











"E"	Environmental	Comment
	<p>Greenhouse gases</p>	<p>The Partnership (Project Co) at Women's College Hospital identified several opportunities to decrease its requirements for energy and has emerged as a leader in the Hospital Sector in the Greater Toronto Area for Environmental, Social and Corporate Governance. The three areas most worthy of recognition are: Reduction in electricity, chilled water production for cooling and steam distribution for heating.</p> <p>Project Co continues to be optimistic about its energy reduction targets in 2020 and is committed to lowering its energy usage by 25 percent by December 2023. This will result in a significant reduction in greenhouse gas.</p>
	<p>General Factors</p>	<p>One of the key factors in energy reduction in a health care facility is to maintain critical standards such as <u>Minimal Air Exchange</u>. The following lists some examples of energy reduction measures that have been implemented while complying with Regulatory Standards.</p> <ul style="list-style-type: none"> • Low pressure steam humidifier control optimized for summer operation • Economizers configured to capture maximum free cooling in April, May and September. • Parking garage lighting setback • VAV reconfiguration to closely monitor space occupancy and demand • OR ACH setback of Air Distribution Fans <p>Several measures are planned for 2020 starting with:</p> <ul style="list-style-type: none"> • Chiller control during chilled water curtailment during the hottest summer days • Parking garage LED lighting upgrade

	Customer Engagement	Project Co, through Women's College Hospital is planning to roll out an Energy Awareness Program that will inform staff, visitors and the wider public of the energy reduction objectives and how they can best participate. Incentives, in the form of small gifts or recognition will be a central aspect of the program and the message that <i>"Energy reduction is everyone's responsibility"</i> will be conveyed.
	Communities	<p>The healthcare community in the Greater Toronto Area and the Province has always shared information and a strong community exist.</p> <p>Project Co along with the FM Operator participated in supporting the Women's College Hospital Foundation team, with a donation, during the 'Run for Women' on June 8, 2019.</p>
	General Factors	Women's College Hospital is the only Ambulatory Care Hospital in the Greater Toronto Area - focused on Women's health. It therefore has a strong voice in the community

"G"	Governance	
	Structure and Oversight	<p>The project has a rigorous governance structure in place centered around quarterly board meetings. The MSA provider is governed by an authority matrix, which provides for clear guidance on their day-to-day responsibilities and authorities</p> <p>The project conducts a monthly Utility Management Subcommittee Meeting where lessons learned, strength, weaknesses and opportunities are openly discussed with invited representatives from the provincial government and beyond.</p> <p>Project Co also conducts a monthly meeting to analyze energy performance at a granular level to actively derive insight for performance optimization, detect anomalies and determine drivers of unusual increase. The team is also responsible for planning the implementation of energy conservation measures and work in hand to make adjustments to</p>

		the facility operation based on changes in clinical schedules and operation.
	Code and Values	The project has the following policies in place which are reviewed annually: <ul style="list-style-type: none"> - Code of conduct (incl. bribery & corruption) - Health & Safety - Rapid Escalation Plan - Environmental, Social and Governance (ESG) - Cyber Security - Tax - Whistle Blower - Anti-Slavery and Human Trafficking
	Transparency and Reporting	The project utilises a quarterly board pack, reporting to the board of directors on the operational and financial performance of the project and compliance with its obligations and regulation/legislation, including the policies.
	Cyber risk and Systems	The MSA Provider and the FM Operator continuously perform information risk analysis and develop mitigating measures in accordance with their cyber security policy. They have a robust and comprehensive IT backup system in place.
	General Factors	There is an active multi-layer system of checks and balances in place. The MSA provider manages the overall day-to-day business in accordance with the authority matrix. All Project Co payments are disclosed to the board of directors before payments are made.