precautions to keep our construction sites open, as permitted by local authorities
- Supported homebuyers with new online resources and virtual processes
- Opened sales centres to walk-in guests when safe to do so, setting public health expectations to keep guests and employees safe

As the impacts of COVID-19 are still evolving, we continue to support each other, prioritize healthy communities, and adapt to the new realities brought on by the pandemic.



Our journey to today

CREATING A LASTING LEGACY

Our success is measured by the healthy, vibrant environments we create—and the lives we touch within them. From green building to community building, from quality living to responsible investing, our commitment to people and the planet is not just part of our history. It's a strong commitment we make for the future.



First Minto Dream Home, "Sierra" built for CHEO

EARLY YEARS 1955 - 1999



Minto founders (left to right): Irving, Lorry, Gilbert and Louis

2000 - 2005

- **1955** Minto is born! "Mercury Homes" builds and sells its first home in Ottawa
- **1960** One of the first builders in Ontario to introduce pre-fab framing – increasing quality, lowering home prices and reducing waste
- ▲ **1970** Established the Minto Foundation
- **1978** Minto heads for the sunshine and expands in Florida
- **1986** Minto breaks ground on its first foray into the Toronto market
- **1992** Innova House –one of nine homes selected nationwide to demonstrate new techniques in energy and water efficiency and waste reduction

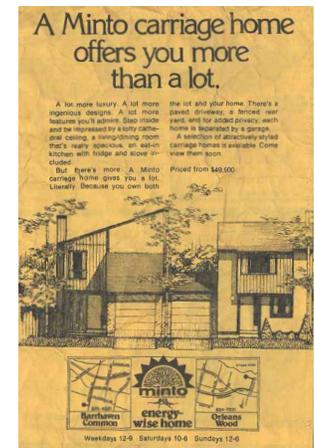


The Neptune, a popular early Minto model home, Ottawa

- **2000** Minto begins performing energy and water utility reduction retrofits
- ▲ **2001** Minto completes first Minto Dream Home as part of the CHEO Dream of a Lifetime Lottery. Minto has built this grand prize home annually ever since
- **2003** Minto builds its first ENERGY STAR home in Ottawa
- ▲ **2004** Employee Volunteer Program introduced to encourage community involvement
- ▲ **2005** Employee Assistance Program (EAP) added to provide support for personal and work issues, overall well-being
- **2005** Balanced scorecard incentive compensation structure implemented comprising a mix of financial, customer, environmental and employee measures
- **2005** Minto builds its first ENERGY STAR home in GTA



Ottawa

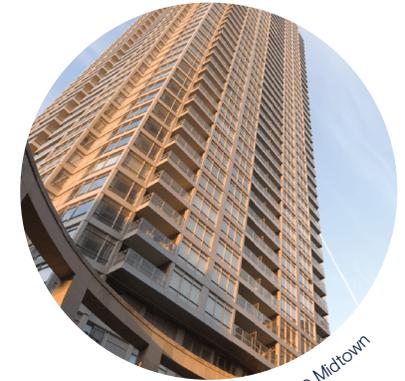




Ontario Home Builders' Association



Net zero Inspiration Home



Minto Midtown



Radiance at Minto Gardens



Minto Roehampton

2006

2007

2008

2009 - 2011

- ▲ Employee engagement measurement introduced
- ▲ Minto Scholarship Program introduced to support post-secondary education for children of employees
- First high-rise residential Condominium to be LEED Canada certified - Radiance at Minto Gardens

- First LEED Gold certified residential condominium - Minto Roehampton
- FRPO Environmental Excellence Award for Minto Roehampton

- Minto builds the first Net Zero Inspiration Home
- First to be named Green Builder of the Year by the Ontario Home Builder's Association
- Minto Midtown is largest multi-residential building in North America to achieve LEED Gold
- Formal Board of Directors introduced



- 2009 First Environmental Report
- 2010 Minto Florida's Cascada community wins the Aurora Award for Best Energy Efficient Home
- 2010 Code of Conduct Introduced
- 2011 Minto implements International Financial Reporting Standards ("IFRS"), the highest standard of reporting and disclosure
- ▲ 2011 Annual Greenberg Awards recognize employee contributions aligned to company values



2012 - 2015

- **2012** Minto expands into Calgary, Alberta
- **2012** 180 Kent in Ottawa the first and largest LEED Platinum Core and Shell office tower in Canada and was named The National Outstanding Building of the Year (TOBY) by BOMA
- **2013** First non-family chief executive appointed
- **2015** Began participating in annual global real estate sustainability benchmarking assessment (GRESB)
- **2015** Comprehensive cybersecurity strategy developed and launched
- **2015** Implemented new Performance Management Process with peer reviews
- **2015** Minto expands into Edmonton, Alberta
- **2015-2016** Minto completed five Net Zero Energy homes as part of the ecoEII program funded by Natural Resources Canada



180 Kent office tower, Ottawa



5 Net zero inspiration homes built in Arcadia community, Ottawa



5 Net zero inspiration homes built in Arcadia community, Ottawa

2016 - 2019

- ▲ **2016** BRAVO! employee recognition program introduced
- ▲ **2018** Updated Retirement Savings Plan includes employer contributions
- **2018** Minto launches Minto Apartment REIT (MI.UN) on the Toronto Stock Exchange
- **2019** Named one of Canada's Greenest Employers for 2019 by Canada's Top 100 Employers project
- **2019** EnerQuality Award – Innovation High-Rise: Minto Yorkville Park for Large Building Air Tightness pilot project
- **2019** Minto Apartment REIT expands into Montreal, Quebec



Event to celebrate Minto Apartment REIT trading on TSE

2020

- Board membership expanded to nine: including two female directors and six independents
- Compensation Committee mandate expanded to encompass board governance, renamed Compensation Governance and Nomination Committee
- CHBA National Award - Net Zero Home Award: 2019 Minto Dream Home in support of Children's Hospital of Eastern Ontario
- Federation of Rental-housing Providers of Ontario (FRPO) MAC Awards Environmental Excellence
- ▲ LifeSpeak digital platform provides expert advice on wellness
- ▲ Paid time-off during global pandemic supports those unable to work from home
- ▲ Flexible work arrangements introduced to enhance job satisfaction, productivity, and creativity

2021

- Minto Group completes Environmental Social and Governance (ESG) materiality assessment with plans to launch formalized ESG strategy in 2021



Our new ESG framework

Our mission to build better places to live means we must recognize the impact we have on the environment and on people. As conscientious leaders, we take full responsibility for our actions, and are deeply committed to building a business that always pushes itself to do better.



A circular graphic with a red bottom half. The top half shows a man and a woman in a meeting, with a red circular icon containing a compass rose. The bottom half is a solid red circle with the text "Business Resilience" in white.



A circular graphic with a teal bottom half. The top half shows a group of diverse people smiling, with a teal circular icon containing three stylized human figures. The bottom half is a solid teal circle with the text "Community Impact" in white.



A circular graphic with a green bottom half. The top half shows a large tree trunk in a forest, with a green circular icon containing a stylized plant and water. The bottom half is a solid green circle with the text "Environmental Impact" in white.

Safeguarding the future of our business is in our DNA. By investing in effective governance, ethical practices, and infrastructure, we ensure that our business remains strong and resilient.

As an employer, homebuilder, and landlord, we understand the deep responsibility we have to the people whose lives we touch. We start with prioritizing and investing in the needs of our employees and communities and then work on building safe and vibrant places for them to live and work.

As a resource-intensive industry, we know that every action we take impacts the environment. By minimizing waste, reducing water, and energy consumption, lowering carbon emissions, and investing in renewable energy and innovation, we act as responsible stewards of the environment—working hard to meet the highest possible standards.

DRIVEN BY OUR PURPOSE

MISSION

Building better places to live (work and play), one home and one relationship at a time.

VISION

No matter who you are, where you're from, or where you're going, we're helping you to live better by creating healthy, vibrant homes and communities for you to live and grow for decades to come.

COMMITMENT UNDERPINNED BY OUR VALUES

ACCOMPLISHMENT

Doing what it takes to succeed in an environment of integrity and accountability

PARTNERSHIP

Building and nurturing collaborative relationships

INNOVATION

Constantly pursuing new ideas and opportunities

COURAGE

Doing the right thing, even in the face of opposition

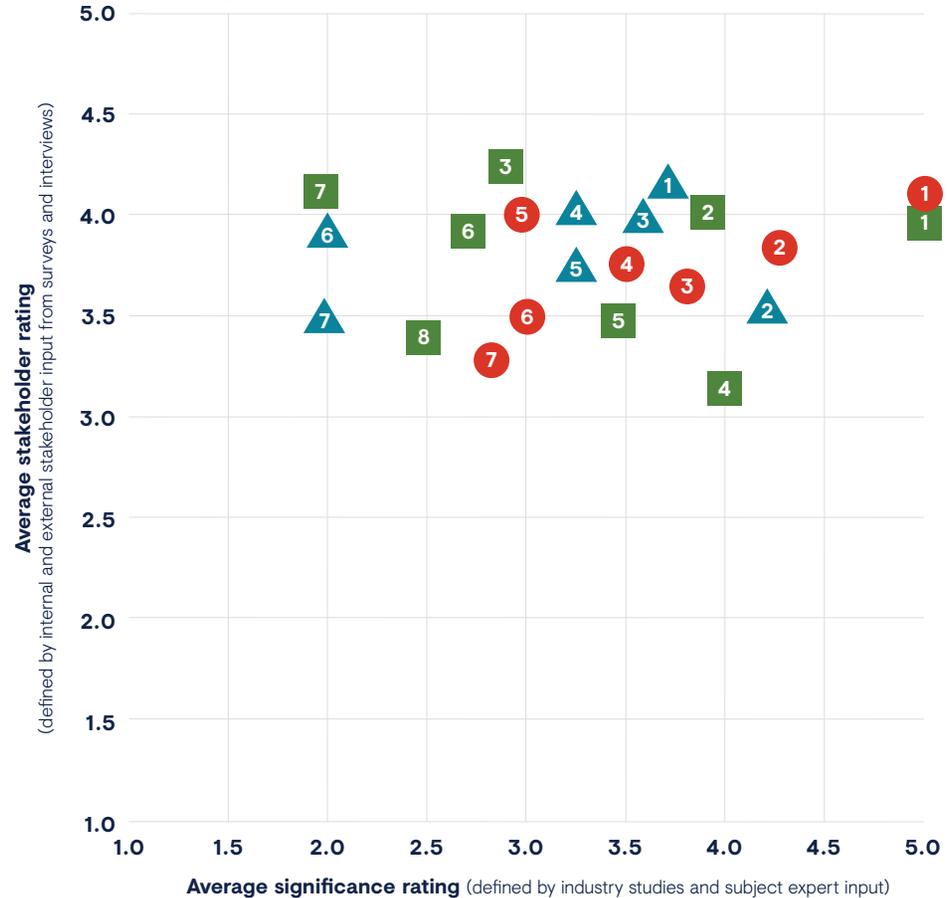
Moving ahead as a forward-thinking business

Minto Group is incredibly proud of our 65-year legacy of building better places to live. Our sustainability leadership role began back in the 1960's, as one of the first builders to champion the use of efficient, high-quality pre-fab framing in Ontario; it has continued over the years, including milestones like our construction of the first LEED Gold-certified condominium building in 2007. In 2020, we took our actions a step further, initiating the development of a new Environmental, Social, and Governance (ESG) strategy. We conducted a Materiality Assessment in which we surveyed over 1,300 employees, homebuyers, tenants, and vendors; we also held interviews with Board members, executives, investors, lenders, analysts, and municipal authorities to guide our prioritization of ESG topics.

We analyzed the results to identify strengths and opportunities. To address the opportunities, we created an ESG Commitment and the three strategic pillars (Business Resilience, Community Impact, and Environmental Impact) that define the evolved (and always evolving) story of sustainability at Minto.

ESG materiality matrix

ESG topics are mapped in the materiality matrix based on rankings from Minto's stakeholders (y-axis) and industry investigations and feedback from subject experts (x-axis), resulting in higher priority topics displayed in the upper right quadrant of the matrix.



BUSINESS RESILIENCE

- Climate Resilience
- Risk Management
- Procurement
- Cybersecurity
- Ethics
- Corporate Governance
- Policy

COMMUNITY IMPACT

- Health and Safety
- Diversity and Inclusion
- Employee Engagement
- Resident Wellbeing
- Resident Engagement
- Community
- Affordability

ENVIRONMENTAL IMPACT

- Emissions
- Water
- Energy
- Low Carbon Transportation
- Renewable Energy
- Waste
- Stewardship
- Certification

Business Resilience

- Governance foundation
- High ethical standards
- Board governance
- Board of Directors
- Setting clear performance objectives
- Sharing benchmarks and data
- Talent management and succession planning

Governance Foundation

We are only as good as the people who lead us and the structures that support us. As a private company, Minto is proud of the comprehensive governance structures we have established. Our governance structures have been in place since 2008, and they are critical to our continued growth and success.

High ethical standards

We maintain a Standard of Conduct policy (first introduced in 2010) to ensure we demonstrate honesty and integrity, behave fairly and ethically, and hold ourselves accountable to our commitments.



Board Governance

Our Board of Directors oversees our organization. Its attributes and activities include:

- Supporting committees with written mandates:
 - › Audit Committee—chaired by, and composed exclusively of, independent directors (all members of the Committee are financial experts)
 - › Compensation, Governance and Nominating Committee - chaired by, and composed of, a majority of independent directors; includes succession planning oversight
- Separation of the Board Chair and CEO roles
- Approval of the overall strategic plan, business plan, and budgets
- Oversight of financial reporting and internal controls, risk management, cybersecurity, and ESG
- Setting CEO compensation with a link to long-term performance objectives
- Processes for evaluating Board and Committee effectiveness and a continuing education program for members of the Board

Board of Directors

We believe that a board comprised of directors with diverse backgrounds supports effective decision making and performance. Minto's board represents a breadth of industry experience, including banking, real estate, financial services, food services, building products, and private equity. The Board is comprised of mostly independent directors that provide strong oversight, accountability, and objectivity.

COMMITMENT TO DIVERSITY AND BREADTH OF EXPERIENCE IN BOARD APPOINTMENTS



INDEPENDENT DIRECTORS



FEMALE DIRECTORS



SERVED 5 YEARS OR LESS
(to encourage active renewal)



UNDER THE AGE OF 40



ROGER GREENBERG is the Executive Chairman of the Board of The Minto Group and Minto Apartment REIT. Roger joined the Minto Group full-time in 1985, became President in 1991, and turned over day-to-day operations of the company in 2013.



JAMES (JIM) DON CARREKER established JDC Holdings in 2000 (a private equity investment firm with focus on restaurants, oil and gas, and real estate). Jim was also President of Burdines Department Stores of Florida, Managing General Partner and President of Wyndham Hotels and Resorts President, CEO of the Trammell Crow Company, President and CEO of Bombay Company, a home furnishing retailer with 500 stores in the U.S. and Canada.



MARC CAIRA is the past Vice Chairman of the Board of Restaurant Brands International, the parent company of Tim Hortons, Burger King, and Popeyes Louisiana Kitchen. Marc held several senior positions, including President and CEO of Tim Hortons Inc., Director of Tim Hortons Inc., Global CEO of Nestlé Professional and member of the Executive Board of Nestlé S.A. in Switzerland, President and CEO of Parmalat North America, and President, Food Services and Nescafé Beverages for Nestlé Canada.



FLORIANA CIPOLLONE is a seasoned finance executive with over 30 years of business experience, including 20 years in the real estate industry. Floriana has served on several senior executive teams, including Chief Financial Officer of MCAN Mortgage Corporation, Chief Financial Officer of Plaza Retail REIT, Chief Financial Officer of Charter REIT and Vice President, Corporate Planning and Strategy at O&Y Properties Corporation. Floriana holds a Chartered Professional Accountant (CPA, CA) designation.



RACHEL GREENBERG is a Corporate Director and has a background in communications, fundraising, and volunteer management at several nonprofit organizations in Boston, DC, and Seattle, US.



GABRIEL GREENBERG is a Corporate Director, serving on the boards of Minto Holdings Inc. and BridgeGreen Capital Inc. and, previously, Adobe Road Winery and Mid-Toronto Community Services.



PHILIP S. ORSINO, OC, FCPA, FCA is a Corporate Director and the former President and Chief Executive Officer (“CEO”) of Jeld-Wen Inc., President and CEO of Brightwaters Strategic Solutions Inc, Chairman of Renin Corporation and Chairman of Tru Tech Door, Director of The Bank of Montreal and former Chair of the Audit and Conduct Review Committee, President and CEO of Masonite International Corporation.



PAUL DOUGLAS has served as the Group Head, Canadian Business Banking at TD Bank Group since 2004. Paul’s career spans 40 years at TD, during which he held positions including Retail Banking, Commercial Banking, Corporate Banking, Investment Banking, and Risk Management. He is the former Chair of TD’s Diversity Leadership Council subcommittee.



MICHAEL WATERS, FCPA, CA serves a dual role as Chief Executive Officer of Minto Group and Minto Apartment REIT. Michael has over 25 years of experience in real estate finance, investment and development, and financial advisory services. He holds an MBA from the University of Pennsylvania’s Wharton School of Business, along with both the Chartered Professional Accountant (CPA, CA) and Chartered Financial Analyst (CFA) designations.



Setting clear performance objectives

ESG is a strategic priority for Minto. It is a key part of our yearly business planning process; it receives significant weighting in our balanced scorecards (45% - 50% depending on business unit), and we include it in annual objectives for our business units and employees. Individual annual bonus compensation is tied to performance against these objectives, and we review them throughout the year.

Sharing benchmarks and data

Minto regularly records, analyzes, and communicates sustainability information to support transparency. We report our findings to internal and external stakeholders. We also submit data for benchmarking activities, including the GRESB Real Estate Assessment and the Canada Green Building Council's Disclosure Challenge. Minto has participated in GRESB since 2015, and the Disclosure Challenge since 2019.

Talent management and succession planning

As we celebrate the experience and insight of our leadership team, we also recognize that change is inevitable—and that it requires careful planning. To ensure the availability of skilled, accomplished successors to support us as we grow, we see the succession planning process as an ongoing strategy for limiting the risk of business disruption. It includes the following activities:

- Engaging with employees regarding their career goals, in both current and desired future roles

- Conducting regular and rigorous talent reviews
- Providing professional development to all staff, including formal training for both their current roles and future aspirations
- Identifying individuals who have the capability to progress through one or more levels in the organization in the near- to mid-term, and complete succession plans accordingly
- Completing long-term succession plans for all executive roles, including the CEO position
- Identifying potential talent gaps and addressing them in our hiring strategy

The most recent talent review was completed in December 2020 using the 9-Box tool, which facilitates discussions between Human Resources and management about employee performance and potential through the application of consistent criteria. It's a useful way to identify potential internal successors.



CASE STUDY

Helping our communities “LIVE better”

Minto’s blog, *LIVE better*, helps people do just that. We share valuable insights about living a healthier, happier life with our residents, homeowners, and the community at large. Our blog became an even more important resource in 2020, providing guidance on pandemic resources, social distancing, and other ways to keep the communities we serve informed and healthy.

Some of our most popular articles in 2020 included:

- Fun, COVID-friendly winter activities
- Creative ways to celebrate your birthday while self-isolating
- Small space creative projects for kids
- Tips for keeping your home healthy this winter
- How to boost your mood while staying in
- How to sanitize your apartment properly
- Six ways to celebrate Earth Day with your kids at home

Since 2018, the blog has welcomed over 230,000 visits and 113,000 visitors—and, perhaps most importantly, created a meaningful way for us to share and connect online amidst the challenges and isolation of COVID-19.

225

ARTICLES
PUBLISHED

+230

THOUSAND
VISITS

+113

THOUSAND
VISITORS





Community Impact

Encouraging employees to learn and grow

Developing strong people managers

Fostering and protecting employee health

Strengthening employee engagement and experiences

Connecting with our communities

Strengthening our communities

Encouraging employees to learn and grow

We want our team members to thrive at work, and continuous learning is a critical aspect of a fulfilling employee experience. To emphasize the importance of learning and growth at Minto, career development is a key component of our performance management process. People managers work with their employees to match appropriate learning experiences with their personal career-oriented needs. The Minto Learning Centre provides best-in-class resources to support each employee's development across two main categories: foundational learning and professional growth.



773

EMPLOYEES TOOK

3,241

COURSES IN 2020
THROUGH THE
MINTO LEARNING CENTRE

Developing strong people managers

Helping our team develop their leadership and relationship-building skills is a key part of Minto's growth and continuous improvement goals. The People Manager Certification program is designed to ensure that all people managers have the tools, resources, and knowledge they need in order to deliver on our main accountabilities. The certification program is comprised of:

- A virtual platform that is accessible company-wide
- A 5-module format consisting of eLearning, webinar, and online workshop sessions
- Condensed and targeted delivery of content, comprised of 2- to 3-hour sessions over the span of two weeks
- New topics, including:
 - › Vulnerability-based leadership
 - › Accountability
 - › Leading through ambiguity
 - › Leading remote teams

Fostering employee health and wellness

We regularly seek feedback from our employees, and we update our benefits plan to better meet their needs. In 2020, changes to the plan included improvements in well-being and proactive healthcare through increased coverage for mental health and paramedical practitioners, drug coverage, vision care, and hearing aids.

Minto also expanded our health and wellness program in 2020 with the launch of LifeSpeak, a confidential digital platform that provides expert advice on topics centered around well-being. Through LifeSpeak, employees and their families are able to watch videos, read blog posts, listen to podcasts, and interact with world-renowned experts in real-time during monthly webinars.

LIFESPEAK

LifeSpeak provides 24/7 support to our employees and their families on topics including:

- Mental health issues and coping strategies
- Relationships
- Financial health
- Parenting
- Management skills
- COVID-19

The site also links to our employee and family assistance programs for those who would like to speak to a counselor.

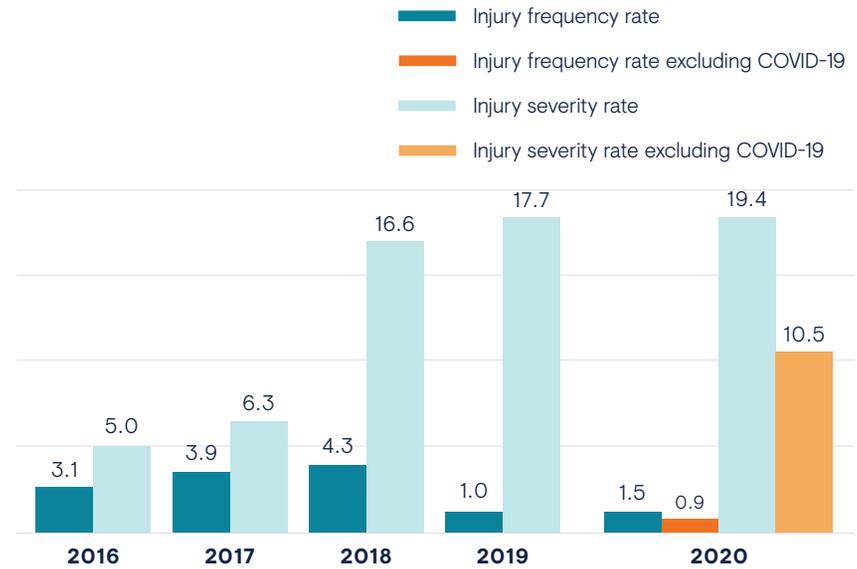
Protecting employee health and safety

Minto is committed to achieving health and safety excellence for our team; we report injury frequency and severity rates as a transparent measure of our performance. Our frequency and severity rates rose in 2020, due to the global pandemic that impacted us all in myriad ways. 42% of the workplace injury and illness claims and 46% of the workdays lost were the result of positive COVID-19 diagnoses. The majority of the non-COVID-19 lost days were from one injury that resulted in multiple lost days.

We consistently improve our Health and Safety program through measures that include active coaching, formal training, program audits, workplace inspections, group and individual objectives, clear communication, and corrective action plans for identified hazards. We closely manage our processes to ensure safe and timely return to work in the event of an injury.



Protecting employee health and safety



Strengthening employee engagement and experiences

EMPLOYEE FEEDBACK

At Minto, we know that hearing directly from our employees is a powerful way to increase team cohesion, retention, and overall well-being.

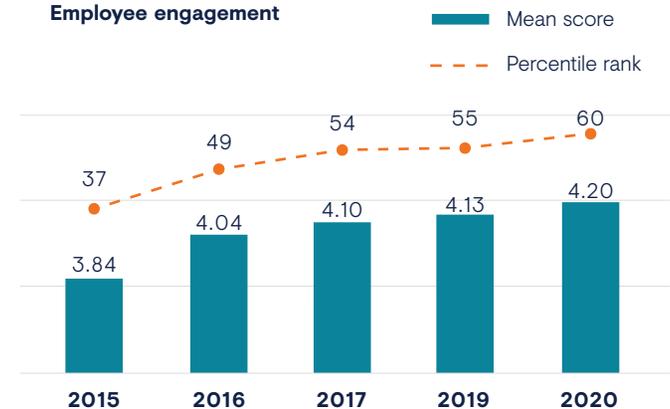
To that end, we have been conducting confidential employee engagement surveys every 12 to 24 months for the past 16 years. Since 2015, we have leveraged the Gallup Q12 Employee Engagement Survey to assess engagement levels and have consistently improved both our mean score and percentile rank. The mean score is out of five and represents our individual business results, while the percentile rank is assessed based on where we stand in relation to the other businesses that participated in the survey that year. In 2020,

we scored higher than 60% of participating businesses, compared to 37% in 2015. This is meaningful progress toward achieving our long term goal of reaching the top quartile of survey participants.

We share survey results with individual departments, and we establish action plans at the departmental, operating group, and corporation-wide levels to address areas for improvement. Initiatives include developing training programs where a need is identified and making improvements to the company pension and benefits plans.



Employee engagement



*survey not conducted in 2018

Taking important steps toward workforce diversity and inclusion

We strive to foster inclusive communities that will thrive and grow, both within Minto and beyond: our long-held policies support our ability to create a welcoming work environment that meaningfully reflects the diversity around us. In 2020, mindful of the need to take additional steps toward our diversity and inclusion goals, we developed a multi-faceted program to reduce systemic inequities and make tangible commitments to improving our practices.

The initial program commitments include:

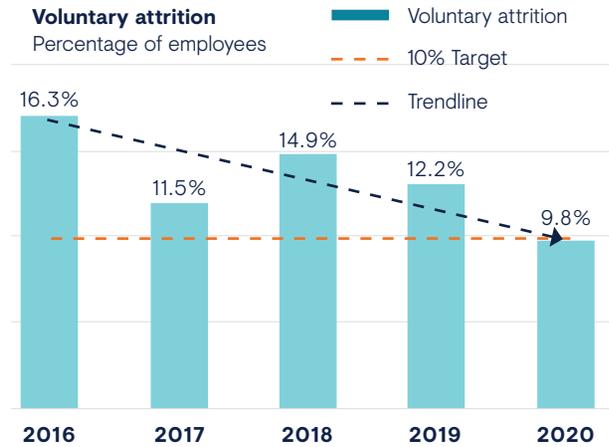
- Identifying and exploring best practices for promoting diversity and inclusion
- Exploring collection and disclosure of diversity data
- Reducing barriers to diversity and inclusion in recruitment
- Expanding employee training on diversity and inclusion
- Helping employees develop a sense of equity and belonging within their workplace
- Fostering a diverse, inclusive workplace for all



RETENTION OF KEY TALENT

To ensure a positive work experience at Minto, we aim to continuously improve the value we deliver to our employees, which includes culture, benefits, training, and compensation. Therefore, we consistently strive to decrease voluntary attrition, which represents an unplanned loss of expertise and experience—as well as increased expense to recruit, hire and train new employees. While attrition rates can fluctuate on a year-

over-year basis, we have seen a marked decline in our annual voluntary attrition since 2015. 2020 was the first year in which the voluntary attrition rate was below our long-term target of 10% annually. We recognize that some amount of voluntary turnover is expected, and even healthy; our target goals are set to balance the value of fresh talent with our overall aim of keeping our employees engaged and motivated within our organization.



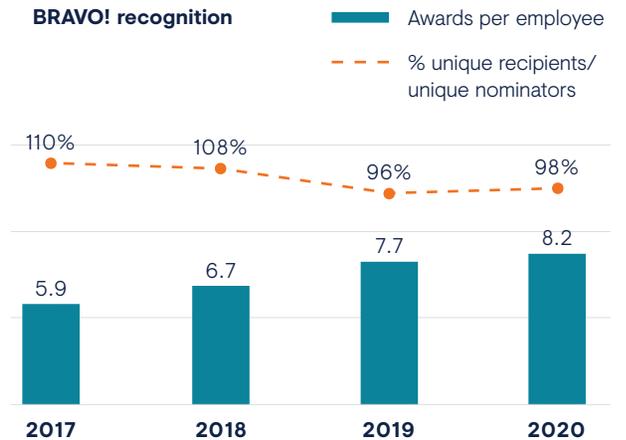
CREATING A CULTURE OF RECOGNITION

Recognition and appreciation are critical elements of any organization that values employees and their accomplishments. Minto’s BRAVO! program, which enables and encourages recognition for team members’ good work, has meaningfully contributed to a rise in employee engagement levels and a reduction in employee attrition. Since the program’s award-winning launch in 2016, over 80% of employees have received BRAVO! recognition awards for going above and beyond in their contributions to our success. BRAVO! adoption has far exceeded our original expectations, and it has

become an excellent platform for employee appreciation.

BRAVO! played an important role in recognizing exceptional individual and team contributions throughout the pandemic, with approximately 15% of all recognition moments in 2020 related to working through COVID-19.

Every year, employees receiving the highest-level BRAVO! award are nominated for a Greenberg Award under each of the Minto values: Achievement, Courage, Innovation, and Partnership.



Recognizing employees' accomplishments increases team engagement

Our employee recognition program is called BRAVO for a reason: it's designed to celebrate employees as they hit key milestones, exemplify our values, and make contributions to our shared success. It provides all employees with the opportunity to recognize excellence in each other, and to respond in kind to the recognition they receive.

Analysis by our partner Workhuman® indicates that the impact of recognition on voluntary attrition has been consistently positive over the past three years. Social engagement on the BRAVO! platform, such as commenting on a work anniversary or congratulating someone on a well-deserved award, is linked to significantly lower voluntary attrition.



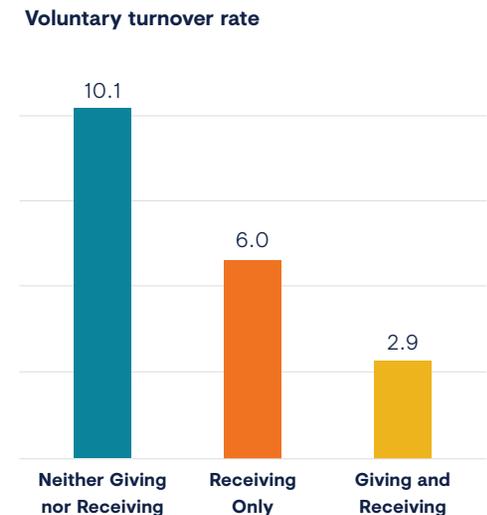
SALES LAUNCH:

Thank you everyone for working together and coming together to work efficiently as a team. We were able to push the work out and get it all done quickly and efficiently!



Higher frequency of recognition results in lower voluntary attrition.

Employees who received awards at a rate of five awards per year were predicted to see an attrition rate slightly less than 6% over the three year period.



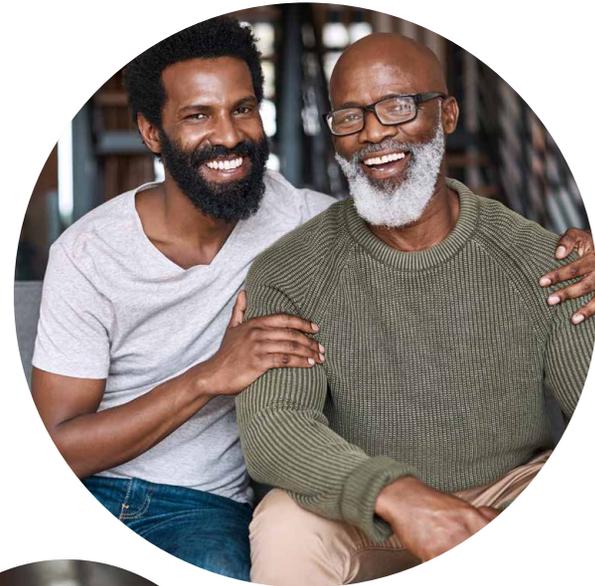
Employees who actively participate in the recognition program statistically experience lower voluntary attrition.

Employees who received recognition or comments on their recognition saw an attrition rate of 30-45% less than those that did not, and for those that both gave and received recognition or comments the gap increases to 70%-80% less.

Connecting with our communities

To deliver on our promise of building healthy, thriving communities, we prioritize connecting with those communities through a range of formats and engaging events throughout the year. Due to the pandemic, most events were virtual in 2020. Though we truly missed spending face-to-face time with the people we serve, we're grateful that we were able to share experiences and good wishes from a distance.

Minto regularly performs and analyzes homeowner, tenant, and resident satisfaction surveys to identify strengths and opportunities for improvement. We share survey results with staff; together, we develop and implement action plans to address any service issues and provide excellent ongoing support.



CASE STUDY

Providing space for culture and connection

Minto formed a partnership with Stackt Market, across from Minto Westside and Niagara West in Toronto, to provide a place of connection and curated discovery for residents and the neighbouring community throughout 2019 and 2020. The Community Lane sponsorship quickly became a major anchor for our communities, whether they visited to participate in a workshop, shop at a local market, take pictures at the Pollinator Garden, or simply enjoy one of the 12 eye-catching murals on display.

The Greenhouse Program was a key element of the Community Lane project, offering guest spots for local collectives and preferred garden plots for Minto residents living across the street. The program also offered education—hosting 17 learning sessions on everything from green growing to houseplants—and provided a sense of community through learning and culture.

FEATURED STATS FOR THE STACKT LANEWAY

17

EVENTS,
FESTIVALS +
ANIMATIONS

+1.2

MILLION
VISITS
from July -
December 2019

450k

VISITORS



Niagara West in Toronto, Ontario

Strengthening our communities



+\$890k

SHARED ACROSS OUR COMMUNITIES IN 2020



FINANCIAL SUPPORT

Minto provides financial support to organizations and causes in the communities that we serve. Highlights include: United Way, Children's Hospital of Eastern Ontario, The Royal Ottawa Hospital for Mental Health, Covenant House, The Canadian Association for Mental Health, The Snowsuit Fund, Airdrie Women's Shelter, Ronald McDonald Children's Charities, and the US Marine Corps Holiday Toy Drive.



SPONSORSHIPS

Minto sponsors initiatives that enhance belonging and wellness within our communities. Highlights include: the Conservancy of SW Florida Summer Camp Program (virtual), the outdoor Sportsfield at the Nepean Sportsplex, The Minto Recreation Complex in Barrhaven, Toronto Arts Foundation, Yorkville IceFest, WinterStations, West End Toronto Winter Market, Unionville Festival, and Children's Peace Theatre and Children's Cottage in Calgary.



VOLUNTEERING

Whether through industry associations, educational institutions, sports leagues, or charitable organizations, Minto encourages employees to participate in volunteering by offering a half hour of company time off for every hour of personal time spent in service to others.



PLEDGE MATCHING

To directly benefit local residents in our communities, Minto directly supports employee-driven fundraising and events with pledge matching. In 2020, our matches included many 'virtual' runs and walks that raised much-needed support for good causes; we were proud to see our employees continue to give back as they adapted to the restrictions of life during COVID-19.



COVID-19

With the onset of the COVID-19 pandemic, Minto expanded our food donations to include: Spring Hope Food Drive, Parkdale Food Bank, Community Food Table, Daily Bread Food Bank, Yonge St. Mission, Mabelle Arts Food Pantry, Dixon Hall, Second Harvest, Vaughan Food Bank, and Airdrie Food Bank. We also donated essential PPE to Unionville Home Society.

CASE STUDY

Bringing the Minto Way to CHEO

In January 2020, Minto unveiled Minto Way at the Children's Hospital of Eastern Ontario (CHEO) with a naming dedication along one of the hospital's main hallways.

This colourful, whimsical mural greets children and families as they walk through one of the busiest parts of the hospital, cheering young patients who may be arriving for a quick checkup or a longer stay. The woodland creatures and three-dimensional elements surprise and delight children, highlighting CHEO's commitment to caring for young people with warmth and a welcoming spirit.

Minto has been a long-time champion of CHEO, most notably by building the grand prize dream home for the Dream of a Lifetime Lottery for the past 20 years. We also provide continuing support to the For the Kids Gala, the Neonatal and Pediatric Intensive Care Units, and other priority fundraising needs.

Minto Way has become the most visible part of Minto's ongoing investment in CHEO. We're honoured and proud to support CHEO's mission, helping thousands of patients and families each year.

**+\$73
MILLION**

Raised as proceeds from the Dream of a Lifetime Lottery since 2001

Roger Greenberg, Executive Chairman of Minto Group (pictured on the right) cutting the ribbon at the "The Minto Way" naming dedication hallway at CHEO





Environmental Impact

ENVIRONMENTAL STEWARDSHIP IN OUR NEW COMMUNITIES

Reducing construction waste

Pursuing green building
verification

ENVIRONMENTAL STEWARDSHIP FOR OUR INVESTMENT PROPERTIES

Reducing energy consumption

Striving to reduce carbon
intensity

Striving to reduce water
intensity

Maintaining green building
certification

Environmental stewardship in our new communities



Minto works hard to meet the highest possible standards for mitigating environmental impacts in the communities we develop. To deliver on our promise of building better places to live, work, and play, we focus on:

- Energy efficiency and carbon emissions reduction
- Material selection and waste management
- Natural systems and biodiversity
- Health and wellness
- Resilience
- Community building

COLLABORATION AND INTEGRATION

To develop leading communities, we include sustainability within all of our projects. We leverage building science and industry best practice, thoughtfully balancing the needs of homebuyers and residents with regulatory standards and third-party verification.

Minto follows an integrative process to ensure superior performance:

- **VISIONING AND CONCEPTUAL DESIGN:** We focus our initial effort on an in-depth analysis of the opportunities and challenges each project poses, including the community it serves to derive a winning concept
- **DESIGN DEVELOPMENT:** in collaboration with our consultant teams, we consider sustainability attributes very early in the design stage; this gives us ample time and flexibility to address a wider range of opportunities
- **MARKETING AND SALES:** we share with the value of sustainability features to our homebuyers, focusing on comfort, health, savings, and community
- **CONSTRUCTION:** the sustainability features are fully integrated into contract documents (scopes of work and construction drawings). A commissioning process is followed for our high-rise projects

- **OCCUPANCY AND OPERATIONS:** at the time of occupancy, our homeowners are reminded of the sustainability features that are included as part of their home. It is during this stage that any targeted certifications are finalized

We continue to evolve what—and how—we build, in order to reduce the environmental impact of our homes. We advocate and partner with each other across our organization, including the investment properties team, to pilot technologies that we can assess and incorporate as standard features into our new communities. We continuously seek out opportunities with our trade partners, suppliers, and consultants to explore new ways of designing and building together.



Ivy Ridge in Whitby, Ontario

Creating healthier spaces for people and pollinators

Pollinators—the insects that carry pollen from one plant to another—are a critical part of plant survival and a reliable food source for birds. While we often think of pollinators as primarily bees, these important members of our ecosystem also include butterflies, beetles, moths, and even flies.

In 2020, Minto engaged with the Faculty of Environmental & Urban Change at York University to develop a set of simple best practices for natural landscaping:

- Create diversified landscapes with plants that vary across colour, size, species, and flowering season
- Cluster 3-5 plants of the same species, making it easier for pollinators to find them
- Provide water via a shallow fountain or bird bath, staying conscious of issues surrounding standing water
- Create shelter with piles of twigs, logs, and leaves, avoiding mulch to ensure that bare soil is accessible
- Select highly resilient, low-maintenance plants that are not resource-intensive

- Manage pests through physical barriers or manufactured insect traps, rather than pesticides (which also supports creating healthier spaces for people)
- Encourage retention of species that support pollinators but are considered weeds (i.e. milkweed, goldenrod, wild geranium) in landscape maintenance contracts

We look forward to sharing how this strategy has been implemented, alongside the benefits it has created, in future Sustainability Reports.



Reducing Construction Waste

In our ongoing effort to reduce our environmental impact, Minto’s Canadian homebuilding operations have been tracking construction waste diversion since 2009. Minto has maintained a diversion rate from landfill above 80%, despite challenges that have included landfills reaching capacity, a shrinking market for low-quality recyclables, and increasing transportation and processing costs.

2020 is the first year that we’ve expanded our reporting to include construction waste outside of Ontario, with the inclusion of data from The Annex project in Calgary. Minto continues to conscientiously engage

with designers, suppliers, tradespeople, and site staff to identify opportunities for material efficiency and waste management, including:

- Design details that improve material efficiency
- Pre-fabrication and modular construction to reduce onsite waste
- Working with trade partners to build a culture of minimizing waste
- Source separation of material types through the development of construction waste management strategies



Better, faster, safer, and greener building

READY-FRAME® is a pre-cut lumber package that makes wall framing “better, faster, safer, and greener.” Lumber is pre-cut based on each individual home plan in a controlled offsite manufacturing facility and shipped in compact, labeled smart-bundles that framers assemble on site, like a jigsaw puzzle.

This system was piloted at our Latitude Margaritaville Hilton Head project in partnership with BMC (a provider of building and construction materials solutions) with positive impacts on:

- **SCHEDULE:** framing the walls was completed in 55% less time, with 33% less labour
- **QUALITY:** computerized designs deliver greater consistency and save time during home inspections
- **SAFETY AND WASTE:** less cutting on site reduced the risk of injury and waste—and contributed to a more organized site, which increases safety, enhances productivity, and decreases costs

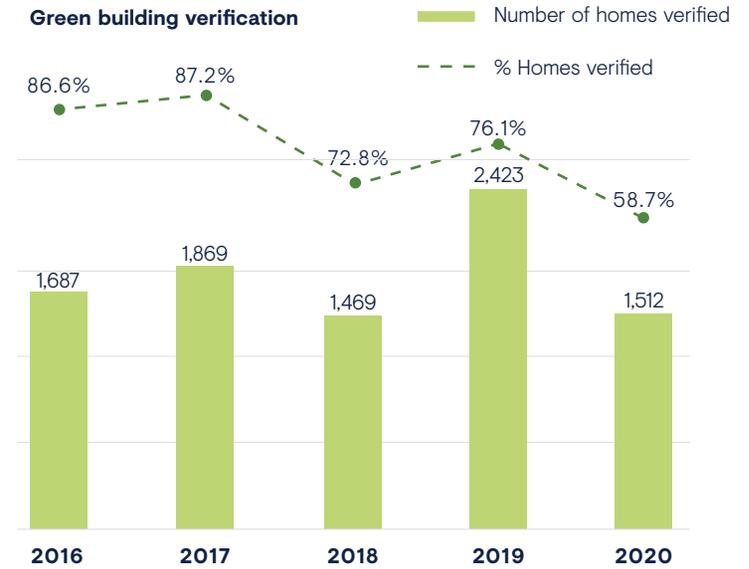


Latitude Margaritaville in Florida, USA

Pursuing green building verification

Third-party verification demonstrates a high-performance and better-built home for our homebuyers, helping to reduce their environmental impact. The decision to third-party verify is highly influenced by the markets within which we operate. Our targeted verification standards include HERS®, EnerGuide Rating System, ENERGY STAR® for New Homes, and LEED®. The decrease in percentage of homes verified

between 2019 and 2020 is attributed to the shift that certain geographies have made away from third party verification while continuing to verify every home meets a minimum airtightness threshold.



CERTIFICATIONS IN 2020 INCLUDE:

Ottawa

447 of 833 low-rise homes received an EnerGuide label

GTA

1235 Marlborough LEED® Canada NC Certified

All low-rise homes received an ENERGY STAR® for New Homes certificate

USA

Every model receives a HERS® rating quarterly — average 60 HERS index across low-rise homes

Sustainability innovation and energy performance through design

We're always interested in new ways to bring innovation into Minto's sustainability practices. We've done so for almost a decade with the Savings by Design (SbD) program, and last year was no exception. Developed by Enbridge Gas Inc., the SbD program encourages builders to improve energy and environmental performance in new construction projects. The program is delivered by Sustainable Buildings Canada; it includes a planning session and a full-day design workshop focused on a specific project.

The main objective of the workshop is to examine alternative designs and technologies that can achieve a projected annual energy performance that is at least 15% better than the Ontario Building Code (OBC).

The facilitated workshop provides an open, multi-disciplinary forum for exploring sustainability innovation and testing energy efficiency concepts using energy performance simulation modelling.

Participants include Minto project team members, SbD program staff, and industry experts.

Minto has participated in the SbD program since 2012 with a total of 8 communities. As a result, we have gained insight into the design and details of the following:

- Building envelope
- Mechanical systems
- Indoor air quality
- Health and wellness
- Stormwater management
- Renewable energy technologies
- Net-zero carbon

In 2020, the Savings by Design program was undertaken for:

- High Park Village - the development of 650+ new rental homes through the intensification of the existing 750-suite apartment community in the City of Toronto
- North Oak - the development of 380 new condos within Phase 4 of our masterplanned community of approximately 1,760 homes in the Town of Oakville



High Park Village in Toronto, Ontario

CASE STUDY

Improving high-rise wall assemblies

The City of Toronto's Toronto Green Standard provides clear direction to developers on the reduction of the built environment's impact on climate change, with a target of near-net-zero-ready buildings by 2030. This guidance requires changes in how our buildings are designed and constructed.

One of the primary considerations in achieving energy efficiency is to reduce energy demand through the design of a high-performing envelope. The envelope is the entire exterior of the building separating conditioned and unconditioned spaces; it includes the walls, windows, roof, and floor.

Because windows are the weakest component of the building envelope, we have already committed to limiting the window-to-wall ratio to approximately 40%. In 2020, we made changes to our methods for building spandrel walls; that seemingly simple change was, in fact, complex, demanding a high level of collaboration between consultants.

Each provided critical insight:

- **BUILDING SCIENCE:** provided recommendations for changing the walls, considering air, and moisture management
- **ENERGY MODELLING:** assessed the insulating performance of the walls and the impact to the overall building performance
- **CONSTRUCTION:** assessed the impact of the recommended changes on the construction schedule
- **ARCHITECTURE:** provided the details for how the wall would be assembled, and assessed the impact to livable floor space
- **ESTIMATION:** assessed the financial implications of a range of different options

Through this work, we improved the performance of our spandrel walls (which includes the framing and insulation materials in exterior walls, but not components like windows, corners, or connections) by over 60%. As a next step, we will continue to work with glazing suppliers to advance the performance of our windows.



133 Portland in Toronto, Ontario



Le4300 in Montreal, Quebec



Leslie York Mills in Toronto, Ontario

Environmental stewardship for our investment properties

As conscientious leaders in a resource-intensive industry, Minto has focused on reducing energy and water consumption and carbon emissions for decades. We have comprehensive systems in place to manage the environmental impacts of our investment properties. As part of these systems, we complete technical building assessments for approximately one third of our existing income property portfolio each year, identifying new ways to support our conservation goals. We benchmark our buildings against a geographical peer group, revealing potential opportunities to improve performance relative to the Minto portfolio. We also identify and implement capital projects and process improvements to reduce our environmental impact on an ongoing basis.

Additionally, we continually review utility data to identify properties with increasing resource usage. Real-time water consumption monitoring, now available at

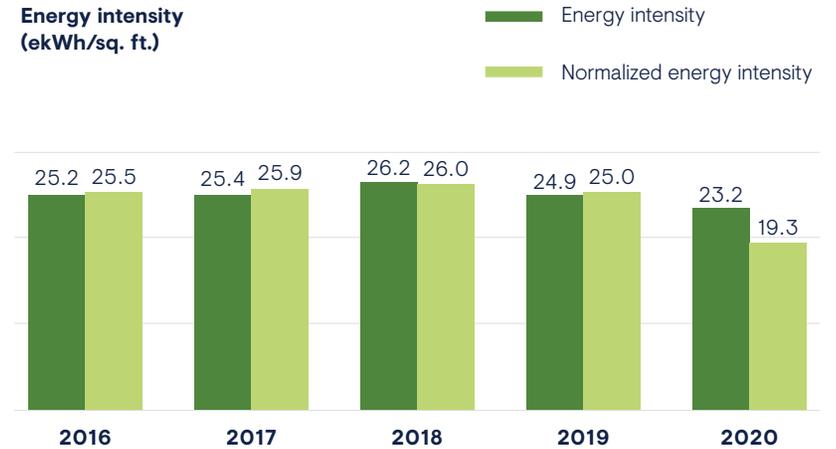
the majority of Minto's mid- and high-rise properties, helps us identify both significant leaks and gradual trends. This allows Minto to quickly address operational issues, rather than waiting for monthly utility bills. We carefully evaluate electrical and natural gas consumption to identify performance issues and opportunities.

As part of a long-term commitment to year-over-year energy and water savings, Minto is constantly looking for new technologies and systems that could reduce the environmental footprint of our buildings. When new technologies pass a preliminary feasibility analysis, we install them in one or more buildings as a pilot project. Pilot projects allow Minto to verify utility savings, learn how the technology interacts with existing infrastructure, and determine what other buildings may be suitable for a large-scale rollout.

Reducing energy consumption

Portfolio energy intensity, measured in equivalent kilowatt-hours consumed per square foot (ekWh/sq. ft.), decreased dramatically in 2020. This is largely due to decreased natural gas consumption in our residential properties and very low occupancy in commercial buildings during COVID-19; in the latter, energy consumption was less than half of the 2019 value. Boiler replacement projects and optimizing residential operations, through online

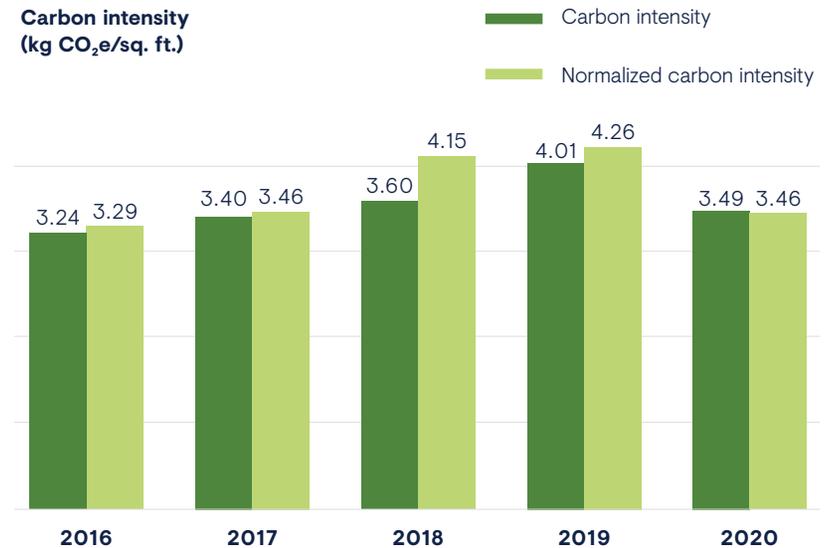
automation systems, resulted in a 2.5% decrease in natural gas consumption in Minto's residential buildings. Electricity consumption increased in residential buildings due to COVID-19 stay-at-home orders; however, this increase was partially offset by LED lighting retrofits completed during Q3 and Q4 of 2020.



Reducing carbon intensity

Carbon intensity, measured in kilograms of carbon dioxide equivalents emitted per square foot (kg CO₂e/sq. ft.), also decreased in 2020, due to low commercial energy consumption and residential natural gas savings that outweighed the electricity increase. In addition to the decrease in energy consumption, natural gas has a higher carbon emission factor than electricity, which further reduces the portfolio's carbon intensity. In 2020, Minto took advantage of utility incentives and replaced old boilers nearing the end of their expected life with condensing, high-efficiency boilers. We will continue planned

boiler replacements in 2021, increasing the efficiency of our heating plants and ensuring thermal comfort for our residents.



Our journey toward net-zero carbon buildings

In keeping with Canada's commitment to reducing our greenhouse gas emissions as part of the Paris Agreement (2030 targets) and the long-term Net-Zero Emissions Accountability Act, Minto has begun our journey toward net-zero carbon buildings. Because homes and buildings account for 13% of Canada's carbon emissions, improving the performance of buildings is a key focus for municipal, provincial, and federal governments.

Minto has been investing in electricity and natural gas reduction measures at our commercial buildings and multi-unit residential buildings for decades. However, achieving net-zero carbon emissions will require significant retrofits and upgrades. Simply switching to more efficient lighting fixtures, or replacing a mid-efficiency boiler with a high-efficiency unit, will not reduce the building's energy intensity enough to make zero-carbon goals realistic. Zero-carbon buildings require retrofits to the building envelope, replacement of the suite mechanical system, and switching the building's heating system from natural gas to electricity or a hybrid system. To start our journey toward net-zero carbon buildings, Minto engaged RDH Building Science, one of Canada's leading consultants in their field,

to review two of our existing buildings and prepare a "roadmap" on deep retrofits—the necessary changes to the building envelope, mechanical, and electrical systems. This roadmap has allowed Minto to identify the optimal time frame and sequence of work. For example:

- Building envelope upgrades should be completed in conjunction with a window replacement project to minimize construction cost. This also allows for optimized performance of the new windows as part of the entire envelope system
- Building envelope upgrades should be completed prior to, or in conjunction with, the mechanical plant upgrades to minimize the required heating capacity and equipment size
- Once the building envelope upgrades are complete, ventilation must be delivered directly to suites (not the corridor) to ensure adequate indoor air quality within the suites and control moisture. Existing building envelopes are very "leaky," in that they provide suite-level ventilation but also significantly increase the energy consumption of the building

The results of this study have led Minto to select our Castlevue community as a pilot project for a deep retrofit, which will occur over the next 3-5 years and require an

investment of approximately \$19 million for window replacements, envelope overcladding, integrated solar photovoltaics, and a full HVAC replacement. We anticipate that these changes will result in a 70% decrease in energy consumption and a 90% reduction in carbon emissions. The findings and lessons learned from the pilot project will help us prepare for the deep retrofits that will be required for all of our buildings by 2050.



Marlborough Court in Oakville, Ontario

Optimizing Building Performance

Although new technology and equipment retrofits allow us to reduce our buildings' utility consumption, equally important is ensuring that our equipment is operating as efficiently as possible. Two years ago, Minto started upgrading our building automation systems (BAS) to online systems to allow us to monitor our heating, ventilation and air conditioning (HVAC) equipment remotely. We also optimized the sequences and schedules controlling the equipment. Although uncommon in the industry, Minto took the extra step of hiring a BAS specialist to oversee these important initiatives. This strategy has allowed us to:

- Identify the optimal BAS settings for each building, replacing generic set points
- Confirm that our systems are reacting appropriately to changing outdoor air temperatures, optimizing utility usage during the fall and spring transition periods
- Quickly commission new equipment and allow for ongoing monitoring, ensuring that we are able to achieve the expected utility savings
- Receive alarms and alerts when equipment fails or system set points are not achieved, so that we can initiate repairs faster and minimize impact on our residents

Minto has also started to investigate how we can continue to optimize building performance, either through additional data points (such as in-suite temperatures) or monitoring real-time energy consumption.

While equipment upgrades continue to be a high priority across Minto's portfolio, ensuring that the utility savings are optimized and maintained on a long-term basis is key to achieving our energy and water reduction targets.

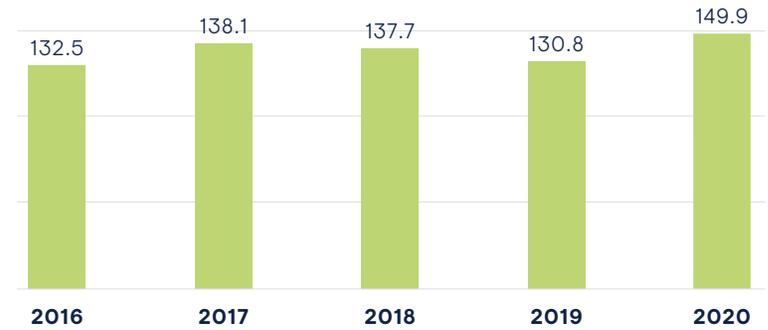


Striving to reduce water intensity

After several years of steadily decreasing consumption, water intensity (measured in liters consumed per square foot, L/sq. ft.) increased in 2020, due to residents' increased time at home. Although we previously implemented toilet renewal projects, the savings could not offset the increase in 2020 consumption. "Smart" controllers were installed at the majority of Minto's properties with irrigation systems,

which allows the optimization of irrigation schedules based on local rainfall and temperature data. However, 2020's hot, dry summer resulted in higher-than-normal irrigation consumption. In 2021, Minto will continue to repair and replace toilets that are old and leak-prone; we are also piloting a new showerhead that we expect to conserve both energy and water.

Water intensity (L/sq. ft.)



Maintaining green building certification

The proportion of third-party certified (LEED and/ or BOMA BEST) commercial space increased through portfolio adjustments.



Percentage of commercial area certified (%)



Evolved energy and water savings

Retrofitting a building with low-flow plumbing fixtures saves water. Changing resident behaviour drives even more savings; so, when we learned of a new technology that could change how a resident uses a fixture with no impact to their comfort, we were eager to test the device as a pilot project.

The Evolve showerhead system prevents a shower from running without an occupant while the resident is waiting for the water to heat up—a scenario that wastes not just water, but also the energy required to heat that water. By using a sensor to determine when hot water has arrived at the showerhead, and automatically turning off the water until the resident returns and turns the valve back on, the system conserves both water and energy.

Although running a pilot project during COVID-19 restrictions can be challenging, our Evolve pilot project at a low-rise Greater Toronto Area property was a successful one. We achieved 2% savings in water consumption and 15% savings in energy use associated with domestic hot water. Our residents, who quickly adjusted to this small-but-important change in their shower routines, were crucial to the success of the pilot project.

In 2021, Minto will evaluate this technology at a mid- and high-rise building, to confirm the savings and larger-scale suitability before a potential rollout in 2022 or later.



Industry participation

We take an active role in providing a developer and property manager perspective to the regulators while they revise legal requirements including building codes and introduce elective standards to move the sustainability bar higher for the industry. We participate in and support the following industry groups:



AWARDS

2019 EnerQuality Awards - Building Innovation - High-Rise Award for Minto Yorkville Park

2020 Certified Rental Building Program Award of Excellence Member of the Year

2020 CHBA National Awards - Net Zero Home Award for 2019 Minto Dream Home for CHEO

2020 DRHBA Awards Green Builder of the Year

2020 FRPO MAC Awards Environmental Excellence

Builder/Property Manager associations

Bay Building Industries Association

BILD

BOMA Canada

Canadian Home Builders' Association

Collier County Builders' Association

Federation of Rental-Housing Providers of Ontario

Gold Coast Builders' Association

Greater Ottawa Home Builders' Association

Greater Toronto Apartment Association

Hilton Head Area Home Builders Association

National Association of Home Builders

Ontario Home Builders' Association

REALPAC

Treasure Coast Builders' Association

Volusia County Builders' Association

Professional associations

APICS

Canadian Institute of Management

Infrastructure Health and Safety Association

Urban Land Institute

Conservation groups

Conservancy of Southwest Florida

Halifax Health

Naples Botanical Garden

Rookery Bay Nature Preserve

Nature Preserve

Other industry organizations

Canada Green Building Council

EnerQuality

GRESB

National Research Council

Educational institutions

Algonquin College

Collège La Cité

Conseil des écoles catholiques du Centre-Est (CECCE)

Working groups

Canadian Home Builders Association - Net Zero Energy Management Committee

City of Ottawa - Energy Evolution

City of Toronto - Tower Renewal Group

City of Toronto - Green Will Initiative

Natural Resources Canada - ENERGY STAR® for New Homes Technical Advisory Committee

Town of Oakville - Oakville Community Energy Plan Task Force

Town of Whitby - Whitby Green Standard



MINTO WAY

To learn more visit
minto.com/sustainability

The Minto Way' dedicated hallway at the Children's Hospital of Eastern Ontario (CHEO) recognizes Minto's 20+ years of contributions to the hospital

