

Sustainability
Report

2021



ædifica



TABLE OF CONTENTS

- 04** Drive positive impact
- 08** 2021 at Ædifica
- 14** Our approach
- 20** Making an impact
- 24** Our commitment
- 30** Toward inclusive communities and resilience
- 34** Diversity, job satisfaction and respect
- 42** Resilience and circularity
- 48** Individual and collective integrity
- 52** Recognition
- 56** Looking forward: 2022



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Drive positive impact



People



Communities



Planet



Message from the Chair of the Board

Our 2021 report marks the first five years of our commitment to the United Nations Global Compact. We feel that it's important to take stock of this milestone and our progress over the past five years so that we can set the right goals for the future.

Ædifica is proud to have achieved carbon neutrality again this year and to have once again met our greenhouse gas (GHG) reduction targets, maintaining an 83% decrease compared to 2017, the reference year. The second year of the pandemic has seen emission reductions related to employee travel, leading us to consider work from home as a way of meeting our goals going forward. The lessons learned also favour the permanence of a work ethic promoting employee well-being and a better work-life balance.

In the upcoming year, we will certainly face the challenge of maintaining our performance in the context of a return to the workplace. But we also need to be aware of the risk of complacency in the face of our past performance. This is an opportune moment to set ourselves even more ambitious goals and expand our impact beyond the physical limits of our organization.

Our observation of the market tells us that more and more organizations are aware of the threats to our planet and want to do something. The difficulty lies in taking action.

Over the past five years, we have seen how adhering to the Global Compact has given us a rigorous and actionable framework to achieve carbon neutrality.

The time has come for us to increase our influence by guiding other organizations towards carbon neutrality and building even more environmentally responsible projects.

This is a new indicator that will help define our commitment for the years to come.



MICHEL DUBUC
Chair of the Board of Directors

Message from the Vice President

Five years already... Although our first sustainable development policy for the organization was drafted more than ten years ago, 2021 marks five years of our official commitment to Corporate Social Responsibility (CSR).

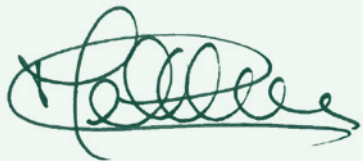
- Five years with the United Nations Global Compact
- Five years of reporting on our Sustainable Development Goals (SDGs)
- Five years of pride in our social impact and carbon neutrality

What have we achieved in these five years? The complete integration of the United Nations SDGs into our organizational model—enabling us to achieve gender parity, with employees whose diversity is now central to the firm's culture—and of course, the carbon neutrality of the organization.

Over the past five years, following the implementation of various measures related to our energy consumption, transportation, food and procurement, the equivalent of over 835 tonnes of CO₂ released into the atmosphere have been avoided. This carbon footprint represents four million kilometres travelled by car, enough to go around the earth 100 times or take five trips to the moon and back, depending on your preference! If a small business like ours can accomplish this feat, imagine what our large international organizations can achieve.

The ongoing pandemic has led us to examine our working methods and the real impact we want to create through our work. Today, we are positioning ourselves as strategic partners for our clients in achieving these common global sustainability goals.

Congratulations to Ædifica and to all the people behind it. Together, we're helping to build a better future for everyone!



MÉLANIE PITRE
Vice President, Sustainability
and Engineering

2021 at AEdifica



Our footprint, past to present



Distribution of emissions



Constantly pushing forward

Although there was still a great deal of uncertainty for many in 2021, this year once again, Ædifica surpassed all the reduction targets it had set for itself. Raising awareness of our CSR commitment was an opportunity to rally employees behind a common vision of maintaining the firm’s carbon neutrality.

Our challenge today is to convince our clients to adhere to this vision and to share the mission of creating future spaces, buildings and communities that are also carbon neutral.

Together, let’s commit to being carbon-free by 2030.



Highlights

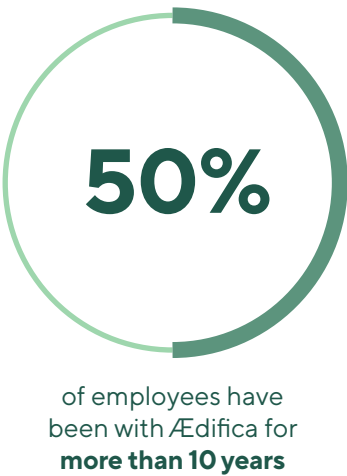
83%
overall CO₂ eq reduction
and 78% reduction per person
compared to 2017

100%
overall CO₂ eq reduction,
including carbon offsets

**Ædifica
has maintained
its carbon
neutrality**



Gender parity
in the firm



27,766 days
of work from home

78
**integrated
design
workshops**
in 2021

102 LEED projects
to date
7 WELL projects
to date



Our approach

**“ First life, then spaces, then buildings –
the other way around never works. ”**

JAN GEHL, architect and urban design

Ædifica is a leader in integrated sustainable design solutions to create healthier and more resilient environments, preserve natural resources and offer added value to its clients and to future occupants. Our firm's holistic approach has given rise to a sustainable development program that focuses on people, their health and well-being, and the integration of buildings into their environment.

Health and well-being

Through its projects, Ædifica sees an opportunity to do things differently by supporting each of its clients in creating pioneering projects. Knowing that people spend more than 90% of their time indoors, Ædifica includes strategies emphasizing the health and well-being of occupants in all of its projects. We can positively influence lives by encouraging our clients to invest in people by creating high-quality living environments.

Le Huppé

Located in Québec City near the Parc nature de l’Escarpement nature park, Le Huppé is a unique project offering 187 rental condos of various types.

In collaboration with the client, Immostar, and architects Pierre Martin et Associés, Ædifica acted as a sustainable development consultant and developed an approach centred on human beings and the impact of the built environment in order to obtain the first WELL v2 certification in Québec City.

Emphasis was placed on the importance of creating common living spaces where occupants can interact, have fun and be active. Physical activity is central to this project: direct access to the nearby nature park, indoor spaces for sports (gymnasium, swimming pool, yoga room) and stairs that are accessible to all and arranged in such a way as to encourage their use. This active design approach aims to encourage people to be active and to initiate healthy changes in occupants’ lifestyles.



PHOTO: PMA ARCHITECTES

Resilience and climate change

Ædifica has always been committed to preserving resources and natural ecosystems in all its projects, from planning to operations. Thanks to our integrated approach, our clients are assured that all of our employees, regardless of their discipline and expertise, are working together to achieve a single goal: to create sustainable and resilient buildings and spaces.

Sustainability is expressed through climate change considerations, including the carbon footprint of the materials we choose and the energy used for operations, as well as through construction quality, which increases the lifespans of our buildings.

Our communities are increasingly vulnerable to climatic hazards. Primarily passive solutions are required to rebalance previously developed environments and ensure our resilience in the face of exceptional situations.

Val-Martin revitalization

Since 2017, Ædifica has been involved in the design and construction of the first eco-complex in Laval aiming for LEED-ND certification: the Val-Martin revitalization project. Based on a collaborative approach featuring several integrated design workshops, the Ædifica team developed a diverse, permeable built environment, laying the foundations of a socially, economically, and ecologically responsible neighbourhood.

The site includes seven multi-family residential buildings with a total of 357 social housing units, as well as a LEED-NC Gold community centre and a public park, creating a lively and active living environment. The principles that guided the project are pedestrian mobility, universal accessibility, access to natural light, energy efficiency, safety/openness, green spaces, passive stormwater management and GHG reduction.

Closing the loop

In carrying out its projects, Ædifica uses an integrated, collaborative approach that meets the highest industry standards. Through an integrated design process, the various stakeholders of a project are solicited in order to jointly develop conceptual strategies specific to the challenges of the project and thus maximize its performance and sustainability.

This integrated approach leads the project team to develop responsible and efficient solutions with a circular vision of the structure’s life cycle that considers the immediate and future impact on the environment, the associated costs and the quality of life of the people who will experience the space.



Making an impact





Our portfolio now totals

109 projects

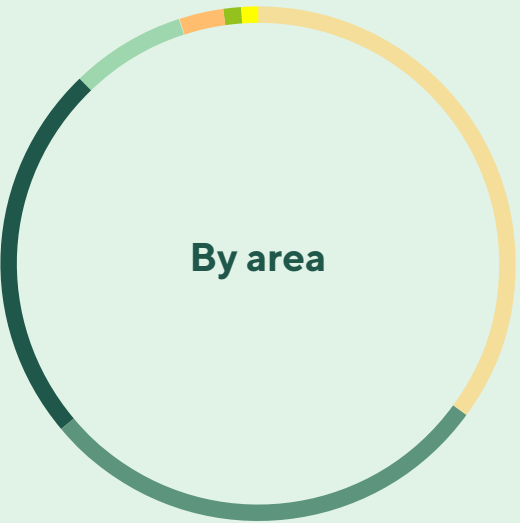
that have obtained or are aiming for a recognized sustainable development certification.

1,344,364 m²

of projects aiming for certification



Breakdown by market sector



- Workspace 35%
- Neighbourhood 29%
- Residential 24%
- Education and culture 7%
- Industrial 3%
- Commercial 1%
- Health and sports 1%



- Commercial 46%
- Workspace 24%
- Residential 13%
- Education and culture 66%
- Industrial 5%
- Neighbourhood 33%
- Health and sports 3%

Our commitment



Our commitment

Ædifica has always played a pioneering role in creating sustainable built environments. We obtained the first LEED-ND Gold certification in Canada in 2008 for Technopôle Angus, as well as the first Platinum level LEED-EB certification in Canada in 2011 for the Air Transat headquarters. And that was just the beginning. A few hundred projects later, we are still striving to exceed the standards and guide our clients and partners in projects with low environmental impact and high social impact.

As an organization, we also have a responsibility to our professional community. For over 15 years, we have been a member of the Canada Green Building Council and the US Green Building Council. We are also a proud and long-standing partner of Bâtiment durable Québec (sustainable building Quebec) and, more recently, of the Conseil québécois des entreprises en efficacité énergétique (Quebec council of energy efficiency businesses) and the Construction Lab of the Centre d'études et de recherches intersectorielles en économie circulaire (centre for intersectoral studies and research on circular economy). Many of our employees are members of technical committees, urban planning or environmental advisory boards, and various research groups related to sustainable development, which we strongly encourage since collective wealth is also created through individual fulfillment.

Since 2017, the United Nations Global Compact has guided our CSR commitments and our corporate strategy, and the Global Reporting Initiative governs our monitoring and reporting process. Five years ago, we were one of the first Canadian architectural firms to embrace this global commitment; today, dozens of industry partners have followed suit.

Let's work together for a more responsible and sustainable future.



Objectives of the United Nations
Global Compact



Global Reporting Initiative indicators adopted

DROIT DE L'HOMME ●	DROIT DU TRAVAIL ●	ENVIRONNEMENT ●	ANTICORRUPTION ET ÉTHIQUE ●
G4-SO1	G4-10	G4-E2	G4-56
G4-HR4	G4-LA3	G4-EN2	G4-57
G4-HR10	G4-LA9	G4-EN17	G4-58
	G4-LA12	G4-EN19	G4-SO4
	G4-EC5	G4-EN27	

Toward inclusive communities and resilience

Human rights

“What excites me about designing a new environment is the opportunity to improve people's well-being, and their health. People must be at the core of the project, and everything stems from their needs. Each project is unique, so we have to analyze and understand the interactions and the specific needs of the people involved in it. When designing spaces, we also have a duty to design a healthy, equitable, inclusive and ecologically responsible environment.”

VÉRONICK LALONDE
Senior Designer

Our strategy

One of our fundamental principles in carrying out our projects is, of course, to make sure that we have a positive impact on the occupants who will use the spaces and who in turn will allow the place to evolve in all its richness, over time. We are not building ivory towers; we are creating narratives that are intimately linked to the most pressing issues in our society.

The new communities created in this way, regardless of their scale, all provide healthy, diverse and equitable environments. Human rights must be celebrated through all the environments we create: workplaces that help reduce stressors, academic spaces with exemplary universal accessibility, the facade of an industrial building showcasing local culture, and the revitalization of a vulnerable residential community are some examples.

This quest for a positive impact is not only seen in the success of our projects, but also in the pride of each of our employees who imagine, design, create and maintain these spaces.

Our actions

Ædifica’s engagement is both local and international. Our responsibility is seen in our actions, taken one step at a time.

Close to home, once again this year we invested close to \$10,000 in sponsorships to various charities and more than \$20,000 in local industrial partnerships.

Our experts have also done nearly 600 hours of volunteer work in international cooperation projects, technical groups and research projects related to sustainable development.

Elementary school in Tendimane, Senegal

Tendimane is a rural community in Basse-Casamance with about 600 inhabitants. Community organization and education are the keys to its prosperity and empowerment.



Photo credit: PRÉCI-ÉTS

The elementary school project aims to improve learning conditions. It is the result of Ædifica’s collaboration with Engineers Without Borders Québec, the École de technologie supérieure (ÉTS) student international cooperation program, and the firm WSP.

The existing school, with eight classrooms in five buildings, was in precarious condition with dark, poorly ventilated rooms, worn-out roofs and, in some cases, weakened load-bearing walls. The primary objective of the project was originally to replace the two classrooms in the most damaged building with a new building. After a preliminary assessment of the existing infrastructure, the design team felt that the project should not be limited to the reconstruction of the damaged building alone, and that a comprehensive vision of the school for the future would be beneficial. With this in mind, several workshops were held with faculty representatives and community leaders to create a forward-looking master plan for the school.

The resulting concept is a lightweight project, built around a central playground with fun elements, with ventilation and natural lighting as the priority and an emphasis on food self-sufficiency by means of a vegetable garden. The project is also intended to be a safe place for students, in a pleasant environment built with local materials and expertise.

There were major budget constraints for construction, and even more so for the school's maintenance and operation, so the design team used compressed earth

brick walls made from clay extracted directly from the school property. The ÉTS team trained villagers in the production of these building elements with quality control. Handcrafted doors and windows, including openings with pivoting sashes, were made by a village carpenter. Community representatives had expressed a wish to respect local customs with mosaic flooring, which was incorporated.

Although the ÉTS team went on-site to be actively involved in production tasks and in the management of the construction based on well-developed technical documents, many hazards, such as uneven grading that was not identified in preliminary surveys provided by third parties and the impossibility of procuring certain materials, meant that the on-site team and the Ædifica team, working remotely, always had to be creative and proactive in the choice of solutions. The result is a school that stimulates learning in friendly, safe, functional and aesthetic conditions, and that promotes its appropriation, not only by students and teachers, but by the community as a whole.



Photo credit: PRÉCI-ÉTS



Photo credit: PRÉCI-ÉTS

Diversity, job satisfaction and respect

Labour law

In times like those we are experiencing, I find it fascinating to think about the impact of changes in people's points of reference and their ability to cope in the face of ambiguity. The collective strength of our group is founded on the values that inspire our codes of conduct, our behaviours and the rules that are the basis of the way we work together, both to support the company and for individuals and their well-being. The whirlwind of changes we have undergone must not come at the expense of these core values. We must always be sure to keep an eye on our blind spots during these periods of upheaval in order to continue making the best decisions. Our return to the workplace and the culture that goes with it is an opportunity to create a framework that will promote a balance between private and professional life and favour flexibility and feelings of personal fulfilment. This is a winning strategy, both for employees and the organization.

GABRIEL TOURANGEAU

Director

Brand, Communications and Marketing

Our strategy

Over the last two years, Ædifica has greatly expanded—not in terms of revenue or the number of projects carried out, but in terms of the workplace. Small satellite offices have been created in each of our employees’ households. The pandemic separated us physically, but also brought us closer to our families and their realities.

We took the time to ask workers about their needs, their expectations and the changes that our current office required to ensure greater resilience for the future while fostering individual growth and a collective culture. For the last few months, we have been preparing to create a new hybrid workplace that meets the most recognized international standards such as LEED and WELL in terms of health, well-being and sustainability.

Our actions

Internal policies

- The firm is implementing several policies that go beyond provincial labour standards and aim to support our governance as well as our culture of respect and diversity.
- Sustainable development policy: mainly targets procurement, but also the environmental impacts of the company’s actions. It is clearly communicated and disseminated within the firm.
 - Anti-harassment policy: governs individual behaviours and provides protection to everyone. It also includes the entire anti-discrimination component, which ensures that everyone is treated fairly, regardless of gender, age, sexual orientation or background.
 - Work from home policy: governs work at home and defines employees’ responsibilities as well as the employer’s, with the setup of an ergonomic workstation in each household.

Considering the pandemic situation that continued in 2021, with its share of uncertainties, the firm offered a \$100 monthly bonus to cover the various costs related to maintaining a home office, such as internet, telephone service and technology.

Work-family balance

In keeping with government directives, and to ensure everyone’s safety, there was no official return to the office in 2021. In total, 26,766 days of work from home were carried out by our employees.

Closed schools and sick relatives forced us to improve our flexibility as an organization and our agility as a work team so that everyone could meet their family and personal obligations. In addition to the following regular measures, we facilitated reduced work hours on demand during this year full of twists and turns.

- Flex-time bank
- 5 paid sick leave days per year
- 2 additional days off, in keeping with labour standards
- Paid days for mourning
- Unpaid leave to make life easier for our colleagues in difficult situations
- Increase in maternity leave by an extra week beyond the labour standards
- Gradual return from prolonged absences

The firm also provides all employees and their families with access to a 24/7 online clinic for medical or social services.



Equality and equity

Gender equality is a source of pride for the firm. Ædifica has achieved parity among its employees this year and intends to maintain it. Management is 28% female.

The organization offers competitive salaries comparable to those in the industry but always in keeping with the position held and the number of years of experience, without any discrimination. A salary grid governs the starting salary, and there are different scales for the same position based on the number of years of experience and an assessment of the annual contribution.

To encourage each individual to join the culture, the company provides good support for new hires by organizing welcome sessions and an onboarding program jointly overseen by our human resources team and the department directors.

Education

Individual job satisfaction depends on successes, but also on professional development. Our employees' curiosity and thirst for learning are encouraged by an emphasis on continuing education. The company invested more than 1% of the payroll in education in 2021.

The annual evaluation period of each employee's contribution is an opportunity to take stock of the new knowledge that we wish to acquire, not only to meet the specific needs of our clients, but also to develop and be able to innovate in order to meet the needs of tomorrow. This process supports managers and their employees in initiating discussions and assessing development opportunities.

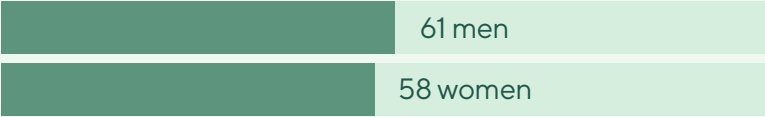
Corporate culture

For a second year, the pandemic disrupted our usual social activities. We felt very far away from the coffee machine! Fortunately, online activities were organized to help strengthen ties between colleagues. Yoga classes were held twice a week online at lunchtime, contributing to mind-body balance. Breakfast clubs were also organized remotely, allowing our employees to tell everyone about the significant projects they had so proudly developed.

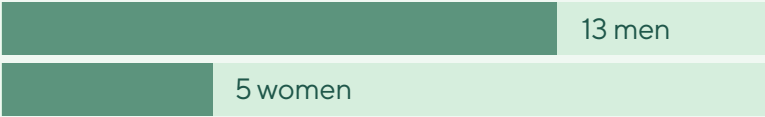
At the end of the year, to thank all the employees for the efforts made during this difficult year, management sent out festive meal boxes and small gifts with the brand image.



Statistics



EMPLOYEES



MANAGEMENT

Starting salary

M = W

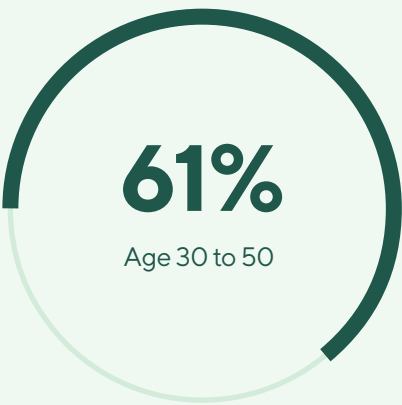


16%
of employees with
LEED, WELL, HQE, TRUE, ENV
accreditation



1.2%
of payroll spent
on education

Employee age distribution



Resilience and circularity

Environment

“The context in which we currently live forces us to recognize the importance of modesty. In my opinion, it is a truly appropriate solution to adapt to our changing world. Each material is precious and has its own history, from its extraction to its eventual recycling. It is our responsibility to use the best materials for each purpose. Let’s draw inspiration from the past, when objects and structures lasted a lifetime, or even centuries. Conversely, let’s choose innovative technologies to make fully biodegradable packaging that leaves nothing behind. Collectively, we have the intelligence and knowledge to move forward. The available resources are not infinite, but their uses could be. Let’s move away from the concepts of obsolescence and temporary trends and truly embrace sustainability.”

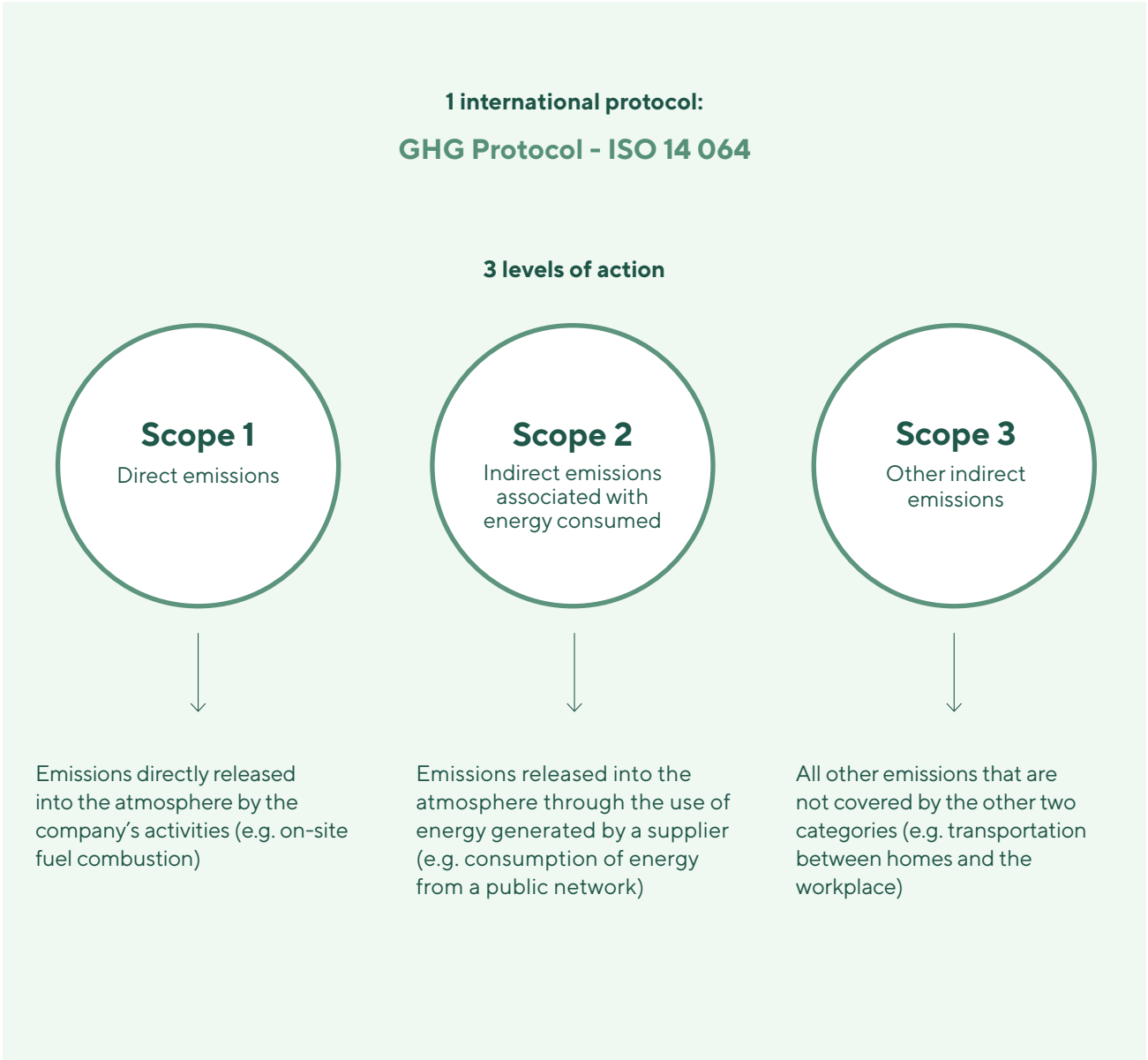
VANESSA TORALTI, PA LEED ID+C, TRUE Advisor
Technical Coordinator, Sustainability

Our strategy

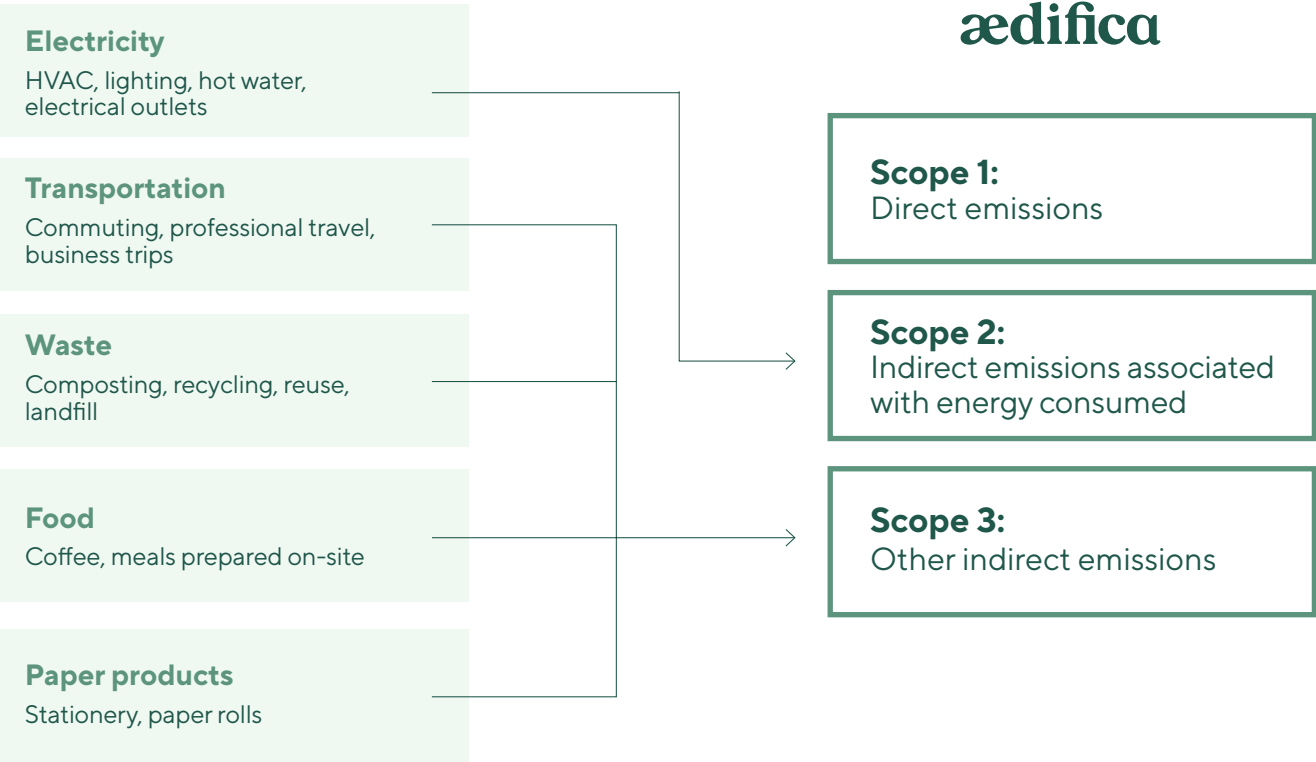
The concepts of climate resilience and circular economy are an integral part of our guiding principles for project implementation. They underlie the governance, operations and strategic orientations of the firm, all measured by an overall CO₂ equivalent emission indicator. This carbon footprint is tracked based on an international protocol, organized into three categories.

The firm's carbon accounting focuses on scopes 2 and 3 of the ISO protocol. Since our offices are 100% powered by hydroelectricity, the firm has no direct emissions related to scope 1 as it has been defined.

Carbon footprint



Carbon portrait



The pandemic has caused many organizations to reflect on their impact and question the very idea of having a permanent office. Considering that the majority of our greenhouse gas emissions were directly related to transportation between home and work, even if almost 90% of the mileage were by alternative transportation, this was the point of consumption where we had to act.

Operating remotely in 2021 was therefore an opportunity to prepare new spaces for a possible return to the office in a hybrid format, thereby continuing our mission of carbon neutrality.

Our actions

Reduction measures by sector

Transportation	Food	Waste	Energy	Paper products	Materials
Public transit 100% of monthly pass	Responsible sources Organic, local, responsible and fair trade fishing	Less printing Technology	Source Electricity	Recycled content	Low-impact materials Life cycle analysis
Active transportation Bike storage, changerooms and showers, bike maintenance, safety equipment for cyclists	Reduction of animal-sourced consumption Plant-based milks, zero red meat, vegetarian foods	Recycling	Reduced consumption Efficient lighting, movement detectors, light level detectors	Responsible sources Fsc, green energy, carbon neutrality	Reduced quantities Gross surface area, open spaces, hybrid format and fewer workstations
Reduced travel Work from home, talking to clients about air travel		Recovery Composting of food waste		Reduced consumption Technology, EnergyStar it equipment and cloud solution	
Strategic location Downtown		Reuse Donation of furniture and equipment			

Highlights

Indirect greenhouse gas emissions (tonnes of CO₂ equivalent)

	Transportation	Food	Paper products	Waste	Energy	Total	Total / person
2021	65	0	0	0.05	1	67	0.56
2020	36	7	1	2	2	48	0.46
2019	246	23	3	14	2	288	2.07
2018	291	26	3	27	2	349	2,2
2017	344	26	3	22	2	397	2.56

* No meals were served and no paper supplies were used during the year as there was no return to the office in 2021.
** Energy consumption takes into account the energy consumed by employees' computer equipment while working from home.

Reduction of indirect greenhouse gas emissions and offsetting

Working from home

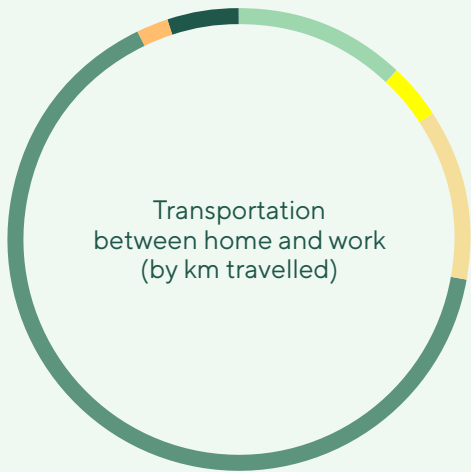
62 tonnes
of CO₂ saved

Alternative transport

3 tonnes
of CO₂ saved

Carbon credits

67 tonnes
of CO₂ offset



- Bus 12%
- Train 4%
- Metro 12%
- Solo car 65%
- Electric car 2%
- Active transportation 5%
- Carpooling 0%



- Electronics and batteries 3%
- Building materials 69%
- Paper and cardboard 1%
- Plastic, glass, metal 27%
- Compost 0%
- Garbage 0%

67 tonnes emitted
-
67 tonnes offset
in carbon credits
=
**Ædifica
is still carbon neutral!**
838 tonnes of CO₂ saved
thanks to the measures implemented
since our commitment
in 2017

Individual and collective

Anti-corruption and ethics

“An ethical work environment inspires trust—in our clients, in the beneficiaries of our services and in our employees and partners.

With this in mind, Ædifica is actively engaged in combatting corruption with the conviction that transparency, integrity and good governance in business are essential pillars for building prosperous, equitable environments that guarantee social harmony and human well-being.”

LENIN CRUZ

Director,
International Development

Our strategy

Trust lies at the heart of any business relationship. It is a mainstay at Ædifica. The reputation we enjoy today has taken years to build and is a valuable long-term asset.

Since corruption can cause major impacts on a society, both economic and social, Ædifica takes this systemic problem very seriously. The company’s principles and methods favour a high level of transparency and integrity. Accountability, professionalism and impartiality are all values that we share and must embody.

The development of the overall ethics and integrity strategy is based on the various codes of ethics governing our professionals (architects, engineers, etc.).

Each employee, individually and collectively, therefore has a daily obligation to continue to conduct business in an exemplary manner, within a framework of healthy competition based on competence. The integrity and ethics of the firm require the commitment of everyone, without exception. There is a zero tolerance policy for corruption.

Our actions

In addition to the implementation of the *Professional Code*, particularly the *Code of ethics of architects* and the *Code of ethics of engineers*, Ædifica, through its ethics committee, has developed an internal guideline on ethics. This document sets out organizational and behavioural expectations of staff, management, board members and other frontline stakeholders. This policy is divided into six parts:

- Responsibility toward society and the fields of architecture and consulting engineering
- Keeping knowledge and skills up to date
- The legitimate interests of clients, legislative compliance, integrity and transparency
- Respect and fairness to others
- Combatting corruption
- Maintaining sound governance and professional secrecy

Based on Canada’s *Corruption of Foreign Public Officials Act*, Ædifica implemented its own anti-corruption policy in 2017. This internal code is fundamental to our international growth plan for both developed or developing countries. It also supports our efforts to fight corruption in our local market. It has given us a preventive mechanism that we have used over the past few years to detect risks when developing new markets or new clients. We also share our anti-corruption practices with our partners and clients so that they can join in with our approach. What we want above all is to continue our work while supporting the continuous growth and sustainable development of the communities in which we operate.



Recognition



“Grands prix du design” Awards

Silver Award,
Office category, for the
Cogeco head office
[int.design/en/projects/
siege-social-cogeco/](#)



Platinum Award,
Commercial Architecture
category, for the
**Grand Dérangement
Distillery**
[int.design/en/projects/
distillerie-grand-
derangement/](#)



Gold Award,
Commercial Space
category, for
**Mountain Equipment
Co-op Vancouver**
[int.design/en/projects/
mountain-equipment-
co-op-mec-vancouver/](#)

CAGBC Awards -
New Construction:
MEC Vancouver
[cagbc.org/showcase/
cagbc-awards/cagbc-
award-winners/](#)



Silver Award,
Urban Design, Landscape
Architecture & Landscaping
category,
Silver Award,
Special Award for Art
Integration in the Landscape
for the **Winter Station
project “Jardin des espoirs”**
(Garden of Hopes)
[int.design/en/projects/
station-hivernale-jardin-
des-espoirs/](#)

Looking forward: 2022

We have made a huge effort to reduce our organizational carbon footprint in recent years, leading us to exceed our targets much earlier than anticipated and to proudly achieve carbon neutrality in the fourth year of our commitment to the process. The challenges for the next year will be to find a balance in our emissions habits as an organization with the return to the office in hybrid format. Maintaining the firm's carbon neutrality is essential, but this time it will be done through direct actions in the field, such as tree planting.

The buildings we create, even with bold sustainability strategies, are also a major source of greenhouse gas emissions. In 2022 we will lay the foundations for a comprehensive reduction plan including the traceability of indicators. We will be calling on our professional leaders to identify strategies that will enable us to meet these new reduction targets. And we will sensitize our clients and partners to the importance of demonstrating responsibility and courage in this climate crisis so that we can keep pushing our limits.

In 2022, after two years of the pandemic, we will return to the office in brand new LEED and WELL certified spaces, demonstrating our leadership in terms of environmental protection, health and well-being to the industry, but especially to our employees.

2022 is shaping up to be a year of celebration. Let's get ready. Together.



