

# CORPORATE SOCIAL RESPONSIBILITY



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# CORPORATE SOCIAL RESPONSIBILITY

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At DDR, we view corporate social responsibility through the lens of opportunity. The approximately 400 shopping centers we own and operate across the continental U.S. and Puerto Rico afford us a unique opportunity to make a positive impact on people, communities and the environment. The steps we've taken towards the adoption of sustainable business practices present an opportunity to create value for our shareholders by enhancing the operational performance of our real estate.

Like everything we do, our approach to corporate social responsibility starts with people. We are committed to acquiring and developing blue-chip talent, a priority that is illustrated by our Management Training program and our investment in nurturing the growth of our people through training and professional development.

To us, sustainability is more than a project to be completed and checked off a list. It is a thought process ingrained in the decisions we make and the actions we take. From installing energy-efficient lighting to implementing cool roofing technology to conserving water with xeriscaping, we are committed to operating the properties throughout our portfolio in a manner that enhances surrounding communities and the environment.

In every city and town where DDR does business, we aim to foster a sense of community and get involved at the grassroots level. Whether it's executives who serve on the boards of local nonprofits, contributions to the funding of a new playground near one of our shopping centers, or employees who volunteer their time for local charities, we've seen first-hand the positive change we can drive in our communities when we allocate the time and resources to make an impact on the lives of those who live and work there.

In the end, we are committed to corporate social responsibility because we believe it creates value for all of our key stakeholders – our shareholders, retail partners, employees and the communities where we live and work. We are pleased to share the following summary of our activities in 2014.

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# SUSTAINABILITY AT DDR

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**ENHANCING OUR PROPERTIES IN WAYS THAT NOT ONLY  
CREATE BETTER SHOPPING EXPERIENCES BUT ALSO A  
BETTER ENVIRONMENT FOR FUTURE GENERATIONS.**

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Our sustainability initiatives are three-fold, encompassing energy management, water conservation and waste reduction. This allows us to focus our time and resources on the areas where we can make the greatest impact on the environment while also delivering the greatest financial benefit to our tenants and shareholders. Many of these initiatives result in lower operating costs that benefit our tenants.

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# DDR GREEN TEAM

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## SUSTAINABILITY IN ACTION.

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In 2014, DDR further formalized our sustainability efforts with the creation of The Green Team: a geographically diverse, cross-functional group of DDR employees from property management and operations. The team is charged with assisting DDR, our employees and our tenants in practicing sustainable efforts, including weighing the cost/benefit analysis of those environmentally conscious initiatives, sharing knowledge and ideas throughout the organization, and driving a culture of sustainability internally. A key initiative for 2014 included reworking our Tenant Guidelines to more clearly articulate sustainability opportunities and expectations, which involved a complete indexing of tenant-led sustainability programs. The team also created an educational communication for DDR tenants to provide weekly guidance on ways to make their businesses more sustainable.

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## TEAM MEMBERS

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- » Joshua Bruff, Regional General Manager, Bayamón, Puerto Rico
  - » Christopher Carmosino, Senior Regional Property Manager, Atlanta, Georgia
  - » Daniel Draucker, Regional Property Manager, Chester, Virginia
  - » Michael LaPietra, Regional Property Manager, Elk Grove Village, Illinois
  - » Aaron Levi, Manager of Facilities, Beachwood, Ohio
  - » Ann Meyer, General Manager, Village At Stone Oak, San Antonio, Texas
  - » Margie Munoz, General Manager, Aspen Grove, Littleton, Colorado
  - » Cynthia Rovinsky, Regional Property Manager, Hamilton, New Jersey
  - » Henry Suarez, Operations Manager, Hatillo, Puerto Rico
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# LIGHTING PROGRAM

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## SHOPPERS SEE A MORE INVITING PARKING LOT. WE SEE ENERGY COST SAVINGS.

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Lighting at DDR properties is the single-biggest consumer of energy within our portfolio, making lighting upgrade programs the primary focus of our energy management initiatives.

As technology evolves, so does DDR. At one time, the majority of our properties featured first-generation probe start metal halide and high-pressure sodium systems, which were, at the time, the most efficient lighting systems available for parking lot illumination. Today we are installing third-generation, highly advanced super pulse start metal halide systems. These offer more light at almost four times the lifespan compared to the first-generation systems, delivering maximum energy and cost savings. The benefits of third-generation super pulse start systems are a result of a redesigned light source (arc tube) and power supply (ballast) to maximize system performance.

In recent years, lighting manufacturers have also introduced wireless lighting controls, giving DDR the opportunity to enhance our energy savings. After we've upgraded a site with a more energy-efficient light source, we then conserve more energy using wireless controls to dim and customize lighting schedules to tenant needs. This type of technology delivers a total energy savings over old fixtures of up to 70 percent.

During the past year, we also began sourcing energy-efficient LED fixtures for future lighting upgrades. LED has continued to evolve and make substantial performance improvements while becoming more financially viable. This type of lighting offers not only more cost-effective operation but also a significantly longer lifespan for less maintenance and waste.

Thus far, we have completed lighting upgrades at 148 properties, and in 2014 alone we realized a 4.3 million kilowatt-hour reduction that equated to a total savings in terms of expenses and repairs of \$781,000.

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# LIGHTING PROGRAM

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## 2014 SNAPSHOT

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DDR INVESTMENT	ENVIRONMENTAL BENEFIT	ECONOMIC BENEFIT
<b>16</b> properties upgraded <b>\$1.34</b> million invested	<b>4.3 million</b> kilowatt-hour reduction	<b>\$544,000</b> electric expense reduction <b>\$237,000</b> reduction in electrical repairs

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## ENERGY MANAGEMENT IN ACTION: RIVERDALE VILLAGE, COON RAPIDS, MINNESOTA

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Riverdale Village is a 950,192-square-foot prime power center located in a northern suburb of Minneapolis. In June 2014, we replaced 221 metal halide 1,000-watt lamps with 575-watt lamps. We also installed wireless Netlink control technology to give our property manager greater supervision over the lighting system. In its first year, the retrofit has led to a 145,130 kilowatt-hour reduction and a reduction of more than \$12,000 in electric expenses. This equates to a 19.2 percent usage reduction and a 14.3 percent cost reduction.

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# SOLAR ENERGY

## 2014 SNAPSHOT

DDR INVESTMENT	ENVIRONMENTAL BENEFIT	ECONOMIC BENEFIT
13 properties with solar arrays	2.2 million kilowatt hours of energy generated	Generated enough electricity to power 202 average U.S. homes*

\*Based on 2013 U.S. Energy Information Administration average of 10,908 kwh/U.S. Home.

## GENERATING THE ENERGY NEEDED TO POWER OUR PARKING AREAS AND MORE – WITHOUT PRODUCING NOISE, POLLUTION OR GREENHOUSE GASES.

The DDR portfolio includes 13 properties where local power companies lease roof space for solar panel usage. In turn, DDR can buy back kilowatts at a reduced rate – allowing us to power the common areas of these properties at a significant savings. At the conclusion of 2014, our portfolio contained 340,000 square feet of roof space allotted to solar arrays, producing 2.2 million kilowatt hours of energy – accounting for 50 percent of the electricity usage at properties equipped with the arrays.





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# WATER CONSERVATION

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## LANDSCAPING BEAUTIFULLY WHILE USING WATER WISELY.

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In 2014, our water conservation efforts continued to focus on using water more strategically while also planting more drought-tolerant foliage. Under these initiatives, we've installed sophisticated EvapoTranspiration (ET) irrigation controllers and drip delivery systems at properties in the driest climates, reducing our water consumption by 30 to 40 percent. The controllers electronically receive local weather details, preventing irrigation systems from running when rain is expected. Drip irrigation assures less water is wasted via overspray and evaporation, and also enhances the efficiency of the water by funneling it directly to the root zone of a plant. In total, 214 DDR assets feature an irrigation control system and 37 properties utilize xeriscaping, where native plants and hardscaping often eliminate the need for watering in arid climates.

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## WATER CONSERVATION IN ACTION: VILLAGE AT STONE OAK, SAN ANTONIO, TEXAS

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Village at Stone Oak is a 622,163-square-foot prime power center. In 2011, the city of San Antonio announced a 70 percent water rate hike along with increased watering restrictions. Under a five-year xeriscaping plan, DDR has converted 40,000 square feet of irrigated areas to hardscape and drought-tolerant plants, capping 433 spray heads in the process. Despite the rate increase, the property saved \$26,573 in irrigation costs, using 3.3 million fewer gallons of water annually (33 percent). The San Antonio water department also awarded the center a \$16,000 rebate for the project.

Additionally, in 2014 the San Antonio Water System asked Ann Meyer, DDR's general manager at the Village at Stone Oak, to serve a two-year term on its Community Conservation Committee. The Committee is comprised of 25 San Antonio business professionals who are tasked with generating new ideas for water conservation programs in the city and building community support for those programs. DDR is the only shopping center operator to hold a seat on the Community Conservation Committee.





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# WASTE REDUCTION

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## REDUCING OUR IMPACT ON THE ENVIRONMENT MEANS REDUCING THE AMOUNT OF WASTE WE PRODUCE COMPANY-WIDE.

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From our home office of 425 employees to our properties that host millions of shoppers every year, we eliminated nearly 19.5 million pounds of waste material from landfills in 2014. Working alongside our tenants, and with input from waste management companies, we've implemented recycling programs at nearly every property in our portfolio where feasible. These efforts include working with our restaurant tenants to recycle food-service grease, testing the use of composting bins, and right-sizing dumpsters or reducing the number of dumpsters portfolio-wide. Our prevention of 19.5 million pounds of waste material equates to the conservation of more than 166,000\* mature trees, more than 40 million\* kilowatt hours of electricity and more than 68 million\* gallons of water.

\*Sources: U.S. Environmental Protection Agency, Waste Management Inc.

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## WASTE REDUCTION IN ACTION: 1000 VAN NESS, SAN FRANCISCO, CALIFORNIA

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1000 Van Ness is a 122,844-square-foot retail property located in the heart of downtown San Francisco. At the property, DDR worked with local management to replace a 20-yard general waste compactor with three environmentally friendly compactors: one for compost, one for recyclable materials and one for trash. DDR oversaw modifications to the loading dock, including electrical upgrades and a ramp for easier access. In addition to purchasing the new compactors, DDR also purchased cart dumpers, pallet jacks and containers that allowed each tenant to more easily separate and dispose of trash. Another key to the program's success was tenant training and participation. DDR trained building janitors as well as key tenant employees and managers on how to maintain the program. The result, as of 2014, is a 75 percent diversion rate (total recyclables collected divided by the total waste generated).



# COOL ROOFING

## 2014 SNAPSHOT

DDR INVESTMENT	ENVIRONMENTAL BENEFIT	ECONOMIC BENEFIT
<b>16 million</b> square feet of cool roofing installed across portfolio	<b>4.1 million</b> kilowatt-hour reduction for our tenants	Estimated <b>\$492,000</b> in annual tenant utility savings*

\*Based on average of \$0.12 per kwh

## HELPING OUR TENANTS REDUCE THEIR ENERGY USE AND EXPENDITURES.

Through our cool roofing program, we analyze whether a shopping center's climate conditions make it an ideal fit for a reflective roofing material. These roofs not only absorb less heat, they also self-cool by efficiently emitting any solar heat that is absorbed. The result is reduced roof temperatures, less heat absorbed into the building – and a reduction in energy bills associated with air conditioning. To date, we've installed approximately 16 million square feet of cool roofing on our properties, primarily in the South, resulting in \$492,000 in savings for our tenants in 2014.





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# ELECTRIC VEHICLE CHARGING STATIONS

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## HELPING CONSUMERS IN THEIR EFFORTS TO GO GREEN.

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With the electric vehicle market nearly doubling since 2011\*, creating an infrastructure to support and charge these vehicles has become more important to not only car manufacturers, but also consumers. In 2013, we were pleased to introduce electric vehicle charging stations at our properties across the U.S., and in 2014 we increased the number of locations where these charging stations are available to 15 shopping centers across our portfolio. Working alongside manufacturers like Tesla and Volta, we determine an ideal charging site at each property, giving users the opportunity to shop or dine during the recharging process.

\*Source: EDTA® Electric Drive Transportation Association

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## ELECTRIC VEHICLE CHARGING STATIONS IN ACTION: HAMILTON MARKETPLACE, HAMILTON, NEW JERSEY

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Hamilton Marketplace is a 1-million-square-foot power center located along Interstate 195 and U.S. 130 in Hamilton, New Jersey. In April 2014, Tesla installed a Supercharger station at the property, representing the electric-vehicle maker's 100th station across the globe. A crowd of more than 100 people, including New Jersey state legislators, Tesla executives and supporters turned out to celebrate the milestone. Tesla Superchargers allow Model S owners to recharge their vehicles free of charge while traveling between cities along major highways in North America. Supercharger stations are strategically placed to enable owners to drive from station to station with minimal stops, and are conveniently located near amenities including dining, cafes and shopping centers.

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# COMMUNITY INVOLVEMENT AT DDR

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**WITH OPERATIONS IN HUNDREDS OF COMMUNITIES, WE HAVE A TREMENDOUS OPPORTUNITY TO GIVE BACK.**

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Operating in stable and vibrant communities is a hallmark for successful commercial real estate organizations, and DDR is committed to making a positive difference in the places where we live and work. DDR's community involvement strategy is driven in large part by our employees' interests and often takes place at the grassroots and local level, where we feel we can make the biggest difference.

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# 2014 CORPORATE GIVING SNAPSHOT

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## IN 2014, DDR EMPLOYEES DONATED GENEROUSLY TO SUPPORT CHARITABLE CAUSES THAT THEY ARE PASSIONATE ABOUT.

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Those include organizations such as the American Cancer Society, National Multiple Sclerosis Society, Red Cross and Boy and Girl Scouts. DDR matches these contributions, dollar for dollar, up to \$500 annually per employee.

Through the cumulative efforts of our company-sponsored events and programs, as well as corporate-level sponsorships and individual donations by hundreds of DDR employees, we donated approximately \$1 million in funds to various charities and organizations across the country in 2014.

Additionally, nearly 90 percent of employees reported giving in-kind, non-monetary donations, such as food, clothing or household items. More than 60 percent of employees reported volunteering time to a charitable organization, participating in such activities as bake sales, charity auctions, clothing drives and scholarship programs. In all, DDR employees spent approximately 20,000 cumulative hours performing volunteer work in their communities.

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# HOW WE GIVE...

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## AS A CORPORATION

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As a corporation, we could host a holiday party for our associates – or we could create a celebration that allows us to reward our employees while raising funds for local nonprofits. We could encourage employees to volunteer their time – or we could give them time away from work to volunteer. This is DDR's approach to charitable activity: to ingrain it in our culture and incorporate it into our daily lives.

For example, each spring, as a thank you to employees for their work the previous year, DDR hosts a celebratory event designed around raising funds for a local nonprofit. In 2014, this event took the form of a Game Night, where employees donated money in exchange for the chance to play a variety of Jeopardy-style games with their coworkers. Winning employees received a variety of donated prizes while local nonprofit the Children's Hunger Alliance, an organization that provides nutritious meals for children in need, received \$15,000 in employee and company-matched contributions.

Over the summer, DDR hosted a similar company-wide party – our annual Summer Olympics – where employees paid to play a variety of lighthearted games such as a water balloon toss, a Frisbee challenge and a basketball free throw competition. The event raised \$6,200 for the local chapter of Boys & Girls Clubs. DDR's commitment to Boys & Girls Clubs of Cleveland is a long-standing tradition: Executive Vice President and Chief Accounting Officer Christa Vesy has held a position on the Boys & Girls Clubs of Cleveland's board of directors for a decade and serves as the board's treasurer. In 2014, DDR sponsored a table at the Boys and Girls Clubs' annual black-tie fundraiser called SHAZAM! to help the organization reach the \$15 million goal of its largest-ever, multi-year capital campaign as it endeavors to expand its reach beyond the 8,000 children it annually serves. DDR's sponsorship contributed \$7,500 to the campaign.

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At the individual level, DDR began looking for new ways to support employees' personal commitments to charity. In 2014, DDR launched a new Charity Work Day program for all employees. Employees pick the nonprofit of their choice, at the time of year that works best for them, and are given one day per calendar year away from the office to donate their time and talents. For example, DDR Vice President of Risk Management Cathy Kroll chose to use her time and specialized expertise to conduct state-mandated fire and safety inspections at WomenSafe, a local domestic shelter. This gave the shelter valuable access to a licensed inspector without having to shoulder the cost.

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## **CORPORATE GIVING IN ACTION: BRACKET CHALLENGE**

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This past year, DDR launched a new way for associates to have fun together while raising funds for a worthy cause. With a \$20 donation, employees could enter into a company-sponsored NCAA tournament bracket pool – taking their guesses at where college basketball teams would finish in the annual tournament. The event raised \$6,400 in employee and company-matched contributions for the National Multiple Sclerosis Society.

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# HOW WE GIVE...

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## THROUGH COMMUNITY INVOLVEMENT

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Outside our office walls, we take the opportunity to contribute as an organization and get involved in activities and events that raise money as well as DDR's profile.

One such activity is the Pedal to the Point, a multi-day, 30- to 100-mile bike ride held in August to benefit the Ohio Buckeye Chapter of the National Multiple Sclerosis Society. DDR associates biked 475 miles, raising nearly \$12,000. DDR has an ongoing involvement with the MS Society, and also participated in the organization's Walk MS event held in the spring.

In June, DDR associates also teamed up to participate in a 5k or one-mile run/walk called Race for the Place to benefit The Gathering Place, a nonprofit that provides support and education to individuals and families touched by cancer. DDR raised \$12,500 in association with the event.

Additionally, members of DDR's Marketing Department also chose to donate their time to the Gathering Place. In June, they spent a day cleaning and organizing the children's toy room and rearranging the pantry, helping the center run more efficiently. Several individuals within the Marketing Department have been touched by cancer – either through family members or friends – making this donation of time a very personal cause.

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gathering place  
A Caring Community  
Those Touched by Cancer

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# HOW WE GIVE...

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## COMMUNITY INVOLVEMENT IN ACTION

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Both the National MS Society and The Gathering Place have a more personal connection to DDR, with a DDR executive serving on the boards of affiliated organizations. In 2014, over 60 percent of DDR executives served on the board of a nonprofit – an increase over 2013 and a continuation of the steady increase we've seen over the past five years. In addition to the donation of executives' time, the Company contributes up to \$5,000 per organization.

For the seventh consecutive year, DDR participated in the Cleveland Corporate Challenge – a 14-event athletic competition that promotes camaraderie and wellness while helping local charities. DDR not only contributed as a Corporate Cup participant but also sponsored the touch football event. The official charity of the 2014 Cleveland Corporate Challenge was WomenSafe, an organization whose mission is to provide emergency shelter and support services for victims of domestic violence throughout Northeast Ohio. Events like these are just one way DDR promotes a team spirit among employees while also benefitting the community as a whole.

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# HOW WE GIVE...

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## IN THE COMMUNITIES WE SERVE

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At DDR-owned properties, we are committed to partnering with local philanthropic and civic organizations to support and improve the communities our shopping centers serve.

In August, DDR celebrated the opening of Seabrook Commons in New Hampshire with a \$5,000 donation to the Town of Seabrook Parks Department. The donation helped fund a new playground at a local park that features slides, a jungle gym and a zip line. Located next to a baseball diamond, the playground will enable younger children to be entertained while their parents watch older siblings participate in Little League games. The playground project was also supported by other third-party donations, and came at no cost to the Town of Seabrook.

As part of DDArt, our corporate initiative focusing on visual and scenic arts, Plaza Río Hondo in Puerto Rico welcomed students from the Municipality of Bayamón Art Workshop. The students painted murals in the entrance tunnels temporarily set up as part of the center's redevelopment. Shoppers were invited to enjoy these works of art depicting Puerto Rico's flora and fauna.

Also in Puerto Rico, our centers hosted a back-to-school community effort, which aimed to collect and donate school supplies to six local nonprofit organizations that care for school-age children. Shoppers were encouraged to bring donations to the customer service centers at participating centers. The initiative collected more than 3,000 back-to-school supplies in July and August.

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## HOW WE GIVE...

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### **DDR PROPERTY GIVING IN ACTION: ALS ICE BUCKET CHALLENGE**

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Throughout the summer of 2014, DDR employees and executives participated in the ALS Ice Bucket Challenge – a global social-media-driven initiative where participants were encouraged to donate to The ALS Association and spread disease awareness by pouring a bucket of ice water on their heads and videotaping the process. At DDR's Deer Park Town Center, a lifestyle center in the Chicago area, DDR employees accepted an invitation to take the Ice Bucket Challenge from the president of the local chamber of commerce. In their effort to raise money for ALS research, DDR employees were joined in the Challenge by managers from 11 tenants, including Lululemon, Crate & Barrel and Williams Sonoma. Deer Park employees also nominated DDR's Puerto Rico staff to participate in the Ice Bucket Challenge, with more than a dozen members of our Puerto Rico staff accepting the invitation and raising additional funds for ALS research. In addition to these local examples, nearly a dozen DDR executives participated in the Challenge at our corporate headquarters, raising \$2,500 for The ALS Association.

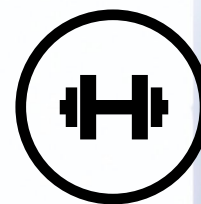
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### **2014 DDR PROPERTY GIVING IN ACTION: VILLAGE AT STONE OAK, SAN ANTONIO, TEXAS**

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For five years, the Village at Stone Oak has hosted a Girls Night Out Breast Cancer Awareness event in October, raising money and awareness for the Susan G. Komen organization, in addition to providing breast cancer survivors with a day of pampering. The event consists of a breast cancer survivor runway fashion show, healthy snacks from local restaurants, and information displays from health and wellness vendors. The event concludes with the release of hundreds of pink balloons in memory of the individuals who have lost their lives to the disease. More than 900 people attended the event, raising over \$19,000.

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## **EMPLOYEE & TALENT DEVELOPMENT AT DDR**

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**AT DDR, THE BUSINESS OF REAL ESTATE IS DRIVEN BY PEOPLE.**

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From the personal development of our employees to the safety of the individuals working and shopping at our properties, DDR puts people first. This is a core tenet of our Company and has helped us create a world-class organization of thought leaders and industry experts. We not only nurture the professional skills and work-life balance of our current team, we also strive to cultivate new talent dedicated to the future of our industry. DDR's financial and operational strength in recent years illustrates the value of investing in the growth and development of our people.

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# COLLEGE RELATIONS

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## CULTIVATING THE TALENT THAT DRIVES OUR FUTURE.

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DDR takes an aggressive approach to talent management and recruitment, offering several entry-level-training programs to help cultivate talent and inspire students to take an interest in the shopping center industry. While our primary goal is to attract top talent to DDR, we also see this as an investment in the future of our industry.

Our Management Training Program seeks to recruit talent from the outside, targeting college graduates who have historically been overlooked in the commercial real estate industry. This influx and cultivation of young talent allows DDR to remain on the cutting edge of market and technological trends. The 18-month rotational program exposes individuals to the key operating departments of the organization, developing trainees into well-rounded real estate professionals. Rotational assignments are based on individual career development goals as well as DDR's business needs. Among the most valuable components of the program are the senior executive mentorship each management trainee receives, as well as the in-depth industry exposure offered to participants. In 2014, the program's trainees visited New York to attend several intensive real estate and finance courses. Since 2000, the Management Training Program has produced six current corporate officers and executive committee members at the Company.

Last year, we introduced a facet of the Management Training Program focused on developing the next generation of property management talent at DDR. The Property Management Training Program consists of an 18-month rotational training schedule providing trainees with an opportunity to learn the overall responsibilities of property management and receive first-hand experience in managing a variety of shopping centers with a focus on leadership and management development.

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# COLLEGE RELATIONS

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## COLLEGE RELATIONS IN ACTION: SUMMER ON THE CUYAHOGA

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DDR's summer internship program is aligned with Summer on the Cuyahoga (SOTC), a unique community-sponsored organization designed to immerse college students into life in Northeast Ohio. SOTC helps students from participating schools – Case Western Reserve, Colgate, Cornell, Denison, Ohio Wesleyan, Smith, University of Chicago and Yale – explore the professional, civic and social offerings of Cleveland with the ultimate goal of attracting top talent to the area after graduation. In addition to sponsoring two paid internships, DDR makes a \$10,000 contribution annually to help fund the nonprofit program, and a DDR executive serves on the SOTC board.

Each year, DDR sponsors a paid summer internship program to provide current college juniors and seniors with hands-on learning in various departments throughout our organization. Summer interns are assigned a mentor within the department of their internship to provide supervision and guidance during the course of their programs and are immersed in the business from day one with a formal orientation program that includes onsite property tours. Throughout the summer, interns are challenged with specific responsibilities and often get the opportunity to assist on highly visible assignments. Summer interns are evaluated on their performance through a summer capstone presentation to senior management and key executives that provides the opportunity to highlight experiences and accomplishments and gain exposure within the organization.

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# EMPLOYEE DEVELOPMENT

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## INVESTING IN THE TALENT OF OUR TEAM.

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Providing our employees with opportunities to advance their professional skills and gain leadership experience is a priority at DDR. This helps us not only attract top talent, but also reward it.

In 2013, we launched our High Potential Development Program (HiPo) as a way to cultivate leadership from within the ranks of DDR employees. The program is comprised of high-performing employees who demonstrate a blend of creativity, initiative, intelligence and leadership. These individuals have the capacity to develop solutions not previously imagined, and in doing so, raise the standards and capabilities of everyone around them. A cornerstone of this program has been our partnership with the Weatherhead School of Management at Case Western Reserve University. Weatherhead provides a broad curriculum of professional development education, and in 2014 we further tailored the program to include classes that directly enhance participants' personal and professional development. This university-level education is also supplemented with seminars conducted by the Institute of Management Studies in Cleveland and Atlanta. In total, 42 DDR field and corporate personnel participated in the program in 2014.

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## EMPLOYEES & TALENT EMPLOYEE DEVELOPMENT



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### EMPLOYEE DEVELOPMENT AT WORK: WOMEN'S INITIATIVE

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The DDR Women's Initiative, a group dedicated to the professional and personal development of women within our Company, hosted its first major event for the benefit of DDR's Beachwood-based female employees and additional field employees. The luncheon was followed by keynote speaker Kate White, a New York Times bestselling author and former editor-in-chief of Cosmopolitan magazine. More than 240 women attended White's presentation, titled "Leveraging Your Skills and Talent to Empower Your Career."

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### EMPLOYEE DEVELOPMENT AT WORK: ACADEMIC SCHOLARSHIPS

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DDR values education and recognizes the importance of investing in our employees as well as their children. Since 2011, DDR has sponsored an academic scholarship program for children and dependents of employees. In 2014, DDR increased the number of available scholarships to six, donating a total of \$30,000, which represented a 50 percent increase over the prior year. The scholarship committee selects recipients based on individual need, academic performance, and the commitment they have made to their community through active participation in extracurricular activities, volunteering with nonprofit organizations, and employment experience.

Among the 2014 recipients was Gyasi-Linje Calhoun, son of Jeanette Fleming, an administrative assistant in DDR's peripheral development group. Gyasi was a multiple-sport athlete at Shaker Heights High School, and mentored young students on the importance of education through the Minority Achievement Committee scholars program, a student-led program aimed at improving the academic achievement of African-American males at the school. In December, Gyasi completed his first semester at Ohio University as a computer science major and earned a 3.5 grade point average. "It means a lot to me that DDR has invested in my future by awarding me this scholarship to help further my education," Gyasi said.

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# EMPLOYEE WELLNESS

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## GIVING OUR EMPLOYEES EASY ACCESS TO WORLD-CLASS HEALTH AND WELLNESS OPTIONS.

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Access to healthy lifestyle options, from exercise classes and equipment to balanced meal choices, is a barrier DDR has eliminated for our employees. A 3,000-square-foot full-service gym, which opened in 2009 and is staffed by a certified fitness instructor and wellness manager, is available free-of-charge to all DDR employees. The facility also hosts 20 exercise classes each week, including yoga and aerobics, and offers personal training and nutrition counseling. The wellness arm of the facility sponsors lifestyle challenge programs to encourage healthy habits and works with the onsite café to plan daily healthy meal choices.

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## EMPLOYEE WELLNESS AT WORK.

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Making health and wellness a part of life is the goal of the Make It Happen program, a lifestyle challenge open to all DDR employees, regardless of geographic location.

The program runs for 44 weeks, and features a point-system competition with monthly and quarterly awards for participation and a grand prize of free health insurance for the following year. Each week, employees are given various fitness and nutrition challenges, along with the same three goals: 1) Eat at least five servings of fruits and vegetables daily, 2) Exercise for at least 30 minutes three to five days per week and 3) Drink at least six eight-ounce glasses of water each day. Employees track their progress online, and receive weekly support via emails and newsletters. In 2014, 240 employees enrolled in the program.

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# SECURITY

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## PROTECTING OUR PEOPLE, OUR TENANTS AND THE SHOPPERS WHO MAKE IT ALL POSSIBLE.

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As part of an ongoing initiative to effectively manage and mitigate risk at our properties, DDR implemented and participated in several new security preparedness programs, both at the local and national level, throughout 2014.

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## NEW CRITICAL COMMUNICATIONS SYSTEM.

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Connecting 1,300 tenants to a centralized alert system was just one of many new security initiatives DDR started in 2014. The new emergency notification and incident management system can transmit hundreds of voice and text messages in a matter of minutes, linking critical information with the people who need it most: frontline employees. This allows DDR at the corporate and site level to send urgent or nonurgent communications quickly and effectively.

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## ENHANCING ON-SITE SECURITY.

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DDR continues to prioritize and enhance on-site security at our shopping centers, in part by maintaining close relationships with four private national security companies. These national account relationships allow DDR to receive the highest priority extra-coverage staffing for emergencies and natural disasters. As part of each customized program, a dedicated emergency response team is identified and available to be called into action to help protect DDR assets in the event of critical emergencies anywhere in the U.S. Notably, these companies are Department of Homeland Security SAFETY Act Certified, confirming that they have met a stringent set of Department of Homeland security requirements for anti-terrorism training.

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# SECURITY

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## PREPAREDNESS AND RISK MITIGATION.

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DDR strives to adopt best practices in the areas of safety and risk mitigation. For example, in 2014, DDR held an emergency response tabletop drill in Puerto Rico near the site of our largest enclosed shopping mall, Plaza Del Sol. Local first responders participated, working through a tactical plan to prepare for a security incident or other terrorist threat at the mall. This type of first responder training will continue to be utilized at DDR properties. At the industry level, DDR also hosted a security peer group meeting, at which several heads of security from our peer real estate companies came together for a half-day summit to share best practices and discuss the latest developments in security technology.

Additionally, DDR's vice president of corporate security serves on the U.S. Department of Homeland Security Shopping Center Security Council and the International Council of Shopping Centers Security Council, in which participants share intelligence and work together to prepare for events that require crisis management. DDR also maintains strong partnerships with law enforcement agencies, including the U.S. Secret Service Electronic Crimes Task Force (ECTF). The ECTF shares best practices that can be applied to a business or organization's information technology security model. This partnership helps safeguard DDR's intellectual property, financial data and other proprietary information.

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