



DDR CORP.

# *EVOLVING WITH PURPOSE*

2017 | CORPORATE RESPONSIBILITY & SUSTAINABILITY



## A LETTER TO OUR STAKEHOLDERS

We are excited to publish our 2017 Corporate Responsibility & Sustainability Report. This is our second formal report completed to the GRI (G4) standard and showcases our goal to provide transparent results of our ongoing initiatives and programs.

Although sustainability is typically associated with environmental attributes, it has a much bigger meaning at DDR. At DDR, sustainability means: sustainable value, sustainable growth, sustainable partnerships, sustainable property operations, sustainable employee health and wellness, sustainable governance policies and sustainable interaction with our stakeholders and communities. Incorporating sustainable thinking into each one of these criteria allows sustainability to be a mindset rather than just a word or a term.

Over the course of the reporting period, we've achieved major milestones in engaging our sustainable mindset. Some of these achievements include: sourcing new capital, successfully announcing the spin-off of Retail Value Inc., forging new joint-venture partnerships, generating renewable energy for our properties and tenants, installing car charging stations for our patrons, providing detailed sustainability and efficiency analysis at the asset level and successfully engaging with our stakeholders and communities.

Sustainable property operations is at the core of our overall strategy. We continue to develop and execute a host of strategies to provide clean, safe and efficiently run properties to our tenants and patrons. At the forefront of this strategy is our ongoing commitment to energy reductions across the portfolio. During the reporting period, 239 of our properties had energy saving technologies installed within the common areas. This allowed us to achieve a like-for-like energy reduction of 3.69%. We are looking forward to continuing with these initiatives and driving further results in the future.

Our community, employee and social programs are what makes the culture at DDR so remarkable. Through company-offered volunteer hours, corporate charity events, community events on our properties and multiple outreach programs, our employees are always working to stay in touch with the needs of our communities and each other.

2017 was a very challenging year for our employees in Puerto Rico. Hurricane Maria devastated the island and created significant hardships for our employees and their families. Our employees from throughout the company jumped to their assistance and quickly formed a team, "Hermanos y Hermanas," to assess their needs and generate the necessary assistance during this very challenging time. The level of compassion that was displayed by our employees was truly inspiring.

With so many exciting things happening at DDR, I am looking forward to the growth that will be achieved through our sustainability efforts.



Sincerely,

David Lukes

President & Chief Executive Officer



## ABOUT THIS REPORT

The purpose of this report is to provide a transparent platform to broadcast the status and results of DDR's ongoing Corporate Responsibility & Sustainability initiatives. The data contained within this report is the data collected for the environmental, social, and governance initiatives declared within their respective sections of this report and was obtained through our current systems and processes. The report content relates to all of DDR's wholly-owned shopping centers and all properties managed on behalf of Retail Value, Inc. and joint ventures in the continental U.S. and Puerto Rico.

This report is our second formal Corporate Responsibility & Sustainability report and covers the 2017 calendar year. The intent of this report is to inform our stakeholders regarding the progress of these initiatives. We believe each one of our stakeholders will be able to utilize the information contained within this report to help them understand our environmental, social and governance objectives. For additional information regarding this report or the information contained in this report, please contact [sustainability@ddr.com](mailto:sustainability@ddr.com).

## OUR COMPANY

DDR Corp. is a self-administered and self-managed real estate investment trust ("REIT"), in the business of acquiring, owning, developing, redeveloping, expanding, leasing, financing and managing shopping centers. At the end of the year, December 31, 2017, the Company owned and managed approximately 92 million total square feet of gross leasable area ("GLA").

The primary source of the Company's income is generated from the rental of the Company's portfolio properties to tenants. In addition, the Company generates revenue from its management contracts for the unconsolidated joint venture assets, as well as interest income from notes receivable.

On December 14, 2017, DDR announced its intent to spin off a portfolio of 50 assets that included 38 continental U.S. assets and all 12 of its Puerto Rico assets into a separate publicly-traded REIT called Retail Value Inc. ("RVI"), in the summer of 2018. This spin-off will seek to realize value for its shareholders through operations and asset sales. These properties comprise 16 million square feet of Company-owned GLA and are located in 17 states and Puerto Rico, which have a combined gross book value of \$2.9 billion as of December 31, 2017. RVI will be managed by DDR.

The Company's mission is to provide the most compelling shopping experience for its retail partners by owning a high-quality portfolio of open-air shopping centers. The Company strives to deliver attractive total shareholder return through earnings growth, a sustainable dividend and a strong balance sheet that is well-positioned through all cycles. •

This report was structured in alignment with the principles of the Global Reporting Initiative (GRI). The intent of this alignment is to incorporate the criteria detailed in the "In Accordance-Core" G4 version of the reporting initiative. As such, we will internally validate and self-declare all the information published in this report through supporting documentation. DDR reviewed the G4 principles and determined their reporting priorities based on the following criteria: DDR's vision of Corporate Responsibility & Sustainability, relevance to our organization's operations and stakeholders and accessibility of the data necessary to compile our Corporate Responsibility & Sustainability report.

DDR acknowledges that our efforts and reporting processes related to Corporate Responsibility and Sustainability are in various stages of development and execution. We will continue our efforts to enhance data collection efforts at both the corporate and asset levels. As those efforts evolve, we will continue to update our stakeholders. •

### THE COMPANY BELIEVES THE FOLLOWING SERVE AS CORNERSTONES FOR THE EXECUTION OF ITS STRATEGY:

- Maximization of recurring cash flows through strong leasing and core property operations
- Enhancement of property cash flows through continual creative, proactive redevelopment efforts that result in the profitable adaptation of assets to better suit dynamic retail tenant and community demands
- Growth in Company cash flows through capital recycling, especially the redeployment of capital from mature, slower growing assets into opportunistic acquisitions with leasing and redevelopment potential
- Risk mitigation through continuous focus on decreasing leverage levels and maintaining lengthy average debt maturities, as well as access to a diverse selection of capital sources, including the secured and unsecured debt markets, a large unsecured line of credit and equity from a wide range of joint venture partners
- Sustainability of growth through a constant focus on relationships with investor, tenant, employee, community and environmental constituencies.

### AFFILIATIONS



# STAKEHOLDER ENGAGEMENT

During the reporting period, DDR engaged with each of our stakeholders in different capacities. The level and nature of the engagement is based on the specific operational relationship with the stakeholder. The information below identifies DDR's stakeholders, the practice of engagement, and the frequency of the engagement during the reporting period:

**Tenants** // Asset Level

**Shareholders** // Organizational Level

**Mortgage Holders/Lenders** // Organizational Level

**Joint Venture Partners** // Organizational Level & Asset Level

**Investors/Analysts** // Organizational Level

**Community** // Organizational Level & Asset Level

**Shopping Center Patrons** // Asset Level

**Employees** // Organizational Level & Asset Level

**Industry Organizations/Trade Associations** // Organizational Level & Asset Level

**Municipalities** // Asset Level

**Vendors** // Organizational Level & Asset Level

STAKEHOLDERS	PRACTICE & FREQUENCY
Tenants	DDR engages with tenants through lease negotiations and asset level operational contact
Shareholders	DDR engages with shareholders through quarterly earnings calls, press releases and our annual shareholder meeting
Mortgage Holders/Lenders	DDR engages with our mortgage holders through interaction during the lending process, operational interaction and property inspections
Joint Venture Partners	DDR engages with our joint venture partners through partnership creations, ongoing operational interaction and regular reporting processes
Investors/Analysts	DDR engages with investors and analysts through quarterly earnings calls, personal meetings with financial institutions and investment firms and publication of sustainability information on our website
Community	DDR engages with the community through volunteer hours given to our employees, partnerships and events with charitable organizations and through ongoing interaction with municipalities and governing agencies
Shopping Center Patrons	DDR engages with shopping center patrons through best-in-class property operation, social media campaigns, property level events and marketing campaigns
Employees	DDR engages with employees through internal communications, wellness programs, staff meetings, personal development programs, quarterly calls with CEO and annual performance evaluations for all staff
Industry Organizations/Trade Associations	DDR is an active member of ICSC, a sustainability council member of NAREIT and contributor to GRESB
Municipalities	DDR engages with municipalities through ongoing operational, development and redevelopment activities
Vendors	DDR engages with vendors through ongoing property and organization operational activities, contract negotiations and payment processes



# MATERIALITY ASSESSMENT

As a part of DDR's commitment to transparency around its environmental, social, and governance issues, the Company conducted an assessment to determine the level of materiality of our core business objectives to our stakeholders. The objectives and their level of materiality are displayed below:



- |                              |                               |                            |
|------------------------------|-------------------------------|----------------------------|
| 1 Governance                 | 5 Tenant Engagement           | 9 Community Engagement     |
| 2 Transparency in Reporting  | 6 Sustainable Bldg. Practices | 10 Good Employer Practices |
| 3 Ethical Business Practices | 7 Energy Efficiency           | 11 Health & Safety         |
| 4 Climate Change             | 8 Water Efficiency            | 12 Waste Management        |



XSPORT  
FITNESS

# TRANSFORMING WITH PURPOSE

DDR is committed to operating our business in a responsible manner simply because it is the right thing to do for our stakeholders. This commitment is at the core of our strategy to be a responsible corporate citizen, environmentally conscious real estate owner and the first consideration for retailers, investors, partners and employees. For DDR, our Corporate Responsibility & Sustainability strategy consists of three primary pillars upon which we focus our efforts: environment, people, and community.

# SUSTAINABILITY

## SOLAR POWER GENERATION

DDR strives to find innovative ways to reduce our dependence on non-renewable energy sources, limit our environmental footprint, reduce operating costs for our tenants and shareholders, and provide the most efficient property-level systems. Our extensive solar program follows each of these strategic objectives. DDR currently utilizes 22 solar arrays within our portfolio that generate a total of 4,555 MWh of power. These systems are utilized for common area systems and direct power to our tenants.

## COOL ROOFING

As developers and building owners, it is important for us to understand the impacts of the Urban Heat Island Effect. Large expansive parking lots and dark colored roofs can impact the annual mean air temperature of a city by 1.8-5.4 degrees Fahrenheit. To aid in the mitigation of this effect, DDR developed an aggressive program to install white reflective roofs as part of any roof replacement project that takes place across the portfolio. The white roof membranes have a high degree of reflectivity and allow for the sun's rays to be sent back into the atmosphere versus being absorbed into the structure of the buildings. This reduction in heat allows for decreased cooling costs for our tenants and reduces summertime peak demand on the local electrical grids.



### LEED BUILDINGS

3030 NORTH BROADWAY, CHICAGO, IL

**132K** SQUARE FEET

- LEED BD+C Core and Shell
- Status: Certification in Process

THE MAXWELL, CHICAGO, IL

**240K** SQUARE FEET

- LEED BD+C New Construction
- Status: Certification in Process

**4,555**  
MWH GENERATED



**SOLAR  
POWER**



**COOL ROOFING  
INSTALLATION**

**28.2M**

SF/LIFETIME

**2.1M**

SF/2017

**3.7M**  
POUNDS OF  
COAL BURNED\*

**7,849**  
BARRELS OF OIL  
CONSUMED\*

**366**  
HOMES POWERED  
FOR ONE YEAR\*



**POWER  
EQUIVALENTS**

\*Based on EPA Greenhouse Gas Equivalencies Calculator

## ELECTRIC CAR CHARGING

As many of our properties are suburban shopping centers with large parking lots and close proximity to major highways, we are always working to find ways to maximize transportation infrastructure for patrons and tenants while limiting our impact on the environment. With the start of the electric car revolution, it was clear that electric car charging stations were an important part of this strategy. Through the formation of close partnerships with the top electric car and charging station manufacturers, we began rolling out a comprehensive installation program. At the end of 2017, 174 electric car charging stations were operating across the portfolio. We are actively growing this program and look forward to the additional benefits we will achieve during the next reporting period. •



# ENERGY MANAGEMENT

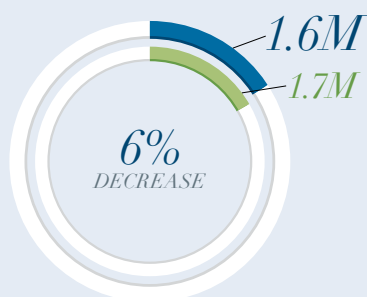
Common area electricity is the largest factor of energy consumption within our portfolio, making stringent energy reviews, lighting upgrades and lighting control programs, and overall reductions from grid power the primary focus of our energy management initiatives. In addition to efficiency projects, we also employ renewable energy sources, as described in the solar power generation section of this report, to reduce our use of non-renewable energy sources.

To fully understand the energy used at our properties and the impact to the environment and our stakeholders, DDR conducts a quarterly analysis of energy being used and how that energy translates into intensities at the property level. These reviews are

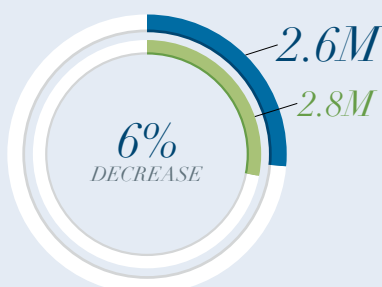
conducted on an asset-by-asset basis with the teams that are responsible for the daily management of the properties. These reviews are a critical piece in developing strategies to minimize usage, reduce usage of non-renewable energy sources, and identifying efficiency opportunities.

Over the lifetime of our program, we have implemented an array of lighting efficiency strategies across 239 properties. These initiatives reduced property level energy consumption on a year-over-year, same-store basis, excluding Puerto Rico, by 2.7 million kWh or 3.69%. We are proud of this achievement and are focused on driving additional results as we move forward with other initiatives. •

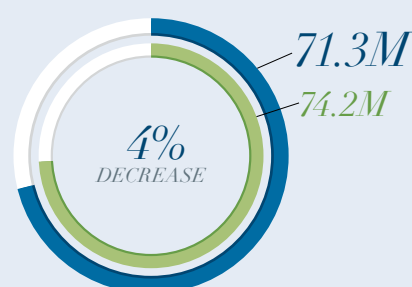
■ 2017 - KILOWATT HOURS    ■ 2016 - KILOWATT HOURS



RETAIL, HIGH STREET

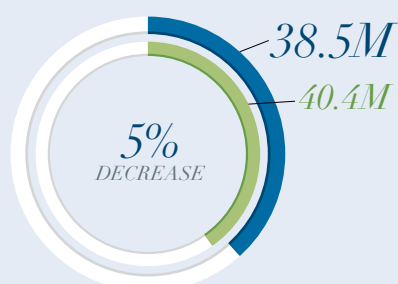


RETAIL, SHOPPING CENTER

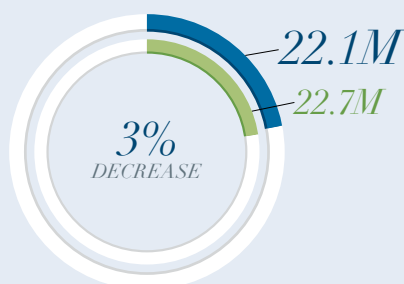


RETAIL, WAREHOUSE

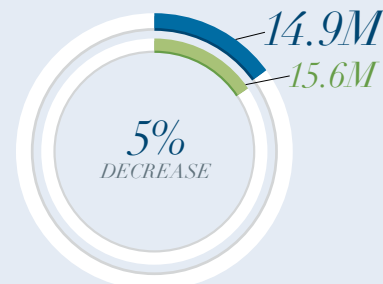
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DDR-JV



DDR-WHOLLY-OWNED



RVI

# GREENHOUSE GAS EMISSIONS

DDR is committed to a sustainable future. Greenhouse gas emissions are an indicator of operating efficiency and an important metric in understanding our organization's overall impact to the environment. Through our reduction strategies, DDR reduced our overall greenhouse gas emissions on a year-over-year, same store-basis, excluding Puerto Rico, by 12.5%. As we look forward in progressing our overall strategic plan, we are excited to see the resulting benefits in emissions reductions grow each year. ●



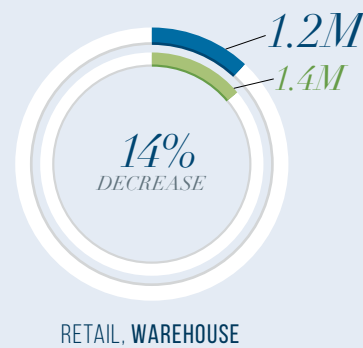
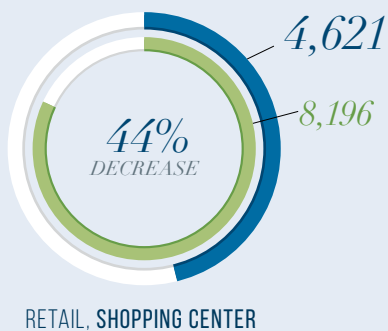
# WATER CONSERVATION

Water is a precious natural resource that should be actively managed to maximize efficiency and minimize waste. Water conservation is a key part of our quarterly energy reviews. During these reviews, we work to identify outliers and anomalies that would help in identifying efficiency opportunities or situations of potential physical plant concerns.

Our overall conservation strategies include xeriscaping, rain water collection, re-use of grey water for chiller systems, drip irrigation installations, native landscape and smart metering. We are excited to grow these programs and actively implement the necessary strategies to reduce common area water consumption. Through the implementation of these strategies, we reduced our water consumption on a year-over-year, same store-basis by 198,476 m3 or 14.2%. •

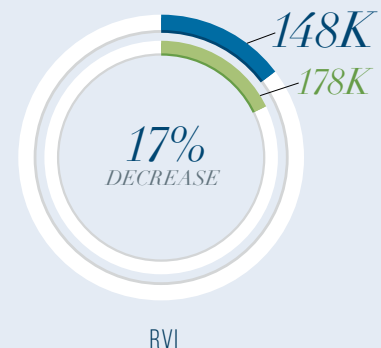
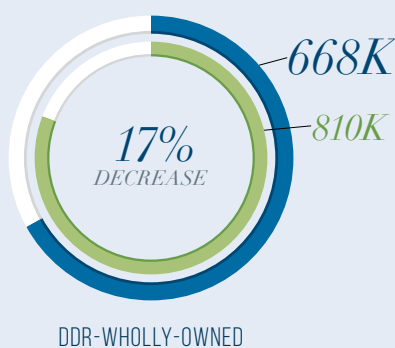
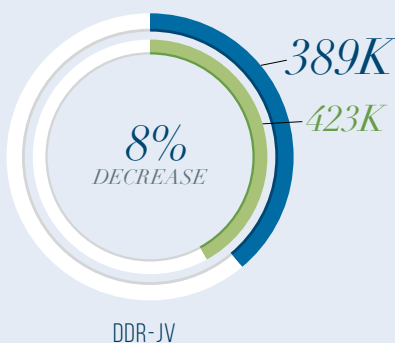
■ 2017 - CUBIC FEET

■ 2016 - CUBIC FEET



■ 2017 - CUBIC FEET

■ 2016 - CUBIC FEET



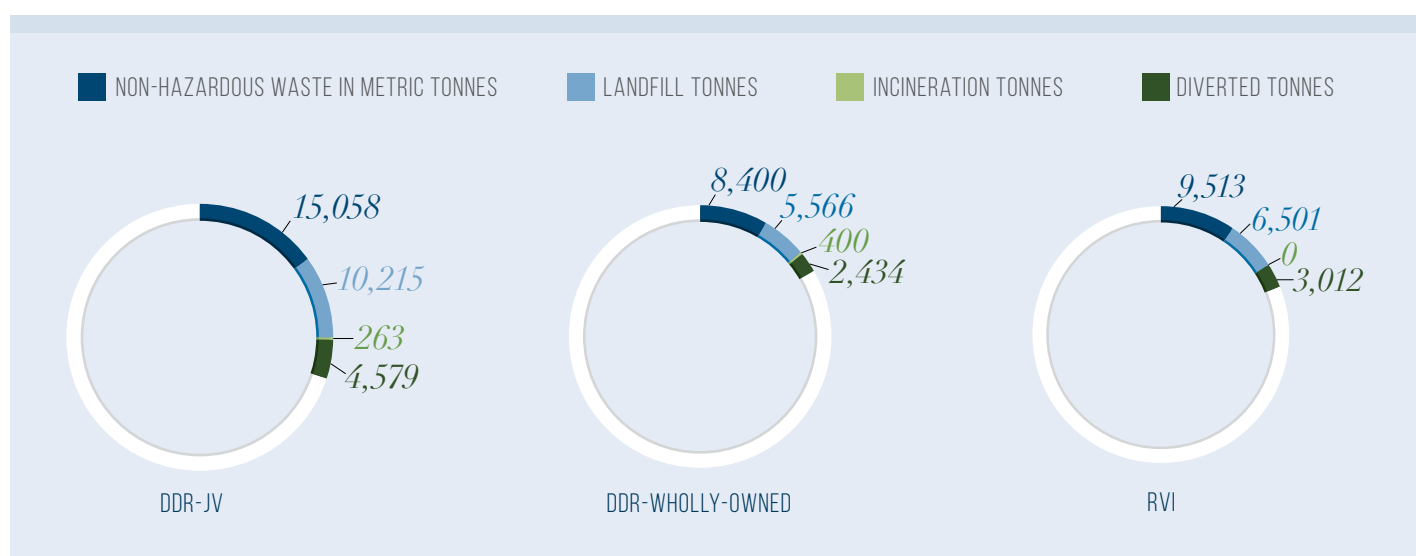
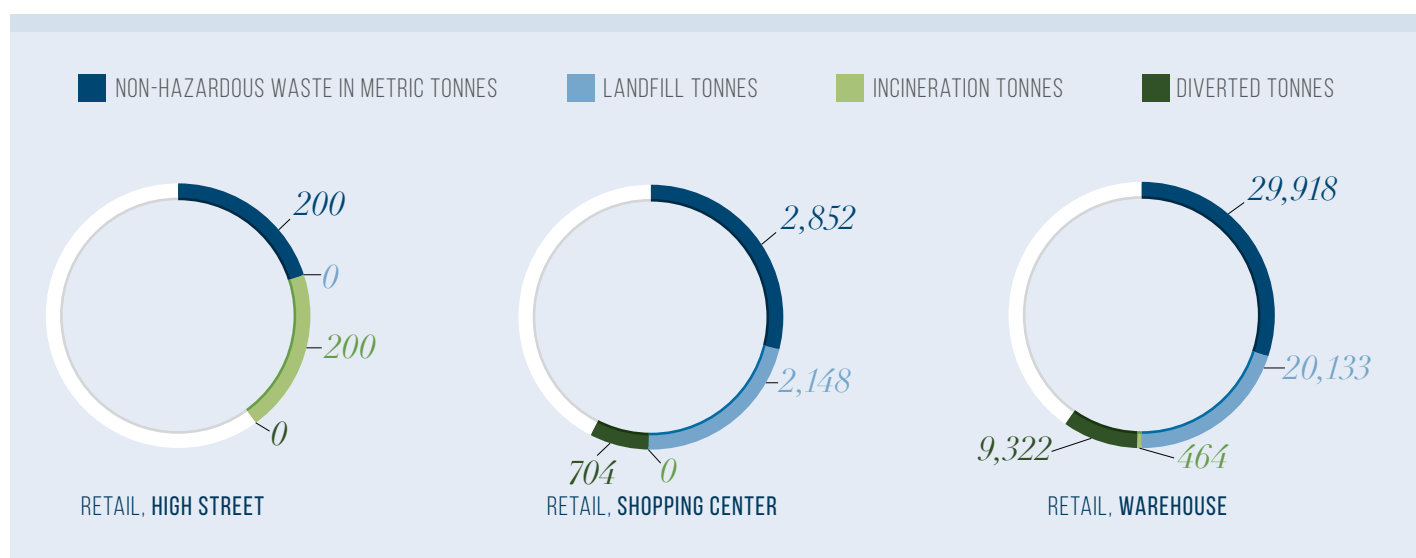


## WASTE DIVERSION

Maximizing recycling efforts and diverting waste from landfills is a key point in our overall sustainability strategy. Landfills present many environmental hazards, including: ground water contamination, air pollution, soil and land pollution, and negative impacts on human health.

DDR recognizes the importance of minimizing contributions to landfills and executing management methods to maximize recycling and diversion of property level waste. As such, DDR began implementing a waste strategy across the portfolio to fully understand the waste output of our tenants and common areas.

Understanding the fundamentals of the material being disposed of by our tenants, helps us work with our waste providers and tenants to right-size property level waste programs and divert the maximum amount of our waste stream away from landfills. Whether it is through waste audits, right-sizing, or composting, we strive to find new and innovative ways to deal with all forms of waste and minimize the impact to the environment. During 2017, we diverted 30% of the waste generated by our tenants away from landfills. All waste generated by DDR or our tenants is non-hazardous. •



# *UNITING* WITH PURPOSE

At DDR, the business of real estate is driven by people. From our employees' professional development to their health and fitness, 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. In addition to nurturing the professional skills and work-life balance of our current team, we also strive to cultivate new talent dedicated to the future of our Company and industry.

## PEOPLE

DDR is committed to ensuring employees have the ability to achieve a healthy work-life balance. We believe this potential stems from having access to a competitive and comprehensive benefits program that delivers the greatest combination of quality, choice, and value. In order to obtain this, we've created a benefits structure for all of our full-time employees that includes, but is not limited to, basic and voluntary life insurance, AD&D, 3 different medical plans to suit different employee needs, short and long term disability, accident insurance, flexible spending, paid time off, and parental, military and personal leave. This coupled with our various on-site company programs, fosters an environment that allows our people to thrive.

### EMPLOYEE DEVELOPMENT

DDR is committed to building a best-in-class team. As our employees' careers progress, we encourage participation in industry-leading educational conferences, events and programs, and offer a wide range of formal professional development courses. Working at DDR is a career, not a job, which is why we offer so many channels for our employees to develop in their positions and enhance their personal and professional skills. The following are a few examples of DDR's investment in our people.

### WOMEN OF INFLUENCE PROGRAM

DDR's Women of Influence program exists to create an inclusive culture where the best talent chooses to work. The group's purpose is to nurture the development and enhancement of women at the Company, and to create a collaborative and cohesive working environment for all. The program's objectives include: providing professional development opportunities, establishing a forum where cross-functional relationships are nurtured, and increasing attraction and retention by being an organization that values diversity. The program includes approximately 140 DDR employees, and provides members with networking, educational and community service opportunities.

### TUITION ASSISTANCE

DDR offers tuition assistance for courses and programs that aid employees' professional growth. Assistance is available to employees after one year of employment.

### RESOURCE LIBRARY

The DDR Resource Library provides employees access to thousands of e-book and hard copy titles, including career-focused topics such as leadership, management and professional development.

### EMPLOYEE SCHOLARSHIP PROGRAM

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 2017, DDR awarded five scholarships with a total value of \$25,000 to employees' families. 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.

### COLLEGE RELATIONS

DDR actively recruits current students and recent graduates from various academic backgrounds into our College Relations programs. Ranging from summer internships to full-time jobs, all of our positions offer an opportunity to learn firsthand about the Company, our culture and the key disciplines within the commercial real estate sector.



**\$25K**  
AWARDED IN ACADEMIC  
SCHOLARSHIPS



## PEOPLE (CONTINUED)

### MANAGEMENT TRAINING PROGRAM

DDR's Management Training Program is an 18-month rotation-based leadership development program that develops future leaders at the Company. This unique program is designed to advance high-performing recent college graduates within the organization through experience-based training, industry exposure, and highly visible projects and assignments in a variety of departments at DDR.

In 2000, senior management created the program with the belief that talent should be developed from within the organization, acknowledging a unique opportunity to hire high-performing college students, historically overlooked in an industry (commercial real estate) overly focused on experience.

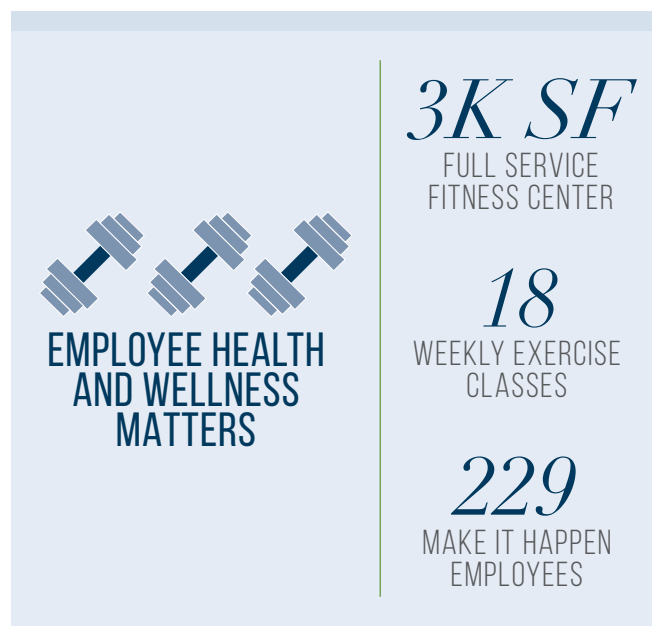
The Management Training Program consists of six, three-month rotations in key operating departments of the Company. Once rotations are successfully completed, trainees are placed into a permanent position and department. Typical rotations are completed within some variation of the following departments: Leasing, Development, Financial Planning & Analysis, Transactions, Funds Management, and National Accounts.

Program highlights include: a formal orientation and on-boarding program, on-the-job training and exposure to the key operating departments of a New York Stock Exchange-listed real estate investment trust, the chance to work on highly visible assignments and projects, mentorship from senior executives and a formal performance review and evaluation process.

### SUMMER INTERNSHIP PROGRAM

DDR offers summer internships in various departments throughout the organization that provide hands-on learning in students' specific areas of interest. Summer interns are assigned to a mentor within the department of their internship to provide supervision and guidance. 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, which provides the opportunity to highlight experiences and accomplishments and gain exposure within the organization. Successful summer interns may be asked to come back to DDR after graduation for full-time employment through the Company's Management Training Program.



### WELLNESS PROGRAM

DDR has a core commitment to providing first-class amenities to our employees as a means of improving their overall health and well-being. Our corporate office features a state-of-the-art fitness center where employees can participate in a variety of exercise classes or utilize a broad range of equipment to work out independently.

Access to healthy lifestyle options, from exercise classes and equipment to balanced meal choices, is a barrier DDR has eliminated for our employees. Our 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 18 exercise classes each week, including yoga and pilates, 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 on-site café to plan daily healthy meal choices.

Making health and wellness an important part of daily 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 40 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 four 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, 3) Drink at least eight six-ounce glasses of water each day, and 4) Sleep at least seven hours each night. Employees track their progress online, and receive weekly support via emails and newsletters. In 2017, 229 employees enrolled in the program. •



# *ENGAGING* WITH PURPOSE

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.

## COMMUNITY

### 2017 CORPORATE GIVING SNAPSHOT

In 2017, DDR employees donated generously to support approximately 70 charitable organizations that they are passionate about in a variety of fields including health advocacy, community outreach and animal support. Organizations that employees supported with charitable giving include: PetSmart Charities, The Gathering Place, Boys & Girls Clubs of Cleveland, Greater Cleveland Habitat for Humanity, Junior Achievement of Greater Cleveland, WomenSafe, and the Diversity Center of Northeast Ohio.

Through the cumulative efforts of our company-sponsored events and programs, as well as corporate-level sponsorships and individual donations by DDR employees, we donated more than \$183,000 in funding to various charities and organizations across the country in 2017.

Much of that funding was delivered through DDR's Employee Gift Matching Program, which aims to encourage and support the generosity and community involvement of employees by providing matching funds to charitable organizations employees personally support. To maximize the impact of employee charitable giving, DDR matches, dollar-for-dollar at up to \$500 per year, donations made by employees to the eligible nonprofit organizations of their choice. Organizations that received funding through the program include: National Multiple Sclerosis Society, The Littlest Heroes, Greater Cleveland Food Bank, Friends of the City of Cleveland Kennel, Maltz Museum of Jewish Heritage, Conservancy for Cuyahoga Valley National Park, and Akron Children's Hospital. Notably, in 2017 the Employee Gift Matching Program allowed DDR to provide an additional \$15,000 to our already significant contributions to the hurricane relief efforts conducted in support of our Puerto Rico team.

**\$15K** EMPLOYEE GIFT  
MATCHING PROGRAM

As an additional means of supporting employees' charitable giving, DDR offers the Community Service Day Program, which provides an opportunity for employees to work for qualifying charitable organizations for up to an eight-hour work day. Employees pick the nonprofit of their choice, at the time of year that works best for them, and receive one full work day per calendar year away from the office to donate their time and talents. Organizations that employees donated time to through the Community Service Day Program include: Greater Cleveland

**\$183K**

DONATED TO CHARITABLE  
ORGANIZATIONS

**70**

CHARITABLE ORGANIZATIONS  
SUPPORTED IN 2017

**PETSMART**  
Charities

**Habitat**  
for Humanity

the  
GATHERING  
Place  
FACING CANCER • EMBRACING LIFE

WOMENSAFE, INC.  
the  
Green  
House

BOYS & GIRLS CLUBS  
OF CLEVELAND

Junior  
Achievement  
of Greater Cleveland, Inc.

The  
Diversity  
Center  
of northeast ohio

Food Bank, The Littlest Heroes, Boys & Girls Clubs of Cleveland, WomenSafe, Hospice of the Western Reserve, Providence House, The Gathering Place, Kids' Book Bank, and Greater Cleveland Habitat for Humanity.

Additionally, approximately 18 DDR employees and executives give back to their local communities on their own time by serving on the boards of nonprofit organizations, such as Junior Achievement of Greater Cleveland, WomenSafe, Applewood Centers, The City Club of Cleveland, The Centers for Families and Children, Greater Cleveland Habitat for Humanity, Boys & Girls Clubs of Cleveland, YMCA of Greater Cleveland, Big Brothers Big Sisters of America, Children's Museum of Cleveland, The Gathering Place, Diversity Center of Northeast Ohio, and Hanna Perkins Center for Child Development.



## COMMUNITY (CONTINUED)

### COMMUNITY INVOLVEMENT IN ACTION

For the third consecutive year, DDR organized a toy drive for Cleveland Clinic to provide holiday gifts to the many children who spent time in the hospital's facilities during the holiday season. The commitment and generosity exhibited by DDR's employees allowed Cleveland Clinic to deliver our donations to Hillcrest Hospital pediatrics, Fairview Hospital pediatrics, Hillcrest Medical Office Building, Fairview Medical Office Building, as well as multiple emergency departments and outpatient labs. The significant outpouring of support by our employees led to the presentation of gifts to many children throughout the Greater Cleveland community. Among the hundreds of items donated by DDR employees were: books, DVDs, Lego sets, dolls, craft kits and gift cards.

DDR employees showed their annual support for the American Cancer Society by participating in the Pan Ohio Hope Ride, a four-day, 328-mile bicycle journey from Cincinnati to Cleveland. Led by Eric Newland, Manager of Architectural Design, and wife Jennifer Newland, Team DDR raised nearly \$7,000, to benefit the Ohio Hope Lodge Program. The ride has raised over a cumulative total of \$7 million dollars for the American Cancer Society since its inception in 2007.

As part of our commitment to operate as a responsible corporate citizen, DDR invests in the city of Beachwood, Ohio, which hosts our corporate headquarters. Along with organizations such as Cleveland Clinic and PNC Bank, DDR serves as a presenting sponsor of the Beachwood Chamber of Commerce's annual Fitness Challenge. The event is a competition that brings together local businesses to participate in several fun activities, including a three-on-three basketball tournament, a one-mile run/walk and a four-mile team relay. In 2017, DDR was proud to claim the title as winner of the Fitness Challenge's "large company" category, which includes businesses with 100 employees or more.

We value the commitment we have to our employees and their well-being. In late September, we launched the DDR Takes Action initiative in response to the devastating hurricanes that tore through the island of Puerto Rico. DDR Takes Action was a multi-faceted initiative, created to provide various resources and funds to directly support our 36 employees on the island. Our U.S. employees raised almost \$26,000, with \$3,600 coming from our vendors, and DDR matched \$15,000, for a total amount of over \$40,000. U.S. employees came together and filled three trucks, driven by our vendor, Four Seasons Landscaping Management Inc., with supplies that included the following: 40 generators, two pallets of gas containers, 40 window AC units, 40 propane



camping stoves, 40 box fans, and approximately 10,000 bottles of water. In addition to these supplies, we provided each of our 36 employees with a cash gift of \$1,000. DDR Takes Action extended beyond material contributions with its Hermanos y Hermanas program. With this program, each U.S. employee was matched with a Puerto Rico-based coworker to offer support, relay personal and professional status updates, and to establish meaningful connections during a significantly trying time.

## COMMUNITY (CONTINUED)

### COMMUNITY INVOLVEMENT IN ACTION: AT OUR PROPERTIES

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

In 2017, DDR's shopping centers partnered with many charities including, but not limited to, American Cancer Society, Chicago Police Memorial Foundation, SnowCap Community Charities, MemorialCare Miller Children's & Women's Hospital Long Beach, and Boys & Girls Clubs of America.

The Maxwell, a DDR shopping center in Chicago, Illinois, hosted its first K-9 for Cops event in June 2017. Parents and children in the community were invited to The Maxwell to assist in painting a four-foot German Shepherd statue. This event not only raised money and awareness for our fallen heroes, but also helped to open the conversation between many local families and the city's police officers. DDR donated \$2,000 to benefit the Chicago Police Memorial Foundation, a Chicago-area nonprofit dedicated to providing support and assistance to the families of Chicago police officers who are killed or catastrophically injured in the line of duty.

In September 2017, DDR's Birkdale Village Shopping Center held a Taste of Birkdale event. This event is an annual food festival open to the public that sells small plate meals, wine and beer. Birkdale Village raised over \$9,000 through sponsorships, food sales, and silent auctions with all proceeds benefiting Lake Norman Hospice and Palliative Care.

In October 2017 DDR hosted the Drink for Pink: Wine Walk at Village at Stone Oak in San Antonio, Texas. The Wine Walk benefited the American Cancer Society's Making Strides Against Breast Cancer program and was created with the goal of raising money and awareness for breast cancer research. Through ticket sales and donations, this event raised approximately \$3,000 which directly supported Making Strides Against Breast Cancer. This program not only celebrates survivors, but also raises awareness and money to help the American Cancer Society save lives. The money is used to fund innovative research, provide free information and support programs to patients and caregivers, and to help reduce breast cancer risks or find it early when it's most treatable.

At our Gresham Station property in Gresham, Oregon, DDR held three Santa events to coincide with the holiday season.

#### THE MAXWELL

**\$2K** DONATED TO CHICAGO POLICE  
MEMORIAL FOUNDATION

#### VILLAGE AT STONE OAK

**\$3K** DONATED TO MAKING STRIDES  
AGAINST BREAST CANCER PROGRAM

#### BIRKDALE VILLAGE

**\$9K** DONATED TO LAKE NORMAN  
HOSPICE AND PALLIATIVE CARE

Members of the community were asked to bring a food item to donate to Fill-A-Bag in order to get their picture taken with Santa. During these three events, DDR collected one ton of food for Fill-A-Bag. The Fill-A-Bag program is the largest annual food drive that benefits SnowCap Community Charities, a philanthropic organization created to provide food, clothing, advocacy, and other services to those in need.

In the winter of 2017, DDR also partnered with eight local charities for the Festival of Trees at The Pike Outlets in Long Beach, California. Each charity decorated a Christmas tree that symbolized their mission to the community and each tree was then put on display in the shopping center for one month. Shoppers and community members were asked to come out and vote for their favorite tree, with the winning organization receiving a \$1,000 donation from The Pike Outlets. This event not only raised money for the local charities, but also brought much needed awareness to each cause. This year's winner was MemorialCare Miller Children's & Women's Hospital Long Beach, which houses one of the largest neonatal intensive care units in California, providing treatment for more high-risk infants daily than any other hospital in Los Angeles, Orange, and San Diego counties. •

## CORPORATE GOVERNANCE

DDR is committed to providing an ethical and effective corporate governance environment. A critical piece of our governance culture is our Code of Business Conduct and Ethics.

The DDR Code of Conduct and Ethics is a key component of our onboarding process. It is reviewed with each of our associates at the commencement of his or her employment. The Code details our expectations regarding ethics and anti-corruption policies, and sets the stage for proper conduct in dealing with each other, as well as our stakeholders. In addition, we conduct ongoing periodic training regarding the Code for all associates every other year. The Code is available on our corporate website.

As part of our corporate governance program, we have contracted with an independent provider (NAVEX Global) to administer a dedicated anonymous reporting hotline, through which associates and members of the public can report claims of suspected violations of the Code either via telephone or online. The hotline is monitored 24/7/365 and collects no personal information about a reporting party. During 2017, no complaints were reported on the hotline.

### BOARD OF DIRECTORS

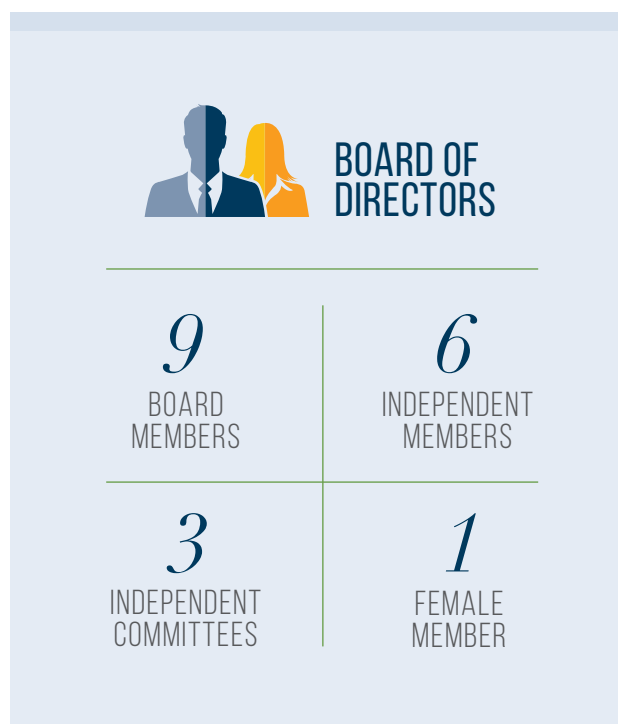
DDR's Board of Directors consists of eight men and one woman (one minority status). Six board members are considered independent under the listing rules of the New York Stock Exchange and applicable law. The non-independent members of the board are Chief Executive Officer David Lukes, Alexander Otto and Thomas Finne as described in the DDR proxy statement. Nomination for board membership is based on factors detailed in our annual proxy statement and Corporate Governance Guidelines. Nominees for board membership are recommended by the Nominating and Corporate Governance Committee in accordance with its charter.

The DDR board has various committees which include an Audit Committee, an Executive Compensation Committee, and a Nominating and Corporate Governance Committee. Members of these committees are independent directors under the guidelines established by the New York Stock Exchange and applicable law.

Each of these committees has its own charter, which sets forth the purposes, goals and responsibilities of the committee, as well as structure and operations, qualifications for membership, and procedures for the committee. Each committee is required to evaluate its performance annually.

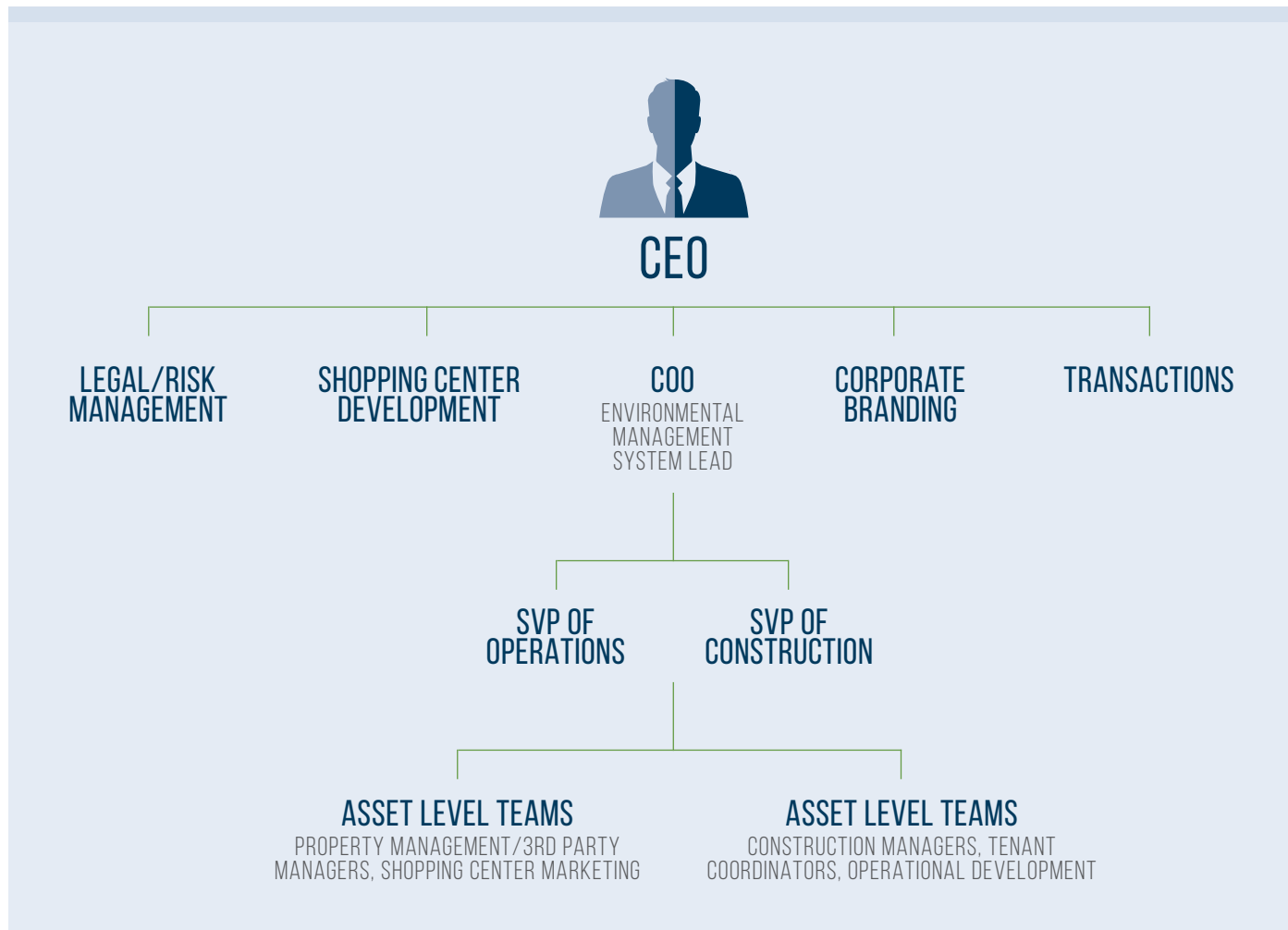
The DDR Board of Directors also conducts an annual self-evaluation to determine whether the board is functioning effectively. The Nominating and Corporate Governance Committee receives input from directors and reports annually to the board with an assessment of the board's performance.

Shareholders, employees and other interested parties can contact our Board of Directors through our corporate secretary, corporate compliance officer or the chairman of the Audit Committee. Contact information is provided in our Code of Business Conduct and Ethics and on the Company's website. •



## EMS ORGANIZATIONAL STRUCTURE

All of our environmental management systems are developed, initiated, and governed at the highest levels of our senior management team. DDR's chief operating officer is the lead director of our Environmental Management System and reports directly to our chief executive officer. The chart below details the organizational structure related to the oversight of our environmental management system.





# MANAGEMENT APPROACH DMA

## DISCLOSURE ON MANAGEMENT APPROACH

	FOOTPRINT	COMPANY	COMMUNITY		
MATERIAL COMPONENTS	Energy, water, waste, sustainable development and construction, responsible property operation	Best-in-class employer	Engagement with local communities and charitable organizations	Health & Safety	Vendor Partners & Ethical Business Practice
	<p>Increase energy efficiencies through strategic installations of lighting controls and LED Lighting</p> <p>Increase water efficiencies through the use of drought tolerant landscaping and smart irrigation controls</p> <p>Redevelop properties to include sustainable attributes, limit C&amp;D waste to landfills and heighten efficiencies of existing operations</p> <p>Increase recycling and mitigate waste being sent to landfills</p> <p>Generate renewable energy to reduce energy use from non-renewable sources</p>	<p>HR strategic Initiatives</p> <p>Ethics and code of conduct training</p> <p>Performance Management for all employees</p> <p>Wellness Program</p> <p>Employee Scholarship Program</p> <p>Management Training Program</p>	DDR is an active member of the local communities in which we serve. DDR actively contributes to over 150 charitable organizations with a calendar year total of \$300,000.	<p>As part of DDR's operating policies and procedures, our properties are inspected on an ongoing basis for health and safety impacts, i.e., roof inspections, building inspections, fire/life safety inspections and general liability inspections. In addition, DDR also conducts environmental assessments on acquisitions, development projects and ongoing monitoring for sites previously identified for remediation activities.</p> <p>DDR also engages its employees through our best-in-class wellness program that provides fitness programs and information, proper nutrition, stress management and an on-site wellness facility at our corporate campus.</p> <p>DDR also utilizes a messaging system to engage with our tenants at the property level to advise them of emergency situations that may require action on their part.</p>	<p>DDR takes our vendor relationships and ethical business practices very seriously. We also understand that the operations of our vendors on our properties can impact our goals and objectives surrounding sustainability.</p> <p>In addition to environmental aspects, our operating agreements also include strict language around our expected Code of Conduct, fair hiring and labor practices and ethical interaction with DDR employees.</p>
TARGETS & ACTIONS	Main targets and actions can be found within the content of this report on pages 7-18.				
RESPONSIBLE PARTIES	All property and sustainability related matters are executed by our property operations and construction/development teams at the asset level. The SVP of operations heads the property management and sustainability function. The SVP of construction manages all construction and development activities. The chief operating officer is the ultimate authority over all of these functions and reports directly to the CEO.	The VP of human resources is responsible for developing and executing the strategic initiatives related to employees and reports directly to the CEO.	<p>All property and sustainability related matters are executed by our property operations teams at the asset level. The SVP of operations heads the property management and sustainability function. The chief operating officer is the ultimate authority over all of these functions.</p> <p>All employee based health and wellness initiatives and broader community outreach and charitable efforts are handled by our VP of human resources and reports directly to the CEO.</p>		
EVALUATION OF MANAGEMENT APPROACH	DDR evaluates the effectiveness of our operating performance on an ongoing basis for our entire portfolio. We also review the annual results of our program at the end of each calendar year to determine necessary modifications or changes to our management approach.	DDR periodically conducts employee surveys to gauge employee satisfaction and allow for employees to offer input to company matters, strategy and approach.	DDR evaluates the effectiveness of our operating performance on an ongoing basis for our entire portfolio. We also review the annual results of our program at the end of each calendar year to determine necessary modifications or changes to our management approach.		

# GRI CONTENT INDEX G4

General Standard Disclosures	Disclosure Requirements	Reference/Response	External Assurance
STRATEGY AND ANALYSIS			
G4-1	Provide a statement from the most senior decision maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Stakeholder Letter, page 2.	
ORGANIZATIONAL PROFILE			
G4-3	Report the name of the organization.	Our Company, page 3.	
G4-4	Report the primary brands, products, and services.	Our Company, page 3.	
G4-5	Report the location of the organization's headquarters.	Our Company, page 3.	
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Our Company, page 3.	
G4-7	Report the nature of ownership and legal form.	Our Company, page 3.	
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Our Company, page 3.	
G4-9	a. Report the scale of the organization, including: b. Total number of employees c. Total number of operations d. Net sales (for private sector organizations) or net revenues (for public sector organizations) e. Total capitalization broken down in terms of debt and equity (for private sector organizations) f. Quantity of products or services provided	Our Company, page 3, <a href="#">Annual Report Form 10-K</a> .	
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Male: 44% (201), Female: 56% (260) Males in Management Positions: 62% (88) Females in Management Positions 38% (53) Exempt: 65% (299), Non-Exempt: 35% (159) Fixed Term Male (4) Fixed Term Female (1)  DDR does not track employees of 3rd party contractors or service providers. Therefore, any related information is not included within this report.	
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	0% of our employees are covered by collective bargaining agreements.	

# GRI CONTENT INDEX G4

General Standard Disclosures	Disclosure Requirements	Reference/Response	External Assurance
ORGANIZATIONAL PROFILE CONT.			
G4-12	Describe the organization's supply chain.	DDR is a Real Estate Investment Trust. As an owner, developer and operator of real estate, our supply chain consists of vendors that service the operations of our properties and professionals that provide legal or real estate brokerage support. In addition to operational and professional vendors, we also deal directly with municipalities and utility providers regarding property taxes, permitting and necessary utilities.	
G4-13	a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain, including: b. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions c. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) d. Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination	<a href="#">Annual Report Form 10-K.</a>	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	DDR makes every effort to operate its properties to the highest standards. This includes environmental specifications in operational contracts and due diligence as part of acquisition activities.	
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Engaging With Purpose, pages 15-18	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization participates in projects or committees.	NAREIT Leader in the Light Working Forum/Sustainability Council, ICSC RILA Tenant Working Group, ICSC Sustainability Benchmarking	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents.	<a href="#">Annual Report Form 10-K.</a>	
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content.	About This Report, page 3.	
G4-19	List all the material Aspects identified in the process for defining report content.	About This Report, page 3, Materiality Assessment, page 5, Transforming With Purpose, page 6.	
G4-20	a. For each material Aspect, report the Aspect Boundary within the organization, as follows: <ul style="list-style-type: none"> <li>Report whether the Aspect is material within the organization</li> <li>If the Aspect is not material for all entities within the organization (as described in G4-17), select one of the following two approaches and report either:               <ul style="list-style-type: none"> <li>The list of entities or groups of entities included in G4-17 for which the Aspect is not material or</li> <li>The list of entities or groups of entities included in G4-17 for which the Aspects is material</li> </ul> </li> <li>Report any specific limitation regarding the Aspect Boundary within the organization</li> </ul>	Materiality Assessment, page 5.	

# GRI CONTENT INDEX G4

General Standard Disclosures	Disclosure Requirements	Reference/Response	External Assurance
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: <ul style="list-style-type: none"> <li>Report whether the Aspect is material outside of the organization</li> <li>If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified</li> <li>Report any specific limitation regarding the Aspect Boundary outside the organization</li> </ul>	Materiality Assessment, page 5.	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	Our current report does not include restatements of information provided in previous reports.	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	No Significant Changes.	
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organization.	Stakeholder Engagement, page 4.	
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Stakeholder Engagement, page 4.	
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder Engagement, page 4.	
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Stakeholder Engagement, page 4.	
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	About This Report, page 3.	
G4-29	Date of most recent previous report (if any).	8/1/17	
G4-30	Reporting cycle (such as annual, biennial).	About This Report, page 3.	
G4-31	Provide the contact point for questions regarding the report or its contents.	Joseph Lopez, SVP of Operations 954-828-2001, <a href="mailto:jlopez@ddr.com">jlopez@ddr.com</a> .	
G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option. c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	About This Report, page 3.	
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report.	DDR does not utilize external assurance.	

# GRI CONTENT INDEX G4

General Standard Disclosures	Disclosure Requirements	Reference/Response	External Assurance
GOVERNANCE			
G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	<a href="#">Governance</a> , EMS Organizational Structure, page 20.	
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Management Approach DMA, page 21.	
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Management Approach DMA, page 21.	
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	Corporate Governance, page 19.	
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Monthly.	
G4-52	Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organization.	Corporate Governance, page 19, <a href="#">2017 Proxy Statement</a> .	
ETHICS AND INTEGRITY			
G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	<a href="#">Governance</a> , Corporate Governance, page 19.	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Corporate Governance, page 19.	



# GRI CONTENT INDEX G4

## SPECIFIC STANDARD DISCLOSURES

DMA and Indicators	Standard Disclosure Title	Omissions	Reference/Response	
MATERIAL ASPECT: ECONOMIC PERFORMANCE				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-EC1	<p>a. Report the direct economic value generated and distributed (EVG&amp;D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below:</p> <ul style="list-style-type: none"> <li>• Direct economic value generated: <ul style="list-style-type: none"> <li>- Revenues</li> </ul> </li> <li>• Economic value distributed: <ul style="list-style-type: none"> <li>- Operating costs</li> <li>- Employee wages and benefits</li> <li>- Payments to providers of capital</li> <li>- Payments to government (by country)</li> <li>- Community investments</li> </ul> </li> <li>• Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed')</li> </ul> <p>b. To better assess local economic impacts, report EVG&amp;D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance.</p>		<a href="#">Annual Report Form 10-K.</a>	
G4-EC2	<p>Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure, including:</p> <ul style="list-style-type: none"> <li>• A description of the risk or opportunity and its classification as either physical, regulatory, or other</li> <li>• A description of the impact associated with the risk or opportunity</li> <li>• The financial implications of the risk or opportunity before action is taken</li> <li>• The methods used to manage the risk or opportunity</li> <li>• The costs of actions taken to manage the risk or opportunity</li> </ul>		Sustainability, page 7, Greenhouse Gas Emissions, page 9.	

## ENVIRONMENTAL

MATERIAL ASPECT: ECONOMIC PERFORMANCE				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-EN3	<p>a. Report total fuel consumption from non-renewable sources in joules or multiples, including fuel types used.</p> <p>b. Report total fuel consumption from renewable fuel sources in joules or multiples, including fuel types used.</p> <p>c. Report in joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> <li>• Electricity consumption</li> <li>• Heating consumption</li> <li>• Cooling consumption</li> <li>• Steam consumption</li> </ul> <p>d. Report in joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> <li>• Electricity sold</li> <li>• Heating sold</li> <li>• Cooling sold</li> <li>• Steam sold</li> </ul> <p>e. Report total energy consumption in joules or multiples.</p> <p>f. Report standards, methodologies, and assumptions used.</p> <p>g. Report the source of the conversion factors used.</p>		Sustainability, page 7, Greenhouse Gas Emissions, page 9.	

# GRI CONTENT INDEX G4

## ENVIRONMENTAL

DMA and Indicators	Standard Disclosure Title	Omissions	Reference/Response	
MATERIAL ASPECT: ECONOMIC PERFORMANCE				
G4-EN4	a. Report energy consumed outside of the organization, in joules or multiples. b. Report standards, methodologies, and assumptions used. c. Report the source of the conversion factors used.		Energy Management, page 8.	
G4-EN5	a. Report the energy intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all. d. Report whether the ratio uses energy consumed within the organization, outside of it or both.		DDR's reported energy data is mainly related to outdoor/exterior lighting. Intensity/efficiency is gauged the number of kWh per parking space.	
MATERIAL ASPECT: WATER				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-EN6	a. Report the amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Report the types of energy included in the reductions: fuel, electricity, heating, cooling, and steam. c. Report the basis for calculating reductions in energy consumption such as base year or baseline, and the rationale for choosing it. d. Report standards, methodologies, and assumptions used.		Sustainability, page 7, Energy Management, page 8, Greenhouse Gas Emissions, page 9.	
G4-EN8	a. Report the total volume of water withdrawn from the following sources: • Surface water, including water from wetlands, rivers, lakes, and oceans • Ground water • Rainwater collected directly and stored by the organization • Waste water from another organization • Municipal water supplies or other water utilities b. Report standards, methodologies, and assumptions used.		All reported water data is derived from municipal water sources. Water Conservation, page 10.	
G4-EN23	a. Report the total weight of hazardous and non-hazardous waste, by the following disposal methods: • Reuse • Recycling • Composting • Recovery, including energy recovery • Incineration (mass burn) • Deep well injection • Landfill • On-site storage • Other (to be specified by the organization) b. Report how the waste disposal method has been determined: • Disposed of directly by the organization or otherwise directly confirmed • Information provided by the waste disposal contractor • Organizational defaults of the waste disposal contractor		Waste Diversion, page 11.	
MATERIAL ASPECT: COMPLIANCE				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-EN29	a. Report significant fines and non-monetary sanctions in terms of: • Total monetary value of significant fines • Total number of non-monetary sanctions • Cases brought through dispute resolution mechanisms b. Where organizations have not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.		DDR did not receive any fines during the reporting period.	

# GRI CONTENT INDEX G4

## SOCIAL/LABOR PRACTICES AND DECENT WORK

DMA and Indicators	Standard Disclosure Title	Omissions	Reference/Response	
MATERIAL ASPECT: EMPLOYMENT				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-LA2	a. Report the benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: <ul style="list-style-type: none"> <li>• Life insurance</li> <li>• Health care</li> <li>• Disability and invalidity coverage</li> <li>• Parental leave</li> <li>• Retirement provision</li> <li>• Stock ownership</li> <li>• Others</li> </ul> b. Report the definition used for 'significant locations of operation'.		Uniting With Purpose, page 12.	
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-LA6	a. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities, for the total workforce (that is, total employees plus supervised workers), by: <ul style="list-style-type: none"> <li>• Region</li> <li>• Gender</li> </ul> b. Report types of injury, injury rate (IR), occupational diseases rate (ODR), lost day rate (LDR), absentee rate (AR) and work-related fatalities for independent contractors working on-site to whom the organization is liable for the general safety of the working environment, by: <ul style="list-style-type: none"> <li>• Region</li> <li>• Gender</li> </ul> c. Report the system of rules applied in recording and reporting accident statistics.		Absentee rate .0000255	
MATERIAL ASPECT: TRAINING AND EDUCATION				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-LA9	Report the average hours of training that the organization's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> <li>• Gender</li> <li>• Employee category</li> </ul>		The average employee during this reporting period was given 18.5 hours of training.	
G4-LA11	Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.		100% of DDR employees receive annual performance reviews.	
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-LA12	a. Report the percentage of individuals within the organization's governance bodies in each of the following diversity categories: <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>• Minority groups</li> <li>• Other indicators of diversity where relevant</li> </ul> b. Report the percentage of employees per employee category in each of the following diversity categories: <ul style="list-style-type: none"> <li>• Gender</li> <li>• Age group: under 30 years old, 30-50 years old, over 50 years old</li> <li>• Minority groups</li> <li>• Other indicators of diversity where relevant</li> </ul>		Corporate Governance, page 19. All DDR members are non-minority.	

# GRI CONTENT INDEX G4

## SOCIAL / HUMAN RIGHTS

DMA and Indicators	Standard Disclosure Title	Omissions	Reference/Response	
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-LA14	Report the percentage of new suppliers that were screened using labor practices criteria.		DDR did not conduct screenings. Our Code of Conduct and contract language define acceptable practices. Vendors are also required to execute our Vendor Code of Conduct.	
MATERIAL ASPECT: NON-DISCRIMINATION				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-HR3	a. Report the total number of incidents of discrimination during the reporting period. b. Report the status of the incidents and the actions taken with reference to the following: <ul style="list-style-type: none"> <li>Incident reviewed by the organization</li> <li>Remediation plans being implemented</li> <li>Remediation plans have been implemented and results reviewed through routine internal management review processes</li> <li>Incident no longer subject to action</li> </ul>		No incidents of discrimination were reported during the period.	

## SOCIAL / SOCIETY

MATERIAL ASPECT: ANTI-CORRUPTION				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-SO4	Report the total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.		DDR reviews its Code of Conduct each year. 100% of our employees receive and acknowledge receipt annually.	

## SOCIAL / PRODUCT RESPONSIBILITY

MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY				
G4-DMA	Generic Disclosures on Management Approach		Page 21	
G4-PR1	Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvement.		As part of DDR's operating policies and procedures, our properties are inspected on an ongoing basis for health and safety impacts, i.e. roof inspections, building inspections, fire/ life safety inspections and general liability inspections. In addition, DDR also conducts environmental assessments on acquisitions, development projects and ongoing monitoring for sites previously identified for remediation activities.	