



Sustainability Report 2024

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Accelerating the transition to collective carbon neutrality

Dear partners and collaborators,

The year 2024 was a milestone in our common quest for a more sustainable future. In Montreal, and around the world, climate issues have intensified, reminding us of the urgency to act. Extreme heat waves, forest fires, floods, unusual wind chills and the lowest ice cover ever recorded in the north of our country are just some of the extreme weather events we have experienced. Proactive resilience remains the best strategy for absorbing all these blows more easily. More and more regulations and funding programs are emerging to support this inevitable direction.

As an architectural firm, we are aware of our role in this transition. For several years now, we have been committed to being carbon neutral in our operations. This report reflects our ongoing efforts to reduce our ecological footprint, our innovative initiatives and our strategic partnerships.

However, we know that our efforts alone will not be enough. The real challenge lies in our ability to engage our customers in this process. We need to inspire, guide and support them towards more sustainable projects, carbon-neutral buildings and environmentally-friendly living spaces.

Together, we can accelerate the transition to a collective carbon neutrality. Imagine the impact if every project we design, every building we build, were a step closer to a greener future. That's the ambition that drives us, and that's the message we'd like to share with you through this report.

We invite you to discover our achievements, our challenges and our prospects for the year to come. Together, let's build a sustainable future for Montreal and for future generations.

Sincerely,

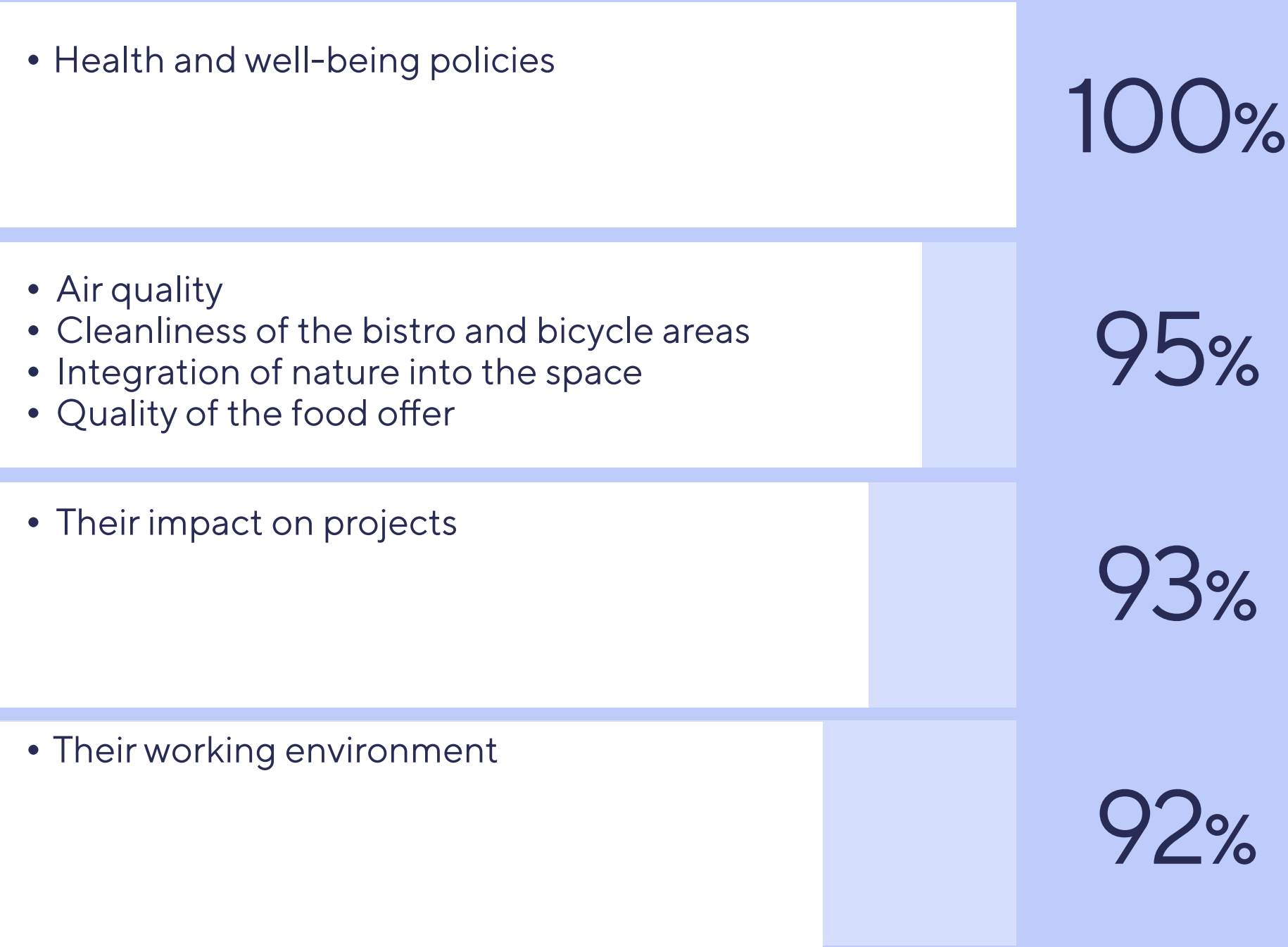
Mélanie Pitre

Vice-President
Sustainable Development and Engineering

2024 at AEdifica



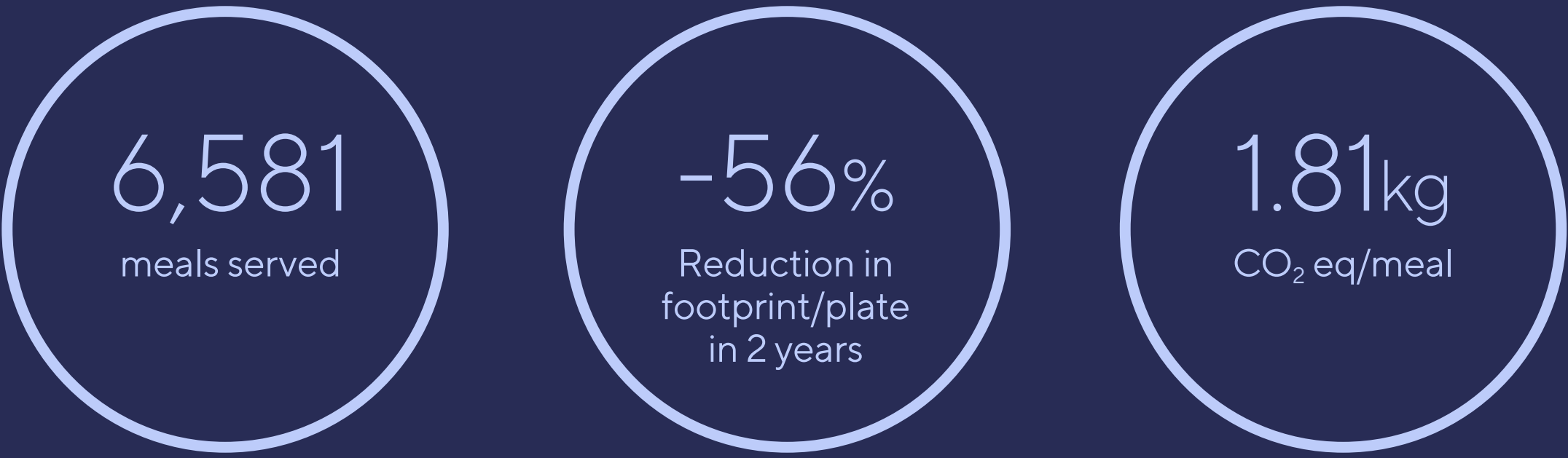
Employee satisfaction with:



Team



Food



Transport



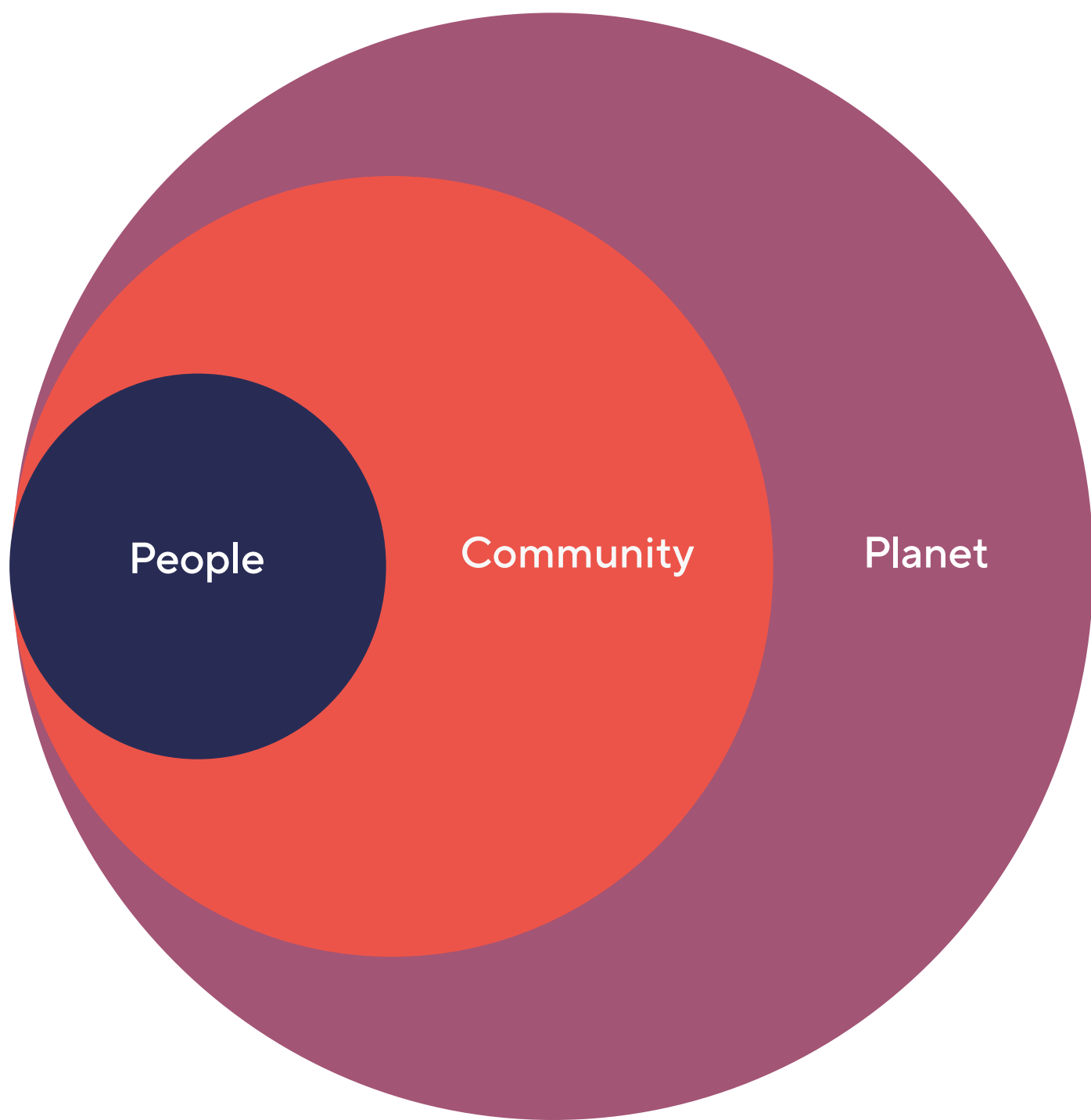


An ever-stronger
culture of impact

Our Purpose

Positively
impacting
the future

Positively impacting the future through the built environment and meeting human needs: for people, communities and those committed to living on a healthy planet.



Our Mission

To enrich
people's lives
by creating
sustainable,
carbon-neutral
and inspiring
spaces.

This mission represents the way we put our purpose into practice: by creating sustainable, carbon-neutral and inspiring spaces that enrich human lives, in ways that have a positive impact on people, communities and the planet we live on.

Together, our purpose and our mission form our commitment: to use the built environment as a tool to positively impact people, communities and the planet.

Our commitment can also be seen in our achievements in carbon neutrality.

Our Values

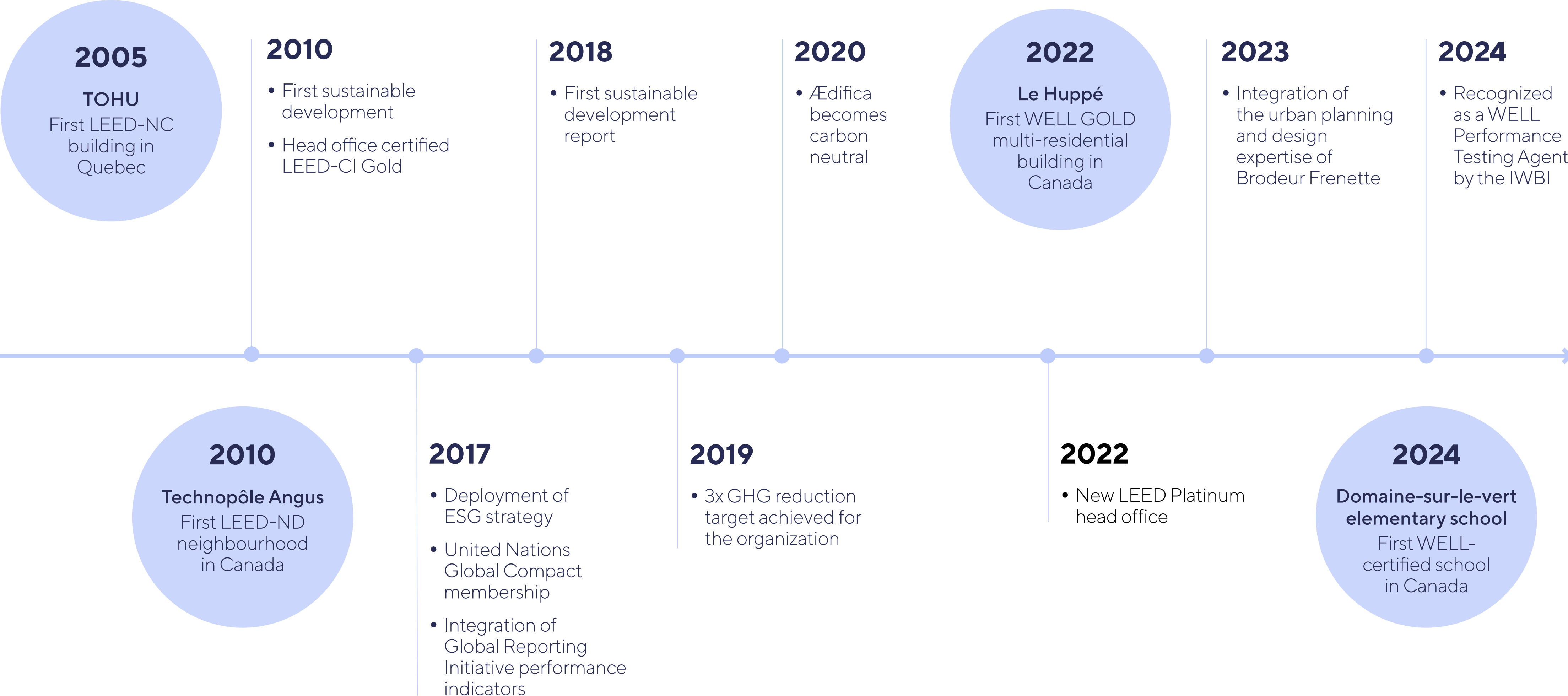
As an organization, Ædifica is driven by four values that guide our every action:





A Committed Path

Our Adventure



Our Commitments

United Nations Global Compact

The United Nations Global Compact is a call towards action for organizations worldwide. Its ambition is to catalyze change. By investing in sustainable development and taking shared responsibility for creating a better society, we can fight poverty and inequality, support education, health and peace, and protect the planet and its biodiversity.

To achieve this, member companies must align their activities and strategies with universally accepted principles. Divided into four themes, the pact is inspired by the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the UN Convention against Corruption.

The United Nations Global Compact serves as a leadership platform for the development, implementation and disclosure of responsible business practices under 17 sustainable development goals that are now well known worldwide.

Launched 25 years ago and joined by Ædifica in 2017, it is the world’s largest voluntary sustainability initiative, currently involving more than 23,000 companies and organizations based in over 160 countries.

United Nations Forward Faster Initiative for 2030

The Forward Faster initiative aims to increase accountability and transparency by asking companies to publicly declare their commitments and planned actions to achieve the goals. Companies that accept these commitments must report their progress annually to the UN Global Compact.

Five specific action areas have been chosen as they encompass all 17 of the Global Compact’s Sustainable Development Goals and represent areas where the private sector can make a significant and rapid impact between now and 2030. Each area includes specific objectives for transforming businesses into more resilient organizations.

Our commitments will be presented on the Forward Faster portal:
<https://unglobalcompact.org/what-is-gc/participants/119631-Aedifica>

1. **Gender equality**
Ensuring gender pay equity.
2. **Climate action**
Contributing to a just transition by taking concrete steps that address the social impacts of climate change mitigation and adaptation measures.
3. **Living wage**
Ensure a living wage for all employees.
4. **Water resilience**
Strengthen water resilience across our operations and contribute to a collective positive impact on vulnerable watersheds.
5. **Sustainable finances**
Align investments and financing with sustainable development policies and strategies, set targets and monitor and report on impacts.

We are the company that has officially committed to the most sustainable development targets in Canada.



Bâtiment durable Québec, Canada Green Building Council, US Green Building Council

Closer to home, our firm makes a point of getting involved in its practice's community. For over 15 years, we have been a member of these organizations, which promote sustainable building both locally and internationally, and we are proud to contribute to the development of new industry standards.

Our teams participate in various technical expert groups, collaborate on revisions to different certification programs, provide technical training and are represented as expert speakers at major events organized by these three organizations.



Conseil québécois des entreprises en efficacité énergétique (cq3e)

The role of the cq3e is to bring together product and service suppliers related to energy efficiency in the building and industrial process sectors in Quebec. Ædifica has been a member for over a year, as a multidisciplinary architectural firm. Over the past year, our role has been primarily to oversee the development of a manifesto on decarbonization: a bold and unifying industry position paper that was submitted last December to the City of Montreal's public consultations on its roadmap towards zero-emission buildings by 2040.



Center for intersectoral studies and research on the circular economy (CERIEC)

Our firm is a member of several CERIEC Lab Construction working groups. Together with researchers and other technical experts, we have put our field expertise to work to identify the targets, issues and challenges of circularity in construction in Quebec. Our participation in this research circle helps us to better orient the studies to be carried out and the projects to be deployed in order to find the best strategies to implement in the industry. It's our responsibility to transform the industry for the sake of all our futures.



Our ESG Objectives

Driving change for a responsible future

At Ædifica, our commitment to sustainable development is built around ambitious and concrete objectives, inscribed in the Environmental, Social and Governance (ESG) pillars. We believe that sustainable performance requires an integrated approach, where every decision and every project contributes to a positive impact.

E Environment: Towards a minimal carbon footprint and a restored ecosystem

The fight against climate change is at the heart of our concerns. Our carbon neutrality objectives, already a fundamental commitment of our operations, have been rigorously maintained since 2020. In 2024, to amplify our contribution to climate action, we have given concrete expression to this ambition by going beyond the reduction of our own emissions. **We acquired carbon credits from Carbone Boréal de l'UQAC**, actively supporting reforestation and carbon sequestration in Quebec forests. This initiative is a concrete step towards carbon neutrality and a direct contribution to the biodiversity and resilience of our ecosystems, which have suffered enormously from forest fires over the past year.

In addition, our expertise in architecture and design commits us to:

- **Designing carbon-neutral, low-impact buildings** with an emphasis on sustainable materials, energy efficiency and biophilic design strategies.
- **Reducing the environmental footprint of our operations**, notably by optimizing our energy consumption and waste management, and by promoting sustainable mobility for our teams.
- **Integrating the most demanding environmental certifications**, such as BCZ, LEED and WELL, for projects that reconcile environmental performance and occupant well-being.

S Social: Cultivating well-being, equity and community impact

Our social commitment is reflected in the valuing of our employees, the promotion of equity and our positive contribution to communities:

- **Developing a positive impact culture** where the well-being of our employees is a priority, through stimulating work environments and practices that promote work-life balance.
- **Foster diversity, equity and inclusion** within our teams, recognizing and celebrating the richness of our differences.
- **Actively contribute to the development of local communities**, participating in projects that address societal needs and strengthen urban resilience, particularly in the metropolitan area where we primarily operate.
- **Investing in the development of talent**, as demonstrated by the year's key promotions, which ensure the transmission of knowledge and the vitality of our organization.

G Governance: Transparency, ethics and responsible leadership

Solid governance is the foundation of our sustainable development approach. Our practices are guided by transparency, ethics and committed leadership:

- **Ensure the firm's sustainability** through strategic and innovative succession planning, such as the integration of a new generation of shareholders, which guarantees renewed and committed leadership.
- **Maintain high ethical standards** in all our operations and partnerships, ensuring that we conduct our business with integrity and responsibility.
- **Strengthen strategic collaborations** with our partners and customers to accelerate the transition to collective carbon neutrality, inspiring and guiding them towards more sustainable projects.

By combining these ESG objectives, Ædifica asserts itself not only as a leader in architecture and design, but also as a key player in the sustainable transformation of our society.



Reinventing Design for a Sustainable Future

In an ever-changing world, marked by complex challenges such as the climate crisis, geopolitical instability and demographic shifts, Ædifica has taken the strategic decision to reassess and reinvent its design approach. This approach aims to align our project processes with our core values and purpose, in order to maximize our positive impact on the future.

Several factors have motivated this rethinking of our design approach:

1

Technological innovations

Rapidly evolving technologies offer new opportunities for innovative sustainable building design.

2

Climate crisis

The urgent need to reduce our environmental footprint and design resilient buildings.

3

Geopolitical instability and demographic change

The need to adapt our designs to the changing needs of communities.

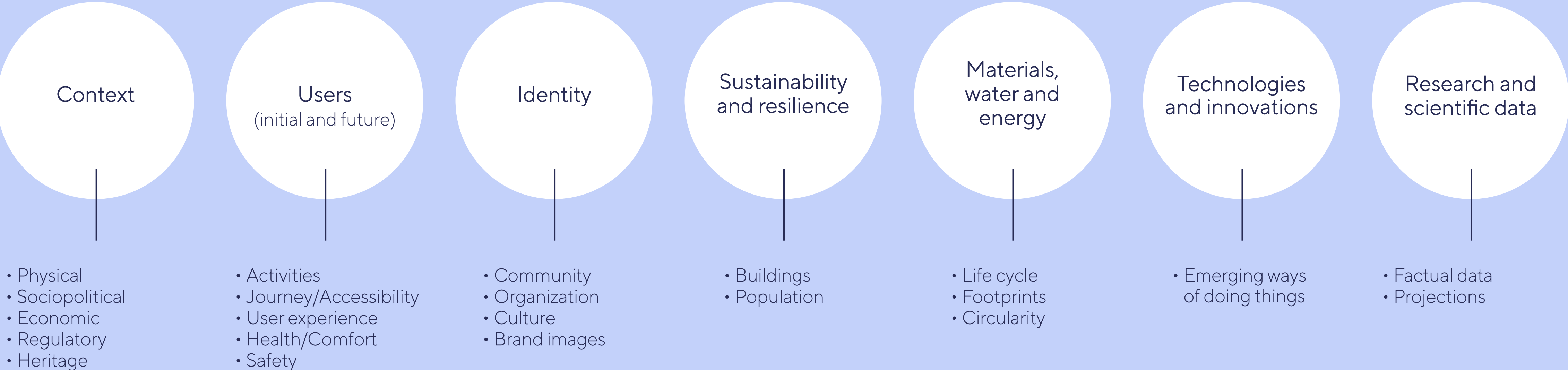
4

Housing crisis

The need to create affordable, sustainable homes.

Our New Conceptual Approach

Ædifica’s new conceptual approach is built around a simple, practical process supported by an internal guide and dedicated tools, a culture of continuous improvement through evaluation and feedback, multidisciplinary collaboration between centers of expertise, and the use of storytelling to communicate project vision and values. This approach integrates an orientation process throughout the project, considering multiple perspectives, known as “**lenses**”, such as customer, context, users (current and future), identity, sustainability, resilience, resources (water and energy), technologies, innovations, as well as research and scientific data, in order to maximize the potential of each initiative.



Environmental Impact

Carbon footprint

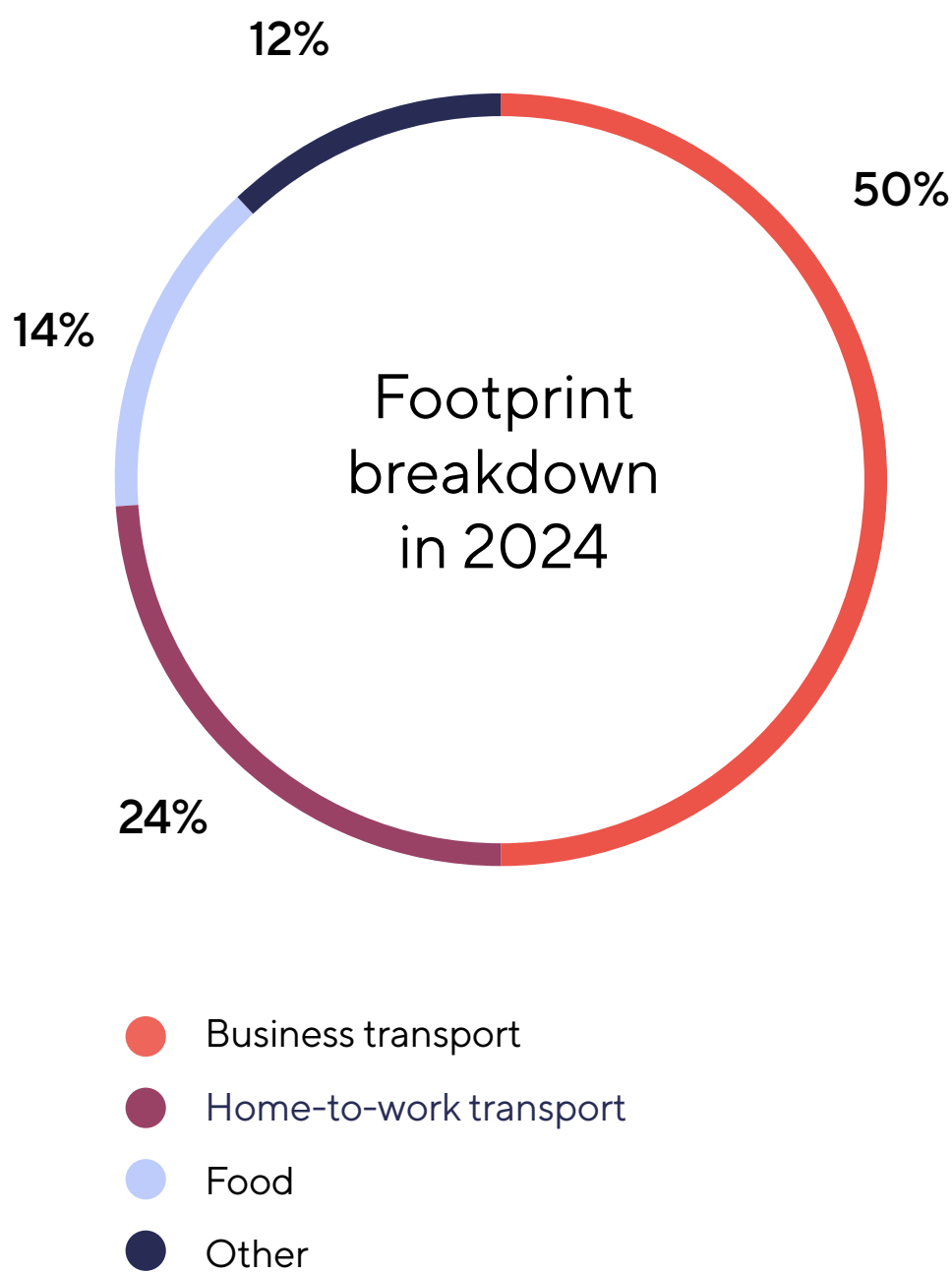
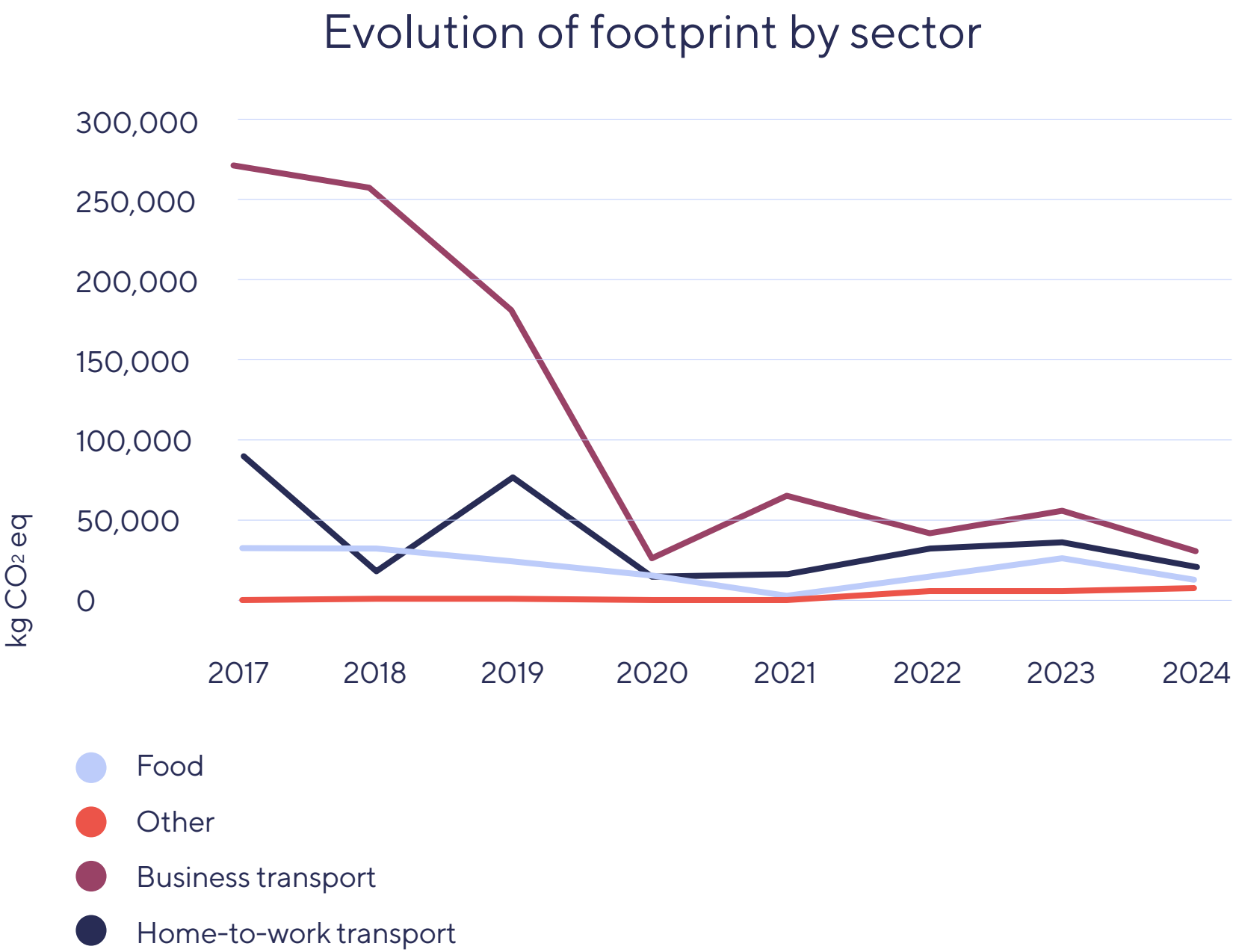
Once again this year, we have redoubled our efforts to improve our practices and maintain our carbon neutrality. Our collective efforts enabled us to reduce our employees' individual footprint by 24% compared with 2023.

Our greatest progress this year has been in the food area, where we reduced emissions by more than 50% in 2024.

It should be noted that the "other" category groups extended together level 3 impacts linked to waste production, materials consumption, energy consumption, stationery, IT equipment and the digital uses of our collectivity.



Carbon footprint

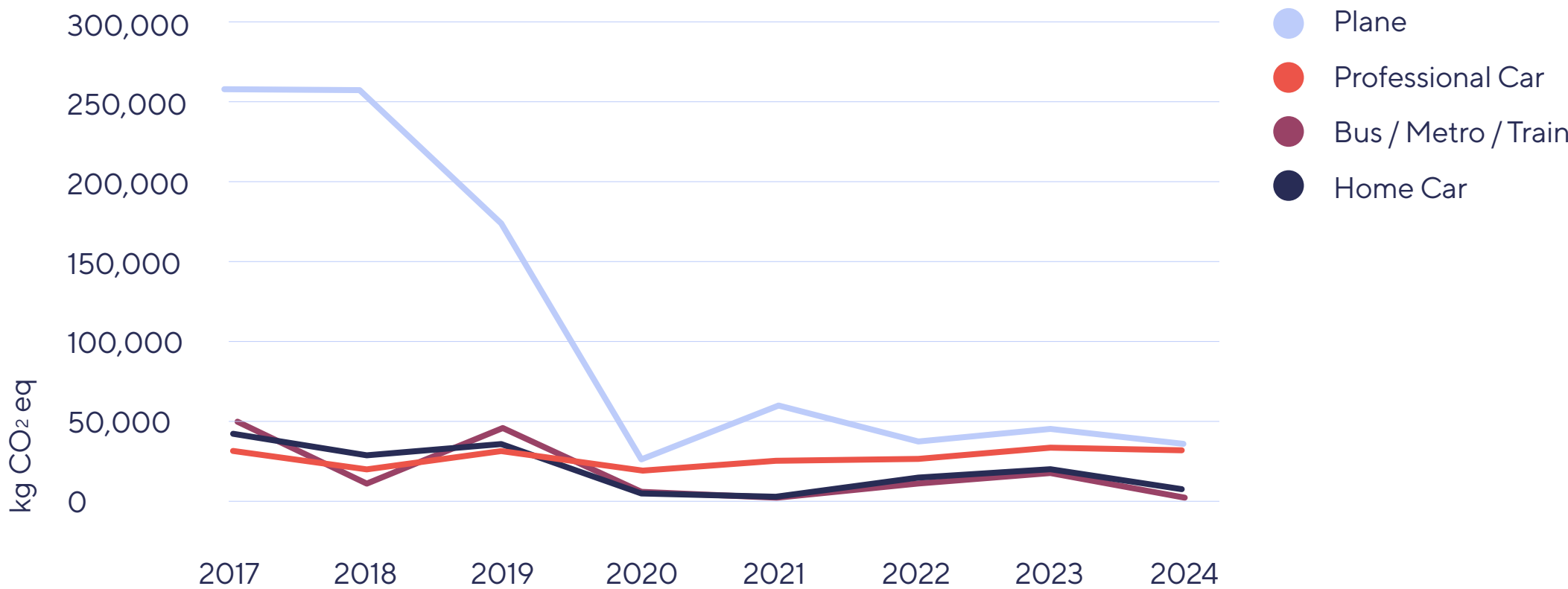


For a Responsible Mobility

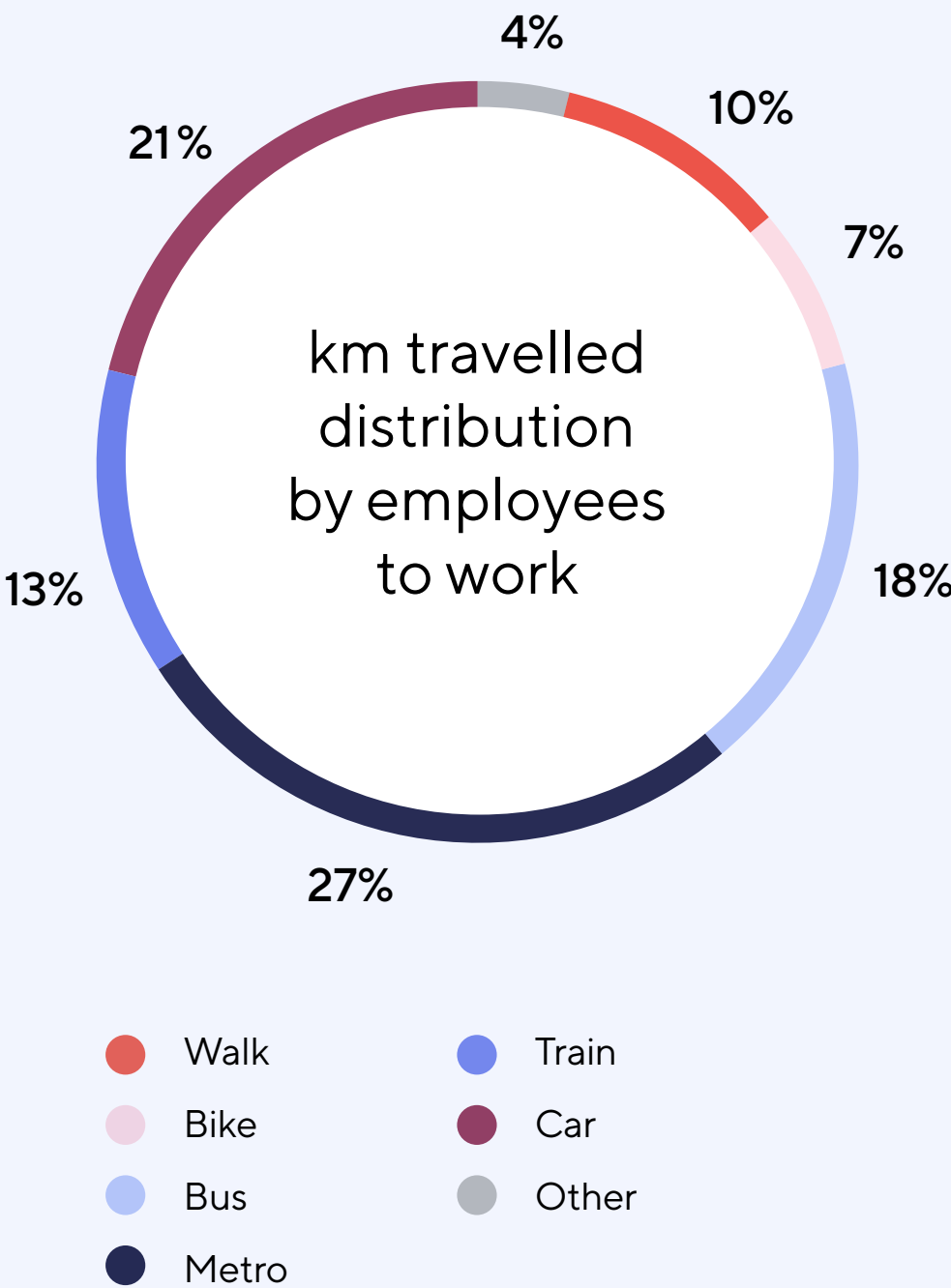
Because our carbon footprint is measured beyond our borders, Ædifica attaches great importance to the impact of employee travel. Thanks to the strategic location of our offices in the heart of Old Montreal, and to facilities that encourage active transportation (locker rooms, showers, bicycle parking), 75% of daily transportation is done by alternative mobility, including 17% by active mobility! Our telecommuting policy also helps reduce the number of kilometers traveled between work and home. With an average of 2.26 days worked in the office per week, home-to-work transport is reduced by 55%.

Although we have reduced our business travel and associated emissions by 15% on the previous year, business transport accounts for 50% of our overall annual carbon impact. We must continue to align our efforts to adopt practices that limit long-distance business travel.

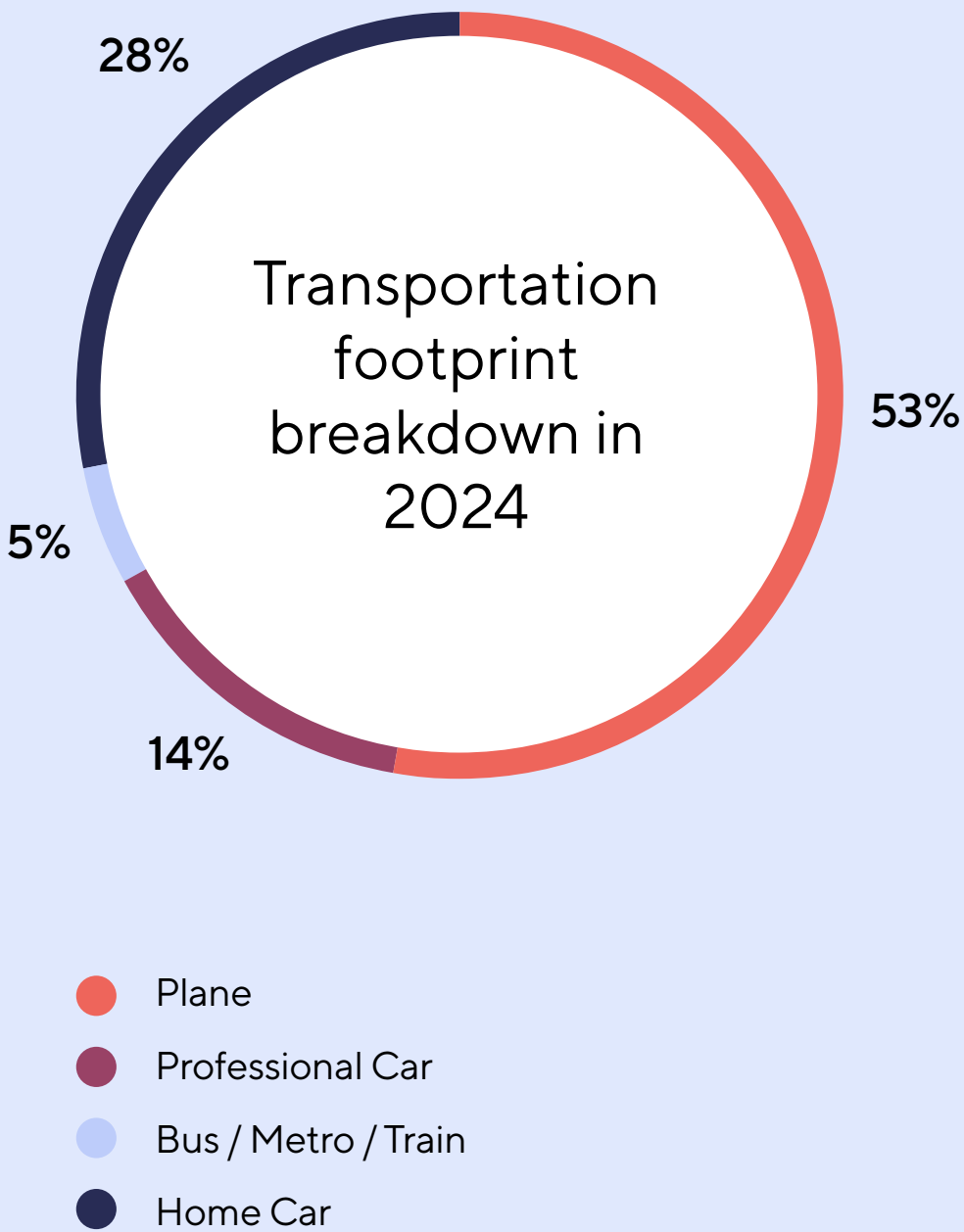
Evolution of transportation footprint



Home-work transport



Professional transport



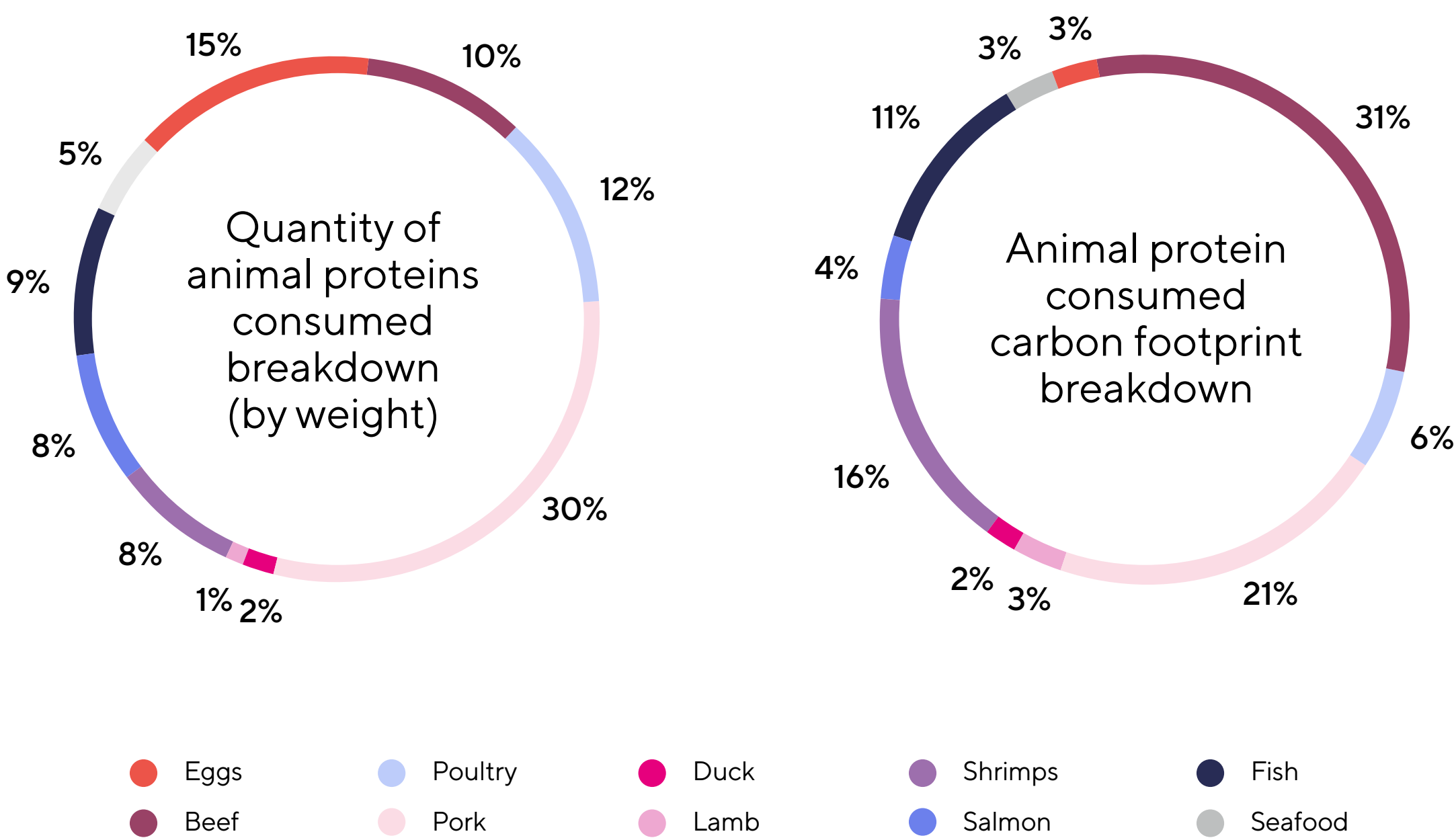


Time to eat!

With 6,581 meals served during the year, our chef carefully establishes his menus with one guiding principle in mind: healthy, tasty and responsible meals!

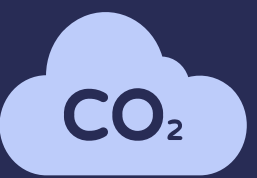
What's more, at least one meal is 100% vegetarian every week. The reduction in animal-source consumption continues all the way through our coffee, with a wide choice of animal and plant-sourced milk options. The animal proteins cooked by our chef are mostly those with the lowest environmental impact (pork, poultry, fish, etc.), and always from responsible sources (responsible and fair-trade fishing).

Thanks to all these efforts, a meal at Ædifica represents an average of 1.81 kg of CO2 equivalent, a 53% reduction on the previous year!




25%
vegetarian meals


6,581
meals served


1.81 kg
CO₂ eq/meal



Social Impact

Corporate culture and employee well-being

At Ædifica, we are convinced that our success depends on the well-being and fulfillment of our employees. This is why we have established a corporate culture focused on balance, collaboration and professional development.

Hybrid working policy: flexibility and trust

Our hybrid working policy gives our employees the flexibility to work remotely, while maintaining a strong link with the team and the company. On average, our employees spend 2.26 days a week in the office, enabling them to balance their professional and personal lives.

Professional development: growth and equality

We invest in the professional development of our employees, offering them opportunities for training and advancement. We are proud to have achieved a record 35% female representation in management positions, demonstrating our commitment to gender equality.

Health and well-being: a healthy, stimulating work environment

The health and well-being of our employees is a priority. We have implemented policies and initiatives to foster a healthy and stimulating work environment:

- **On-site catering:** Our chef prepares fresh, balanced meals every day, for a total of 6,581 meals a year.
- **Employee satisfaction:** 100% of our employees are satisfied with our health and well-being policies.
- **Pleasant working environment:** Over 90% of our employees are satisfied with the cleanliness of the bistro, the integration of nature into our offices, views of the outdoors, food, health and wellness policies, their working environment and their impact on project design.

Community involvement: supporting local initiatives

We actively support local initiatives and community organizations that share our values. We encourage our employees to get involved in projects that have a positive impact on society.

Tai-chi Challenge



**Social and festive activities:
building team spirit**

We firmly believe that the well-being of our employees is essential to our success. That's why we have set up a series of activities throughout the year, aimed at strengthening team spirit, encouraging collaboration, celebrating success and creating a dynamic, stimulating and inclusive working environment.

Dragon boat
competition



FESTIVE EVENTS

- Enchanted Village Christmas Party: A magical evening to celebrate the end of the year and strengthen bonds between employees.
- Halloween costume day and pumpkin contest: A fun and creative day to stimulate imagination and team spirit.

SPORTS AND WELL-BEING ACTIVITIES

- Tai-chi Challenge: An initiative to promote relaxation and physical and mental well-being.
- Dragon Boat Competition: A sporting and competitive event that strengthens collaboration and team spirit.
- Volleyball tournament: A friendly sporting activity to encourage team spirit and friendly competition.
- 5 à 7 zumba: To promote physical health in a group environment.
- Bike-challenge: sports challenge for the Make-A-Wish / Rêve d'enfants Foundation.

SOCIAL AND NETWORKING EVENTS

- 5 à 7 Terrasse brasseur de Montréal: An architectural tour followed by a moment of relaxation and networking to encourage informal exchanges.
- 5 à 7 sustainable development: Collegial quiz between departments to promote the company's values in relation to the environment.
- 5 à 7 Garden party: Enjoy the summer season, celebrate colors and relax with colleagues
- 5 à 7 After-ski: Winter activity to enjoy the season in the warmth.

SUSTAINABILITY INITIATIVES

- Écogénie de Bâtiment durable Québec: Activities aimed at raising employee awareness of environmental issues and promoting sustainable practices.

Impacts and benefits

- **Improved team spirit:** Activities helped strengthen bonds between employees and create a sense of belonging.
- **Strengthened communication:** The events encouraged informal exchanges and communication between different departments.
- **Promoting well-being:** Sports and wellness activities encouraged employees to adopt a healthy lifestyle.
- **Creation of a positive working environment:** Festive and convivial events helped create a pleasant and stimulating working atmosphere.
- **Employee recognition:** Activities recognized and celebrated employee contributions.



Sports challenge
for the Make-A-Wish/
Children's Wish
Foundation

École Domaine-sur-le-vert

The Domaine-sur-le-Vert elementary school in Saint-Hyacinthe represents a significant step forward in school design in Quebec. As the first school in Canada to obtain WELL Silver certification, it embodies an innovative vision in which the well-being of students and staff is placed at the heart of the learning environment. Ædifica is proud to have played a key role in coordinating this certification.

Project background

NEEDS AND OBJECTIVES

- Respond to demographic growth in the region.
- Create a modern, flexible and wellness-oriented learning environment.
- Achieve WELL Silver certification.

KEY PARTNERS

- Centre de services scolaires de Saint-Hyacinthe (CSSSH)
- Ministère de l'éducation du Québec
- WELL consultant: Ædifica
- Architect: Provencher_Roy (studio BBBL)
- Structural engineer: SDK et associés
- Civil engineer: Marchand Houle et associés
- Mechanical and electrical engineer: GBI Experts-Conseils
- Landscape architect: VLAN
- General contractor: Groupe Gagné Construction

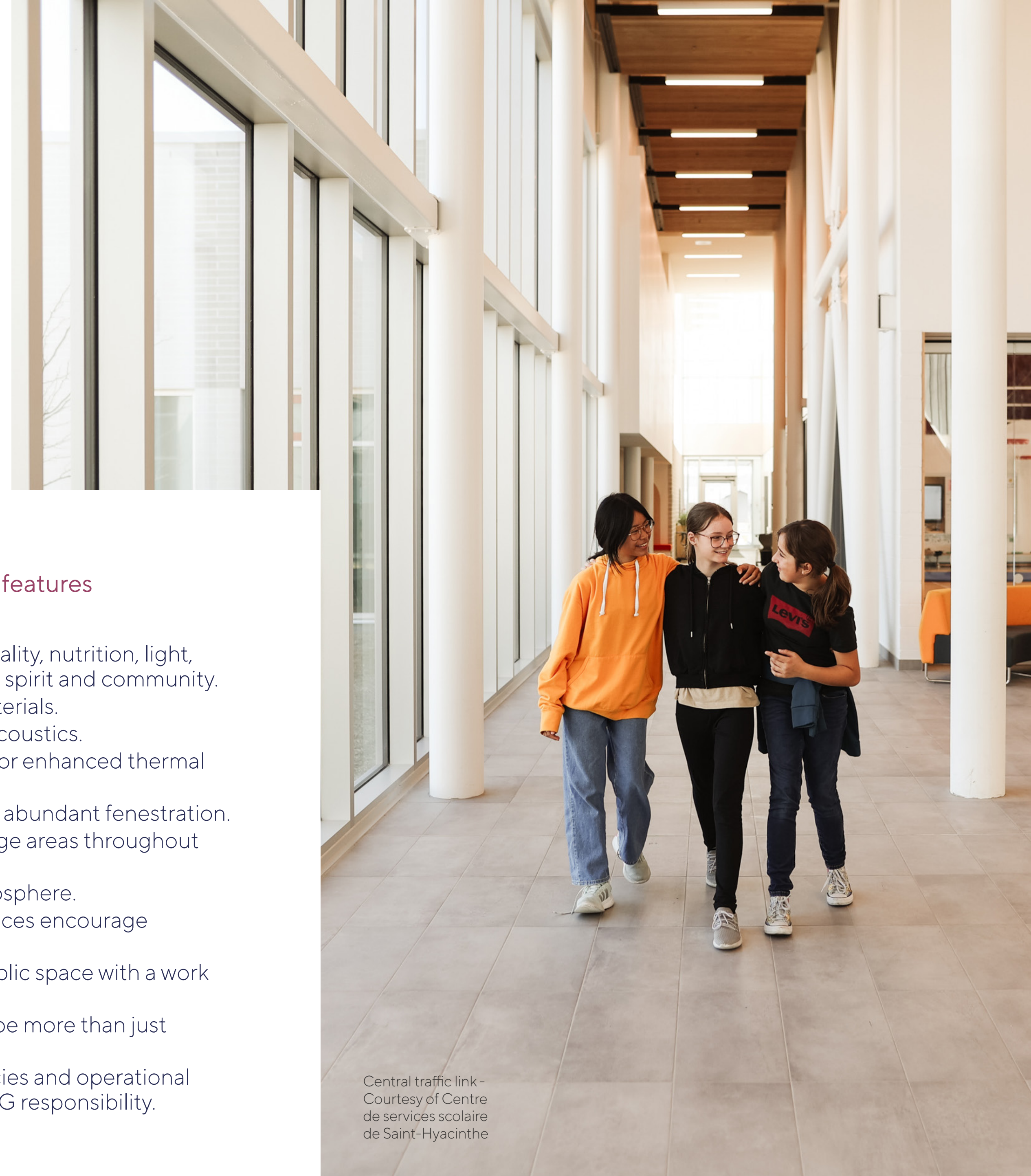
FUNDING

- \$1.3 million from the Ministère de l'Éducation (Plan québécois des infrastructures 2019-2029).

Innovative and sustainable features

WELL SILVER CERTIFICATION

- Focus on air quality, water quality, nutrition, light, movement, thermal comfort, spirit and community.
- Use of healthy, low-VOC materials.
- Optimized daylighting and acoustics.
- Integration of radiant floors for enhanced thermal comfort.
- Large, light-filled spaces and abundant fenestration.
- Integration of individual refuge areas throughout the space.
- Use of wood for a warm atmosphere.
- Flexible, multi-functional spaces encourage collaboration.
- Integration of art into the public space with a work by Susan G. Scott.
- The school was designed to be more than just a classroom.
- Improved procurement policies and operational procedures with a view to ESG responsibility.



Central traffic link -
Courtesy of Centre
de services scolaire
de Saint-Hyacinthe

Collaborative activities area -
Courtesy of
Centre de services
scolaire de
Saint-Hyacinthe



0.16%

Cost of WELL
certification

5.366 m²

School surface
area

490
students

(24 classes)

1st

elementary school
in Canada to
receive WELL
certification



Impacts and benefits

OCCUPANTS' WELL-BEING

- Healthy, stimulating environment for students and staff.
- Improved air and water quality.
- Optimal visual and acoustic comfort.

SCHOOL SUCCESS

- Flexible learning spaces adapted to new technologies.
- Fostering collaboration and socialization.

COMMUNITY

- New landmark for the Saint-Hyacinthe community.
- Infrastructure shared with neighboring park.

EXPERTISE DEVELOPED

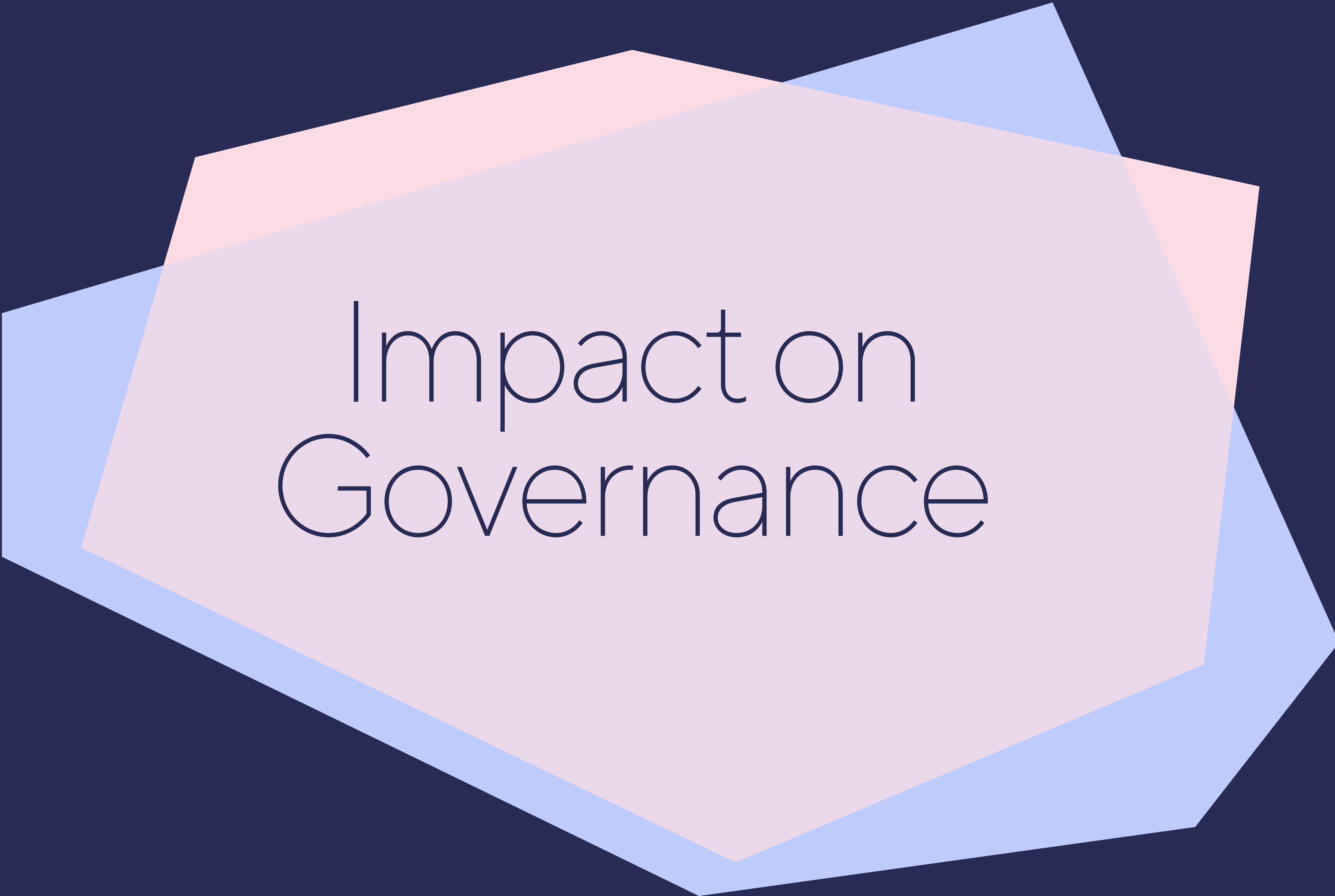
- The CSSSH has developed new expertise in WELL school construction, and will apply these new standards for future schools.

Key figures

- Cost of WELL certification: 0.16% of construction costs
- School surface area: 5,366 m².
- Capacity: 490 students (24 classes).
- 3rd school in Canada to receive WELL certification.
- 1st elementary school in Canada to receive WELL certification.
- 1st WELL school in Quebec.

The Domaine-sur-le-Vert school demonstrates that it is possible to reconcile environmental performance and occupant well-being in a school building. This innovative project serves as a model for future school construction and renovation projects in Quebec and Canada. Aedifica is proud to have contributed to this exemplary achievement.

Stairs - Courtesy of
Centre de services scolaire
de Saint-Hyacinthe



Impact on Governance

Securing our future

At Ædifica, our commitment to a sustainable future is also reflected in the longevity and vitality of our organization. In 2024, we reached a crucial milestone by welcoming a new generation of 11 in-house talents into the firm’s shareholder structure. This proactive approach not only ensures our internal succession, but also reflects our belief that collective leadership and commitment are essential to “building the future differently”.

This succession strategy is rooted in our core values of meritocracy, mentoring and shared value creation. Since 2019, our succession plan aims to gradually open up Ædifica’s capital to talents who stand out for their expertise, strategic vision, business development skills, leadership and commitment. This enables a new generation of leaders to get involved actively in the firm’s mission, vision and growth.

This innovative governance in the architecture sector strengthens our team’s loyalty, stimulates professional growth and productivity, and positions Ædifica as an ambitious career development platform. By ensuring a seamless transition and cultivating collaborative, interdisciplinary leadership, we are firmly focused on a future where our ability to innovate and inspire the business community will be the driving force behind our success.

From left to right, first row: Julie Boissonneault, Amélie Lessard, Marc Gaudreau, Marc-Olivier Deschamps, Marie-Josée Lapierre
Back row: Marc-Olivier Blouin, Martin Loubert, Caroline Denis, Jérémie Aparicio, Sonia Coulombe, Edwin Strik
Photo credit: Ædifica

For the years to come, this commitment translates into:

- **Renewed leadership:**
Young, experienced talent joins management to bring fresh, dynamic perspectives to our sustainable projects.
- **Inspiration for the industry:**
Our shareholder succession model demonstrates that strategic planning can positively transform the enterprise and make it more resilient to future challenges, inspiring other SMEs to adopt similar practices.

- **An ongoing commitment to impact:**
The new generation of shareholders is fully invested in Ædifica’s vision of creating sustainable, carbon-neutral and inspiring spaces, enriching human lives and contributing to the health of the planet.
- By investing in our next generation and sharing in the company’s success, we reaffirm our determination to build a greener future, together.



Nominations of the year

Strengthening our leadership for a sustainable future

The year 2024 was marked by key appointments that testify to the strength of our talent and our ongoing commitment to excellence, sustainability and sustainable development. These advances consolidate our leadership and position us ideally to meet tomorrow’s challenges with a seasoned and visionary team.

Strengthened leadership for Sustainable Development

We are proud to announce the appointment of **Maude Pintal** to the position of Director, Sustainable Development. With over 20 years of experience in sustainable development and project management, Maude has already successfully orchestrated numerous projects within the firm. Her appointment in line with our desire to accelerate the transition to collective carbonutrality and maximize our positive impact on the built environment. Her expertise and leadership will be crucial in integrating sustainable strategies and inspiring our customers towards more environmentally-friendly projects.

Strategic leadership for the Work Environment

To ensure a strong succession and continue to innovate in the work environment sector, we are pleased to announce the appointments of:

- **Rosanne Dubé**, appointed Vice-President, Work Environment. With her vast international experience and recognized expertise in strategy and design of workspaces, Rosanne will strengthen our leadership position in this field, offering solutions tailored to the complexity and scale of each project.
- **Raphaëlle Parenteau**, appointed Director, Work Environment. Her proven track record in project management and commitment to service excellence will ensure that we continue to deliver exceptional results to our customers, by creating optimal work environments.

These strategic appointments for the Work Environment team illustrate our commitment to workplace well-being, flexibility and trust, creating an environment conducive to professional and personal growth, and reinforcing our ability to design more efficient and humane spaces.



From left to right:
Maude Pintal,
Rosanne Dubé and
Raphaëlle Parenteau

A consolidated pillar in Commercial Environment

The Commercial Environment sector, vital to our success for almost three decades, has also seen its leadership consolidated through strategic appointments:

- **Stéphane Bernier** has been promoted to Vice President Commercial Environment. His in-depth knowledge of the company, his vast experience in Retail, and his proven ability to develop business and deliver projects of distinction as part of a team, have made him the candidate of choice to lead this sector.
- **Marie-Josée Lapierre** assumes the position of Director, Commercial Environment. As a seasoned account manager, Marie-Josée masters industry best practices and will take full responsibility for the operations and

performance associated with project implementation for all Commercial Environment customer accounts.

- **Nicolas Côté** sees his title evolve to Commercial Environment Design Manager, to better reflect the key role he already plays with excellence within this sector.

These Commercial Environment appointments solidify an already strong and experienced team, ready to meet the current challenges and ensure our continued success.

Congratulations to Maude, Rosanne, Raphaëlle, Stéphane, Marie-Josée and Nicolas! Their commitment and expertise are invaluable assets for Ædifica and we are proud to see them take the reins of our teams, opening a new chapter for our company and our sustainable impact



From left to right:
Stéphane Bernier,
Marie-Josée Lapierre
and Nicolas Côté



Challenges and perspectives for 2025

The year 2025 will be marked by major challenges to the place of sustainability measures in a changing international geopolitical context. However, climate and environmental issues will remain a reality, both locally and internationally

As a leading player in our industry, we will continue to implement best practices to achieve international and governmental goals. As we leave 2024, we will have strengthened our expertise and expanded our fields of action (energy efficiency expertise, WELL performance laboratory), and we will continue the efforts begun in previous years to promote our vision amongst our employees and customers.

The year 2025 will be dedicated to solidifying our collaborations and developing new ones, because “together, we can accelerate the transition to collective carbon neutrality”.

We will intensify our efforts to integrate the latest technologies and innovative approaches, in order to design even more resilient buildings with low environmental impact. We will continue to prioritize projects that not only address climate challenges, but also enrich people’s lives by creating sustainable and inspiring spaces. We will reinvent ourselves to implement projects that respond appropriately to our society’s challenges, and are better equipped than ever to have a positive impact on 2025.

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