

## A Letter to Our Stakeholders

After another year of amazing accomplishments and milestones, I am happy to present our 2018 Corporate Responsibility & Sustainability report. This is our third formal report completed to the GRI standards.

2018 was a year of fresh ideas, fresh commitments and a new company name. SITE Centers, formerly DDR Corp., was launched as a way to connect our company name to our ideology and our business. Not only is this name a connection point, but it also serves as a roadmap to the future. Our sites are at the center of communities and we are therefore working toward sustainable practices in the places where we do business.

With this renewed focus, we are committed to being a good corporate citizen, maintaining an exciting workplace for our employees, operating our properties sustainably, engaging with the many communities we serve, and driving value creation and favorable returns for our shareholders.

At the property level, we engaged in a host of impactful initiatives to further our quest for high efficiency and low environmental impact in 2018. The largest of those was an initiative to convert to LED lighting at 37 of our whollyowned assets, which included updating over 4,300 light fixtures throughout our common areas. These conversions not only provide beneficial financial returns from cost savings, but also allow us to shrink our energy footprint and provide an even safer and more aesthetically pleasing environment for our tenants and shopping center patrons. Our report provides further details on our many other initiatives throughout the 2018 reporting year.

# We are investing in what will work what will work to morrow. 22

Our employees may love sporting our new brand, but they are equally passionate about giving back to their communities and charitable partners. Our teams engaged with a multitude of local partners and utilized our YOUnity program to collect and distribute charitable contributions received from our employees.

YOUnity provides a platform to collect donations, allows our employees to designate charities for the distribution of their funds, aids in the matching of designated funds by the Company and connects our employees to volunteer opportunities. This program has been a tremendous success and streamlines our ability to engage where our employees feel it matters most.

Whether it's through energy savings initiatives, helping our employees give back, or ensuring our assets are positioned to thrive in the evolving retail landscape, we are investing in what will work tomorrow. Our future depends on sustainable growth, sustainable operations and sustainable engagement with our tenants, patrons and communities. We look forward to continuing our commitment to these concepts and sharing our many successes.



Sincerely,

David Lukes
President & CEO

## About

#### ABOUT THIS REPORT

The purpose of this report is to transparently communicate the results of SITE Centers' Corporate Responsibility & Sustainability initiatives to our various stakeholders. The data it contains was obtained through our current systems and processes and pertains to all of SITE Centers' wholly-owned and joint venture shopping centers as well as those managed on behalf of Retail Value Inc. in the continental U.S. and Puerto Rico. For additional information, please contact sustainability@sitecenters.com.

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" GRI Standards. Key performance indicators within this report have also been aligned with SITE Centers' Global Real Estate Sustainability Benchmark (GRESB) assessment. As such, we internally validate and selfdeclare all the information published in this report through supporting documentation. SITE Centers has reviewed the GRI Standards and

determined our reporting priorities based on the following criteria: SITE Centers' 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.

SITE Centers acknowledges that our efforts and reporting processes related to Corporate Responsibility and Sustainability are in various stages of development and execution. We will continue to enhance data collection and communication efforts at both the corporate and asset levels.

#### ABOUT OUR COMPANY

SITE Centers 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, 2018, the Company owned and managed approximately 61 million total square feet of gross leasable area (GLA). In addition, as of December 31, 2018, the Company managed 17 million square feet of GLA owned by Retail Value Inc. (NYSE: RVI), which was spun off from SITE Centers in July 2018.

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 of assets owned by RVI and various unconsolidated joint ventures, as well as from interest income from notes receivable.

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.

# 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**

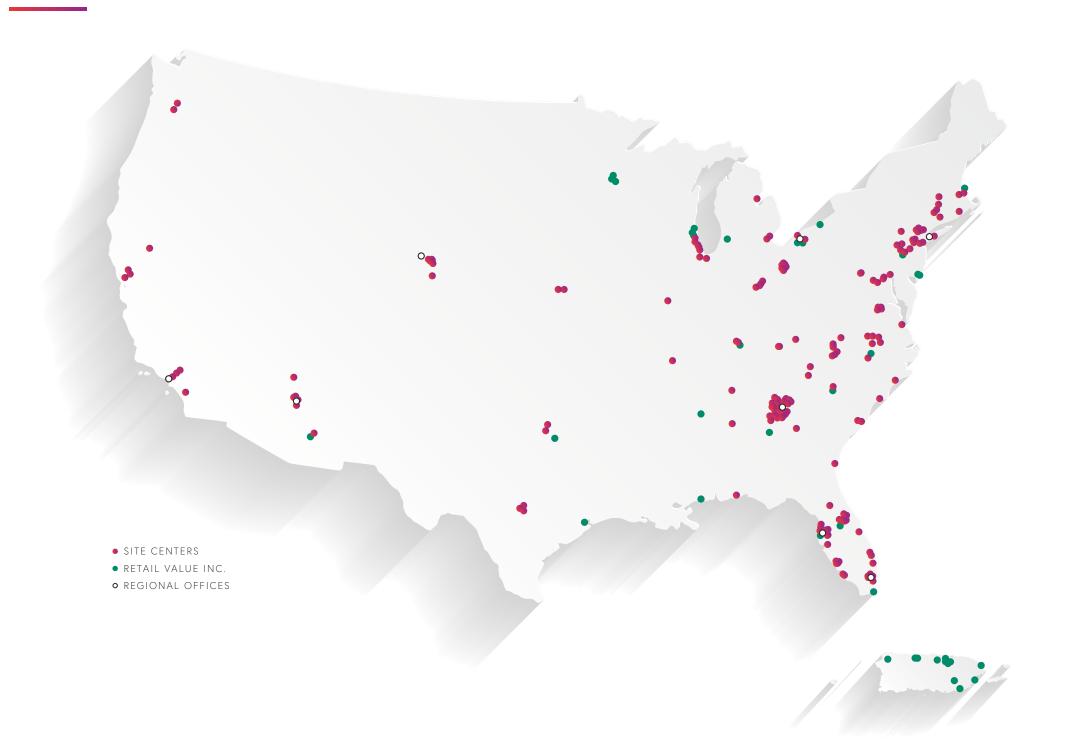








## Our Portfolio (owned and/or managed)



REGIONAL OFFICES

378

EMPLOYEES

214

PROPERTIES

92.7%\*

LEASED RATE

**78**M

SF GLA

\*Leased rate does not include RVI properties



# Stakeholder Engagement

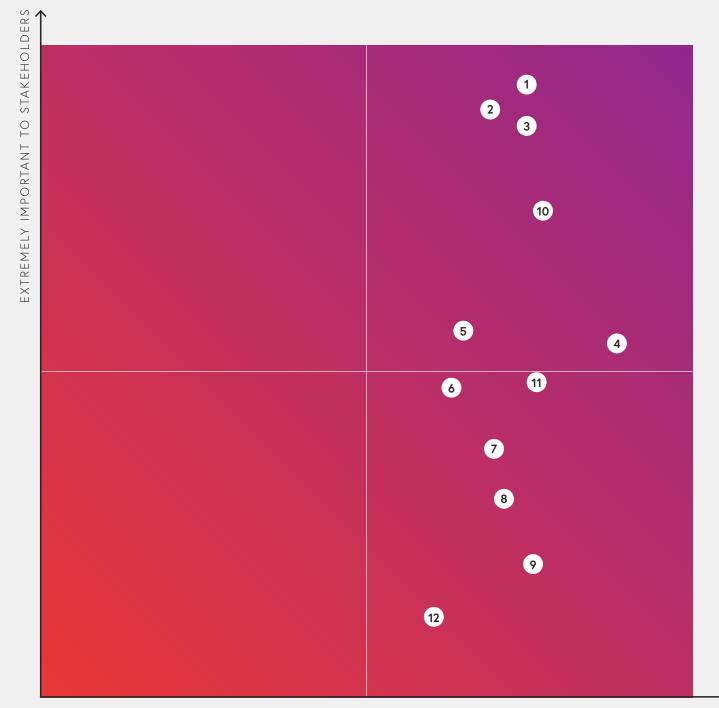
During the reporting period, SITE
Centers engaged with each of our
stakeholders in different capacities.
The level and nature of the engagement
is based on the specific operational
relationship with the stakeholder. The
information to the right identifies SITE
Centers' stakeholders, the practice
of engagement,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

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

# **Materiality Assessment**

As a part of SITE Centers' commitment to transparency around our 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:





EXTREMELY IMPORTANT TO BUSINESS



## Sustainability

#### **SOLAR POWER GENERATION**

SITE Centers 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. SITE Centers currently utilizes 15 solar arrays within our portfolio that generate a total of 4.1 MWh of power. These systems are utilized for common area systems, offloading to local power grids, and direct power to our tenants.



SOLAR POWER



777

POWER EQUIVALENTS

3.2<sub>M</sub>

POUNDS OF COAL BURNED\*

6,695

BARRELS OF OIL CONSUMED\*

346

HOMES POWERED FOR ONE YEAR\*

\*Based on EPA greenhouse gas equivalencies calculator

### **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, SITE Centers 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.



COOL ROOFING INSTALLATION

30.3<sub>M</sub>

SF/LIFETIME

1.56<sub>M</sub>

SF/2018

LEED BUILDINGS

2

LEED BUILDINGS (CERTIFICATION IN PROGRESS)

3030 N. BROADWAY, CHICAGO, IL

132K SF

• LEED BD+C CORE AND SHELL
• STATUS: CERTIFICATION IN PROCESS

THE MAXWELL, CHICAGO, IL

**240**K SF

• LEED BD+C NEW CONSTRUCTION
• STATUS: CERTIFICATION IN PROCESS

### 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 2018, 222 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.

#### **GREEN LEASING**

Actively engaging with our stakeholders is the core of our ESG platform. Creating and implementing green lease standards at our properties is a crucial component in working with our tenants to maximize the programs that provide the highest benefit to our tenants, investors, patrons and communities. Our lease form allows us to engage with our tenants on utility information sharing, cost and savings sharing on efficiency projects and partnerships with renewable energy opportunities.

## **Energy Management**

WHOLLY-OWNED

**√3%** 

DECREASE

Common area electricity is the largest factor of energy consumption within our portfolio, making stringent energy reviews, lighting upgrades, 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, SITE Centers conducts a quarterly analysis of energy being

4.0 \_

3.5

3.0

2.5

2.0

1.5

1.0

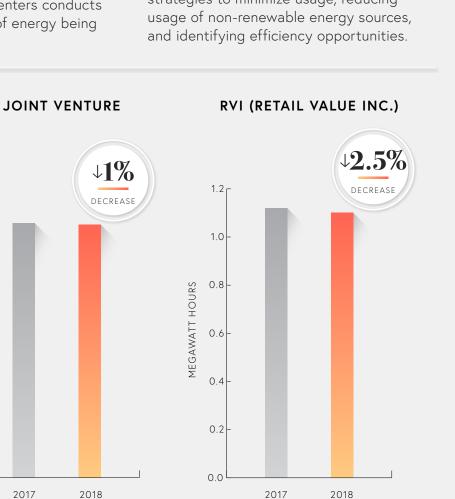
0.5

2017

2018

MEGAWATT HOURS

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, reducing





LED RETROFIT PROGRAM

LED FIXTURES

PROPERTIES WITH BUILDING CONTROLS

KWH IN ENERGY SAVINGS

ANNUAL MAINTENANCE AND REPAIR SAVINGS

In 2018, we executed a comprehensive LED retrofit program across all of our wholly owned assets, where feasible. This program included the installation of over 4,300 LED parking lot fixtures and hundreds of building fixtures. These retrofits removed old lighting technologies and replaced them with high efficiency LED fixtures that only require a fraction of the energy to produce higher levels of lighting. Not only do we expect to save 4M kWh per year in energy and \$900,000 in annual maintenance and repair costs, but we are also providing better aesthetics and light levels for our tenants and patrons.

Over the lifetime of our program, we have implemented an array of lighting efficiency strategies across 211 properties. These initiatives reduced property level energy consumption on a year-over-year, same-store basis at our whollyowned properties by 105,563 kWh or 0.15%. We are focused on driving additional results and looking forward to showcasing the benefits of our comprehensive LED conversions during the next reporting period.

3.7%

INCREASE

2017 2018

HIGH STREET

50,000

40,000

30.000

20,000

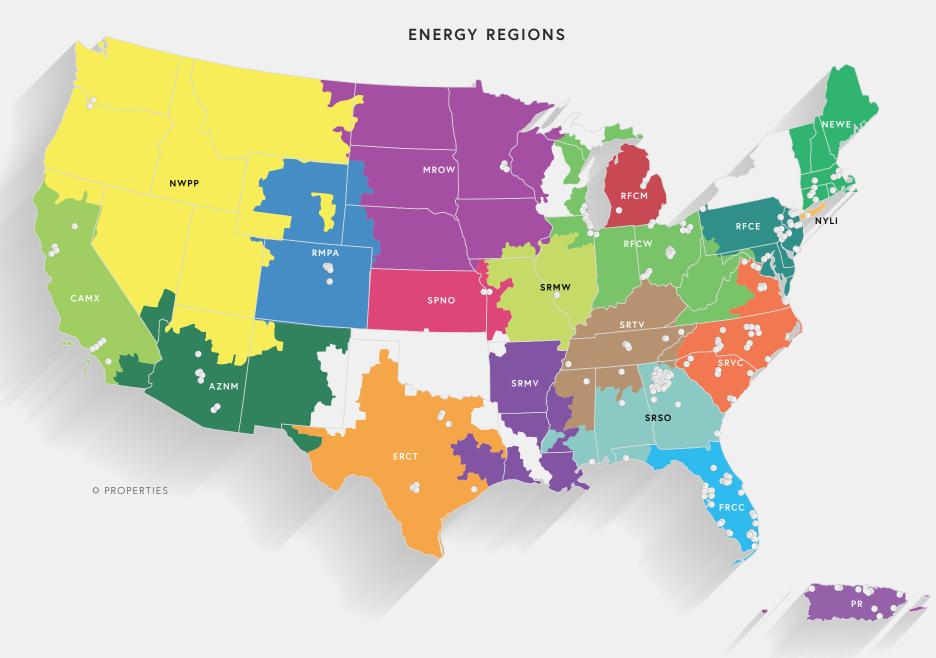
10,000

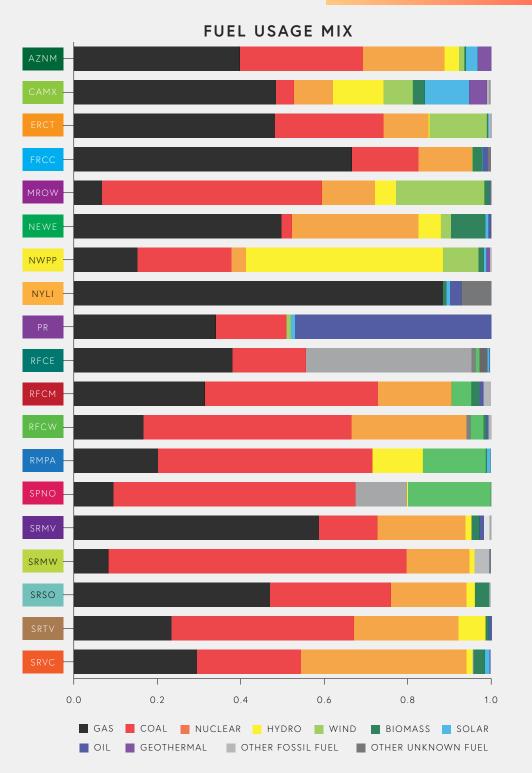
2017

WAREHOUSE

2018

# **Energy Profile**

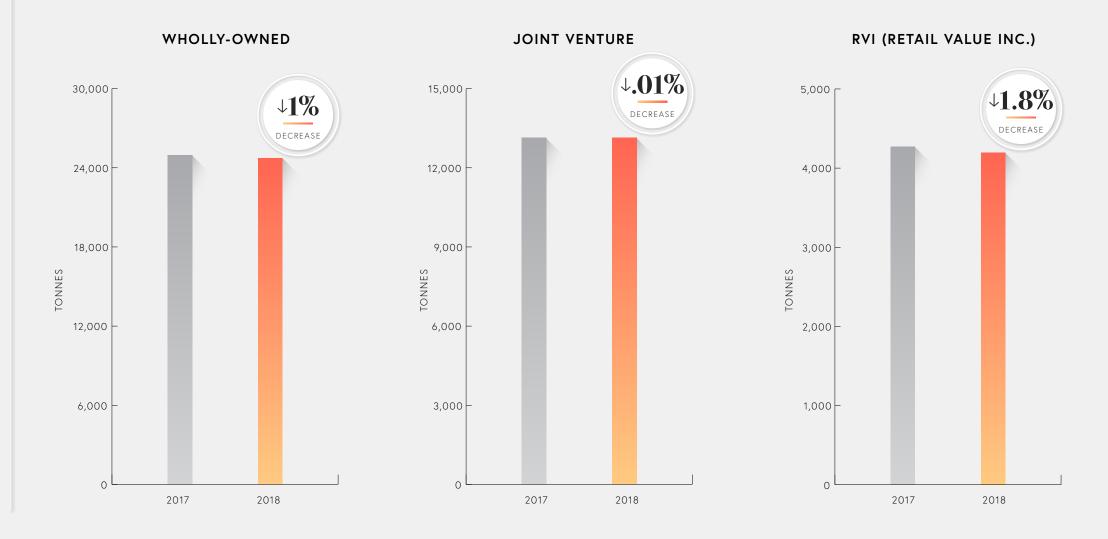


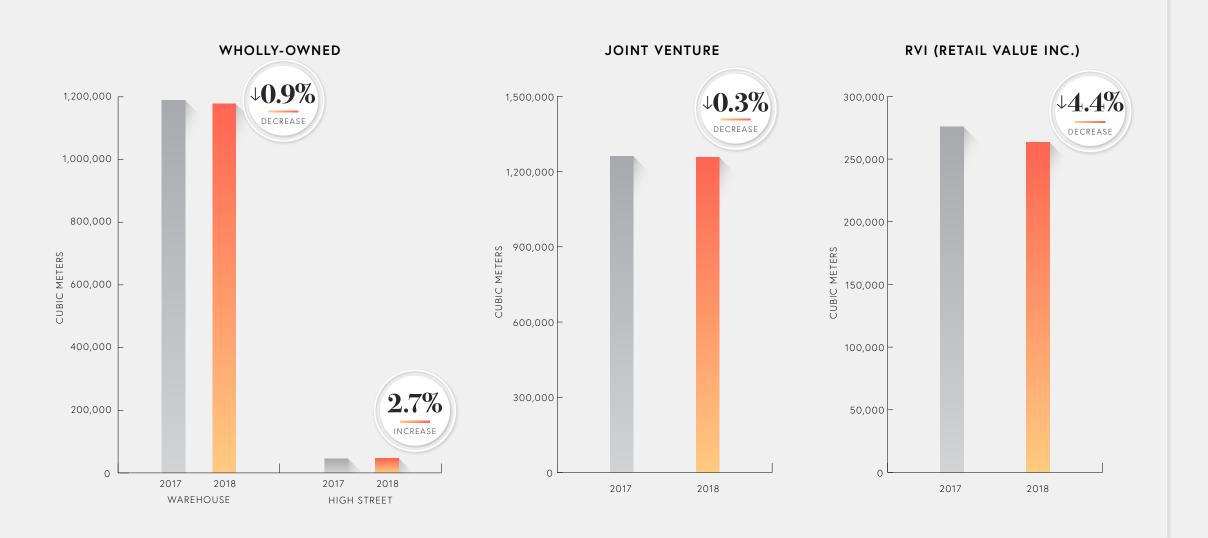




## Greenhouse Gas Emissions

SITE Centers 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. This year's report includes our Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas Protocol. Through our reduction strategies, SITE Centers reduced our overall greenhouse gas emissions on a year-over-year, same-store basis at our wholly-owned properties by 1%. We consider Scope 1 and Scope 2 to be the categories in which we possess the highest level of operational control. As we continue to execute on our efficiency strategies, we look forward to further emissions reductions 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 determining efficiency opportunities or situations of potential physical plant concerns.

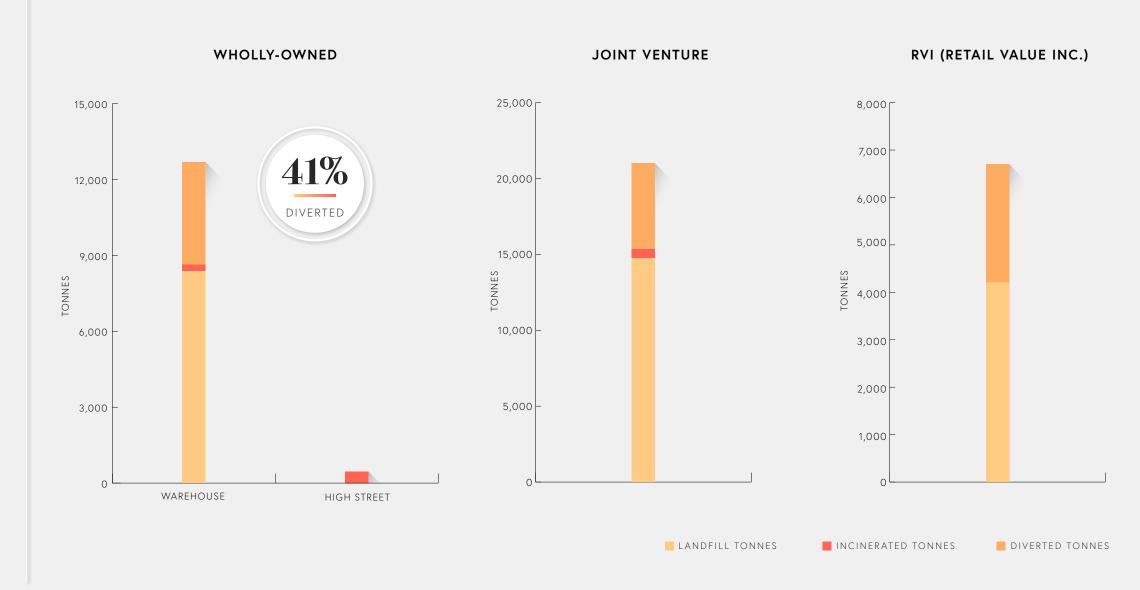
Our overall conservation strategies include xeriscaping, rain water collection, re-use of grey water for chiller systems, drip irrigation installations, native landscape and smart metering. We are excited to grow these programs and actively implement the necessary strategies to reduce common area water consumption.

## **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.

SITE Centers recognizes the importance of minimizing contributions to landfills and executing management methods to maximize recycling and diversion of property level waste. As such, SITE Centers 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 2018, we diverted 41% of the waste generated by our tenants at our whollyowned properties away from landfills. All waste generated by SITE Centers or our tenants is non-hazardous.







## People

SITE Centers 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 fulltime employees that includes, but is not limited to, basic and voluntary life insurance, AD&D, three different medical plans to suit different employee needs, short and long-term disability, accident insurance, flexible spending, commuter benefits, legal services plan, summer hours, 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.

During 2018, SITE Centers introduced enhancements to our programs and offerings to reinforce the evolution of our new brand and culture. We recognize that maintaining a balance of work and life is important for employee engagement. For full-time employees, we've increased our parental leave policy to two full weeks of leave paid at 100%. Our paid time off year-end carry-over policy was also increased from 24 hours to 40 hours which helps minimize lost time off for employees. In one of our largest changes to employee work/life balance, we're offering our employees more time to enjoy the summer weather by closing all offices at 3PM every Friday between Memorial Day and Labor Day, with no reduction in pay. We're calling this "Summer Hours" and our employees are excited about this special perk.

In an effort to reduce waste and promote more environmentally friendly practices in our offices, we've changed all of our on-site coffee machines from the wasteful Keurig machines and all of their K-cups destined for landfills. We now use single-serve pod systems that provide the same "fresh brewed" taste while using bio-degradable paper pods of coffee.

## **EMPLOYEE TRAINING**

We're committed to building a best-inclass team and high on the list of all employees is potential for growth and development. SITE Centers offers our employees many different opportunities to master their craft and stay on top of emerging trends. Through multiple presentations, courses, seminars, professional development sessions and trainings, our employees each participated in an average of 30.7 hours of training. That's an increase of over 66% in 2018 when compared to calendar year 2017.



TRAINING

30+

AVG TRAINING HOURS PER EMPLOYEE

11.6к

TOTAL TRAINING HOURS

### SCHOLARSHIP PROGRAM

SITE Centers values education and recognizes the importance of investing in our employees as well as their children. Since 2011, SITE Centers has sponsored an academic scholarship program for children and dependents of employees. In 2018, SITE Centers awarded five scholarships with a total value of \$25K 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.

## **RESOURCE LIBRARY**

SITE Centers' 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.



SCHOLARSHIP

**5** 

2018 SCHOLARSHIP RECIPIENTS

\$25K

AWARDED

40

TOTAL SCHOLARSHIPS AWARDED OVER LIFE OF THE PROGRAM

## People cont.

#### WOMEN OF INFLUENCE

SITE Centers' 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 230 SITE Centers employees and provides members with networking, educational and community service opportunities. The employee-led program hosted seven separate events throughout 2018, including multiple charitable giving initiatives, networking events with various external business partners, and a speaker series featuring internal executives, SITE Centers board members, and professional speakers.



230+

EMPLOYEE PARTICIPANTS

7

EVENTS

HOSTED

## **WELLNESS PROGRAM**

SITE Centers 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 is a barrier that SITE Centers has eliminated for our employees. Our 3,000-square-foot full-service gym, which opened in 2009, is staffed by a certified fitness instructor and wellness manager, and is available free-of-charge to all SITE Centers 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 SITE Centers 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 2018, 133 employees were enrolled in the program.

WELLNESS PROGRAM



3KSF

FULL-SERVICE
FITNESS CENTER

480sF

WEEKLY EXERCISE CLASSES

133

EMPLOYEES PARTICIPATING IN MAKE IT HAPPEN



## **Community**

#### **CORPORATE GIVING**

In 2018, our employees continually showed their passion for giving back to their communities, and SITE Centers continued to prioritize our support for that spirit. The summer of 2018 saw the launch of our YOUnity program, a peer-led initiative which exists to support our employees' commitment to making a difference in the communities where they live and work. The program streamlines our corporate gifting and matching strategies, promotes both individual and cross-functional volunteer opportunities, organizes Company-wide charitable giving events, and manages the relationship with our new corporate strategic partner, Ronald McDonald House Charities.

In an effort to better channel our multitiered giving initiatives, in 2018 SITE Centers employees voted on which nonprofit organization would be best suited as our new strategic partner. Ronald McDonald House Charities, which works to create, find and support programs that directly improve the health and well-being of children and their families, was selected, and our new partnership was established. While RMHC is the primary organization on which many of our giving initiatives are focused, SITE Centers continues to support the many varied non-profits our employees care about.

CORPORATE GIVING

**\$25**K

EMPLOYEE GIFT MATCHING

DONATED TO CHARITABLE ORGANIZATIONS

340

DIFFERENT CHARITABLE ORGANIZATIONS SUPPORTED

804

HOURS EMPLOYEES
SPENT VOLUNTEERING



In 2018, SITE Centers employees generously donated to approximately 340 different charitable organizations in a variety of fields they are passionate about, including health advocacy, community outreach, and animal support. These organizations include the Greater Cleveland Food Bank, Playhouse Square Foundation, Geauga Humane Society Rescue Village, YMCA of Metropolitan Denver, Children International, and Alzheimer's Association.

Through the cumulative efforts of our Company-sponsored events and programs, as well as corporate-level sponsorships and individual donations by SITE Centers employees, we donated more than \$178,000 in funding to various charities and organizations across the country in 2018.

Much of that funding was delivered through SITE Centers' Employee Gift Matching Program, which aims to encourage and support the generosity of employees by providing matching funds to the charitable organizations our employees personally support. To maximize the impact of employee charitable giving, SITE Centers matches, dollar-for-dollar up to \$500 per year, donations made by employees to the eligible non-profit organizations of their choice.

Organizations that received funding through the program include: American Brain Tumor Association, the ASPCA, Autism Speaks, Beat NB, Operation Underground Railroad, Puerto Rico Animal Welfare Society, and St. Jude Children's Research Hospital. In 2018, the Employee Gift Matching Program allowed SITE Centers to provide 180 different charitable organizations \$25,000 in addition to our already significant contributions.

As a further means of supporting employees' charitable endeavors, SITE Centers offers the Community Service Day Program, which provides an opportunity for employees to work for qualifying charitable organizations for up to two eight-hour work days. Employees select the non-profit of their choice, at the time of year that works best for them, and receive two full work days away from the office to donate their time and talents.

Organizations that benefitted from employees' volunteered time in 2018 include: National Society of the Daughters of the American Revolution, Habitat for Humanity, Friends of the Cleveland Kennel, The Littlest Heroes, Providence House, American Cancer Society, Hospice of the Western Reserve, and The Gathering Place.

Additionally, many of our employees give back to their local communities on their own time by serving on the boards of non-profit organizations such as WomenSafe, Applewood Centers, YMCA of Greater Cleveland, The Gathering Place, Volo City, Junior Achievement, Tremont West Development Corp and Hanna Perkins Center for Child Development.

Women Safe, Inc.

Che

The

House



## **Community**

#### COMMUNITY INVOLVEMENT

Not only are we committed to serving the communities in which our employees live and work, but we are also equally as dedicated to partnering with local philanthropic and civic organizations to improve and support the communities that our shopping centers serve.

In 2018, SITE Centers' shopping centers partnered with a variety of charities including, but not limited to, Ronald McDonald House Charities, American Cancer Society, Americans for Immigrant Justice, Chicago Police Memorial Foundation, Feeding South Florida, Lotus House SnowCap Community Charities, Special Olympics Texas, MemorialCare Miller Children's & Women's Hospital Long Beach, and Boys & Girls Clubs of America.

In December, SITE Centers launched our new partnership with Ronald McDonald House Charities by hosting "Boatload of Toys," a toy drive at our Winter Garden Village property in Orlando. Together with support from local radio station K92.3, the three-day event generated 10,300 toys for Ronald McDonald House Charities. In addition, SITE Centers used the opportunity to announce the official start of our partnership and a \$50,000 donation to Ronald McDonald House Global Charities.

The Maxwell, a SITE Centers shopping center in Chicago, hosted its second annual K-9 for Cops event in August 2018. Community members of all ages were invited to The Maxwell to assist in painting a four-foot German Shepherd statue to raise money for the Chicago Police Memorial Foundation, a non-profit dedicated to providing support and assistance to the families of Chicago police officers killed or catastrophically injured in the line of duty. All total, SITE Centers donated \$2,125 to the organization and continued in helping to open lines of communication between local families and the city's police officers.

Last year, SITE Centers also hosted two Drink for Pink Wine Walk events at Village at Stone Oak in San Antonio. These Wine Walks benefitted the American Cancer Society's Making Strides Against Breast Cancer program and Special Olympics Texas. Making Strides Against Breast Cancer raises money and awareness for breast cancer research by fundraising and conducting research, sharing expert information, supporting patients, and spreading the word about prevention. The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children



CHARITABLE GIVING

 $10K^+$ 

TOYS DONATED TO RONALD McDONALD HOUSE CHARITIES

\$7K+

RAISED FOR SPECIAL OLYMPICS TEXAS

\$11K+

RAISED FOR AMERICAN CANCER SOCIETY and adults with intellectual disabilities. The organization gives them continuing opportunities to develop fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community. Through ticket sales and donations, we raised approximately \$7,792 for Special Olympics Texas and \$7,676 for American Cancer Society.

The Fountains, a SITE Centers shopping center in Plantation, Florida, also held a Drink for Pink Wine Walk to support the American Cancer Society. Through ticket sales and donations, the event raised approximately \$3,290 to directly support Making Strides Against Breast Cancer.

At Birkdale Village in Huntersville,
North Carolina, we held our fourth
annual Health and Wellness Fair for
the local community. This free event
showcases over thirty vendors from
a variety of local businesses in the
health and wellness industry to help
community members take better control
of their own health through education,
prevention, and local resources. The
Huntersville Police Department provided
child safety information and Community
Blood Centers were on-site collecting
blood donations.

In the winter of 2018, SITE Centers partnered with twelve local charities in Long Beach, California for the Festival of Trees at The Pike Outlets. Each organization decorated a Christmas tree to symbolize their mission to the community, and each tree was subsequently displayed in the shopping center for one month. Shoppers and community members were asked to 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. The 2018 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.



# Self-Driving Technology

In 2018, SITE Centers began a strategic partnership with Waymo, a self-driving technology company with a mission to make it safe and easy for people and things to move around. This partnership provides subsidized rides to and from one of our Chandler, Arizona shopping centers, Ahwatukee Foothills Towne Center, letting patrons avoid the stress of parking.

The venture is already helping us to better understand how evolving transportation technology will affect the design and usage of our centers.

Over the past nine years, Waymo has put their vehicles through the world's longest and toughest ongoing driving test. Each day these vehicles can be found test driving on closed courses, on public roads, and in simulation. Waymo vehicles have self-driven more than 4 million miles across 25 U.S. cities.

While this partnership is still in its infancy, we believe it will help us provide increased safety and enhanced experience for consumers when visiting Ahwatukee Foothills Towne Center.



# The Center of Accountability



## Corporate Governance

SITE Centers 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 SITE Centers Code of Business 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.

SITE Centers requires that all vendors complete and execute our Vendor Terms and Conditions. This allows us to gather pertinent information about our vendors, requires them to provide safe working environments and living wages for their employees, imposes our Code of Conduct and requires them to promote sustainability and minimize their impact on the environment. Our Vendor Terms and Conditions can be found here.

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 2018, one complaint was reported on the hotline.



As a result of these efforts the Company has received the highest overall corporate governance score from from the shareholder advisory firm Institutional Shareholder Services (ISS).

#### BOARD OF DIRECTORS







**5** 

MEN (62%)

#### **BOARD OF DIRECTORS**

SITE Centers' Board of Directors consists of three women and five men (one minority status). Seven board members are considered independent under the listing rules of the New York Stock Exchange and applicable law. The non-independent member of the board is Chief Executive Officer David Lukes. Nomination for board membership is based on factors detailed in our annual proxy statement and Corporate Governance Guidelines. All nominees for board membership are recommended by the Nominating and Corporate Governance Committee in accordance with its charter

The SITE Centers board has various committees which include an Audit Committee, a 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.

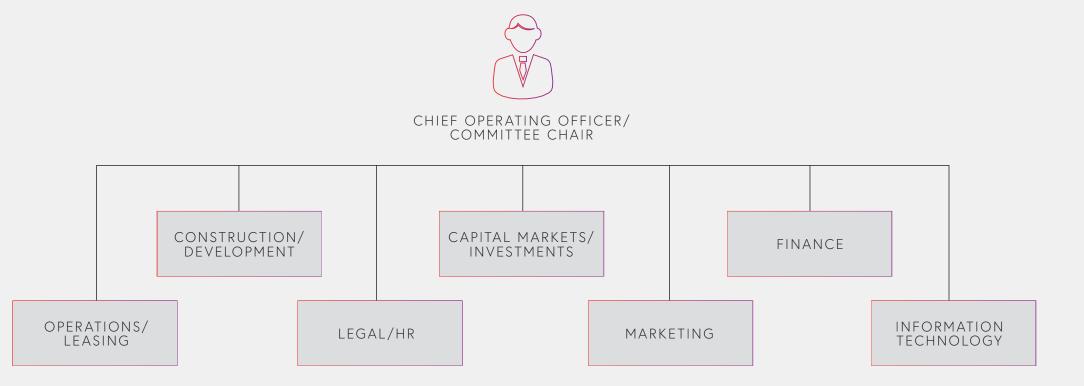
The SITE Centers Board of Directors also conducts an annual self-evaluation to determine whether the board is functioning effectively. The Nominating and Corporate Governance Committee receives input from directors and reports annually to the board with an assessment of the board's performance.

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. SITE Centers' Chief Operating Officer is the lead director of our Environmental Management System/Sustainability Committee and reports directly to our Chief Executive Officer. The chart to the right details the organizational structure related to the oversight of our environmental management system and the composition of our Sustainability Committee. In addition to the direct organizational structure, our Sustainability Committee is charged with developing and executing strategies and objectives to further our position as a good corporate citizen.

#### SUSTAINABILITY COMMITTEE



# Disclosure on Management Approach (DMA)

	FOOTPRINT	COMPANY		COMMUNITY	
MATERIAL	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 practices
POLICIES & PRACTICES	Increase energy efficiencies through strategic installations of lighting controls and LED Lighting  Increase water efficiencies through the use of drought tolerant landscaping and smart irrigation controls  Redevelop properties to include sustainable attributes, limit C&D waste to landfills and heighten efficiencies of existing operations  Increase recycling and mitigate waste being sent to landfills	HR strategic initiatives Ethics and Code of Conduct training Performance management for all employees Wellness Program Employee Scholarship Program	SITE Centers is an active member of the local communities in which we serve. SITE Centers actively contributes to over 340 charitable organizations with a calendar year total of \$178K.	As part of SITE Centers' 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, SITE Centers also conducts environmental assessments on acquisitions, development projects and ongoing monitoring for sites previously identified for remediation activities.	SITE Centers 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.  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 SITE Centers employees. Each of our vendors is also required to execute our Vendor Terms and Conditions and our Vendor Code of Conduct.
TARGETS & ACTIONS	Main targets and actions can be found within the content	t of this report.			
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 functions. The SVP of Construction manages all construction and development activities. The Chief Operating Officer is the ultimate authority over all of these functions.	The VP of Human Resources reports directly to the CEO and is responsible for developing and executing the strategic initiatives related to employees.	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 functions. The Chief Operating Officer is the ultimate authority over all of these functions.		
EVALUATION OF MANAGEMENT APPROACH	SITE Centers 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.	SITE Centers periodically conducts employee surveys to gauge employee satisfaction and allow for employees to offer input to company matters, strategy and approach.	SITE Centers evaluates the effectiveness of our operating the end of each calendar year to determine necessary mo	g performance on an ongoing basis for our entire portfolio. Odifications or changes to our management approach.	We also review the annual results of our program at

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE
GRI 102: GENERAL DISCLOSURES		
102-1	Name of the organization	2018 Sustainability Report page 3
102-2	Activities, brands, products, and services	2018 Sustainability Report page 3
102-3	Location of headquarters	2018 Sustainability Report page 3
102-4	Location of operations	2018 Annual Report (Form 10-K)
102-5	Ownership and legal form	2018 Sustainability Report page 3, 2018 Annual Report (Form 10-K)
102-6	Markets served	2018 Sustainability Report pages 3-4, 2018 Annual Report (Form 10-K)
102-7	Scale of the organization	2018 Sustainability Report pages 3-4, 2018 Annual Report (Form 10-K)
102-8	Information on employees and other workers	2018 Sustainability Report page 4
102-9	Supply chain	2018 Sustainability Report pages 5, 22
102-10	Significant changes to the organization and its supply chain	2018 Annual Report (Form 10-K)
102-11	Precautionary Principle or approach	2018 Annual Report (Form 10-K)
102-12	External initiatives	2018 Sustainability Report pages 8-13, 18-19
102-13	Membership of associations	2018 Sustainability Report page 3
102-14	Statement from senior decision-maker	2018 Sustainability Report A Letter to Our Stakeholders
102-16	Values, principles, standards, and norms of behavior	2018 Sustainability Report A Letter to Our Stakeholders, 2018 Annual Report (Form 10-K), Corporate Website (Governance)
102-18	Governance structure	2018 Sustainability Report pages 22-23, Corporate Website (Governance)
102-40	List of stakeholder groups	2018 Sustainability Report page 5
102-41	Collective bargaining agreements	2018 Sustainability Report page 5
102-42	Identifying and selecting stakeholders	2018 Sustainability Report page 5
102-43	Approach to stakeholder engagement	2018 Sustainability Report page 5
102-44	Key topics and concerns raised	2018 Sustainability Report page 6
102-45	Entities included in the consolidated financial statements	2018 Annual Report (Form 10-K)

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE	
GRI 102: GENERAL DISCLOSURES			
102-46	Defining report content and topic boundaries	2018 Sustainability Report A Letter to Our Stakeholders, page 3	
102-47	List of material topics	2018 Sustainability Report A Letter to Our Stakeholders, pages 3-22	
102-48	Restatements of information	None	
102-49	Changes in reporting	None	
102-50	Reporting period	2018 Sustainability Report pages 2-3	
102-51	Date of most recent report	2018 Sustainability Report pages 2-3	
102-52	Reporting cycle	2018 Sustainability Report pages 2-3	
102-53	Contact point for questions regarding the report	2018 Sustainability Report pages 2-3	
102-54	Claims of reporting in accordance with the GRI Standards	2018 Sustainability Report pages 2-3	
102-55	GRI content index	2018 Sustainability Report GRI Index	
102-56	External assurance	None	
GRI 201: ECONOMIC PERFORMANCE			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
201-1	Direct economic value generated and distributed	2018 Annual Report (Form 10-K), 2018 Sustainability Report pages 15-20	
GRI 205: ANTI-CORRUPTION, GRI: ANTI-COMPETITIVE BEHAVIOR			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
205-1	Operations assessed for risks related to corruption	2018 Sustainability Report page 22, Corporate Website (Governance)	
205-2	Communication and training about anti-corruption policies and procedures	2018 Sustainability Report page 22, Corporate Website (Governance)	
205-3	Confirmed incidents of corruption and actions taken	No incidents of corruption took place during the reporting period	

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE	
GRI 301 MATERIALS			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report pages 6, 8	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
GRI 302: ENERGY			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
302-1	Energy consumption within the organization	2018 Sustainability Report pages 8-10	
302-3	Energy intensity	2018 Sustainability Report pages 8-10	
302-4	Reduction of energy consumption	2018 Sustainability Report pages 8-10	
GRI 303: WATER AND EFFLUENTS			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
303-5	Water consumption	2018 Sustainability Report page 12	
GRI 305: EMISSIONS			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
305-1	Direct (Scope 1) GHG emissions	2018 Sustainability Report page 11	
305-2	Energy indirect (Scope 2) GHG emissions	2018 Sustainability Report page 11	
305-5	Reduction of GHG emissions	2018 Sustainability Report page 11	

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE	
GRI 306: EFFLUENTS AND WASTE			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
306-2	Waste by type and disposal method	2018 Sustainability Report page 13	
306-3	Significant spills	There were no significant spills during the reporting period	
GRI 307: ENVIRONMENTAL COMPLIANCE			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
307-1	Non-compliance with environmental laws and regulations	There were no fines or notices of non-compliance issued to SITE Centers during the reporting period	
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSI	MENT		
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
308-1	New suppliers that were screened using environmental criteria	During the reporting period 896 vendors executed our Vendor Terms and Conditions	
GRI 401: EMPLOYMENT			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2018 Sustainability Report page 15-16	

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	No absenteeism reported in 2018	
GRI 404: TRAINING AND EDUCATION			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
404-3	Percentage of employees receiving regular performance and career development reviews	2018 Sustainability Report pages 15-16. 100% of SITE Centers' employees receive annual performance reviews. 56% also receive a mid-year review	
GRI 405: DIVERSITY AND EQUAL OPPORTUNI	TY		
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
405-1	Diversity of governance bodies and employees	2018 Sustainability Report page 22, Corporate Website (Governance)  143 Male Employees (41%)  205 Female Employees (59%)  63 Minority Employees (18%)  285 Non-Minority Employees (82%)  5 Contracted Employees  343 At Will Full-Time Employees	
GRI 406: NON-DISCRIMINATION			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
406-1	Incidents of discrimination and corrective actions taken	None	

GRI STANDARD	DISCLOSURE REQUIREMENTS	REFERENCE/RESPONSE	
GRI 413: LOCAL COMMUNITIES			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
413-1	Operations with local community engagement, impact assessments, and development programs	2018 Sustainability Report pages 18-20	
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
103-1	Explanation of the material topic and its boundary	2018 Sustainability Report page 6	
103-2	The management approach and its components	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
103-3	Evaluation of the management approach	2018 Sustainability Report page 24 (Disclosure on Management Approach)	
414-1	New suppliers that were screened using social criteria	During the reporting year, 896 vendors executed our Vendor Terms and Conditions	