



2021/2022 Sustainability Report

Taubman



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## CHAIRMAN & CEO LETTER



### Dear Stakeholders:

It is with pride that I present Taubman's 2022 Sustainability Report. This year, we again discuss our company's significant progress against a variety of metrics that display our commitment to social responsibility and to being a leader and innovator in the regional mall industry.

This year, we completed 34 sustainability projects, building upon and refining the 30 we achieved just last year. In continually exceeding the goals we set year-after-year, we are lessening our impact on the environment, we are maintaining a workplace where employees feel valued and included, and we are helping to strengthen the communities we serve.

For the past four years, our commitment to responsible corporate citizenship has been recognized by the world's leading third-party sustainability assessment organizations. The Global Real Estate Sustainability Benchmark (GRESB) has recognized Taubman for Excellence in Sustainability. Taubman ranked at or near the top of not just our peer group, but among all reporting real estate companies in the Americas.

In 2021 and 2022, our corporate headquarters, and the 17 U.S. shopping centers we own and operate, have earned the International WELL Building Institute WELL Health-Safety Rating awarded to companies with exceptional operational policies, maintenance protocols, stakeholder engagement and plans that address the global pandemic.

I am incredibly proud of our employees, and I thank them, along with our stakeholders and partners that enable us to achieve operational excellence and sustainable business practices. I hope you enjoy the report.

Sincerely,

**Robert S. Taubman**  
Chairman & Chief Executive Officer  
Taubman Realty Group

## ABOUT TAUBMAN

Taubman was founded in 1950 by real estate pioneer A. Alfred Taubman. Since that time, we have developed over 80 million square feet of retail and mixed-use projects. Today, we own, manage and/or lease 24 regional, super-regional and outlet malls in the U.S. and Asia. Our malls are among the most productive in the regional mall industry. Taubman is headquartered in Bloomfield Hills, Mich. Taubman Asia, founded in 2005, is headquartered in Hong Kong.

## TAUBMAN PROPERTIES

### UNITED STATES PROPERTIES

1	Beverly Center	Los Angeles, California
2	Cherry Creek Shopping Center	Denver, Colorado
3	City Creek Center	Salt Lake City, Utah
4	Country Club Plaza	Kansas City, Missouri
5	Dolphin Mall	Miami, Florida
6	Fair Oaks Mall	Fairfax, Virginia
7	Great Lakes Crossing Outlets	Auburn Hills, Michigan
8	International Market Place	Honolulu, Hawaii
9	International Plaza	Tampa, Florida
10	Sunvalley Shopping Center	Concord, California
11	The Gardens Mall	Palm Beach Gardens, Florida
12	The Gardens on El Paseo	Palm Desert, California
13	The Mall at Green Hills	Nashville, Tennessee
14	The Mall at Millenia	Orlando, Florida
15	The Mall at Short Hills	Short Hills, New Jersey
16	The Mall at University Town Center	Sarasota, Florida
17	The Mall of San Juan	San Juan, Puerto Rico
18	Twelve Oaks Mall	Novi, Michigan
19	Waterside Shops	Naples, Florida
20	Westfarms	West Hartford, Connecticut

### ASIA PROPERTIES

21	CityOn.Xi'an	Xi'an, China
22	CityOn.Zhengzhou	Zhengzhou, China
23	Starfield Anseong	Anseong, South Korea
24	Starfield Hanam	Hanam, South Korea

## Governance

The Taubman Realty Group, LLC is a private joint venture between affiliates of the publicly traded Simon Property Group (NYSE: SPG) and the Taubman family. The company is guided by a six-member board of directors comprised of SPG and Taubman representatives.

## Ethics

### Our Mission

Our mission is to own, manage, develop and acquire retail properties that deliver superior financial performance. We distinguish ourselves by creating extraordinary retail properties where customers choose to shop, dine and be entertained; and where retailers can thrive.

We foster a rewarding and empowering work environment where we strive for excellence, encourage innovation and demonstrate teamwork.

### Our Values

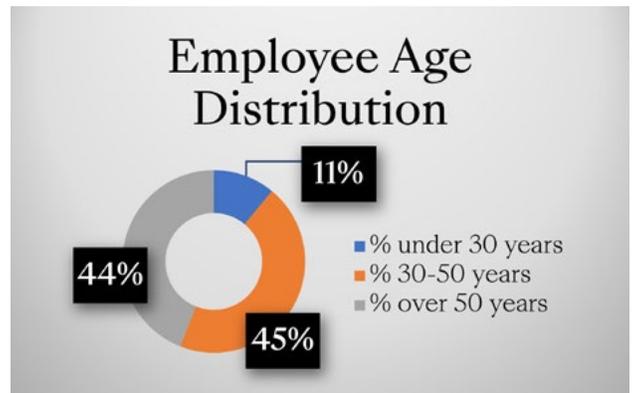
We Take the High Road  
We Play for the Team  
We Respect Everyone  
We Push the Envelope  
We Pursue Excellence  
We Honor Tomorrow Today  
We Are Accountable for Our Results  
We Love What We Do

### Code of Business Conduct and Ethics

Our [Code of Business Conduct and Ethics](#) outlines the basic principles that guide the actions and decisions of all employees, officers, and directors of Taubman and its affiliates.

## The Taubman Team

The talents and contributions of our dedicated employees are at the heart of our success. We have a nearly 50-50 gender split and diverse age distribution. Our employee programs and benefits support our associates' physical, emotional and financial wellbeing. Comprehensive healthcare plans and wellness programs are just two of the reasons Taubman recently received the following distinctions:



## DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion (DEI) efforts are central to our company. In recent years, Taubman formalized a new DEI Advisory Group to place an even sharper focus on DEI efforts. Today, the group is comprised of the following.

### Operating Committee Sponsor

Michele Walton, SVP & General Counsel

### Members

Ivan Frank, Vice President, Center Marketing

Bill Knarre, Vice President, Center Operations

Maria Mainville, Director, Strategic Communications

Lori McGhee-Curtis, Vice President, Specialty Leasing

Bethany Yeager, Senior Director, Human Resources



Lori McGhee-Curtis

The group has four primary goals towards which they continue to make significant progress:

### 1. Recruit, hire, onboard, develop and retain a diverse, best-in-class team.

- a. **Recruiting:** Following best practices in 2021, we began actively sourcing candidates from more diverse backgrounds and sources vs. relying simply on candidates that apply or that we know. As a result, we hired a good number of individuals that we believe we would not have reached through our prior customary efforts.
- b. **Development:** As a result of development, promotions and new hires, there are significantly more women in Manager and Director roles vs. 2020. In fact, more employees were promoted in 2022 than in any other time in Taubman's history.

### 2. Hold leaders accountable for our DEI mission.

- a. As part of the 2022 Performance Planning process, we ensured the inclusion of a DEI goal for each Manager.
- b. The company will analyze the results of this goal setting and act upon the opportunities and challenges revealed.

### **3. Develop a mentoring program to help employees build relationships, find inspiration, continue self-improvement and gain exposure.**

- a. Nearly 90% of participants will continue their mentor/mentee relationship even though the program has ended.

### **4. Encourage and support the creation of employee resource groups.**

- a. Young Professionals
- b. Women of Taubman
- c. Power of Color

As such, the advisory group enlisted employees across all levels of the organization and formed the Diversity, Equity and Inclusion Advisory Group – known as DIAG – that strives to create events, forums and other opportunities for Taubman employees to learn about DEI, share their personal stories, advance dialogue and celebrate differences.

General Manager Luther Daniel heads DIAG. After conducting unconscious bias training and discussing matters that are on the minds of our employees, we have held open forums on important topics that include gender awareness and inclusivity, divergent learning styles, Juneteenth, Asian Pacific American Heritage Month, Hawaiian business culture and more. This has enabled employees across all levels of the organization to become involved in topics they would like to champion through a diversity library, lunch and learns, and other resources.

“ Every level of our organization is committed to long-term improvement in terms of our DEI goals. We’re building on a solid foundation of mutual respect and a belief in doing the right thing. ”

Luther Daniel  
General Manager,  
Sunvalley Shopping Center



Luther Daniel

## ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG) STRATEGY

### Our ESG Commitment: ESG Mission Statement

Consistent with our history and core values, we are committed to sustainable business practices that respect people, lessen our environmental impact and benefit the communities we serve.

### Sustainability Task Force

A Sustainability Task Force representing all company functions, leads our sustainability efforts and sets the company's improvement goals. The Task Force consists of:

#### SUSTAINABILITY TASK FORCE

##### Operating Committee Sponsor:

Denise Anton                      Executive VP, Center Operations & Technology

##### Task Force Leaders:

Steve Moore                      Director, Facilities, Energy and Sustainability

Maria Mainville                      Director, Strategic Communications

##### Members:

Stephanie Bessette                      Senior Tenant Coordinator, Tenant Coordination

Norah Buikstra                      General Manager, The Mall at Green Hills

Gary Chard                      Vice President, Leasing Operations

Ken Dixon                      Manager, Office Services

Dave Harris                      Regional VP, Center Operations

Ryan Hurren                      Vice President, Investor Relations, Chief Accounting Officer

Matthew Kalasho                      Director and Senior Attorney

Laura Lefief                      Vice President, Information Technology

Ken Maynard                      Global Senior Director, Tenant Coordination &  
Planning and Design

John Treter                      Director, Tenant Coordination

Bethany Yeager                      Senior Director, HR Business Partner

## **Risk Management**

To help manage and mitigate risk, the annual business plan is analyzed and projected opportunities and challenges are addressed. Senior Management reviews performance on internal and external audits, regulatory and ethical compliance functions, structure and governance policies, as well as risks related to finances and compensation plans. An enterprise risk management framework includes review of specific material risks and risk mitigants, and participation in presentations led by key employees and leadership teams.

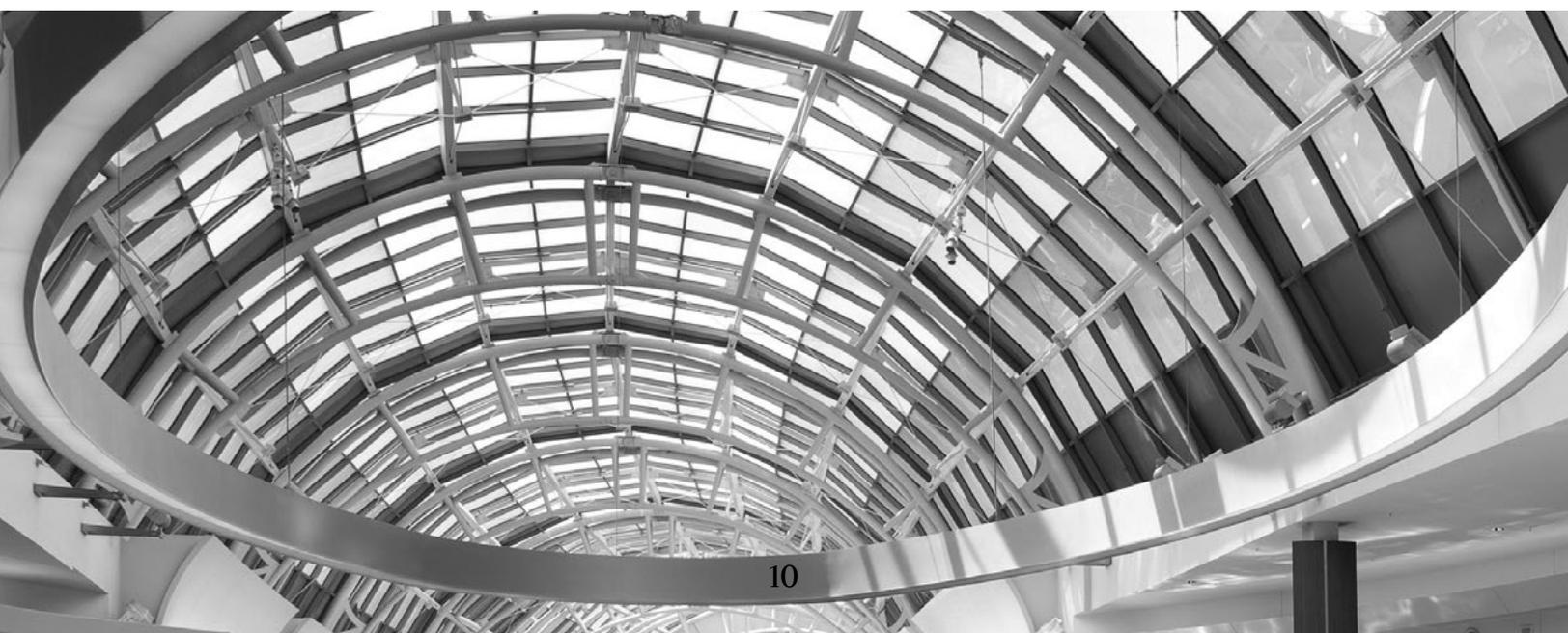
## **Security & Emergency Readiness**

Taubman has a state-of-the-art Security and Emergency Readiness program. This initiative includes a first-class security organization, local and corporate committees, documented procedures, strong police relationships, a regular review of incident data, partnership with an emergency response contractor and extensive drills and testing. Many centers are monitored 24/7 by security professionals utilizing various technologies, including closed-circuit television.

## **Partnerships & Affiliations**

Taubman is a driver of much-needed municipal revenue for schools, police forces, fire departments and public works in the communities where we do business. In fact, we regularly collaborate with city leaders, law enforcement and civic organizations to ensure that we are acting responsibly and being a good partner to our business communities.

We also engage with a variety of other stakeholders, including tenants and knowledgeable experts, to help us effectively shape and execute our sustainability programs, corporate governance policies and development projects.



Taubman participates in retail, real estate, shopping center, ESG and sustainability groups. Following are a few of the company's longtime affiliations:

- ASA
- GRESB
- Business Leaders for Michigan
  - Robert Taubman serves as a board member
- Institute of Real Estate Management (IREM)
- Innovative Commerce Serving Communities (ICSC)
  - William Taubman served as Past Chairman
  - Robert Taubman is a Member and Past Trustee
- National Association of Real Estate Investment Trusts (NAREIT)
  - Robert Taubman sits on the Advisory Board of Governors
- National Retail Federation (NRF)
- New Detroit – A Racial Justice Organization
  - William Taubman is Immediate Past Chairman and Chair of the Development Committee
- Real Estate Roundtable
  - Robert Taubman serves as a Member and Past Chair
- Urban Land Institute (ULI)
  - Robert Taubman is the Founding Chairman of the Detroit Regional District Council and a Member and Past Trustee

## Tenants

We foster positive tenant relationships through Tenant Coordination, Leasing, Center Operations, Center Marketing, Strategic Communications and just about every other company function. Tenants are provided relevant updates and information through all-tenant meetings, email, newsletters and social media. Tenant surveys are conducted at least bi-annually, with action plans developed and implemented based on the feedback received.

## Joint Venture Partners

Joint Venture Partners maintain regular contact with our Treasury and Financial Analysis department. Taubman holds frequent financial review meetings and on-site staff interactions to discuss a wide variety of topics concerning our operations.

## Green Buildings

For the past four years, our commitment to responsible corporate citizenship has been recognized by the world's leading third-party sustainability assessment organizations. The Global Real Estate Sustainability Benchmark (GRESB) has honored Taubman for Excellence in Sustainability – ranking us at or near the top of not just our peer group, but among all reporting real estate companies in the Americas. And in 2021 and 2022, our corporate headquarters building and 17 U.S. shopping centers we own and operate earned the International WELL Building Institute (IWBI) WELL Health-Safety Rating.

## Commitment to Health & Safety

# Taubman Corporate Office and 17 Shopping Centers Achieve 2021 WELL Health-Safety Rating



In 2021 and 2022, Taubman’s headquarters in Bloomfield Hills, Mich., and 17 of the company’s U.S. shopping centers earned the International WELL Building Institute (IWBI) WELL Health-Safety Rating. The WELL Health-Safety Rating is an evidence-based, third-party verified rating awarded to companies that focus on exceptional operational policies, maintenance protocols, stakeholder engagement and emergency plans that address the global COVID-19 pandemic.

The WELL Health-Safety Rating recognizes Taubman for prioritizing health and safety in its business operations, and the rating signals to the community, employees and customers that the company’s shopping centers follow the highest health and safety standards.

### The WELL Health-Safety Rating symbol will be proudly displayed at:

Taubman U.S. Headquarters	Bloomfield Hills, MI
Beverly Center	Los Angeles
Cherry Creek Shopping Center	Denver
City Creek Center	Salt Lake City
Country Club Plaza	Kansas City, MO
Dolphin Mall	Miami
Fair Oaks Mall	Fair Oaks, VA
Great Lakes Crossing Outlets	Auburn Hills, MI
International Plaza	Tampa, FL
The Gardens on El Paseo	Palm Desert, CA
The Mall at Green Hills	Nashville
The Mall of San Juan	San Juan
International Market Place	Honolulu
The Mall at Short Hills	Short Hills, NJ
Sunvalley Shopping Center	Concord, CA
Twelve Oaks Mall	Novi, MI
The Mall at University Town Center	Sarasota, FL
Westfarms	West Hartford, CT

“We take pride in our ongoing commitment to upholding or exceeding industry-leading health and safety standards,” said Taubman’s Director of Facilities, Energy and Sustainability Steve Moore. “Recognition from the International WELL Building Institute and the WELL Health-Safety Rating acknowledges our care and concern for our people, our customers and for the communities in which we operate.”

## Science-Based Targets

We continually identify the best ways in which to advance our ESG initiatives and help combat climate change. We are focused on reducing greenhouse gas (GHG) emissions by partnering with the Science-Based Targets Initiative. This global collaboration of organizations and companies sets GHG emission reduction targets in line with the level of decarbonization required to meet the goals of the Paris Agreement, and to limit global warming to well below 2 degrees Celsius above pre-industrial levels. To reach this target, Taubman has committed to reducing GHG by 30 percent by 2030, from a 2018 baseline.

## Charitable Giving

We strive to make a positive difference by supporting vital nonprofits that better the lives of community members, respect our planet, develop tomorrow's leaders and strengthen our industry. Following are just a few of the organizations the corporate office and our centers have supported for many years:

- Children's Hospital of Michigan
- City Meals on Wheels
- College for Creative Studies
- Detroit Institute of Arts
- Gleaners Community Food Bank
- Karmanos Cancer Institute
- Life Remodeled
- New Detroit – A Racial Justice Organization
- SOAR
- Urban League
- Women in Need

Additionally, Center Marketing's "Community First" initiative recognizes exceptional mall employees and enables them to donate to nonprofits they are passionate about supporting.

## Volunteerism

Taubman's Volunteer Month is generally held in October of each year, and our employees came forward in 2022 to help the communities neighboring The Mall at Green Hills, The Mall at University Town Center, Dolphin Mall, The Mall of San Juan, International Plaza and the Bloomfield Hills corporate offices.

## Focus on Volunteerism

# 2022 Volunteer Month Activities



As part of the **Community First** program, **The Mall at Green Hills** team volunteered their time at the neighboring Green Hills Park, clearing invasive plants and bushes. The Friends of Green Hills Park volunteer coordinator Ashley Cantrell said, "They came to WORK!" The team was all smiles, working in the cool fall air, and Facilities Superintendent Kade West said, "I enjoyed it and I'd love to go back and do it again."



In the wake of **Hurricane Ian**, which devastated the Florida gulf coast and in particular the communities around **The Mall at University Town Center ("UTC")** in Sarasota, the UTC management team pulled together to spend the afternoon volunteering at a local church to help in the recovery efforts.



One of the major hardships resulting from this hurricane is the loss of basic supplies, clothing and household items, as many people lost their homes and belongings completely in the storm. Many local organizations, schools and churches have been collecting donations from the community to deliver to those affected.

The UTC team went to a local church/donation collection site to help load hundreds of bags of items onto a truck to be taken down to the affected areas. The team tirelessly loaded trash bags of clothes, shoes, blankets, pillows and more, filling the truck to capacity. It was an afternoon of hard work, but it was rewarding and worth it to help our neighbors!



# Overview



Over two days, **The Mall of San Juan** team delivered 1,000 cases of water to the underprivileged housing community located to the south of the center. The effort took place after **Hurricane Fiona** had passed and many families were without power and water. The team also delivered water to the **Vimenti School** and **Boys and Girls Club** within the same neighborhood.

The **Dolphin Mall** team volunteered during two days in October at the **Miami Rescue Mission**, **The Caring Place**. The team served and prepared over 200 meals to the homeless and needy from South Florida. The Caring Place assists those in need in residential life-changing programs for over 800 people.



# Overview



**International Plaza** supported several tenants with donations to charities that are close to their hearts and asked them to share their stories. The team also provided meals and a donation to **Feeding Tampa Bay** to support Hurricane Ian efforts in Ft. Myers and the surrounding affected areas. International Plaza Security Director John Bartosiewicz has been giving his weekends to clean up shrubs, trees and help victims of Hurricane Ian recover from the storm. Outside of the storm, the team donated to **Jackson in Action** which provides baby showers for local military moms with spouses that are deployed.



For the ninth year, Taubman Volunteers joined **Life Remodeled**'s six-day project.

Held this year in Detroit's Cooley Community, the team performed blight removal and beautification activities to ensure children in the area have a safe passage to school.



## STAKEHOLDER ENGAGEMENT

### Employees

Collaboration with employees is essential to our success. Direct communication and real-time feedback between employees and managers, and between employees at all levels, is a priority. Feedback is encouraged and is received through employee surveys, annual performance discussions, monthly all-company meetings, one-on-one interactions and through a confidential hotline.

### Shoppers

We strive to create the best retail experiences through two-way communication with our customers. Through concierge desks, center management teams, traditional and digital marketing, social media and events, we listen and respond to questions, concerns and ideas from our shoppers and diners, creating loyalty and repeat engagement. Each center's free mall app allows users to navigate a mall with ease and find personalized style and promotion information.



## Community Case Study

# Packing 6,825 lbs of Food for Gleaners

Established in 1977, Gleaners exists to provide households in need with access to sufficient, nutritious food and other resources. The nonprofit accomplishes this through efficient operations, education, innovative solutions and collaborations designed to achieve a hunger-free southeastern Michigan community. One of the most important collaborations for the nonprofit organization is to host volunteers from local businesses to assist with a variety of needs at the main campus in Detroit and the Taylor warehouse, among others.

During Taubman's Volunteer Month that is generally held in October of each year, Gleaners is always a popular volunteering opportunity. In 2022, our volunteers traveled to Gleaner's Taylor warehouse to help sort and pack some of the tremendous volume of donated and purchased food so that it could be distributed to those in need. Our proud volunteers packed 6,825 lbs of food in one afternoon!



## Livability Scores

Taubman tracks and monitors the several livability and wellness related scores of the communities in which we operate. In doing so, we can identify and help with community needs and best serve our customers.

Center	Walkability <sup>1</sup>	Livability <sup>2</sup>	Housing <sup>2</sup>	Neighborhood <sup>2</sup>	Transportation <sup>2</sup>	Environment <sup>2</sup>	Health <sup>2</sup>	Engagement <sup>2</sup>	Opportunity <sup>2</sup>
Beverly Center	92	50	42	68	66	12	74	48	36
Cherry Creek Shopping Center	93	65	66	75	71	40	82	75	47
City Creek Center	92	60	76	64	77	17	66	51	72
Country Club Plaza	92	58	50	71	64	75	53	51	42
Dolphin Mall	35	50	48	58	59	48	57	41	38
Fair Oaks Mall	60	61	46	64	54	52	74	72	66
Great Lakes Crossing Outlets	44	46	47	47	27	36	55	63	46
International Market Place	90	57	57	64	86	50	71	33	35
International Plaza	45	51	67	59	54	45	38	56	41
Sunvalley Shopping Center	62	54	50	56	49	37	70	52	64
The Gardens Mall	52	51	64	53	51	53	62	42	36
The Gardens on El Paseo	78	46	62	48	57	21	64	28	41
The Mall at Green Hills	68	46	22	49	43	56	58	58	35
The Mall at Millenia	61	53	75	50	52	45	41	44	66
The Mall at Short Hills	41	50	11	61	51	27	82	53	62
The Mall at University Town Center	38	45	37	48	28	33	62	65	40
The Mall of San Juan	67								
Twelve Oaks Mall	45	45	37	48	28	33	62	65	40
Waterside Shops	44	52	42	47	54	58	74	67	20
Westfarms	46	56	39	63	54	43	66	55	72

1. <https://www.walkscore.com/>

2. <https://livabilityindex.aarp.org/>

## HEALTH & WELLNESS

Taubman is focused on each employee's total wellbeing. By offering comprehensive health benefits, access to regular employee wellness news and updates, offering a fitness center, a market & café and other wellness initiatives, Taubman fosters a positive, healthy and interactive work environment. Examples of past and current programs include:

- Free fitness classes such as Fit4Mom, yoga, boot camp and barre
- Walking clubs
- Massage therapy
- Flu shots
- Employee social gatherings
- Unlimited self-managed time off (SMT)
- Ticket discounts and giveaways
- Book clubs and other Employee Resource Groups (ERG)
- Telehealth visits
- Paid maternity and paternity leave
- Professional development programs



## Safety

Safety and injury prevention are of the utmost importance to Taubman. Work station checks and safety trainings are available to all employees. Injuries are tracked at our centers and are reported monthly. In 2021, Taubman saw a 1.52 injury rate (recordable injuries per year per 100 employees) across all employees at all locations.

## ENERGY



We have implemented a number of initiatives in recent years to better manage and reduce energy throughout our portfolio. Many of these initiatives were expanded or enhanced in 2021, including:

### ■ Taubman Smart Buildings and the Enterprise Energy Management System

Software upgrades were made to enhance fault detection and diagnostic models and begin the implementation of machine learning for energy modeling.

### ■ LED lighting conversions

Building on the success of over 50 projects since 2010, an additional four projects were implemented in 2022 – more on these projects can be found in the Projects section of this report.

### ■ Peak demand management

Utilizing the Enterprise Energy Management software, automated peak alerts are sent to each facility to alert staff that peak electrical usage is approaching both a day ahead and in real-time – these efforts have seen a reduction of peak demand usage by 27% since being implemented in 2014 and a 11.2% reduction since 2020.

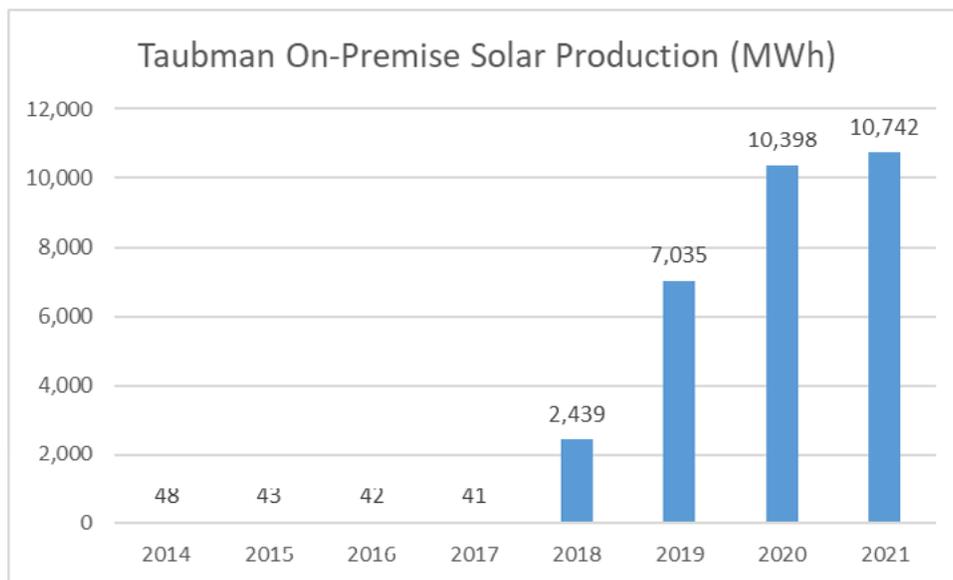
### ■ Energy dashboard

Developed an internal dashboard to report energy usage and savings versus budget monthly, providing transparency and helping to identify any areas that need additional focus.

Through these and other ongoing initiatives, in 2021 controllable energy usage was reduced by 16% compared to our baseline in 2018. This brings controllable energy savings to 46% since 2008.

## RENEWABLES

Over the last few years, Taubman has invested heavily in renewables to drastically increase the solar generating capacity throughout our portfolio. Prior to 2018, Taubman had one small solar installation at the Gardens on El Paseo in Palm Desert, California. From 2018 forward, three additional solar installations have been completed at The Mall at Short Hills in New Jersey, The Mall at Cherry Creek in Denver and Westfarms Mall in Connecticut. An expansion of the Gardens on El Paseo solar installation was completed in 2021. With 24 percent of Taubman's U.S.-managed properties having solar installations, the increase in production can be seen in the following chart.



## Solar Case Study

# Solar Power Installations Generating Clean, Renewable Energy at Taubman Centers

The use of renewable energy sources is one important element of Taubman’s sustainability commitment. The solar systems up and running in our portfolio today have the capacity to generate 9.6 megawatts (MW) of power – generating enough energy to satisfy the annual electricity needs of about 1,200 homes.

At Short Hills and Cherry Creek, solar panels were installed on the centers’ roofs and upper-level parking decks that are supported by steel structures built over the existing parking spaces. At Westfarms, in addition to a roof-mounted installation, shoppers can park under solar panels on a surface lot.

At El Paseo, the existing solar system was augmented by the installation of over 300 state-of-the-art photovoltaic panels resulting in energy output increasing by more than 130 kW.



“We are working with local utility companies and are assessing the feasibility of installations at other centers,” said Steve Moore, Director, Facilities, Energy and Sustainability. “In addition to advancing our sustainability goals and protecting the environment, we believe we will recover the investment costs of our solar systems in just a few years.”



## WATER

Water conservation has taken on increased importance over the last few years as droughts were experienced from Puerto Rico to California. To address this growing concern, Taubman has invested in a number of efforts to reduce water usage, including:

- Remote water-metering

University Town Center (Sarasota, FL), The Mall of San Juan (San Juan, PR) and International Market Place (Honolulu, HI) each have remote-read water meters throughout the buildings that allow for constant monitoring and identification of leaks or issues.

- Smart water-metering

At International Plaza (Tampa, FL), a smart water-meter system enables us to identify unusual usage patterns, leaks and other anomalies to aid with more effective water management.

- Native landscaping and smart irrigation

Most of the landscaping that has been added to our centers over the last five years has been native to the area in which it is planted. We have also invested in smart irrigation systems to reduce water usage at multiple locations.

Through these initiatives, and partly due to decreased operations from the pandemic, in 2021 comparable center water usage was reduced by 4% over our 2015 baseline.

## WASTE

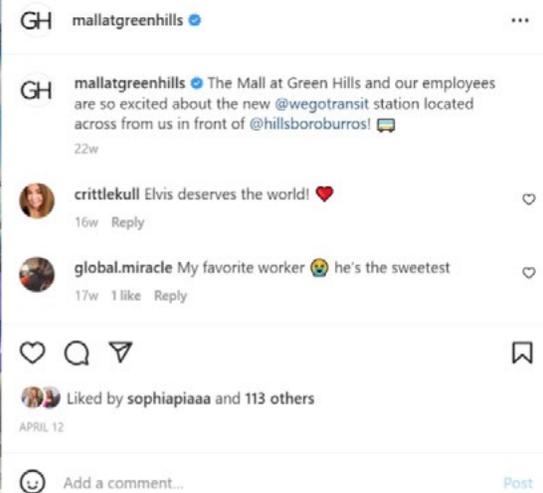
Taubman has steadily increased waste diversion over the past few years. Initiatives in place include recycling and waste training for every mall tenant, the expansion and implementation of composting programs at multiple centers, the use of waste-to-energy facilities where possible, and the collection and recycling of cardboard and other materials. As a result, our comparable center diversion rate has increased from 28 percent in 2013 to 52.5% in 2021.

## TRANSPORTATION

We have invested in improved transportation at multiple centers to benefit both tenants and customers, including the installation of bike racks, improved public transportation access, partnerships with ride sharing companies and adding electric vehicle charging stations. Taubman now has 98 car charging stations across nine different properties. Usage of the stations has increased every year, with over 166 MWh of electricity delivered to electric vehicles in 2022.

We have invested in public transportation in certain centers, even providing bus passes to employees at The Mall at Green Hills in 2021. Providing employees with bus passes encouraged the use of public transportation over individual vehicles for commuting to and from the mall, it also alleviated transportation concerns for many. It is estimated that for every employee that uses the bus, 376 gallons of gas is saved per year.

According to the Environmental Protection Agency (EPA), 26% of greenhouse gas emissions in the USA in 2014 were due to various transport methods. Limiting vehicle use by providing bus passes is a step towards reducing global emissions and mitigating the effects of global warming and climate change.



## PROJECTS

In 2022, Taubman successfully implemented more than 30 sustainability projects. We continue to target specific issues such as energy or water conservation or assist with larger goals such as understanding and improving tenant energy usage through metering.

Project Name	Quantity
Water Automated Meter Readings	9
Electric Automatic Meter Readings	6
Building Automation System Upgrade	6
Lighting Upgrades	4
HVAC Upgrades	3
Roof Insulation	2
High Efficiency Restroom Fixtures	2
Drip / Smart Irrigation	1
Drought Tolerant Landscaping	1

## CLIMATE RISK

To prepare for and mitigate the effects of climate change, natural disasters and adverse weather, each U.S. shopping center participated in a climate risk assessment. Climatological records and forecasts from various government and partner databases were examined to determine a center’s risk profile in eight categories: coastal flooding, cold waves, drought, earthquakes, heat waves, hurricanes, riverine flooding and wildfires. Following are color-coded results that represent low to high risk.



Center	Coastal Flooding	Cold Waves	Drought	Earthquakes	Heat Waves	Hurricanes	Riverine Flooding	Wildfires
Beverly Center	Low	Low	Low	High	High	Low	High	High
Cherry Creek Shopping Center	Low	High	Low	Low	Low	Low	Low	Low
City Creek Center	Low	Low	Low	Low	Low	Low	Low	Low
Country Club Plaza	Low	High	Low	Low	High	Low	High	Low
Dolphin Mall	High	High	High	Low	Low	High	High	High
Fair Oaks Mall	Low	Low	Low	Low	Low	Low	Low	Low
Great Lakes Crossing Outlets	Low	High	Low	Low	High	Low	Low	Low
International Market Place	Low	Low	Low	High	Low	Low	Low	Low
International Plaza	Low	High	High	Low	Low	Low	Low	Low
Sunvalley Shopping Center	Low	Low	High	High	Low	Low	Low	Low
The Gardens Mall	Low	High	High	Low	Low	Low	Low	High
The Gardens on El Paseo	Low	Low	Low	High	High	Low	High	High
The Mall at Green Hills	Low	High	Low	Low	High	Low	High	Low
The Mall at Millenia	Low	High	High	Low	Low	Low	Low	High
The Mall at Short Hills	Low	Low	Low	Low	High	Low	Low	Low
The Mall at University Town Center	Low	High	Low	Low	Low	Low	Low	High
The Mall of San Juan	High	Low	Low	High	High	High	High	High
Twelve Oaks Mall	Low	High	Low	Low	High	Low	Low	Low
Waterside Shops	High	High	Low	Low	Low	High	High	High
Westfarms	Low	Low	High	Low	Low	Low	Low	Low

Values for all centers except The Mall of San Juan were taken by county from the FEMA National Risk Index: <https://hazards.fema.gov/nri/map>

## REPORTING METHODOLOGY

The information in this report comes from sources documented in Taubman's Environmental Management System (EMS) that was created in 2019. Taubman's EMS is aligned with ISO 14001 and follows the "Plan, Do, Check, Act" paradigm. Specifically, the EMS is aligned around our energy, renewable energy, water, greenhouse gas and waste goals. Each of these goals is addressed in the EMS and reported in this sustainability report.

At our centers, energy usage information comes from utility bills or from aggregated utility data where access to tenant energy usage is not available to our company. Energy data, along with renewable energy production and water data, are tracked with various tools, including Energy Star, Measurabl and spreadsheets. Scope 1 and Scope 2 greenhouse gas data is also tracked through Measurabl. Taubman is gathering information on Scope 3 emissions and hopes to report on this variable in the future.

Waste and hazardous waste data for nearly all centers is tracked through a national vendor and the rest are tracked through local waste providers.

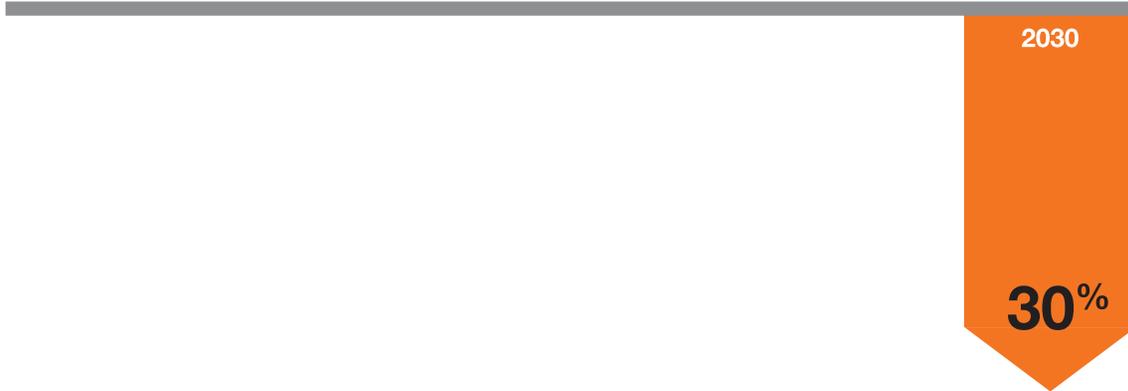
Taubman reports comparable center data for controllable electric, controllable energy, water and controllable GHG emission reductions. The comparable center list is based on those owned and operated since the baseline year for each metric. Controllable usage is defined as usage for Taubman-managed common area and HVAC systems.

The data in this sustainability report for absolute usage/consumption aligns with data reported to GRESB for calendar year 2021.

## GOALS

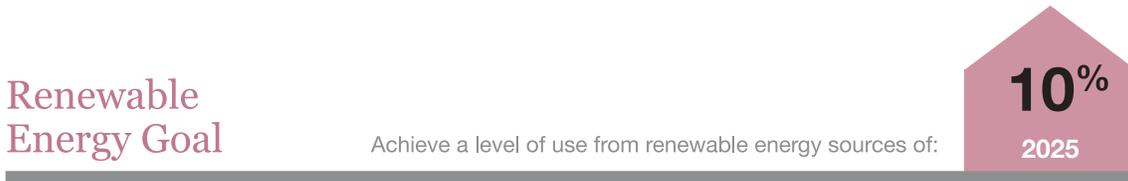
### Reduction in Energy Consumption Goals

From a 2018 baseline, reduce controllable energy consumption by:



### Renewable Energy Goal

Achieve a level of use from renewable energy sources of:



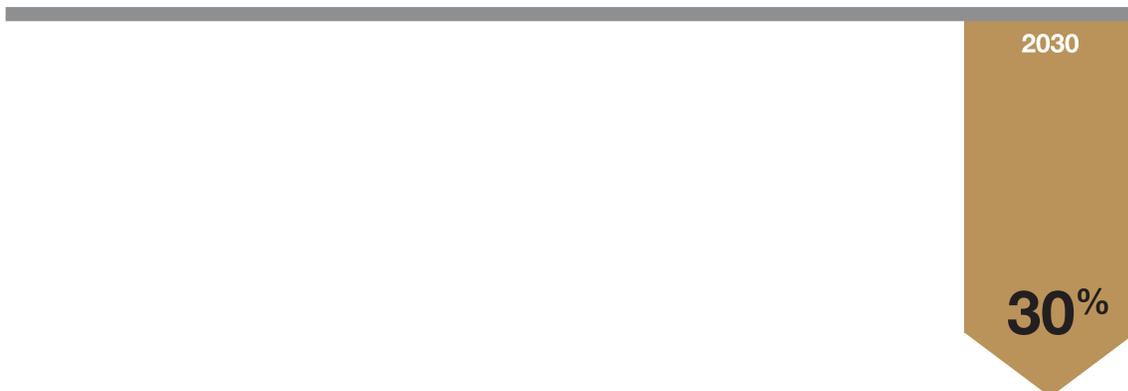
### Reduction in Water Consumption Goal

From a 2015 baseline, reduce consumption by:



### Reduction in Greenhouse Gas Goals

From a 2018 baseline, reduce controllable Scope 1 and Scope 2 greenhouse gas emissions by:

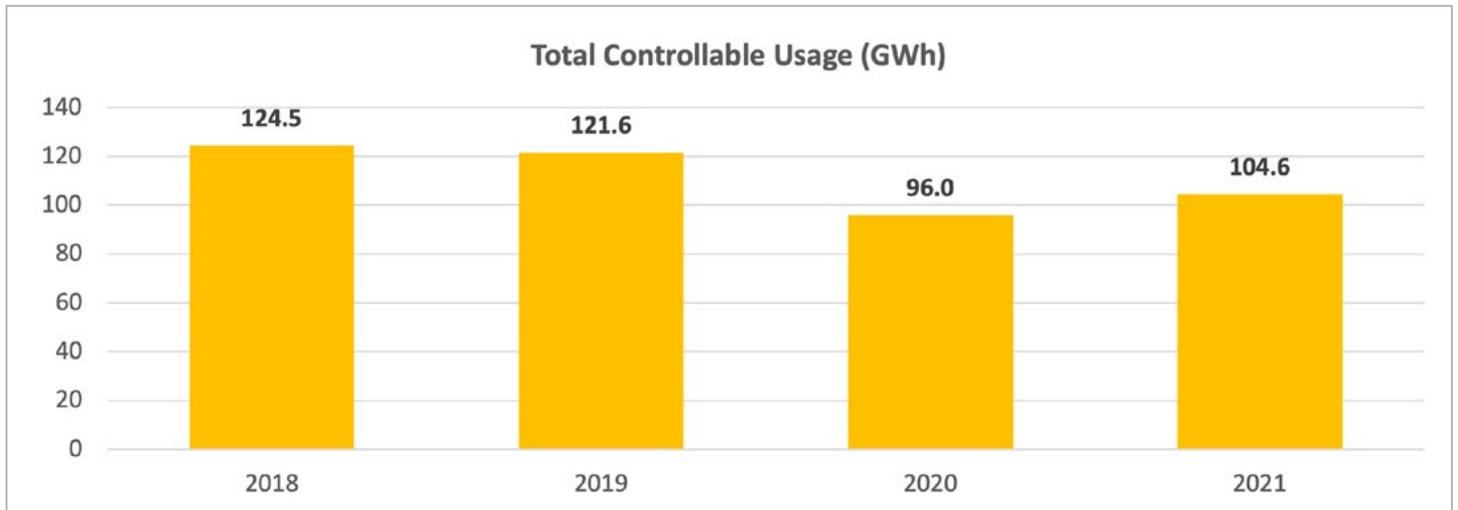


## PERFORMANCE/DATA

### Controllable Electric Consumption

2021 Total Controllable Energy Use: 104.6 GWh

2021 Reduction from 2018 Baseline: 16%



### Goals/Performance

2030 Total Controllable Energy Use Reduction from 2018 Baseline Goal: 30%

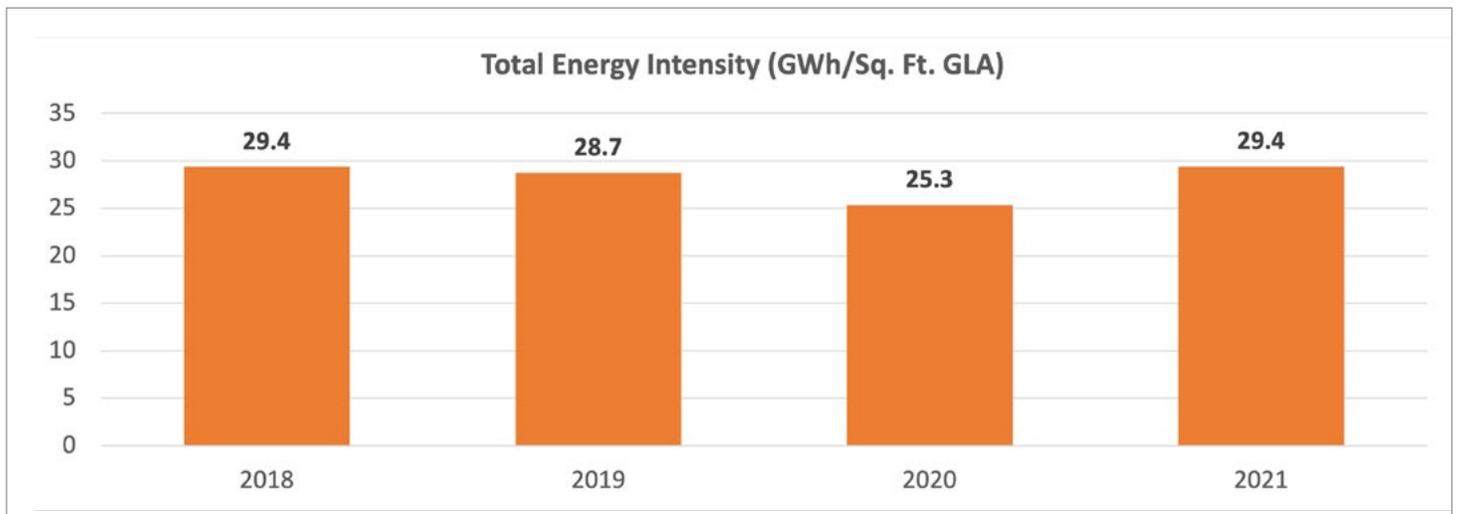
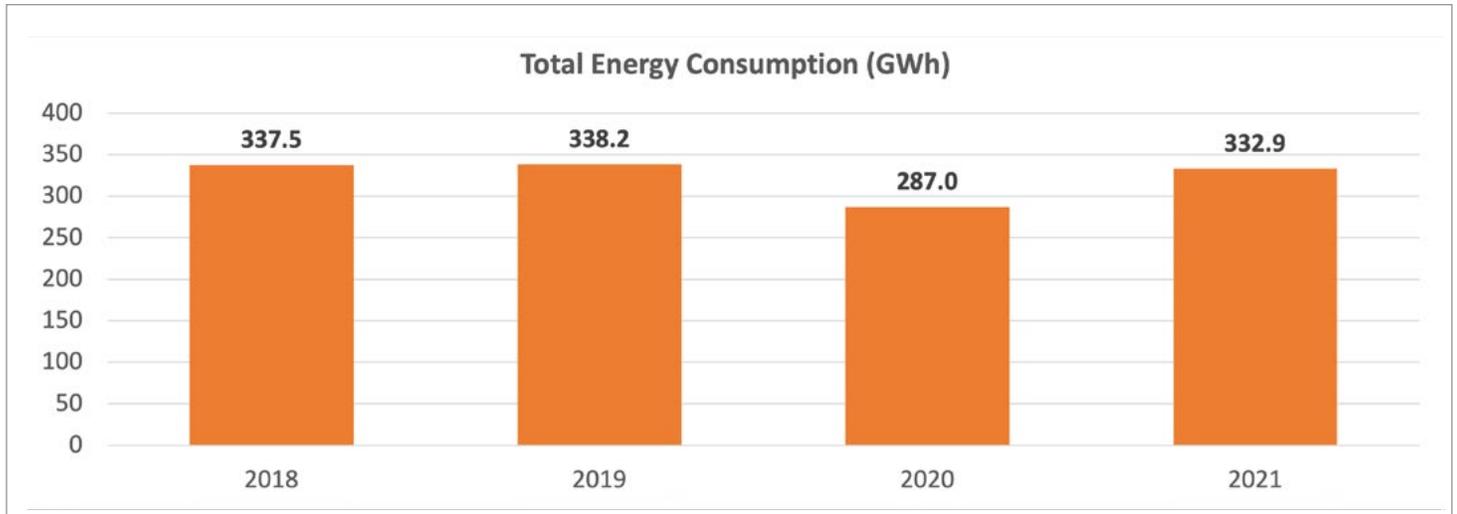
2021 Total Controllable Energy Use Reduction from 2018 Baseline: 16%

## Energy Consumption

2021 Total Energy Use: 332.9 GWh

2021 Total Energy Reduction from 2018 Baseline: 1.3%

2021 Total Energy Use/sq. ft. GLA: 29.4 kWh/sq. ft.



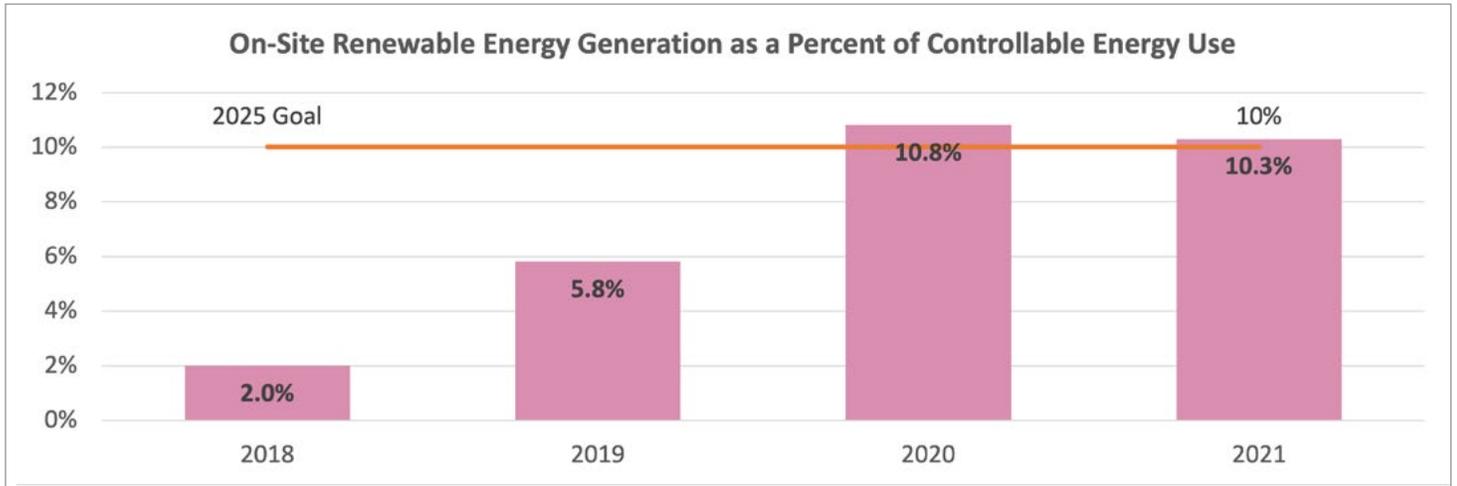
## Goals/Performance

2030 Energy Savings Goal: 30% Savings

2021 Energy Reduction from 2018 Baseline: 1.3%

## Renewable Energy

2021 Renewable Electricity Generated: 10.7 MWh  
 2021 Controllable Electricity Consumed: 104.6 MWh  
 2021 Renewable Energy Usage: 10.3%

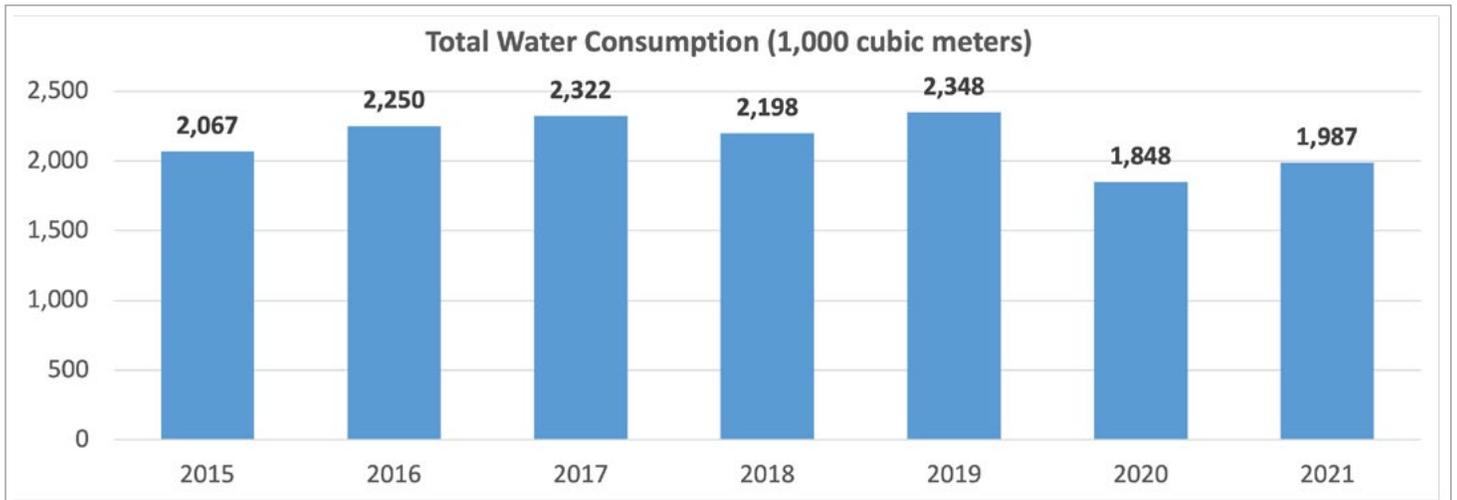


### Goals/Performance

2025 On-Site Renewable Energy Generation Goal: 10% Renewable Energy Usage  
 2021 On-Site Renewable Energy Generation: 10.3%

## Water Consumption

2021 Total Water Use: 1,987 thousand cubic meters



### Goals/Performance

2025 Water Savings from a 2015 Baseline Goal: 10% Savings  
 2021 Water Savings from a 2015 Baseline: 4% Savings

## Greenhouse Gas

2021 Total Scope 1 GHG Emissions: 6.4 thousand tonnes

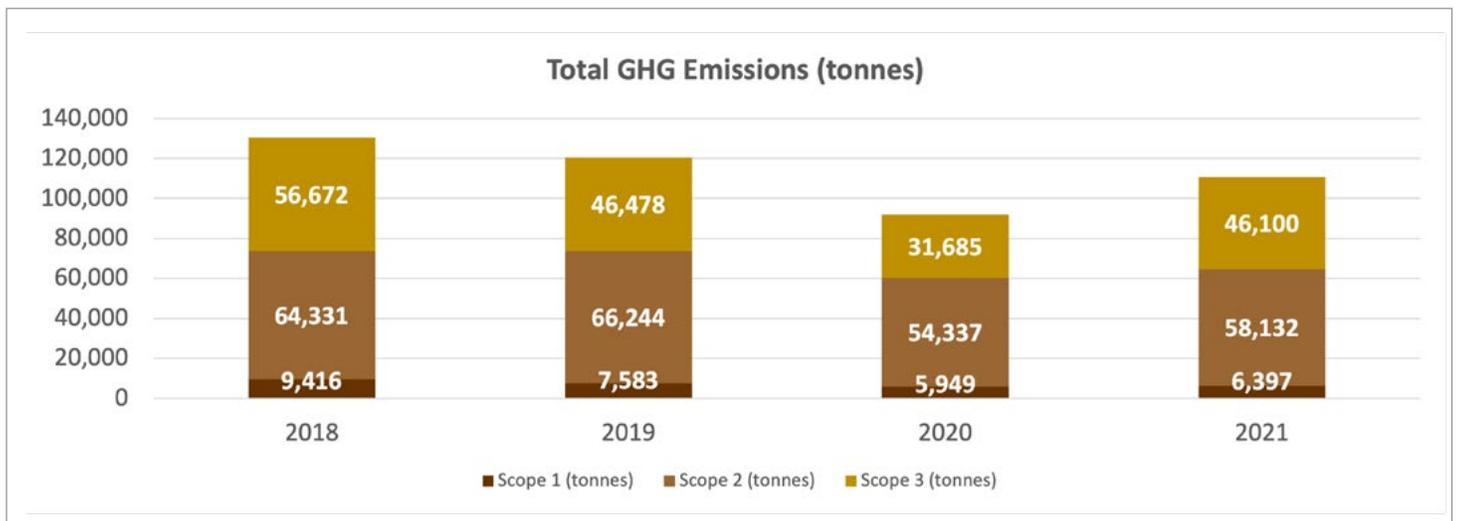
2021 Total Scope 2 GHG Emissions: 58.1 thousand tonnes

2021 Total Scope 3 GHG Emissions: 46.1 thousand tonnes

2021 Total GHG Emissions: 110.6 thousand tonnes

2021 Total Emissions per sq. ft. GLA: 5.98 tonnes/1,000 sq. ft.

2021 Total GHG Emissions Reduction from 2018 Baseline: 15.2%



## Goals/Performance

2030 GHG Emissions Reduction from a 2018 Baseline Goal: 30% Savings

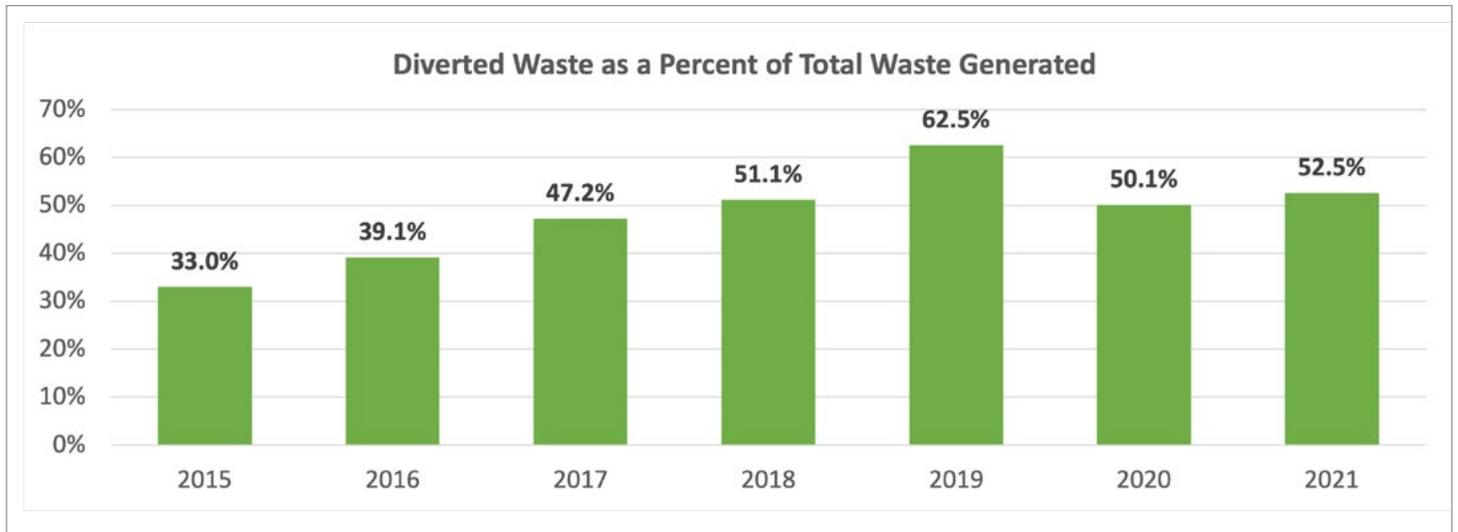
2021 GHG Emissions Reduction from a 2018 Baseline: 15.2%

## Waste Diversion

2021 Total Waste: 27.5 thousand tons

2021 Diverted Waste: 14.4 thousand tons

2021 Diversion: 52.5%



### Goals/Performance

2025 Waste Diversion Goal: 60% Diversion

2021 Waste Diversion: 52.5%

GRI Indicator	Disclosure	Reference/Location
<b>GRI 2: General Disclosures</b>		
<b>Organization and Reporting Practices</b>		
2-1	Organizational Details	Overview, pp. 4-5
2-2	Entities included in the organization's sustainability reporting	Taubman Realty Group, LLC
2-3-a	The reporting period, and frequency of sustainability reporting	2021 reporting period. Annual reporting frequency.
2-3-b	The reporting period for financial reporting	Not Applicable
2-3-c	The publication date of the report	February 13, 2023
2-3-d	Contact point	Steve Moore
2-4	Restatements of information	None
2-5	External Assurance	Independent Assurance Statement, pp. 40-48
<b>Activities and Workers</b>		
2-6	Activities, value chain and other business relationships	<a href="#">Taubman's Annual Report</a> , pp. 7 -9
2-7	Employees	Overview, p. 6
<b>Governance</b>		
2-14	Role of the highest governance body in sustainability reporting	Overview – ESG Strategy, p. 9
2-15	Conflicts of interest	<a href="#">Code of Business and Ethics</a> , p. 15
2-16	Communication of critical concerns	<a href="#">Code of Business and Ethics</a> , p. 11
2-17	Collective knowledge of the highest governance body	Overview – ESG Strategy, p. 9

GRI Indicator	Disclosure	Reference/Location
<b>Strategy, Policies, and Practices</b>		
2-22-a	Report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.	Overview – CEO Letter, p. 3
2-23	Policy commitments	<a href="#">Code of Business and Ethics</a> , p. 9 Overview – Ethics, p. 5
2-24	Embedding policy commitments	<a href="#">Code of Business and Ethics</a> , Our Commitments, pp. 14-26
2-25	Processes to remediate negative impacts	<a href="#">Code of Business and Ethics</a> , Raising Questions or Concerns, pp. 11-12
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Code of Business and Ethics</a> , Raising Questions or Concerns, pp. 11-12
2-28	Membership associations	Overview, p. 11
<b>Stakeholder Engagement</b>		
2-29	Approach to stakeholder engagement	People – Stakeholder Engagement, p. 17
<b>GRI 201: Economic Performance</b>		
201-2	Financial implications and other risks and opportunities due to climate change	Properties – Climate Risk
203-1	Infrastructure investments and services supported	People – Community
205-1	Operations assessed for risks related to corruption	<a href="#">Our Code of Business Conduct and Ethics</a> , p. 26
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption in the reporting year.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behavior, anti-trust, or monopoly practices in the reporting year.

GRI Indicator	Disclosure	Reference/Location
<b>GRI 302: Energy</b>		
302-1	Energy consumption within the organization	Planet – Performance Data
302-3	Energy intensity	Planet – Performance Data
302-4	Reduction of energy consumption	Planet – Performance Data
<b>GRI 303: Water and Effluents</b>		
303-5	Water Consumption	Planet – Performance Data
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	Planet – Performance/Data
305-2	Energy indirect (Scope 2) GHG emissions	Planet – Performance/Data
305-3	Other indirect (Scope 3) GHG emissions	Planet – Performance/Data
305-4	GHG emissions intensity	Planet – Performance/Data
305-5	Reduction of GHG emissions	Planet – Performance/Data
<b>GRI 306: Waste</b>		
306-3	Waste generated	Planet – Performance/Data
306-4	Waste diverted from disposal	Planet – Performance/Data
306-5	Waste directed to disposal	Planet – Performance/Data
<b>GRI 403: Occupational Health and Safety</b>		
403-5	Worker training on occupational health and safety	People – Health and Wellness
403-6	Promotion of worker health	People – Health and Wellness
403-9	Work-related injuries	People – Health and Wellness
<b>GRI 405: Diversity and Equal Opportunity</b>		
405-1	Diversity of governance bodies and employees	Overview – Diversity, Equity and Inclusion
<b>GRI 413: Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	People – Community

# Independent Assurance Statement



## Independent Assurance Statement

Provided by ISOS Group, Inc.  
On selected environmental metrics included in:  
Taubman Centers, Inc.  
2022 GRESB Real Estate Assessment.

### To the Management Team of Taubman Centers:

ISOS Group, Inc. ["ISOS" or "we"] were engaged by Taubman Centers, Inc. ["Client" or "Taubman"] to conduct moderate level type 2 assurance of environmental data to be reported in its 2022 GRESB Real Estate Assessment ["Assessment"], covering the period beginning January 1, 2021 and ending December 31, 2021.

We have performed our moderate assurance engagement in accordance with the AccountAbility 1000 Assurance Standard v3 ("AA1000AS"). Our review was limited to the data reported in Taubman's 2022 GRESB Assessment comprising of:

- Energy consumption
- GHG emissions
- Water use
- Waste management

We have not performed any procedures with respect to other information included in 2022 GRESB Real Estate Assessment and, therefore, no conclusion on the Assessment as a whole is expressed.

### Taubman Center's responsibilities

The Company's management are responsible for:

- Preparing the data in accordance with generally accepted reporting practices,
- The accuracy and completeness of the information reported,
- The design, implementation and maintenance of internal controls relevant to the preparation of the report to provide reasonable assurance that the report is free from material misstatement, whether due to fraud or error,
- Ensuring the data performance is fairly stated in accordance with the applicable criteria and for the content and statements contained therein.

### Criteria

The assurance process was intended to provide an independent opinion confirming that the Client has complied with procedures for data management at the company and minimized degrees of error by adequately:

1. Sourcing utility and waste hauler data to populate relevant data management systems,
2. Enforcing management and quality controls across the reporting period,
3. Aggregating and converting metrics into the correct unit of measure,
4. Calculating greenhouse gas emissions, and
5. Disclosing all totals correctly into its 2022 GRESB Real Estate Assessment.

### Boundary

Organizational Boundary	Taubman owns, manages and/or leases twenty-four (24) regional, super-regional and outlet shopping centers in the U.S. and Asia.
Reporting Boundary	Taubman's GRESB report focuses on US-only investments, as Taubman's Asia operations are structured differently and run from the Asia management team.
Assurance Boundary	The boundary of assurance was limited to the Client's twenty-one (22) operational properties located in the United States, consisting of retail centers and offices, which are landlord or tenant controlled.
GHG Emissions Boundary	The GHG emissions boundary followed the operational control methodology specified in the GHG Protocol.

# Independent Assurance Statement



## Limitations and Exclusions

Greenhouse gas quantification is unavoidably subject to inherent uncertainty because of both scientific and estimation uncertainty and for other non-financial performance information the precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time.

Several smaller scope 1 GHG emission sources (i.e., refrigerant releases, mobile combustion sources, emergency generators) have been excluded from this review. In instances where annual performance is reported in the aggregate, opportunity for data analysis is limited and it is less likely to uncover data errors, gaps, or anomalies. Reviews pertaining to the completeness and capture of all utility meters at properties, particularly those attributed to tenant spaces, is limited to what is disclosed in data management systems. No visit to the Client's headquarters or facilities was conducted throughout this engagement. However, a sample set of properties were reviewed in more granularity and tested for data accuracy. It was determined that these limitations and exclusions do not materially impact the performance criteria or assurance engagement.

## Methodology

The assurance procedures undertaken were to determine the strength of the systems in place. ISOS Group:

- Engaged a sample of individuals responsible for performance measurement,
- Evaluated current management systems for performance data collection, compilation, calculation, reporting, and validation,
- Determined consistency of assessing materiality, management approach, and application of quality control procedures,
- Reviewed sustainability disclosures, supporting data, and justification for rectifying discrepancies,
- Validated alignment to standard reporting protocols to ensure accurate claims to the quantitative methodology and approach and assurance claims,
- To verify quantitative claims, both at the aggregate level and on a sample basis, and test accuracy, consistency, completeness, and reliability, ISOS Group:
  1. Conducted a portfolio assessment analyzing performance results to uncover any errors, misstatements, gaps, or performance anomalies,
  2. Brought all findings to the Client's attention to address and confirmed resolution,
  3. Selected the following properties for testing and analysis, including cross-reference to primary source data to uncover variances and address any exclusions and other limitations:
    - a. The Gardens Mall (Palm Beach Gardens, FL)
    - b. Twelve Oaks (Novi, MI)

# Independent Assurance Statement



## Findings

Based on the process and procedures conducted, there is no evidence that the metrics reported by the Client (under questions EN1, GH1, WT1, and WS1 of the 2022 GRESB Real Estate Assessment) are not materially correct and provide a fair representation of the Client’s environmental impacts to stakeholders for the stated period and reporting boundary.

Parameter	Absolute		Like-for-Like	
	2020	2021	2020	2021
Total Energy Consumption (MWh)	305,863	332,940	305,863	332,940
Total GHG Emissions (MT CO <sub>2</sub> e)	100,890	110,629	100,890	110,629
Total Water Consumption (m <sup>3</sup> )	1,847,762	1,987,093	1,847,762	1,987,093
Total Waste Production (MT)	20,031	27,746	20,031	27,746

## Application of the AA1000AP

Findings and conclusions concerning adherence to the AA1000 AccountAbility Principles:

Inclusivity	Taubman Centers continues to pursue informal engagement with its key stakeholders, primarily tenants, shoppers and employees. For future development, it is recommended that Taubman conduct its own sustainability-focused stakeholder engagement program to better understand direct stakeholder needs.
Materiality	Taubman’s annual participation in the GRESB Real Estate Assessment, considered industry best practice, signifies its identification of the sustainability topics that matter most. To improve efforts, it is recommended that Taubman conduct a stakeholder-informed materiality assessment to detect any company-specific sustainability topics and to prioritize those that matter most to its stakeholders.
Responsiveness	In addition to its annual GRESB submission, Taubman publishes an annual sustainability report. This disclosure enables stakeholders to understand how Taubman manages the sustainability topics that are relevant to the organization. Taubman has made an advance in reporting with reference to the GRI Standards. To continue along the path of improvement, it is recommended that Taubman consider future reporting in accordance with GRI.
Impact	Taubman’s sustainability report clearly identifies performance goals related to environmental topics managed by the organization. These are publicly stated and progress towards these targets is updated on an annual basis. It is recommended that Taubman consider the expansion of its publicly stated goals beyond its environmental footprint to social performance goals as well.

## Observations and Recommendations

Observations and recommendations include:

- The portfolio’s resource consumption increased across performance indicators due to the return of normal business operating hours.
- Changes were made to 2020 reported figures for two properties (Dolphin & Green Hills) where the utility now provides aggregate data which was previously unavailable. This change was not deemed to be material.
- One site’s square footage has increased due to the inclusion of spaces in aggregate reporting by the utility, unknown to Taubman (City Creek). This decreases 2020 performance intensity. This change was not deemed to be material.

# Independent Assurance Statement



## Restriction of use

This assurance report is made solely to the Client in accordance with the terms of our engagement, which include agreed arrangements for disclosure. Our work has been undertaken so that we might state to the Client those matters we have been engaged to state in this moderate assurance report and for no other purpose. Our moderate assurance report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the Client for any purpose or in any context. Any party other than the Client who obtains access to our moderate assurance report or a copy thereof and chooses to rely on our moderate assurance report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than the Client for our work, for this independent moderate assurance report, or for the conclusions we have reached.

## Statement of Competency and Independence

ISOS Group is an independent professional services firm that specializes in sustainability reporting under the Global Resources Initiative (GRI), CDP, and GRESB and is a provider of external assurance services. ISOS Group is a Global Reporting Initiative Certified Training Partner for the United States and a CDP Silver Education and Training Partner in the United States. Our team of experts have the technical expertise and competency to conduct assurance to the AA1000 assurance standard, which meets the criteria for assurance of environmental data.

No member of the assurance team has a business relationship with the Client, its Directors, or Managers beyond that required of this assignment. We conducted this assurance independently and, to our knowledge, there has been no conflict of interest. ISOS Group has a strong code of ethics and maintains high ethical standards among its staff in their day-to-day business activities. The assurance team has extensive experience in conducting assurance engagements over environmental, social, ethical, and health and safety information systems and processes.

Further information, including a statement of competencies, can be found at [www.isosgroup.com](http://www.isosgroup.com).

Signed on behalf of ISOS Group: San Diego, California – USA, June 23, 2022.

Brian Noveck  
CSAP Practitioner



**AA1000**  
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000-284

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