Sustainability Impact Report
Colliers Project Leaders
Accelerating success.
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Front cover: Algonquin College, Algonquin Centre for Construction Excellence, Ontario

Inside front cover: University of Ottawa, Faculty of Social Sciences Building, Ontario
Twenty years ago, I was taught to embrace the Brundtland Commission’s definition of sustainable development: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. Public and private sectors have made significant progress since the Commission took pen to paper. We’ve embraced sustainable communities, regenerated the ozone layer, improved our air quality and are moving towards a low carbon, circular economy.

Despite the progress, we continue to ask ourselves: “are we doing enough?” At Colliers Project Leaders, we are excited about accelerating positive change. We want to create a future where buildings and infrastructure are part of a circular flow of resources and materials that help regenerate our planet. This transformation is the challenge ahead. We must work with our clients towards a prosperous, low carbon future that builds resilient communities.

Writing this report has posed as many questions as it answers: are we merely sustaining sustainability? Or sustaining a system that is broken? At what points in our service delivery can we push a client’s project towards net zero?

This report features some of our stories and accomplishments. We have applied the basic principles of reporting and disclosure as outlined by the Global Reporting Initiative’s G4 Guidelines and the Sustainability Accounting Standard Board’s Engineering & Construction Standard. I believe in the importance of reporting, but it should not put undue strain on our resources or ability to act in the best interests of our clients.

This report will answer some questions and pose others. It will be an engagement point with our stakeholders and staff, helping us to discover how we can all innovate and support the transformation we know has to occur. Sustaining our current path is no longer an option.

Ralf Nielsen  
Director of Sustainability | Colliers Project Leaders
We learned early on in our history as a company that “Nothing in this world can take the place of persistence.”

Sustainability has become typical in our industry, but it is also critical to our client’s long term success. The overwhelming majority of the projects we manage – buildings and infrastructure – have energy, water, waste and material performance requirements built in. But we must go further. Now we must work together with our clients to create a more regenerative and climate resilient built environment.

Sustainability cannot happen without committed leadership. This means going beyond speaking the language of sustainability to advocating and implementing it wherever possible. While not an easy one to make, I believe this commitment is becoming more necessary on a daily basis.

Our Get It Right Solution™ encourages us to “do the right thing and do things right.” At Colliers Project Leaders, we lead and implement the “right thing” in our client’s projects. That is how we make a difference. We help our clients succeed. Helping them meet their sustainability objectives is a large part of that success.

We can only help our clients succeed if our people succeed as well. In addition to its positive societal impact, our investment in our people and communities allows us to give our clients what they expect from us: true partnership on their projects. This report has helped us see where we can do better. We must continuously improve our performance and impact in the most material aspects of our business. Doing so will allow us to enhance our business performance by “doing the right things.”

We will use our sustainability story to engage our staff, clients and industry sector to create a regenerative future we can all be proud of. Just as we intend to take the lessons of this report and implement them in our day-to-day business, I encourage every person reading to think about what you can do to make sustainability a more active part of your life.

Franklin Holtforster
President and CEO | Colliers Project Leaders
How We Can Make a Difference

Regardless of the nature of their projects, we know our clients reap dividends over the lifecycle of their facilities or infrastructure when they invest in sustainability. We believe that Sustainability is Free® - that incorporating sustainability into the project lifecycle comes at no net cost.

To help our clients achieve their sustainability goals, we:

1. **Advocate** for innovative design and construction so our clients can adapt to climate change and be prepared for the low carbon economy.

2. **Integrate** environmental and social factors into our professional practice and services in order to provide the best possible advice to our clients.

3. **Steward** our resources, people and communities to lower costs, develop employees and give back to those in need.

Through hundreds of capital projects every year, our clients spend billions of dollars creating or renewing built environments: environments that will have ecological impacts well into the future. Sound investments and development decisions are central to creating resilient buildings and infrastructure. Our advisors and project managers play a key role in informing and guiding these decisions – from developing strategic plans, conducting feasibility studies, creating business cases and managing procurement.

Algonquin Centre for Construction Excellence (ACCE)

A longstanding client, Algonquin College selected Colliers Project Leaders in 2009 as the project manager for the successful design-build delivery of its landmark ACCE building on the college’s main campus. In addition to the ACCE building, the scope of work included transit projects for the City of Ottawa totaling $43.7 million, including a tunnel and two underpasses for the future grade separated bus and light rail transit (LRT) systems.

The uniquely green ACCE building is LEED Platinum-certified, includes a nearly 4000m² green roof, and won the Canada Green Building Council Academic Leadership Award in 2012.

Sault Ste. Marie - LED Streetlight Replacement Program

Colliers Project Leaders was the Sault Ste. Marie Public Utility Commission’s project advisor during the replacement of 9,000 HPS streetlights fixtures with new LED fixtures. Our team developed the business case, analyzed financing options, conducted risk and cost analysis, and led the project management and contractor procurement.

Our cost and risk analysis, supported by DPM Energy, showcased innovative thinking and risk mitigation. Our team recognized that the total costs were far greater than just replacing the fixtures. We used a total cost approach to factor into our analysis the need for existing systems to comply with new electrical codes. We also worked closely with Riversedge Developments, who have established a program that recruits individuals from the Sault Ste. Marie unemployed Ontario Works community to provide intensive, contextualized training focused on creating stable, goal-oriented skill sets. This unique program has recycled 26.8 tonnes of metal and diverted 43 tonnes of material from landfill. It has also established a socio-economic value chain that includes the local Batchewana First Nation, the Sault Ste. Marie Police Service, the District of Sault Ste. Marie Social Services Administration Board, Algoma Power and Habitat for Humanity.
Our Materiality

Our materiality assessment – based on input from our previous reporting, clients and staff – indicates that our key material aspects lie in three areas:

1. **Our Client’s Projects** impact the environment and our communities.

2. **Our People** need us to support them and enable them to develop professionally.

3. **Our Operations** must be focused on reducing our footprint.

We must proactively manage these interconnected aspects to delivering longer-term value for our clients. We believe that a culture of continuous development, excellence and strategic thinking is essential to properly deliver our professional services. Our people are key: healthy and happy employees with developing careers take pride in their work and provide better service to our clients. From a materiality perspective, we believe the impacts associated with the projects we deliver, and the creation of safe and healthy working environments, are significantly larger than the environmental impact of our internal operations.

### The Global Reporting Initiative™ defines material aspects as:

“...those that have a direct or indirect impact on an organization’s ability to create, preserve or erode economic, environmental, and social value for itself, its stakeholders, and society at large.”

### Our Materiality Matrix

<table>
<thead>
<tr>
<th>Significance to our Stakeholders (clients, employees, society)</th>
<th>Significance to our Company (risk, value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Workplace Environment</td>
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<tr>
<td></td>
<td>Project Environment</td>
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<tr>
<td>Company Environmental Footprint</td>
<td></td>
</tr>
<tr>
<td>Project Community and User Impact</td>
<td></td>
</tr>
<tr>
<td>Climate and Resilience</td>
<td></td>
</tr>
<tr>
<td>Governance &amp; Ethics</td>
<td></td>
</tr>
<tr>
<td>Professional Practice and Service</td>
<td></td>
</tr>
<tr>
<td>Project Environment Footprint</td>
<td></td>
</tr>
<tr>
<td>Employee Safety, Health and Wellness</td>
<td></td>
</tr>
<tr>
<td>Company Economic Contribution</td>
<td></td>
</tr>
<tr>
<td>Company Community Contributions</td>
<td></td>
</tr>
<tr>
<td>Employee Commuting</td>
<td></td>
</tr>
<tr>
<td>Company Procurement Practices</td>
<td></td>
</tr>
</tbody>
</table>

**LEGEND**

- **Yellow**: Our People
- **Red**: Our Client’s Projects
- **Blue**: Our Operations
Our Performance

Our Client’s Projects

Colliers Project Leaders leads thousands of capital projects every year. Our clients spend billions on new buildings and infrastructure, and renewing or decommissioning old and aging assets. We must create sustainable buildings and infrastructure that are resistant and adaptive, and have optimized lifecycles. Such assets are future proof and provide exceptional financial and social value for our clients.

Client Satisfaction

Clients motivate and drive our business. When they are happy, so are we. Our work consistently meets or exceeds our clients’ expectations. Our net promoter score (NPS) puts us near or above the top scores in the world across a variety of sectors – from technology consumer products, to insurance and banking. We are proud to be a Canadian industry leader in disclosing our NPS and intend to maintain the trend of improving scores year after year.

We collect the data for our NPS using performance surveys issued to clients as part of our ISO 9001:2008 Quality Management System. These surveys are required on every project. We also use them in our exemplary staff performance award evaluations.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of client user groups rating performance at or exceeding expectations</td>
<td>100%</td>
<td>96%</td>
<td>97%</td>
<td>100%</td>
</tr>
<tr>
<td>Net Promoter Score (NPS)</td>
<td>63</td>
<td>62</td>
<td>70</td>
<td>75</td>
</tr>
</tbody>
</table>

Integrating Sustainability into Our Practice

As a professional services firm leading capital projects on behalf of owners, we recognize that the integration of sustainability in our processes centres on points of leverage. These points exist across the project life cycle – from planning and initiation through post-occupancy and operation. They also cut across the project management Knowledge Areas (e.g. scope, quality, risk, stakeholders) upon which we base our professional practice. The main leverage points we have found and apply when feasible are:

- Working with clients to determine their functional needs - no more, no less - that is optimum for today and the future.
- Working with clients to determine whether to sustain, renovate, rebuild, lease or build new.
- Integrating sustainability and social return-on-investment considerations into feasibility studies, business cases and accommodation strategies for our clients.
- Establishing environmental and social sustainability objectives and targets (e.g. LEED®, energy intensity, water, waste) for the project owner, key partners and stakeholders in the early stages of project initiation and planning.
• Using sustainability experience, qualifications and criteria when procuring design consultants and general contractors.

• Guiding clients through the decision making process for green building/infrastructure certification and understanding the value proposition, risks and benefits.

• Applying holdbacks for consultants and contractors for green building/infrastructure certification.

• Verifying building/infrastructure performance during post-occupancy reviews and re-commissioning.

We have integrated a chapter on “Achieving Sustainability Objectives” into the Scope Management Knowledge Area of our Project Management Playbook for the benefit of all project managers and employees. We will continue to build our sustainability knowledge and expertise to contribute professionally to a sustainable – and ultimately regenerative – future. Although we do not perform design or construction activities, we are responsible to advocate and advise on sustainability options throughout the project lifecycle. As we do this, our professional practices will evolve along with our understanding of our role in the future as a professional services firm.

In September 2015, Colliers Project Leaders’ President and CEO, Franklin Holtforster, and our Director of Sustainability, Ralf Nielsen, were named as honourees of Canada’s 2016 Clean50 for their commitment to advancing sustainability within Canada’s consulting and building sectors. This recognition underlines our commitment to creating vibrant, sustainable communities as well as our work as advocates.
Impact on Communities and Users

We help our clients keep their end users satisfied. Whether they are employees, students, trades people or the general public, our projects have a profound impact on these end users and their communities. Our project planning, among other practices, engages stakeholders so we can listen, address concerns, be transparent and demonstrate respect. The communications landscape is ever-changing. We must partner with our clients to actively manage stakeholder expectations and communications, including social media.

No matter the size of the project, we create a risk register at the outset of our involvement. The register identifies potential community and end-user impacts, and how they can be accepted, managed or avoided.

The risk register becomes a “live” document, making it responsive to new developments. Stakeholder management involves the full project lifecycle and range of stakeholders.

The Future of Sustainable Buildings and Infrastructure

Colliers Project Leaders has been a member of the Canada Green Building Council (CaGBC) since 2004. Today, LEED v4, Net-Zero, Passivhaus and the Envision rating system for sustainable infrastructure are setting new benchmarks and possibilities for our clients. In addition to educating our clients and advocating for higher performance, we have identified several areas where we need to improve our practices, partner with our clients and continue to advocate in our industry:

District of Sechelt – Water Resource Centre

The District of Sechelt has a new world-class, $23 million Water Resource Centre to meet the community’s water treatment needs for the next 20 years. The LEED Gold facility, delivered by Colliers Project Leaders using a design-build procurement methodology, was the largest infrastructure project in the District’s history. In 2016, it won the Federation of Canadian Municipalities’ Sustainable Communities Award for Water Projects.

The long-term goal is to create a closed-loop system for the community’s water use. The facility features a greenhouse that uses organic processes to filter waste products, creating a self-regulating ecosystem of plants, animals, bacteria; and other organisms. The facility is noiseless and odorless, and meets the highest provincial standards for water quality, energy efficiency and resource recovery.
• **Climate Change Adaptation and Regeneration:** Designs based on past climate norms are at significant risk of becoming obsolete. Our clients’ buildings and infrastructure must be resilient, net-positive contributors to the regeneration of our ecosystems and communities.

• **Procurement and Contracting:** We need to work with our clients to leverage and implement the best project delivery models, procurement methods and contract forms. This will help our clients realize best value and achieve their environmental and social objectives.

• **Waste:** Construction and demolition waste is one of the largest contributors to the national waste stream. We are developing more comprehensive practices for ensuring that our project teams manage waste through high levels of reuse, recycling and pre-fabrication.

• **Integrated Project Delivery and Integrated Design:** We partner with our clients to apply the right design thinking in integrated teams of stakeholders during design and construction. Understanding the most effective models for replicating this across a wide range of projects is the next step.

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**Canada Border Services Agency, Real Property Sustainability Framework**

Our team led the development of a sustainability management framework for the Canada Border Services Agency’s Real Property assets. Through facilitated consultation with senior management and best practice research, we created a strategic plan for 2014-2017. Built on three pillars of excellence – Sustainable Design and Construction, Efficient Operations, and Regulatory Compliance – the plan will optimize the Agency’s return on assets while minimizing financial, legal and environmental risks.

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**The West Block Rehabilitation Program**

The West Block Rehabilitation Program is part of the Government of Canada’s plan to make its heritage buildings environmentally sustainable. This project is targeted to meet Green Globes standards, adapted for historical structures.

Colliers Project Leaders is helping the Government of Canada identify appropriate remedial steps and environmentally sensitive management strategies. We understand how these strategies apply to the West Block program and are using this knowledge to obtain certification for the program under Green Globes Design for New Buildings and Retrofits.
Our People

Colliers Project Leaders has grown significantly since 2010, averaging 8% more employees every year. Our on-boarding, training and employee health and benefits programs have become pillars in supporting our people.

As a professional services firm, our people are our biggest asset. The success of our business – and our clients’ projects – rests on the safety, health and well-being of our employees.

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Our Health and Safety Program is managed by a National Health and Safety Committee implemented across the company by Business Unit Committees with senior VP representation.

Our Safety, Health, and Wellness Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of injuries</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Number of injuries/employee</td>
<td>&lt;0.01</td>
<td>0.01</td>
<td>&lt;0.01</td>
<td>&lt;0.01</td>
</tr>
<tr>
<td>Number of lost days</td>
<td>0</td>
<td>0</td>
<td>0.5</td>
<td>0</td>
</tr>
<tr>
<td>Rate of absenteeism</td>
<td>1.2%</td>
<td>1.1%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Employees registered in wellness program</td>
<td>82</td>
<td>103</td>
<td>93</td>
<td>106</td>
</tr>
<tr>
<td>Employee families registered in wellness program</td>
<td>36</td>
<td>25</td>
<td>34</td>
<td>31</td>
</tr>
</tbody>
</table>

Number of Employees

Safety, Health, and Wellness

We are proud of our exceptional health and safety performance in 2015, seeing zero lost days and only two workplace related injuries. Our target is an accident and injury free workplace. Our Internal Responsibility System (IRS) means that we must all work together to ensure employee and contractor health and safety. We have implemented both Employee Office and Employee Field Health and Safety Guidelines. Health and safety violations by any employee, agent or trade contractor are considered a major breach of our Health and Safety Program. Our employees receive training in many areas, including WHMIS; Fall Prevention; Personal Protective Equipment; Confined Space Entry; Hearing Conservation; Traffic Management; Ergonomics; and Heat and Cold Stress.

We strive to go beyond basic health and safety to support wellness and balance in our employees’ lives. We believe Colliers Project Leaders’ Wellness Program is not only a benefit to our employees but also mitigates risks to our business and that of our clients. The Program offers employees and their families a discounted local fitness or gym membership through a national partnership with GoodLife Fitness™ and Steve Nash Fitness World™. Our Wellness Program target enrollment is 100 employees per year.
Workplace Environment

Colliers Project Leaders provides training, education and professional development opportunities for all our employees. We know that investing in the learning and development of our people leads to improved employee performance, greater client satisfaction, and higher quality service.

Every new employee – from administrator to Vice President – attends our Get It Right University. The three-day training is delivered by Colliers Project Leaders’ President and CEO, along with senior leadership. The course is designed to establish a common knowledge base, outlining our culture, processes and procedures.

Since we made the LEED credential mandatory in 2006, we’ve expanded our expertise into infrastructure and across the project lifecycle. Although we still encourage and cover costs of gaining PMP and LEED, we now support other credentials that fit better with our employee’s professional development needs.

Learning and development are continuous processes at every level of our company. 100% of our employees receive both annual and semi-annual Performance Reviews. Annual development goals are set between each employee and their manager each January and reviewed for progress in July.

Roche – Canada Relocation Project

Hoffman-LaRoche’s (Roche) Canada Relocation Project involved a 14,000 m² fit-out and tenant improvement. The newly renovated office space is designed to accommodate 550 employees.

Colliers Project Leaders successfully negotiated Roche’s lease agreement with their landlord, including a mechanical systems conversion. Roche required that the facility use non-ozone depleting substances for cooling. Our team convinced the landlord, Great West Life, to allow the conversion by presenting the benefits of the new, sustainable system—a first in Canada. The project team won CoreNet Global’s 2014 Remmy Innovative Workplace Award for outstanding project achievement and success. The award recognizes a team whose collaboration and vision raised the bar for real estate in Canada, and brought innovation and sustainability to the workplace.

Our online training program provides credential holders with 24/7 access to over 1000 online courses and on-demand webinars. In partnership with industry leader RedVector®, the Online University covers a full range of topics including project management, leadership, risk management, sustainable design, safety, green infrastructure and climate change. This allows our employees to maintain their professional credentials at no personal cost. In addition, the company reimburses 50% of the costs for other pre-approved continuing education courses.
Volunteering

The Homes of Hope program brings together teams of employee families in Tijuana, Mexico, to build a home for a family in need. Every year, our President and CEO invites employees and their families to participate. All they need to do is get themselves to San Diego, and Colliers Project Leaders takes care of everything else during the two-day build. This program has an enormous impact, both on the families we build for and the builders themselves. Our employees have built a total of nine homes since 2008.

In addition to this program, various offices across the country engage in local volunteer activities, including city clean-up and graffiti-removal efforts in Ottawa and tree planting in Southern Ontario. We believe that allowing our employees to engage in their communities – locally and internationally – strengthens our company culture.

### Our Workplace Performance

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of new hires/year</td>
<td>27.6%</td>
<td>15.9%</td>
<td>26.8%</td>
<td>28.4%</td>
</tr>
<tr>
<td>Percent undesirable departures</td>
<td>5.1%</td>
<td>4.4%</td>
<td>2.9%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Professional development hours per employee</td>
<td>44</td>
<td>34</td>
<td>30</td>
<td>28</td>
</tr>
<tr>
<td>Total invested per employee in training and development</td>
<td>$3,888</td>
<td>$2,727</td>
<td>$2,411</td>
<td>$2,220</td>
</tr>
</tbody>
</table>

We expect some turnover to take place as employees move on for various reasons, including retirement. Our company has undergone rapid growth in the last two years and we know professional consulting is not for everyone. Our senior management team tracks undesirable employee departures (those employees we hoped would not leave us). Unfortunately, we saw a slight increase in undesirable departures in 2015. We are working to bring this number in line with our past performance by conducting an employee engagement survey administered by AON-Hewit in 2016. This will help us better understand how we can further develop our employees and create an exceptional workplace environment.

Since 2012, we have seen a decline in professional development hours logged by our employees. We believe that ongoing professional development is key to our employee’s success. It takes time to stay on top of the latest innovations in our business, but it pays dividends. Our actual hours per employee may be slightly higher than reported due to employee growth, which often increases in the second half of the calendar year. We will be monitoring the time invested by our employees and managers in ongoing professional development over the next year to ensure we are providing exceptional support. We cultivate a culture of continuous development. In 2016, we are improving promotion and access to the Online University and holding two sessions of Get It Right University. We aim to achieve five days (40 hours) of professional development per employee per year.
Our Operations

Our clients’ projects is where we have the greatest potential to make a difference. But as trusted advisors, we have a responsibility to demonstrate best practice in our own operations. We seek to realize cost savings through prudent and efficient use of resources and enhance employee engagement.

Governance

Colliers Project Leaders is committed to protecting our most important assets: our employees, relationships with clients, and reputation. Every employee and contractor is required to abide by Colliers’ Code of Ethics and Conduct, local laws, and company policy. This creates and maintains a culture of the highest ethical standards of honesty and integrity.

Our VPs, Principals and Directors promote an environment that encourages employees and contractors to raise concerns relating to unethical behavior. We expect every employee or contractor to report any deviation from the Code of Ethics and Conduct. Colliers Direct, our independent, third party ethics hotline, allows employees and contractors to confidentially report situations that may compromise our company’s reputation or financial integrity. The toll-free hotline is operated seven days a week, 24 hours a day.

Richmond Speed Skating Oval

In 2005, Colliers Project Leaders began working with the City of Richmond, leading the $178-million Richmond Olympic Oval project to an on-time, on-budget delivery in advance of the 2010 Olympic Games. Our team also worked with the City to consider the long-term impact of rising sea levels on the structure’s foundation. The final design included foundation design and engineering to accommodate the expected rise in sea level. Colliers Project Leaders gives our clients the data and information they need to help them make good long-term sustainability decisions, and to avert potential sustainability risks to their building and horizontal infrastructure assets.

The Richmond Olympic Oval was considered an icon of the 2010 Winter Olympics and won several industry awards, including:

• The Institution of Structural Engineers 2009 Commendation for Sustainable Structures
• David Alsop Sustainability Award
• Green Building Practices Award from the Globe Foundation and World Green Building Council
• Sustainability Star from the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)
Our Environmental Footprint: Energy and Emissions

Our own energy use and associated emissions are small relative to that of our clients’ projects and operations. At the same time, our stakeholders have informed us – and we agree – that it is important to report on our own environmental footprint – especially greenhouse gas emissions (GHG). Despite our growth, we’ve seen a slight downward trend in the energy intensity and absolute emissions related to our leased office space in 2015. We expect our energy efficiency to increase further in 2016 and beyond by applying smart design and operational principals, such as right-sizing our offices, employee hoteling, increasing density and electronic document storage. For example, in early 2016, our Vancouver office reduced its footprint by 50% applying the same strategies we advise for our clients. The office’s move to 200 Granville Street allowed us to create an open office plan with external views and daylight for all employees within a certified zero

Energy Intensity and GHG Emissions

* Includes Scope 1 and 2 emissions in metric tonnes of carbon dioxide equivalents (tCO2e) for the greenhouse gases under the UNFCCC/Kyoto Protocol.
53% of office space in certified green buildings

Other measures we take to reduce our environmental footprint include:

- Providing subsidized transit passes to employees in Ottawa and Vancouver.
- Running Paper Reduction Challenges. Our first Challenge in 2015 saw our Edmonton office reduce its paper consumption by 50%.
- Running Commuter Challenges. Our first Challenge in 2015 avoided 1775 kg of CO₂ emissions through employees car-pooling, walking, biking, and telecommuting.
- Implementing a company-wide ban on providing bottled water.

While our own footprint is small in comparison to the projects we lead for our clients, we believe in managing the impact of our growth through efficient operations, engaged employees and smart office design that meet our current and future needs.

Our Community Contribution

Through our projects’ economic contributions, our employment of over 335 people and our financial sponsorship, we play both a direct and indirect role in the economic and social resilience of the communities in which we operate. Under our Sustainability Policy, we commit an average of more than 1% of net profits to charitable and non-profit organizations. Our local offices are encouraged to direct their own community development efforts, falling into three themes:

1. Causes that benefit the disadvantaged in our local communities through the United Way, local food banks, Habitat for Humanity and the Salvation Army.
2. Healthcare and health research to battle cancer, Alzheimer’s, Huntington Disease, Parkinson’s, diabetes, Multiple Sclerosis and mental health.
3. The well-being, health, and fitness of children and youth.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of net profits to charitable donations</td>
<td>1.0</td>
<td>0.8</td>
<td>1.2</td>
<td>1.6</td>
<td>1.0</td>
</tr>
</tbody>
</table>

Although we are not formal members, we believe our community contributions meet or exceed Imagine Canada’s Caring Company 1% Corporate Citizenship Commitment.

1.1% average of net profits back to communities
# How We Manage Sustainability Impacts

Our Sustainability Management Framework establishes a series of practices and procedures that we use to improve our overall sustainability performance.

Our Framework consists of the following elements:

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
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<tbody>
<tr>
<td><strong>President and CEO</strong></td>
<td>Determines strategic direction, policy, governance, risk management and oversight of the company’s social and environmental performance.</td>
</tr>
<tr>
<td><strong>Vice President, Development and Vice President Operations</strong></td>
<td>Communicates policy and sustainability performance, priorities, goals and targets to employees and stakeholders. Provides strategic guidance, review and approval of initiatives and procedures recommended by the Director of Sustainability.</td>
</tr>
<tr>
<td><strong>Director of Sustainability</strong></td>
<td>Develops and recommends initiatives, policies and procedures related to the company’s social and environmental performance. Tracks sustainability performance, leads the development of the Sustainability Report and chairs the National Green Team.</td>
</tr>
<tr>
<td><strong>National Green Team</strong></td>
<td>Comprised of regional staff representatives to identify, plan and coordinate implementation of sustainability initiatives that strive towards achieving our goals and targets, and meet policy requirements.</td>
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</tbody>
</table>
About Us

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<thead>
<tr>
<th>8,000</th>
<th>Projects Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10 B</td>
<td>Completed Projects to Date</td>
</tr>
<tr>
<td>2,500</td>
<td>Projects Underway</td>
</tr>
<tr>
<td>300+</td>
<td>Project Managers</td>
</tr>
<tr>
<td>400+</td>
<td>Employees (2016)</td>
</tr>
<tr>
<td>154</td>
<td>LEED APs</td>
</tr>
<tr>
<td>149</td>
<td>LEED Projects Managed</td>
</tr>
<tr>
<td>200+</td>
<td>PMPs</td>
</tr>
<tr>
<td>25</td>
<td>Offices</td>
</tr>
</tbody>
</table>

Our History

We lead building and infrastructure projects. Colliers Project Leaders was founded on a single idea: the independent representation of our clients' interests. This purpose continues to serve our clients well.

1989 MHPM Project Managers Inc. is founded in Ottawa by Franklin Holtforster.

1990 We open offices in Toronto and Calgary.

1997 We open offices in Halifax, Montreal, Edmonton and Vancouver.

1997 We become ISO 9000:2001 registered.

2006 We make LEED certification mandatory for our project managers.

2007 We partner with Colliers International.

2013 We acquire RCG Group.

2014 We open an office in Dubai.

2016 We change our name to Colliers Project Leaders.
Our Sustainability Policy

Colliers Project Leaders’ is responsible to create and sustain an economically sound and prosperous business, providing high value services to our clients. In cooperation with our clients, employees and business partners, we strive to create a sustainable future. These are the core beliefs and principles that guide us to that goal.

We believe that:

- The strongest advocate for sustainability is an independent project manager working on the client’s behalf.
- Thorough planning and design are critical to creating a sustainable future and meeting our client’s sustainability objectives.
- Managing our business in a sustainable way is a corporate imperative.
- Any cost that does not provide value to our clients is wasteful and inefficient.
- Sustainability is Free® —incorporating sustainability into the project lifecycle comes at zero net cost.

Guiding Principles

- Leadership—Colliers Project Leaders leads its clients to achieve their sustainability objectives.
- Performance—We strive to create high-performance facilities that minimize impact on the environment; are healthy, safe places to live and work; and contribute to vibrant, sustainable communities.
- Integrity and Ethics—We are committed to doing business with a high degree of integrity and ethics.
- Stakeholder Engagement—We will be open-minded and collaborate with those who are affected by our business and operations. We actively engage our business and project stakeholders about how we can work toward shared goals.
- Risks and Opportunities—We are dedicated to identifying and mitigating the impact of climate change, and maximizing opportunities for sustainability.
- Continual Improvement—We strive continuously to improve our business and operations. We do so by engaging our employees, subcontractors, clients and partners to improve environmental performance on every project.

Our Policy

Employees

Colliers Project Leaders strives to achieve a strong and consistent relationship with all our employees built on mutual respect and dignity. We will provide a safe, healthy and productive working environment and are committed to continual improvement. We are a registered equal-opportunity employer. We provide training, education and professional development opportunities for employees that support their future work plans, our beliefs and guiding principles.

All Colliers Project Leaders technical staff are required to obtain Project Management Professional certification and the LEED Green Associate credential, and are strongly encouraged to seek LEED Accredited Professional with Specialization.

Environment

Based on our belief that our project management and advisory services can make significant contributions to a sustainable future, Colliers Project Leaders is committed to proactive environmental management at all levels. We maintain management systems, procedures and training plans that strive to:

- Continuously improve the environmental performance of our projects throughout their lifecycle
- At a minimum, ensure compliance with all relevant laws, regulations and standards
- Improve the environmental performance of our operations, including the buildings where we lease space, corporate travel and procurement

Community

Colliers Project Leaders is committed to creating vibrant, sustainable communities. Through our sponsorship and participation, we support and encourage local organizations focused on health, sports and community-building. Each year Colliers Project Leaders commits an average 1% of net profits through its charitable donations. Our offices are encouraged to direct community development efforts where they can be most effective.

Purchasing

Colliers Project Leaders strives to eliminate over-consumption and waste in the goods and services we purchase. Our approach is based on a simple hierarchy: (1) optimize consumption and eliminate waste; (2) seek business process efficiencies; (3) purchase environmentally preferable products and services; and (4) integrate new technologies.