



AMBITION by MONTONI

2022 ESG strategy

MONTONI

A new ambition for the construction industry

For nearly 30 years, we at Montoni Group have made it our duty to build a sustainable heritage based on cutting-edge expertise. Our culture of proximity and forward thinking drives our commitment to preserving our environment through innovative spaces that respect natural heritage. Our teams of experts are constantly pushing boundaries and optimizing processes to establish the industry's new ambitions for sustainability, energy efficiency and environmental responsibility.

While it certainly took ambition for a construction company to become a real estate leader, it will take just as much to address the greatest challenge of the 21st century: climate change. The future of the planet depends on each of our actions and is everyone's responsibility.

Leaving sustainable living environments for future generations is the vision of AMBITION by MONTONI: an ambitious compass that points out the directions to take, the paths to travel, with boldness as a prerequisite, for a fairer, lower-carbon, more prosperous society.

Because anything is possible. But first you need the ambition.



Behind the Montoni name

When I founded Montoni Group almost three decades ago, the construction industry's discussions on environmental protection were limited to negative comments about the standards, constraints and regulations that allegedly held back real-estate projects. At the time, that was not my vision of development.

That's why we at MONTONI incorporate environmental and social criteria into the way we develop our projects, by focusing not only on innovation and energy efficiency, but also on what is known as territorial anchoring and respect for communities.

Today, I am convinced that the rules and practices we adopt on a daily basis are not obstacles to our success, but assets that help us in our commitment to always doing better. It's a given!

To build vibrant living environments, pass on a lasting legacy to future generations, succeed in our energy transition, achieve greenhouse gas reduction targets and aim for carbon neutrality in our buildings, we have to lead the way.

This is why I am pleased to sign Montoni Group's first public ESG (environmental, social, governance) initiative, which highlights our organization's new sustainability strategy.

**AMBITION by MONTONI
reflects our past experiences
and establishes our
commitments for the future.**

Each of our actions in the coming years will now be evaluated against our annual report on this strategy.

Montoni Group relies on a competent management team and expert employees who are committed to what they do, and I want to acknowledge them. We are fortunate to have all the talent we need to achieve our ambitions. And this is a guarantee of success for our partners and customers who have made the MONTONI adventure a reality. I know that AMBITION by MONTONI will provide them with new business opportunities in the pursuit of our common sustainable development goals.



A handwritten signature in black ink, which appears to be 'D. Montoni', written in a fluid, cursive style.

Dario Montoni, President

Table of Contents

5 MONTONI EFFECT

6 Our expertise

7 Our history

8 ESG STRATEGY

8 An evolving ESG approach

9 Our ESG culture

10 AMBITIONS

11 The importance of reliable data

13 **Ambition Climate change** –
Making carbon neutrality a priority
in our projects and operations

16 **Ambition Environment** –
Combining prosperity and simplicity

19 **Ambition Talent and culture** –
Focusing on talent excellence and well-being

23 **Ambition Community** –
Maximizing benefits for the community

26 **Ambition Governance** – Maintaining high
standards of transparency and accountability

29 APPENDIX



The MONTONI effect

Montoni Group's mission is to build the best construction projects by offering the industry's leading environmental and technological solutions, while ensuring their sustainability and with a constant concern for reducing their environmental footprint. The company specializes in property development, enhancement and management in the industrial, commercial and institutional (ICI) sectors. Over the years, MONTONI has developed solid expertise in sustainable building.

VISION – INNOVATION – EXPERTISE

- Since 1995, we have been combining expertise, innovative design, technology and sustainable development to make MONTONI a leader in the construction and real estate development industries.
- The millions of LEED®-certified square feet we have built over the years reflect our commitment to the environment. Sustainable development is the hallmark of our real-estate activities.
- We are committed to building sustainable designs and quality spaces while putting the environment first. This is why most of our portfolio comprises green projects.

OUR VALUES



Environment



Excellence



Engagement



Health
& Wellness



Integrity

200

TALENTS

50+

LEED® PROJECTS

20 times

NAMED ONE OF
CANADA'S BEST-
MANAGED COMPANIES

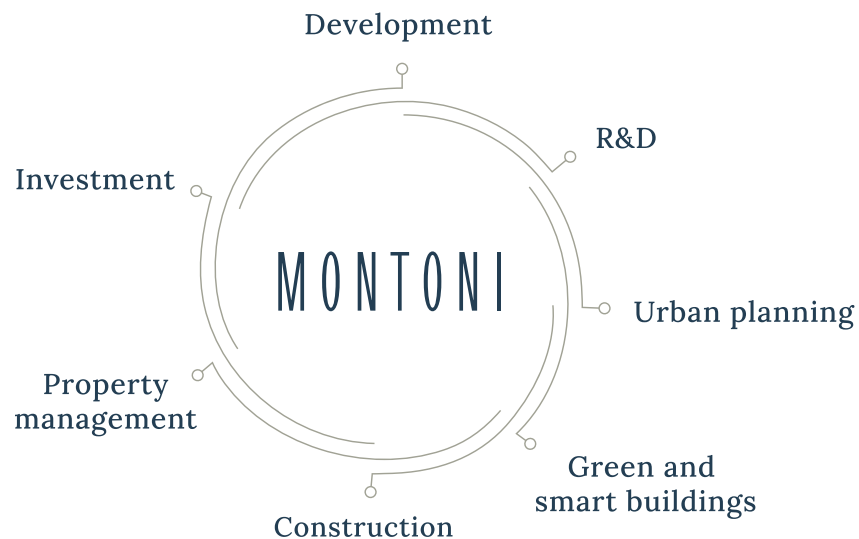
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MILLION LEED®-
CERTIFIED SQUARE FEET

9

MILLION SQUARE FEET
OF LEED® AND ZERO-CARBON
BUILDINGS TARGETED

OUR EXPERTISE



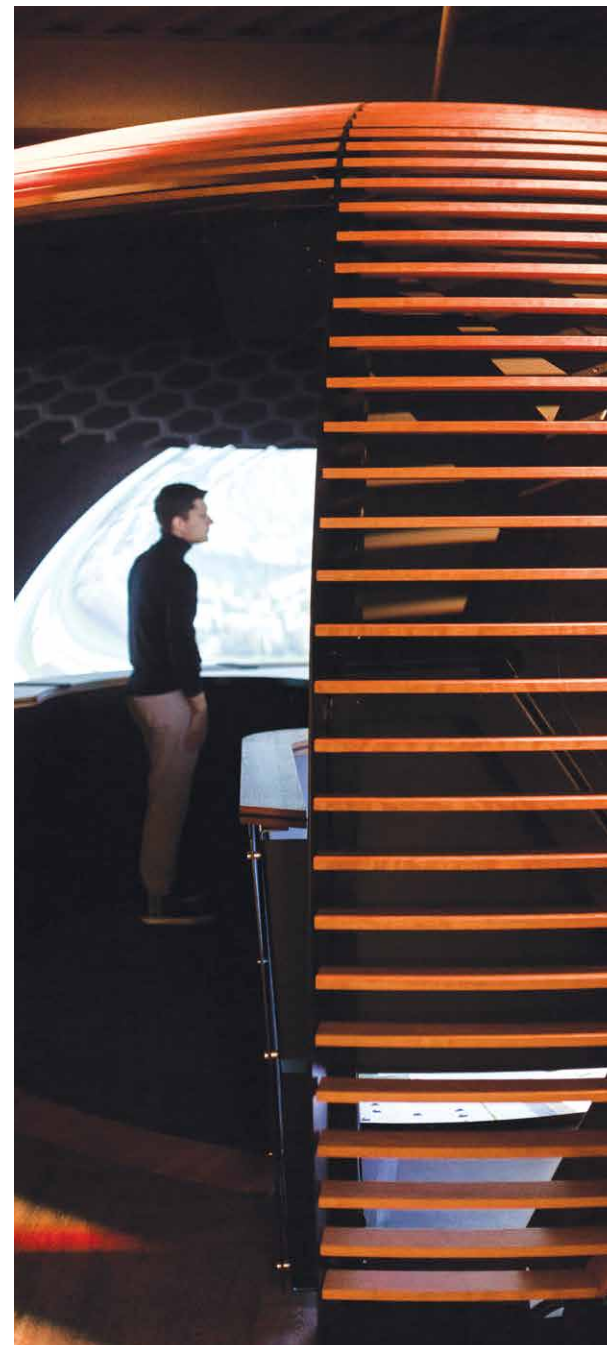
ALCOVI CAPITAL

Our partner of choice in property management

We put the same care and attention into property management as into our construction projects, ensuring that buildings are maintained according to the highest standards. Thanks to our best-in-class operating systems and logistics tools, we are able to efficiently meet the needs of tenants and communicate with them at all times.

By taking a focused and proactive approach to serving tenants and managing assets strategically, Alcovi Capital is an indispensable partner in achieving our sustainable-development ambitions.

ALCOVI CAPITAL
Stratégie + immobilier



Our history

2005	Canada's First LEED® Gold Building – Logistik Unicorp
2007	Construction of the first large-scale industrial park certified LEED® Silver
2011	
2013	Recipient of the CaGBC® Industry Leadership Award
2015	First internal sustainable-development plan, MONTONI Going Green
2016	Creation of the Green Committee
2018	Launch of the Distinction by MONTONI program
2019	The company's first greenhouse gas report
2020	Creation of the R&D department
2021	Acquisition of the Station IX 4D immersive dome Creation of an ESG management committee
2022	Participation in GRESB First commercial buildings candidates for CaGBC® Zero-Carbon Building certification

THE 2015 GREEN SHIFT

In addition to the many certified buildings, MONTONI launched the Going Green initiative in 2015, based on three pillars:

- **Building construction:**
Construct more and more buildings with low environmental impact
- **Current operations:**
Reduce the environmental impact of everyday operations
- **Transport and machinery:**
Reduce the environmental footprint of transport and equipment use

GREEN COMMITTEE

- **Implementation of selective sorting and composting:**
1,200 kg per year diverted from landfill, ban on plastic water bottles
- **Reduction of paper consumption**
30 kg reduction of paper per employee
- **Change of cleaning products**
to greener choices
- **Electrification of part of the vehicle fleet**
- **Upgrading of washroom facilities**
- **Introduction of a shuttle bus from the métro**

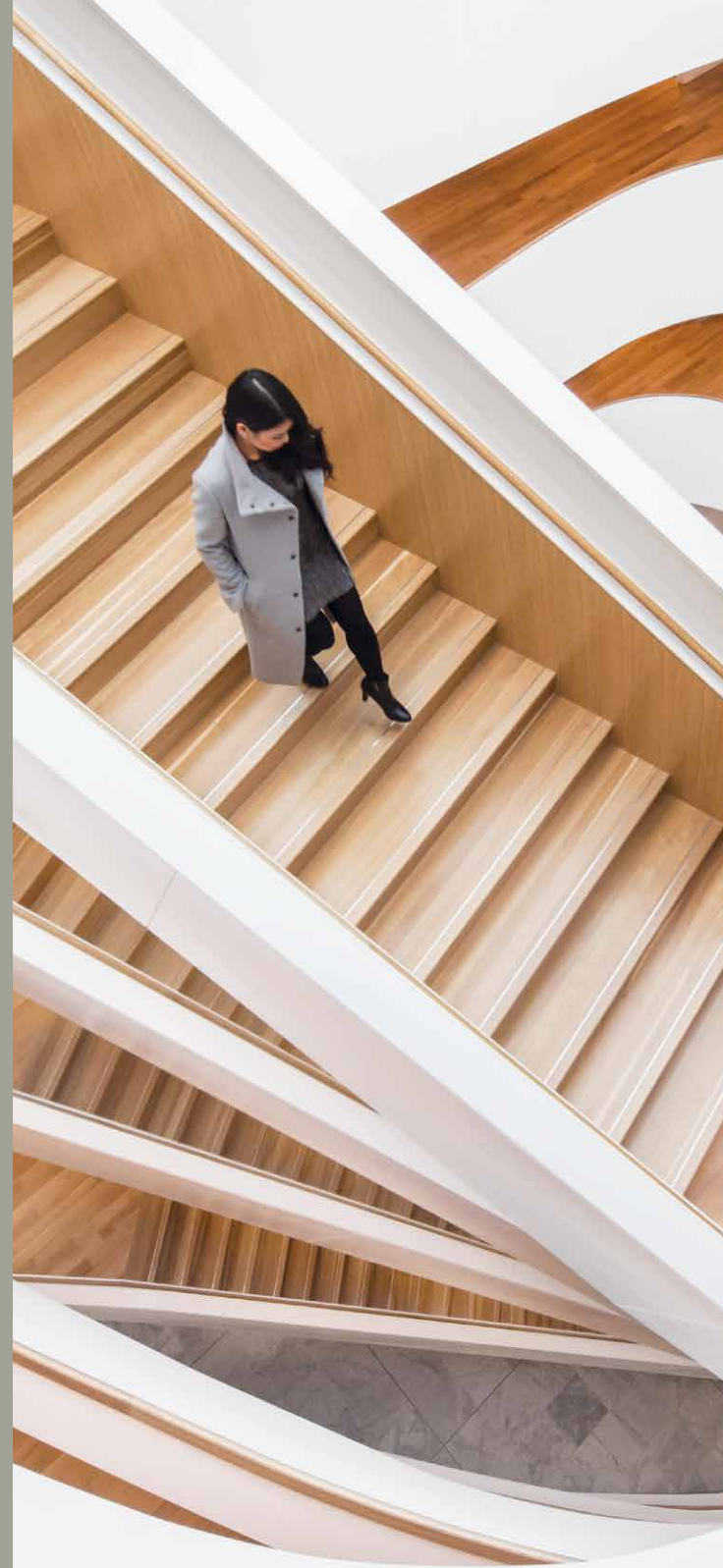
An evolving ESG approach

Determined to remain at the top of the list of responsible companies, Montoni Group is committed to making environmental, social and governance (ESG) criteria a permanent strategic reflex. Each of our business decisions will be based on industry best practices to maximize benefits for the environment and our communities. We are aware of the impact of new construction and property management on living environments.

This is why we will continue to mitigate them by building thoughtful, respectful and innovative projects. In order to draw attention to all the benefits of new practices for the whole industry, it is crucial for Montoni Group to be a leading employer and an example of good sustainable management.

Sustainable development in business is an adventure that brings its share opportunities and questions. It is an evolving process that requires transparency. This report lists all the initiatives and measures that Montoni Group is taking, and will continue to take, in an effort to improve its ESG performance. Our motto: Make a positive contribution to the community.

AMBITION by MONTONI is a continuation of our vision and our roadmap for guiding our future actions.



OUR ESG CULTURE

To implement our ESG objectives, it is important to have a flexible, adaptable and science-based strategy. Innovation is an integral part of our corporate culture and implementing our ESG strategy requires that we push our creative limits.

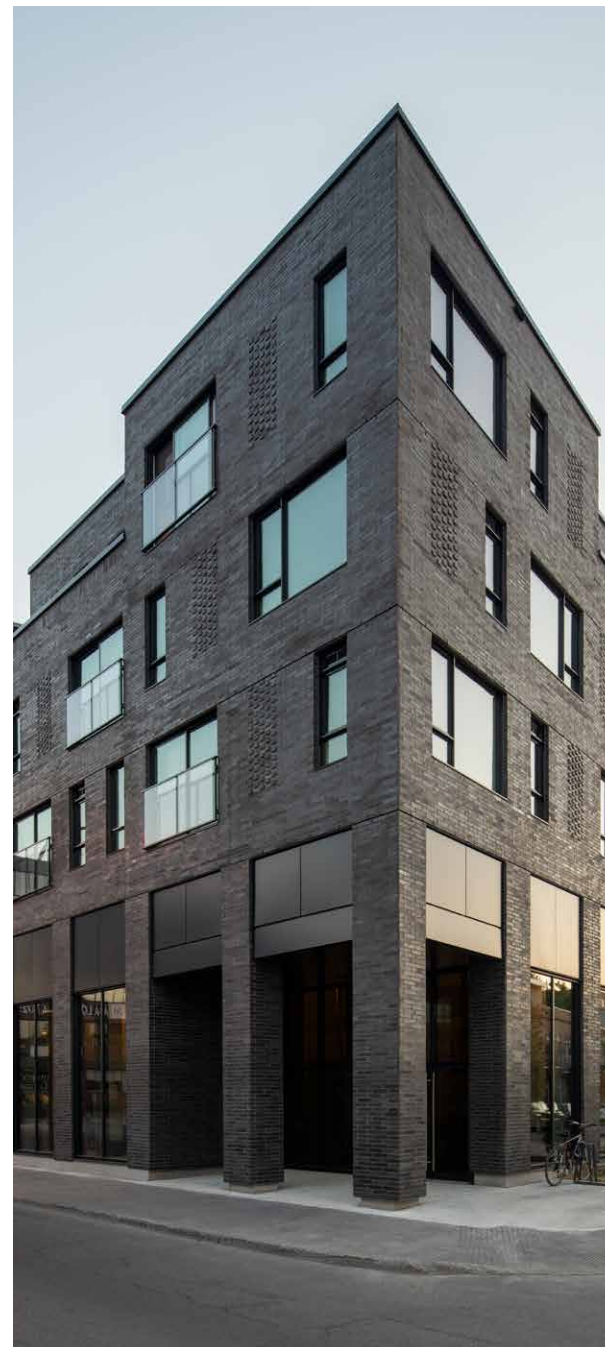
To do this, we will continuously identify the actions necessary to improve our track record, whether through pilot projects, knowledge and skills development, feedback, and process and program improvement.

Evaluate – Plan – Implement – Measure – Improve



Accountability and transparency

Our ESG strategy is based on ambitions, objectives and actions. The establishment of quantifiable, science-based targets for each of our actions is under way. We will base the quantification and monitoring of objectives on internationally recognized benchmarks. The results of our strategy will be shared annually with our stakeholders.



Our five ESG ambitions

CLIMATE CHANGE

MONTONI wants to contribute to the ecological transition by offering innovative solutions.

Making carbon neutrality a top priority in our projects and operations

ENVIRONMENT

MONTONI's mission is to deliver the best sustainable projects in the construction industry.

Combining prosperity and simplicity

TALENT AND CULTURE

MONTONI believes that its expertise relies primarily on the talents that contribute to building unique projects.

Focusing on talent excellence

COMMUNITY

MONTONI is committed to creating a positive impact for the community.

Maximizing benefits for the community

GOVERNANCE

MONTONI is committed to making ESG criteria a permanent strategic reflex.

Maintaining high standards of transparency and accountability

The importance of reliable data

In this perspective of sustainable development, with the help of an external firm, Montoni Group completed its first corporate greenhouse gas (GHG) report in 2019.

The purpose of this exercise was to better understand our environmental performance in order to make informed decisions on the various strategies to implement for a low-carbon building stock.

In addition, this first assessment provided a basis for tracking the company's performance over time and for identifying measures to reduce GHG emissions.

SCOPES 1, 2 AND 3

Montoni Group cannot measure our environmental impact without making a 360-degree assessment of our activities. The sources of GHG emissions included in our inventory are grouped into three main categories defined by the GHG Protocol: direct emissions (Scope 1), indirect emissions from electricity purchases (Scope 2) and other indirect emissions (Scope 3).

SCOPE 1 – DIRECT EMISSIONS

GHG emissions from sources owned or controlled by Montoni Group (by capital share):

- Natural gas combustion in buildings
- Fuel combustion for wheeled vehicles
- Diesel combustion for excavation equipment

SCOPE 2 – INDIRECT EMISSIONS RELATED TO ELECTRICITY PURCHASES

GHG emissions caused indirectly by Montoni Group due to its electricity consumption but generated by the electricity supplier:

- Electricity consumption for heating, lighting, ventilation, etc.

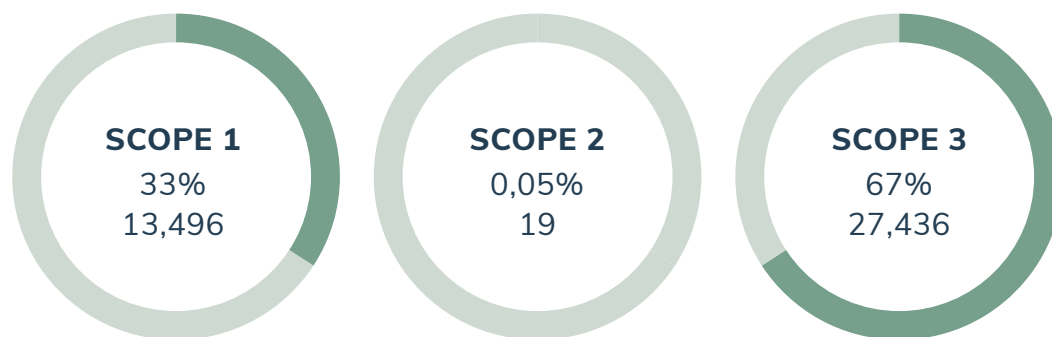
SCOPE 3 – OTHER INDIRECT EMISSIONS

GHG emissions resulting from Montoni Group activities, but from GHG sources owned or controlled by third parties:

- Production of goods and services purchased
- Waste generated by Montoni Group's activities
- Employee transportation in the course of their work
- Employee commuting (between home and work)

OUR ENVIRONMENTAL IMPACT IN NUMBERS

Carbon footprint by scope – Year 2019 (tonnes of CO₂ eq)



TOTAL ANNUAL CARBON FOOTPRINT:

40,951 tonnes de CO₂ eq

THE 2019 GHG REPORT IS THE COMPANY'S FIRST EXERCISE.

The data will be enhanced in the next exercise for 2021 to continuously improve our methodology.

The Montoni Group's GHG emissions inventory is based on the Greenhouse Gas Protocol Initiative (GHG Protocol) (WRI and WBCSD, 2004), which is the most widely used international standard for quantification of GHG emissions. It is recognized by several reporting initiatives such as the CDP (formerly Carbon Disclosure Project) and the Global Reporting Initiative (GRI). The information contained in the 2019 GHG Report covers the minimum disclosure requirements of the GHG Protocol.

Main contributors

62%

CONSTRUCTION

Impact of materials

31%

PROPERTY MANAGEMENT

Natural gas consumption

4%

CONSTRUCTION

Construction waste

2%

EXCAVATION

Impact of excavation operations

1%

HEAD OFFICE

Employee transportation between home and work

AMBITION – CLIMATE CHANGE

Making carbon neutrality a top priority in our projects and operations

Over the years, Montoni Group has developed solid expertise in the sustainable-building sector. To date, we have completed nearly 50 LEED® projects and are constantly innovating to make our projects more sustainable, energy efficient and eco-responsible. In light of the results of our 2019 GHG report, we are making commitments to achieving net-zero emissions and minimizing the impact of our activities.



Building green is part of our company's DNA. Since I joined the company 21 years ago, the motto has always been to build sustainably according to the highest standards. In addition to exceeding the standards, we have set our own. Our ambition is to continue along this path, together with our partners and suppliers.

**David Paulozza, Vice-President
Planning and Development**



IMPROVING DATA COLLECTION

ESG data quality and management are central to Montoni Group's strategy. We are aware of how important they are in order to properly measure our actions. This is why we will continue the work already started by implementing a comprehensive data-management process.

ROADMAP:

- Complete an annual GHG emissions report.
- Implement an ESG accountability and reporting tool.
- Develop a monitoring plan for improved initiatives.

INCREASING THE ENERGY EFFICIENCY OF EXISTING BUILDINGS

Building construction projects account for 60% of Montoni Group's carbon footprint. We will equip ourselves with new tools to reduce the ecological footprint of our projects as much as possible with a view to achieving carbon neutrality.

ROADMAP:

- Continuously evolve the **DISTINCTION** by MONTONI program by adopting best practices in sustainable development.
- Make lifecycle analyses a must for all our projects in order to guide their design and reduce the environmental impact of materials and construction stages.
- Support our clients and partners in meeting high standards and obtaining sustainability certifications, such as LEED and Zero-Carbon Building standards (ZCB).



REDUCING THE ENVIRONMENTAL IMPACT OF NEW CONSTRUCTION

Montoni Group's built heritage, managed by Alcovi Capital, is a significant source of our Scope 1 GHG emissions. We have a duty to continuously improve the efficiency of our buildings in order to improve our carbon footprint.

ROADMAP:

- Identify improvements needed through pilot projects to establish an asset-replacement plan.
- Continue to incorporate an energy monitoring tool into the buildings in our portfolio

AIMING FOR CARBON NEUTRALITY IN OUR BUILDING STOCK

In addition to reducing the impact of its construction and improving the performance of its existing buildings, Montoni Group is aiming for carbon neutrality in its building stock. We are committed to ambitious reductions through a better understanding of industry-leading practices.

ROADMAP:

- Assess the potential for reducing GHG emissions from existing buildings through a diversified energy strategy.
- Develop a plan to achieve carbon neutrality.

MAKING EVERY BUILDING GREENER

DISTINCTION per Montoni

Developed in 2018 as a complement to LEED® and other environmental programs, DISTINCTION by MONTONI is an innovative sustainability program. It aims to minimize the environmental impact of every building constructed while taking into consideration the well-being of its occupants and keeping costs affordable.

The year 2022 marks the second edition of the program: we innovated once again by adding lifecycle analyses and carbon offsetting.

Directly aligned
with the 1.5°C
scenario

2030

**REDUCE SCOPE 1 AND 2
EMISSIONS BY 50% BY 2030,
MEASURED AGAINST 2021.**

2023

- Set annual targets for Scopes 1 and 2
- Establish and disclose our Scope 3 reduction targets
- Communicate the strategy for achieving net-zero emissions by 2040

2040

**ACHIEVE CARBON NEUTRALITY
FOR SCOPES 1, 2 AND 3.**

AMBITION – ENVIRONMENT

Combining prosperity and simplicity

At Montoni Group, our experts are constantly pushing the boundaries of design to make our projects as sustainable and environmentally responsible as possible. The result is top-performing buildings that provide added value for both our clients and the environment. The efficient use of resources is a key component of our strategies.



All of our projects must meet the needs of our clients and users, as well as environmental standards. As the first company to build a LEED® Gold commercial building in Canada, we have always been committed to exceeding standards and innovating in design to support our partners in creating a green and sustainable built heritage.

Roula Abi-Ghanem, vice-President
Project Development



AMBITION – ENVIRONMENT

SOUND MANAGEMENT OF CONSTRUCTION SITES AND PROJECTS

In order to limit negative impacts on the environment, high standards of quality are applied to the management of all Montoni Group project construction sites. The measures put in place enable us to improve the working environment and reduce nuisances for the surrounding areas.

ROADMAP :

- **Establish a sound site-management protocol for all projects to reduce nuisances.**
- **Reduce air pollution during construction through on-site measuring.**
- **Use materials with low volatile organic compound (VOC) emissions.**

OPTIMIZING USE OF WATER RESOURCES

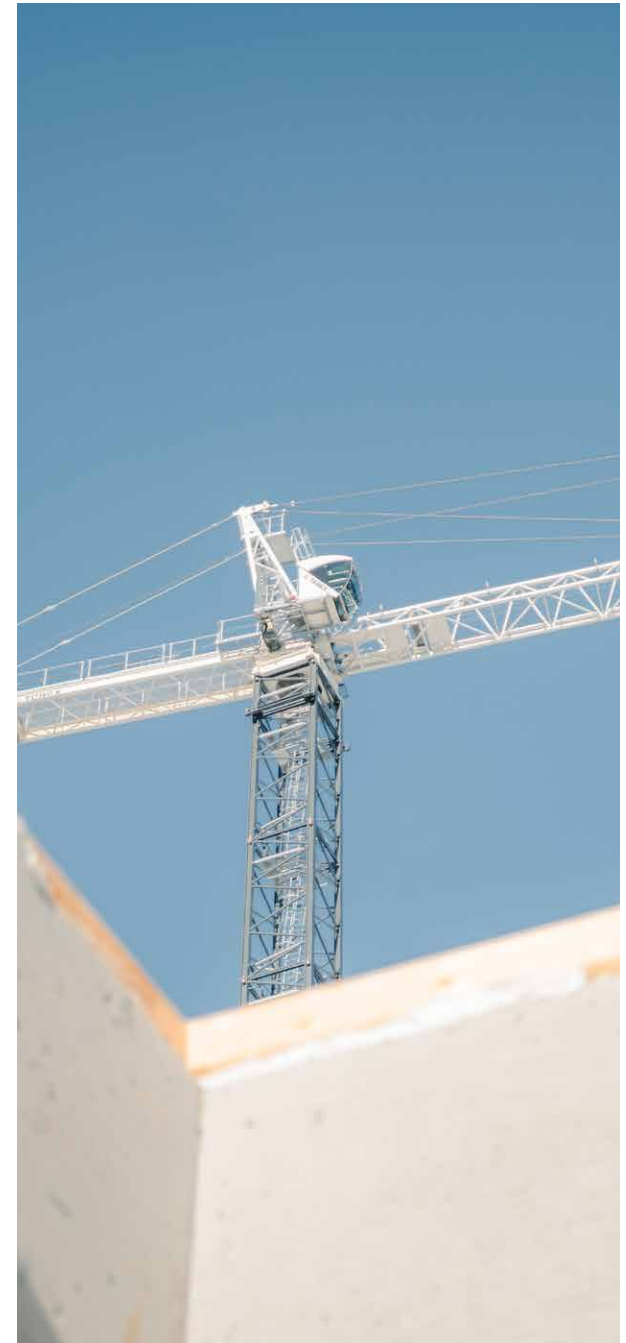
Montoni Group is committed to reducing its consumption of drinking water. By implementing preventive measures, we will reduce our use of drinking water in the development of our landscaping and buildings.

ROADMAP:

- **Design landscaping that is drought-resistant or has an irrigation system that does not use drinking water.**
- **Install plumbing fixtures that can reduce consumption by up to 30% compared with industry standards.**

RIGOROUS SITE MANAGEMENT: STANDARD PRACTICE

Our construction sites meet the highest criteria and standards for rigorous management. Reducing nuisances for our employees and the surrounding neighbourhoods is made a priority by managing water from concrete mixers, installing sediment barriers, protecting sewers with membranes, using dust suppressants and filters for HVAC equipment, protecting existing wetlands, installing rock beds at the entrance to construction sites, and implementing measures to limit VOC emissions.



AMBITION – ENVIRONMENT

REDUCING WASTE GENERATED BY CONSTRUCTION

The instability of the waste sector is an opportunity for Montoni Group to review its methods for reducing the waste generated by its activities and ultimately do a better job of recycling it. We will work with our suppliers to implement solutions according to following hierarchy: reduction at source, reuse, recycling and recovery.

ROADMAP:

- **Work with our suppliers and partners to implement best practices for reducing waste and improving recycling.**



As the person responsible for MONTONI's ESG strategy, putting our five ambitions into practice is my daily priority. I am pleased to be able to count on committed and determined managers, as well as colleagues who are constantly seeking to improve our environmental and social footprint, in line with the best internationally recognized standards.

**Geneviève David Watson, head
Sustainable Development and Corporate Social Responsibility**



AMBITION – TALENT AND CULTURE

Focusing on talent excellence and well-being

Working as a team in a fair, respectful and safe environment, to ensure a healthy and rewarding workplace for all, is central to our management philosophy. At Montoni Group, our talents are what make our company stronger. This is why we support our people in developing their skills, and ensuring their quality of life at work is our priority.



At MONTONI, talent is the key ingredient in our organization's recipe for success. Our daily challenge is to ensure a work environment that enables all of our professionals to develop their skills and to grow apace with a constantly changing world. With this in mind, we strive to constantly listen to the changing needs of our employees and make the best decisions for their personal and professional development.

**Jean-Sébastien Boulard, Vice-President
Talent and Culture**



ENGAGING AND RECOGNIZING CONTRIBUTIONS

To make the most of each person's expertise, Montoni Group recognizes the importance of inspiring our professionals and recognizing both efforts and results in order to deliver the best projects in the industry. We give our work teams the right tools to unleash their ambition and potential.

ROADMAP:

- **Conduct a survey and implement an action plan to promote employee engagement and well-being.**
- **Put in place a new performance-evaluation method.**

FOCUSING ON THE DEVELOPMENT AND MANAGEMENT OF THE NEXT GENERATION

At Montoni, it is of utmost importance to enable each person to maximize their full potential by providing the support, tools and learning opportunities to meet the aspirations of all our employees.

ROADMAP:

- **Implement a skills-development program.**
- **Define a career path for key jobs.**

A LONG CULINARY TRADITION

Whether it's through internal Iron Chef-style competitions, lunches or themed happy hours, there are plenty of opportunities to share our passion for good food and local products.

In 2019, we welcomed our very first beehive to our corporate headquarters. Our employees named it the Queen MontoBEE.



AMBITION – TALENT AND CULTURE

MAINTAINING OPTIMAL HEALTH AND SAFETY

Montoni Group believes that no compromise should be made on the health and safety of its work teams. Maximizing health and safety by focusing on prevention is our watchword for ensuring our employees' well-being.

ROADMAP:

- **Promote best practices in health and safety and provide relevant training for our employees.**

ENCOURAGING A HEALTHY AND ACTIVE LIFESTYLE

Individual and collective well-being is achieved through a healthy and active lifestyle. Because good habits are first inspired by example, Montoni Group encourages its teams to be active and maintain a balance that is favourable to a healthy lifestyle.

ROADMAP:

- **Promote and support beneficial physical activity and good mental health practices.**

EARTH WEEK

In 2022, we decided to mark Earth Day by offering a week of activities with key themes such as local and vegetarian food, gardening, transport and the carbon impact of travel.



AMBITION – TALENT AND CULTURE

PROMOTING DIVERSITY, EQUITY AND INCLUSION

Diversity, equity and inclusion (DEI) are values that are embodied by our Montoni Group community. Our practices and policies reflect these values at all times. We pledge to measure and constantly improve them to enable everyone to fulfil their potential.

ROADMAP:

- **Develop a DEI assessment.**

PROMOTING SUSTAINABLE DEVELOPMENT AS A CORE VALUE OF THE COMPANY

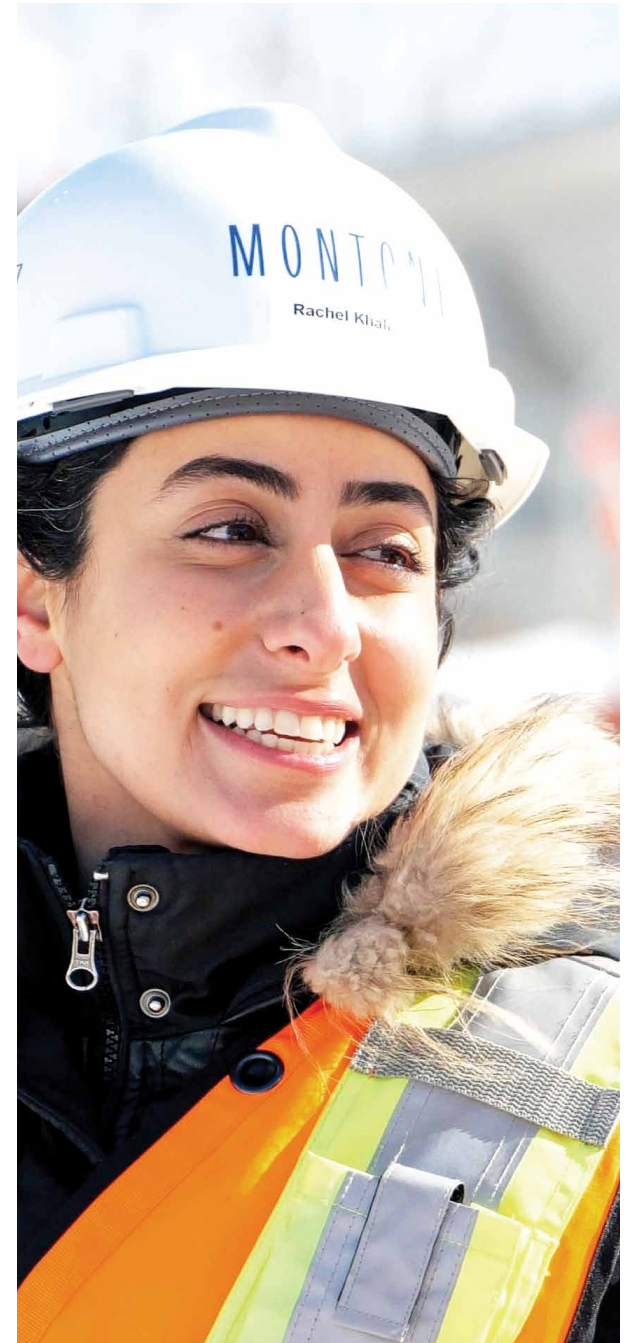
Our sustainability objectives are part of MONTONI's DNA and are rooted in its daily culture. We will increase our efforts to promote our initiatives. The environment is becoming the hallmark of our organization.

ROADMAP:

- **Promote our strategy among our employees, clients and partners.**
- **Increase opportunities to raise awareness and educate on sustainability issues.**

CANADA'S BEST-MANAGED COMPANIES

For 20 consecutive years, Montoni Group has been named one of Canada's Best- Managed Companies for its overall performance and sustained growth. It holds the distinction of having the longest track record for this title among all real estate companies in Québec.



AMBITION – COMMUNITY

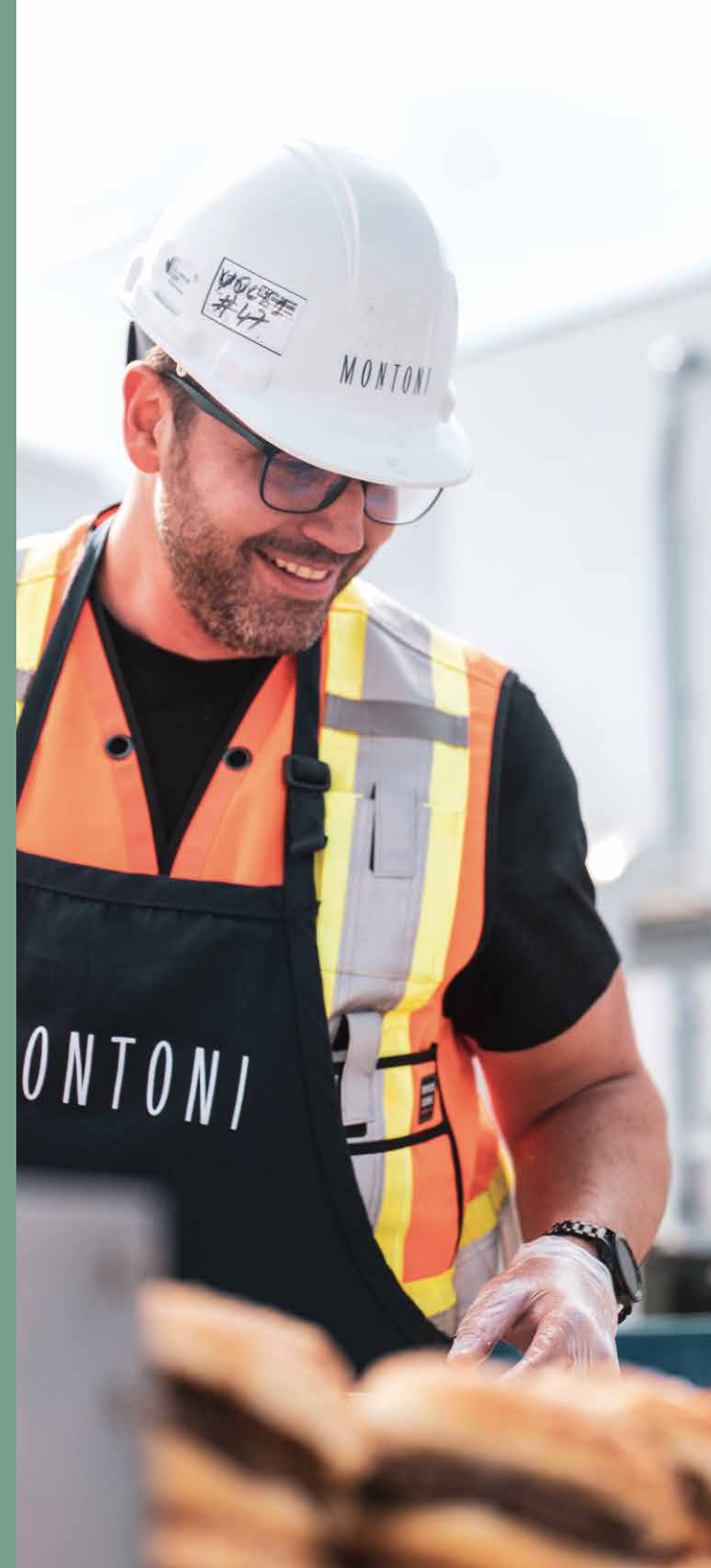
Maximizing benefits for the community

At Montoni Group, we believe in corporate social responsibility. As corporate citizens, we have a moral obligation to make a positive contribution to the community. We will do this by investing in our communities and the causes that are important to us.



Our ambition at Montoni Group is to go beyond what is normally expected of a socially committed company. We are aware that our responsibility is more than the sum of our employees' good deeds. As a corporate citizen, our company invests in supporting the causes that are important to us, such as organizations that provide resources to reduce school dropout rates, encourage initiatives to counter domestic violence, provide safe environments, and promote food security.

Franca Riso, Vice-presidente



AMBITION – COMMUNITY

BEING AN ENGAGED AND EXEMPLARY CORPORATE CITIZEN

MONTONI has been engaged in social action since its creation. We believe it is our duty to support organizations and causes that align with our social values.

ROADMAP:

- Develop community projects through creation of the MONTONI Foundation.
- Participate in associations and organizations.

MONTONI FOUNDATION

The MONTONI Foundation, established in 2021, is focused on prevention. It seeks to work with and support charitable organizations that have developed or are in the process of developing activities specifically designed to help families, especially women and children, in Québec and elsewhere.



AMBITION – COMMUNITY

ENCOURAGING EVERYONE TO VOLUNTEER

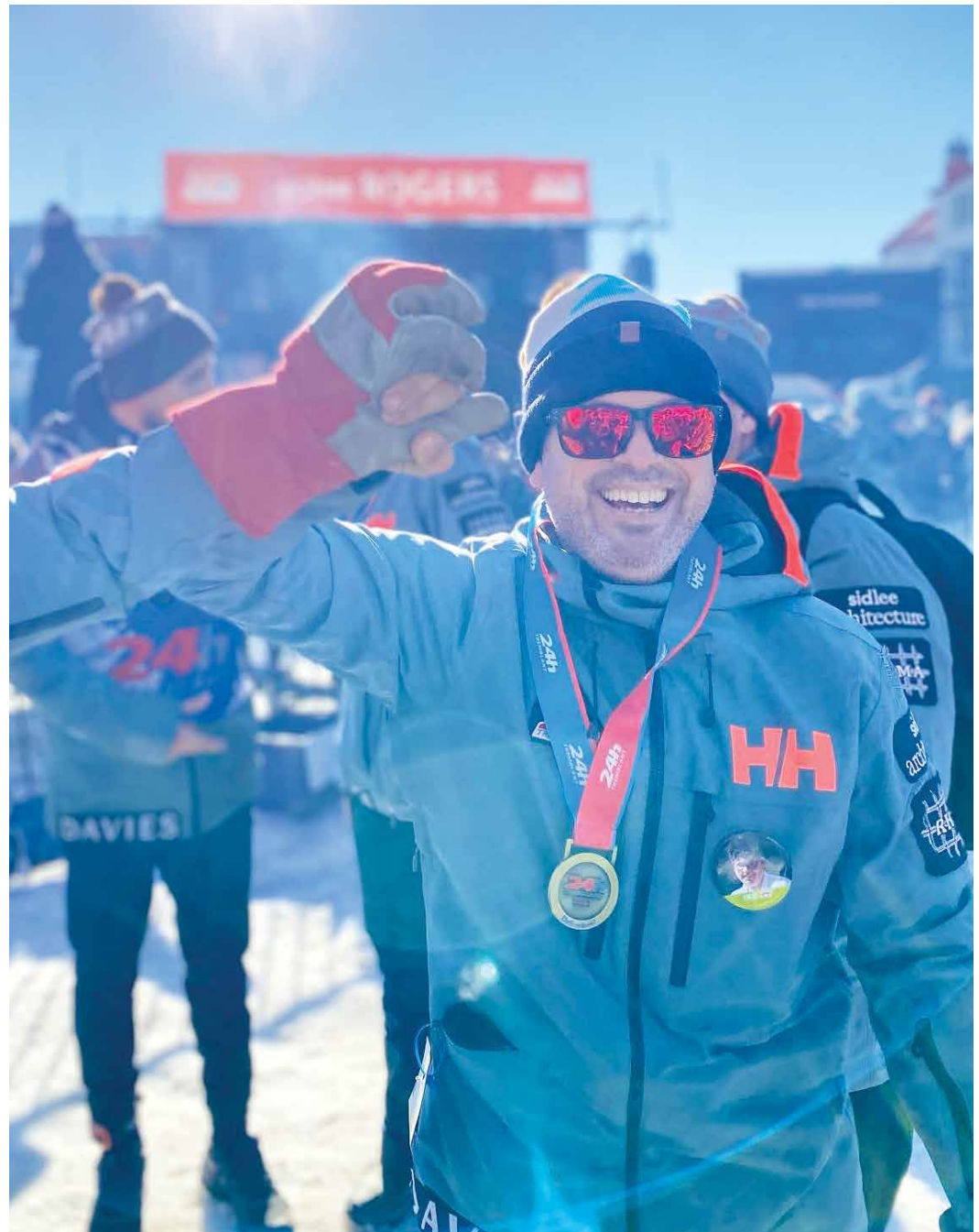
Living environments are more vibrant if each of us is involved. Montoni Group will ensure that its values of civic engagement are passed on to all its employees so that they too can be agents of change.

ROADMAP:

- **Actively contribute to charitable activities.**

CONTRIBUTING TO THE WELL-BEING OF CHILDREN

For eight years now, MONTONI has participated in 24h Tremblant, an event that raises funds to improve the well-being of children who are sick or in need. In 2021, with a goal of \$75,000, we managed to raise nearly \$89,000, a team record!



AMBITION – GOVERNANCE

Maintaining high standards of transparency and accountability

Montoni Group is convinced that sound governance enables us to achieve the best results for the company and, consequently evaluate the risks and opportunities that arise. Since 2015, MONTONI has had a corporate social responsibility (CSR) policy and has benefited from its employees' participation in a Green Committee. This initiative has grown and is now overseen by the Executive Committee, making sustainability a clear and explicit corporate value.



ESG criteria enable us not only to achieve the highest standards of sustainable development, but also to set ourselves apart in a context where we want to support our partners in achieving their own sustainability objectives. Our governance rules, transparency and rigorous application of our ESG standards are essential conditions for the creation of new business opportunities. This is why Montoni Group will have the means to achieve its ambitions in implementing this project.

Nathalie Fillion,
Chief Financial and Investment Officer



HAVING THE BEST BUSINESS PRACTICES AND SETTING THE EXAMPLE

Applying best business practices is an exercise that Montoni Group does not compromise on. Setting the example in the development and implementation of our internal policies and governance rules is part of our day-to-day business.

ROADMAP:

- **Participate in the Global Real Estate Sustainability Benchmark (GRESB).**
- **Continue to apply best practices in prevention, ethics and business conduct, cybersecurity, IT management, violence, harassment, bullying and discrimination.**

DEVELOPING A GOVERNANCE STRUCTURE THAT REFLECTS OUR LEADERSHIP

Developing and executing our ESG strategy are priorities for Montoni Group. We opt for a governance structure that enables us to achieve our ambitions by implementing our objectives and targets. In 2022, the Executive Committee decided to create an ESG Steering Committee made up of senior managers.

ROADMAP:

- **Enhance our ESG governance structure by creating a strategic committee responsible for implementing its objectives.**

COMPARING OURSELVES IN ORDER TO IMPROVE

In 2022, MONTONI is participating in the internationally recognized GRESB benchmark for evaluating, comparing and improving its environmental, social and governance performance. This is a first for the company!



GOVERNANCE STRUCTURE

Our ESG strategy is a 360-degree approach in the company, and in 2022, we are taking action to execute it through the creation of the following:



Executive Committee

Our ESG strategy is an integral part of the Executive Committee's quarterly discussions.



ESG Steering Committee

To ensure a cross-functional approach across the company, an ESG Steering Committee made up of representatives of several departments was created in 2022.

The list of departments includes: The offices of the President and the Vice-Presidents: Legal, Talent and Culture, Planning and Development, Project Development, Real Estate and Property Management (Alcovi Capital).

AMBITION – GOVERNANCE

ESTABLISHING A TRANSPARENT ESG METHODOLOGY

Our approach to sustainability is not new, however we are committed to improving our ESG methodology and tracking our improvements in a transparent manner.

ROADMAP:

- **Establish various frameworks to align with science and ESG best practices.**

ACHIEVING EXEMPLARY HEAD OFFICE PERFORMANCE

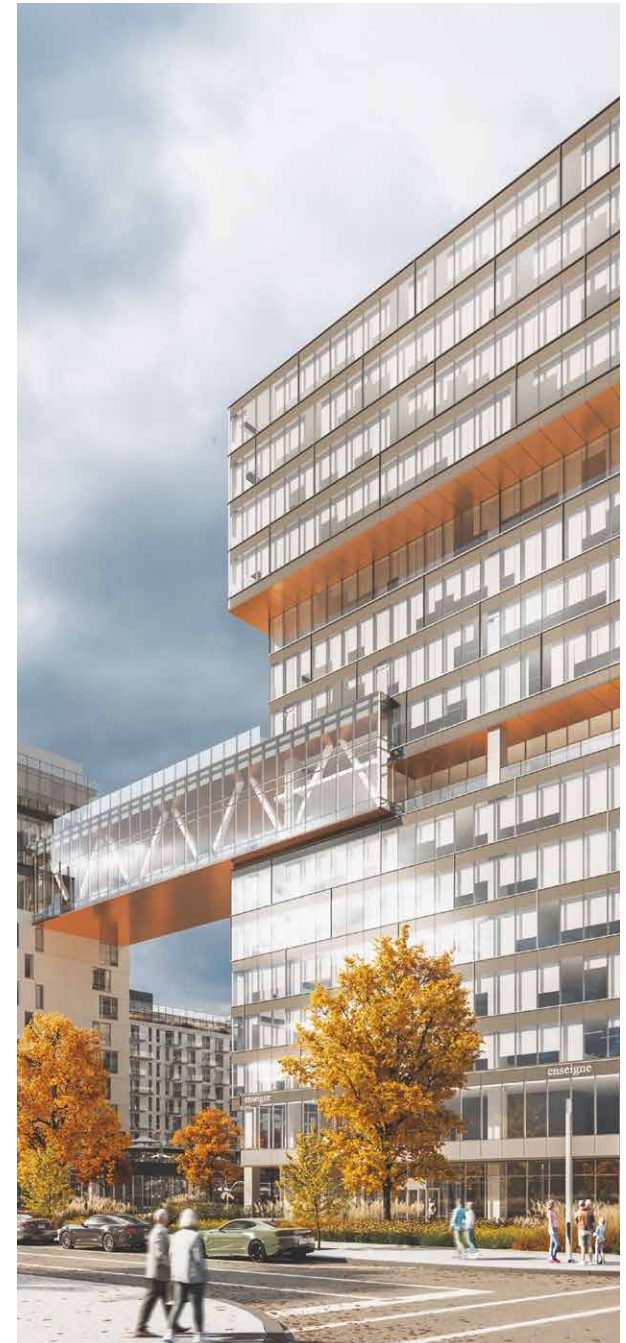
Our priority has always been to provide a quality environment for our teams. With the move of Montoni Group's head office to Espace Montmorency in a LEED® Platinum project for the office tower, we are also striving to achieve the highest standards in terms of environment and employee well-being with recognized certifications.

ROADMAP:

- **Aim for LEED® CI Gold and WELL certification for the future corporate offices.**

A GENDER-BALANCED MANAGEMENT TEAM

More than half the members of Montoni Group's Executive Committee are women, a statistic that is rare in the real estate industry.



Appendix

AMBITIONS	OBJECTIVES	ACTIONS
Climate change		
Making carbon neutrality a top priority in our projects and operations	Improving data collection	Complete an annual GHG emissions report.
		Implement an ESG accountability and reporting tool.
		Develop a monitoring plan for improved initiatives.
	Increasing the energy efficiency of existing buildings	Continuously evolve the DISTINCTION by MONTONI program by adopting best practices in sustainable development.
		Make lifecycle analyses a must for all our projects in order to guide their design and reduce the environmental impact of materials and construction stages.
		Support our clients and partners in meeting high standards and obtaining sustainability certifications such as LEED and Zero-Carbon Building (ZCB) standards.
	Reducing the environmental impact of new construction to achieve net-zero emissions	Identify improvements needed through pilot projects to establish an asset-replacement plan.
		Continue to incorporate an energy monitoring tool into the buildings in our portfolio.
	Aiming for carbon neutrality in our building stock	Assess the potential for reducing GHG emissions from existing buildings through a diversified energy strategy.
		Develop a plan to achieve carbon neutrality.

AMBITIONS	OBJECTIVES	ACTIONS
Environment		
Combining prosperity and simplicity	Sound management of construction sites and projects	Establish a sound site-management protocol for all projects to reduce nuisances.
		Reduce air pollution during construction through on-site measuring.
		Use materials with low volatile organic compound (VOC) emissions.
	Optimizing use of water resources	Design landscaping that is drought-resistant or has an irrigation system that does not use drinking water.
		Install plumbing fixtures that can reduce consumption by up to 30% compared with industry standards.
	Reducing waste generated by construction	Work with our suppliers and partners to implement best practices for reducing waste and improving recycling.
Talents and culture		
Focusing on talent excellence and well-being	Engaging and recognizing contributions	Conduct a survey and implement an action plan to promote employee engagement and well-being.
		Put in place a new performance-evaluation method.
	Focusing on developing and managing the next generation	Implement a skills-development program.
		Define a career path for key jobs.
	Maintaining optimal health and safety	Promote best practices in health and safety and provide relevant training for our employees.
	Encouraging a healthy and active lifestyle	Promote and support beneficial physical activity and good mental health practices.
	Promoting diversity, equity and inclusion	Develop a DEI assessment.
	Promoting sustainable development as a core value of the company	Promote our strategy among our employees, clients and partners.
		Increase opportunities to raise awareness and educate on sustainability issues.

AMBITIONS	OBJECTIVES	ACTIONS
Community		
Maximizing benefits for the community	Being a committed and exemplary corporate citizen	Develop community projects through the creation of the MONTONI Foundation.
		Participate in associations and organizations.
	Encouraging everyone to volunteer	Actively contribute to charitable activities.
Governance		
Maintaining high standards of transparency and accountability	Having the best business practices and setting the example	Participate in the Global Real Estate Sustainability Benchmark (GRESB).
		Continue to apply best practices in prevention, ethics and business conduct, cybersecurity, IT management, violence, harassment, bullying and discrimination.
	Developing a governance structure that reflects our leadership	Enhance our ESG governance structure by creating a strategic committee responsible for implementing objectives.
	Establishing a transparent ESG methodology	Establish the various frameworks to align with science and ESG best practices.
	Achieving exemplary head office performance	Aim for LEED CI Gold and WELL certification for the future corporate offices.

MONTONI