

NET POSI+IVE

2023

# IMPACT

Five years of market transformation

lemay

# IMPACT

## Table of content

<b>1. Our distinctive approach .....</b>	<b>10</b>
<b>2. A multi-scale application .....</b>	<b>15</b>
<b>3. Tangible results .....</b>	<b>28</b>
<b>4. Next steps .....</b>	<b>34</b>



## A transformation with momentum

Over the last few decades, our growing awareness of the challenges posed by climate change has been reflected in efforts to mitigate its impact: International agreements, regulatory reforms, public awareness and, above all, action by each and every one of us, because it is only together that we can bring about real change.

### Our commitment

This climate emergency has transformed our industry in a major way, prompting us to adopt more sustainable and environmentally-friendly practices.

From integrating renewable energy and prioritizing sustainable mobility to renovating and retrofitting existing buildings, a host of resiliency and energy efficiency considerations are now systematically integrated into our projects to minimize our collective carbon footprint while taking future needs into account.

Lemay is well on its way to making this essential transition. Our rigorous NET POSITIVE™

framework for sustainable strategies has proven its worth and continues to generate tangible benefits for our clients and communities.

The quality and distinctiveness of our approach, which focuses on the health and well-being of users as well as innovation in the built world, not only helps to position our firm as a leader in its field, but to also mobilize communities around forward-looking projects.

In addition, at the end of 2023, we gave ourselves greater resources to intensify and extend our actions in achieving carbon neutrality by acquiring Fusion Energie, a company renowned for its innovative energy management and optimization systems. This represents a major step towards the necessary decarbonization of the real estate sector, enabling us to amplify the impacts of NET POSITIVE in our projects with a service offering that covers the entire building life cycle.



FOREWORD

FOREWORD

Taking our emissions offsetting and compensation into account, we reach a negative carbon footprint for an overall positive.

FOREWORD

FOREWORD

FOREWORD

Our carbon footprint

Aligned with national and international targets, Lemay is committed to achieving organizational carbon neutrality by 2030.

Since 2019, we have maintained our carbon footprint below zero, notably through responsible management of our buildings' energy consumption, increasing their efficiency and purchasing certified carbon offsets to compensate for our emissions.

Although major challenges remain in mitigating the impacts of climate change, the progress we have made given us more motivation than ever to keep up the momentum and accelerate the change we have set out to make.

Louis T. Lemay  
President and Excellence Facilitator

Summary balance\*

GHG emissions	328 tonnes CO <sub>2</sub> e
Compensations	-350 tonnes CO <sub>2</sub> e
Carbon footprint	-22 tonnes CO <sub>2</sub> e

\* Full balance on page 33.

## IMPACT



## DIVERSITY

## INCLUSION

**A reflection of  
our values**

Lemay's multifaceted efforts towards a more positive and resilient future have reached a confluence: Our EDIJ (Equity, diversity, inclusion and justice) committee, EDIJ policies for greater inclusivity and equity, partnership with the Canadian Centre for Diversity and Inclusion, and sustainable NET POSITIVE strategies are working in step to inform and shape our actions, collaborations, and communities inside and outside our firm.

As these environmental and social opportunities for growth spur the evolution of our practice and the built environments we ideate and develop, we—with support from strong governance—hope to inspire the people they impact: Actions will always speak louder than words, and by aiming our sustainable actions towards being carbon-neutral and regenerative by 2030, we are taking a holistic approach to encourage positive behavioral changes in users, ourselves, and our peers.

Equity, inclusivity, and sustainability's benefits for both our health and well-being and that of the planet are not mutually exclusive,

and conscientiously encouraging collective involvement from communities is central to good design. The need to mitigate the impacts of climate change requires no small feat of effort, and every step we take now matters to protect both natural and built environments. Good design is an instrumental tool in shaping those adaptative steps, and its capacity as an influential force cannot be understated. Our ecological transition should not leave anyone behind.

As you'll see in this year's report, NET POSITIVE is an open invitation to collaboration and collective action. Together, we can refocus and upcycle our built environment—from public spaces to neighbourhoods, from buildings to interiors—for a cascading set of environmental, social, and financial benefits, resulting in more resilient communities.

**Hugo Lafrance**, LEED Fellow, WELL Faculty  
Associate, Director – Sustainability

## IMPACT

**Renewed purpose  
and resolve**

The first five years of NET POSITIVE have been rich in transformative design projects and inspiring progress for our team. The evolving and sustainable strategies of our approach—guided by three areas of focus on health, the environment, and carbon emission reduction— have enabled us to achieve significant changes with positive benefits for both our clients and our communities.

We have built up a team of leading specialists who cover a wide range of expertise and share the same goal of harnessing the potential of sustainable design to build a better world. Together, we have developed a diverse portfolio of projects across a range of markets and regions, helping to transform the built world at every scale, from neighbourhoods and buildings to interiors. Above all, the sustained efforts of our colleagues have earned us growing recognition in the industry as a leader in sustainable architecture, including, most recently, a special mention from Architizer in the ‘Best Sustainable Firm’ category in 2023.

As we take stock of the past five years, we look to the future with renewed purpose and resolve. Our world today is facing immense challenges and is getting dangerously close to climate tipping points. Human activity is directly responsible for this upheaval, but we have the ability to turn things around. Our work to improve our carbon footprint is approaching an important milestone: By 2030, we envision 100% of Lemay’s projects to be carbon neutral and regenerative – an ambitious but necessary goal.

It is through this shared vision that we can not only make a difference, but exceed our own ambitions and inspire others to act alongside us.

**Loïc Angot, M. Sc., MBA, LEED AP BD+C, ENV SP**  
Associate, Practice Leader – Sustainability

## DIVERSITY

## INCLUSION





EDIJ committee co-chairs

**Daniella Maamari**

B.Arch, M.S., LEED® Green Associate  
Conceptrice, Design Urbain

**Aslam Kassam**

Associate, Project Director, A.T.

**Julia Pascutto**

OAA Architect, MRAIC, NCARB,  
LEED® Green Associate  
Design Director, Architecture

**Equity, Diversity, Inclusion,  
and Justice**

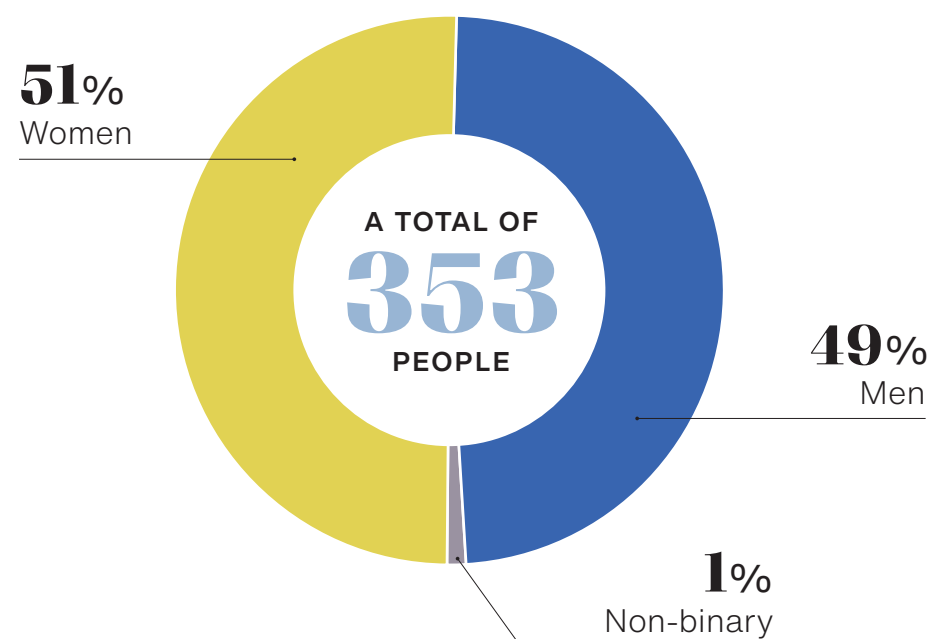
**Lemay recognizes  
the challenges of historically  
underrepresented groups  
and acknowledges its role  
as a leader in its market  
to promote and advocate  
for social justice.**

As a provider of services that directly impacts communities, we are committed to providing an equitable, diverse, and inclusive working environment for all team members so that each person feels respected and valued and that no form of discrimination is acceptable.

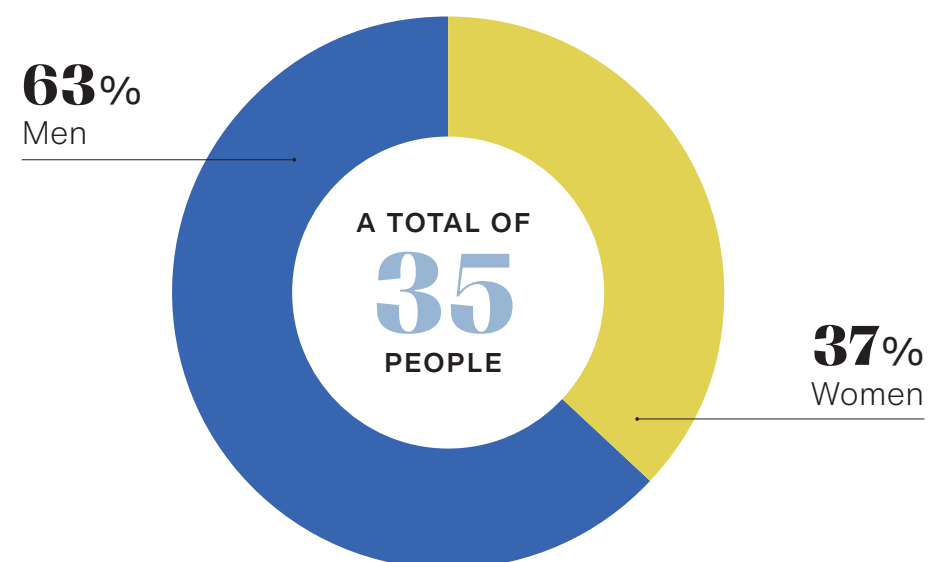
EDIJ principles:

- **Pledge**
- **Measure**
- **Act**
- **Verify**
- **Advocate**

## Distribution of employees



## Distribution of associates



## EDIJ committee and working groups

Comprised of both front line and management team members from across the firm, this committee manages Lemay's EDIJ policy and action plan. The EDIJ committee is supported by three working groups managing education, communications, and social initiatives.

### Main initiatives:

- **Training and professional development access** to multiple learning resources and trainings for all employees, through Lemay's partnership with the Canadian Center for Diversity and Inclusion.
- **Establishing a design repository of best practices in design, accessibility, and inclusion** through internal and external presentations and trainings, and internal online communication through thematic, informative, EDIJ newsletters on key EDIJ topics.
- **Creating safe spaces for exchange and feedback on EDIJ concerns and initiatives** through employee resource groups, anonymous chat engines, company-wide open forums.
- **Advocating for accountability, transparency, and community engagement** by encouraging participatory design processes, advocacy campaigns, internal fundraising efforts, and pro-bono community design initiatives.
- **Promote acknowledgement and Inclusion** by fostering a sense of belonging and visibility, supporting research on related topics, conducting internal surveys to identify workforce diversity and strive towards greater representation and inclusion.
- **Promoting mental and physical well-being** through flexible work policies, hybrid work, access to remote mental and physical wellness platforms.





# -1 Our distinctive approach

**When it comes to health, the environment  
and carbon, we are seizing every opportunity  
to generate positive benefits for clients, users  
and the community.**

## 3 areas of focus ► 3 areas for action

An approach that informs our practice and guides our decisions





## A cyclical approach

**NET POSITIVE** allows Lemay to create sustainable value in all aspects of its practice.

Lemay's global commitment is not limited to regulations, standards and certifications. NET POSITIVE is an integral part of our daily life, both through our actions as well as the development of our projects.

Supported by an internal transdisciplinary committee, our approach is constantly enriched by:

- **training** – continuous development of our professionals' skills;
- **implementation** – rigorous application of our sustainability principles in our projects;
- **measurement** – close monitoring of the performance of our sustainable strategies;
- **communication** – sharing our best practices with the community.



**Our NET POSITIVE  
approach ensures:**



**Healthy environments**  
for users and the community.



**Ecological footprint reductions –**  
a collective responsibility and a  
priority for future generations.



**Improved social acceptability**  
to facilitate the approval  
process of projects.



**Enhanced brand images**  
for a greater potential of  
notoriety and attractiveness.



**Significant savings** on operating  
costs and capital costs identical  
to that of a comparable project.



**Superior and long-term returns**  
on investments which translate  
into higher market values.

**Net  
Benefits**

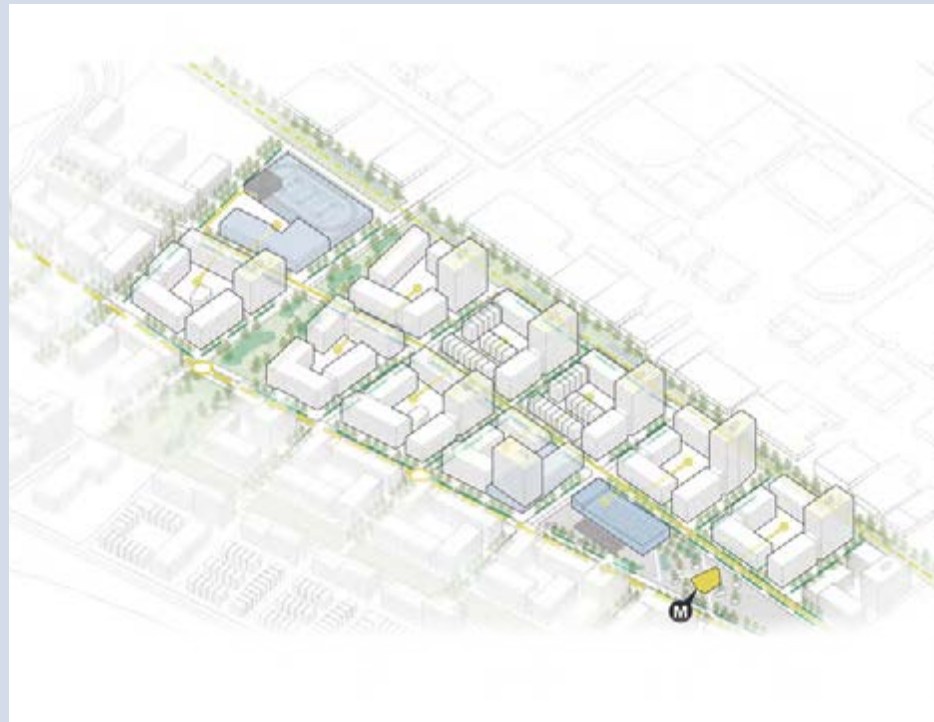
# **-2 A mutli-scale application**

## A mutli-scale application

# Applying NET POSITIVE to all of our markets and disciplines.

Our approach favors the creation of sustainable and meaningful spaces where everyone can flourish at all levels of Lemay's processes.

NEIGHBOURHOODS



BUILDINGS



INTERIORS





# At the neighbourhood scale

Just like how we can adapt our cities to climate change, the development of new neighborhoods represents a major opportunity to successfully make the ecological and social transitions we need.

The neighborhood scale is conducive to the pooling of green and energy infrastructures, as well as the creation of quality public spaces where everyone feels included. That makes it an effective catalyst for setting up the foundations of our approach to sustainable strategies..



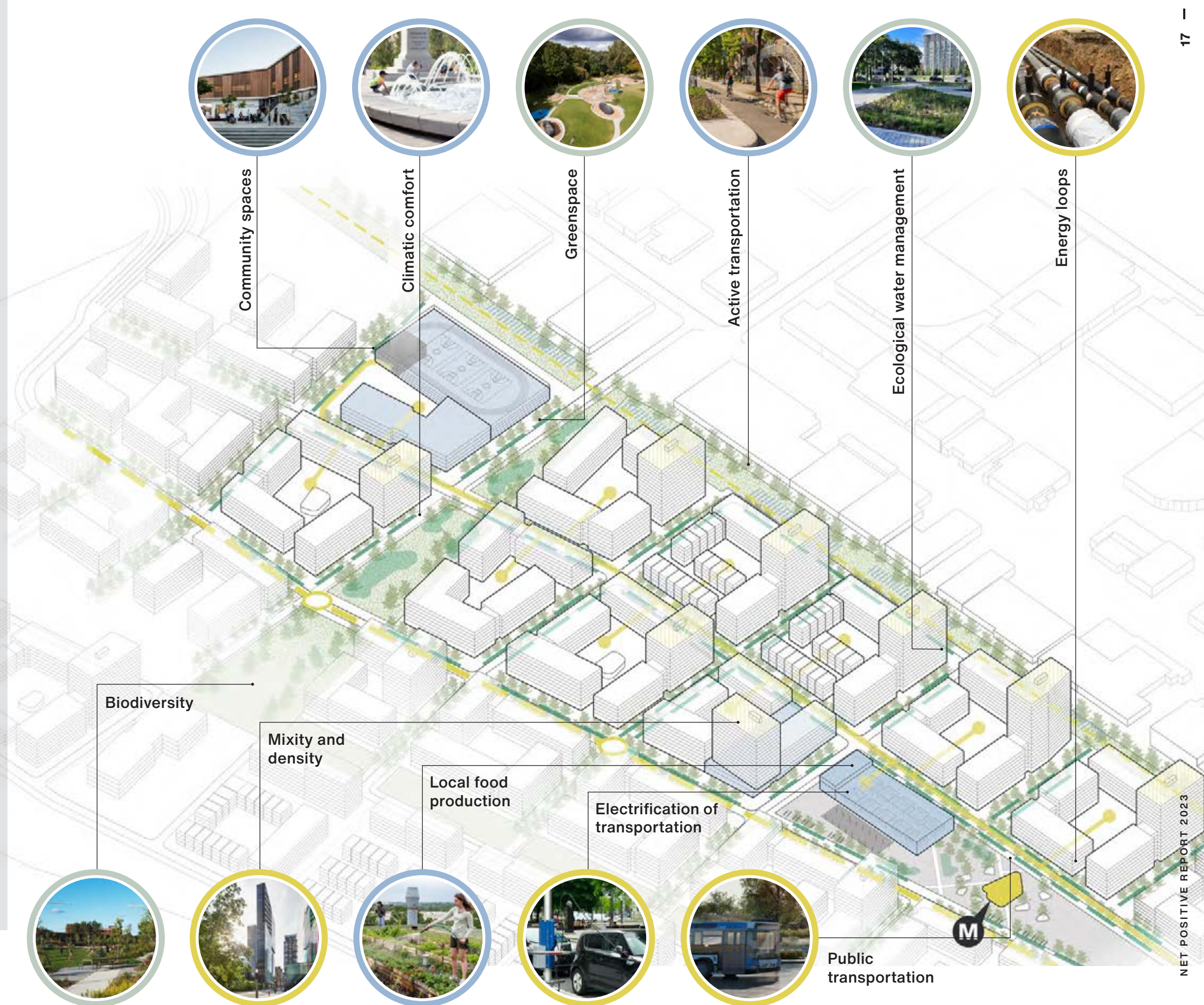
Health



Environment



Carbon





# Meadowvale Town Centre Masterplan

Mississauga, ON

**Client** First Capital Realty  
**Year** 2019

**Disciplines** Urban design,  
Urban planning, Architecture,  
Landscape architecture,  
Sustainabilities



## 16 ha

An exemplary community hub based on a resilient urban ecosystem

- 1** **Densification and diversity**  
An area of 16 ha with 88 commercial units offering a mixed and diversified urban destination
- 2** **Creation of public spaces**  
New public spaces, including a green space incorporating sustainable stormwater management
- 3** **Urban agriculture**  
Promoting a local social economy to create a suburban living environment of identity and resilience



# Quartier Namur-Hippodrome

Montreal



**Client** Ville de Montréal,  
Division de l'aménagement  
urbain et du design urbain,  
Direction de l'urbanisme, Service  
de l'urbanisme et de la mobilité

**Year** 2022

**Disciplines** Urban Design,  
Landscape Architecture,  
Sustainability, Urban Planning  
and Public Consultation



## 95 ha

A carbon-neutral and  
inclusive living environment  
focused on active and  
public transportation with  
generous greenspace

- 1 Cultural, commercial and civic hubs**  
Creation of an eco-district built around  
complementary service hubs
- 2 Green spaces**  
20 ha of green and public networked  
spaces, including a large-scale central park
- 3 A variety of housing options**  
More than 12,500 housing units, a  
significant proportion of which will  
be social and community housing  
affordable housing and family housing



CASE STUDY — SITE AND TERRITORY SCALE

# Heritage Park

Bedford, QC

**Client** Graymont  
**Year** 2011 – 2023

**Disciplines** Architecture,  
Landscape Architecture,  
Branding and Graphic Design



**50** ha

of new natural  
landscapes covering  
the inert materials  
produced by quarry  
operations

**1** **Creation of regenerative ecosystems**  
2.5 km of agricultural drainage ditches  
transformed into meandering streams

**2** **Installation of public facilities  
for the community**  
A multifunctional pavilion, an  
outdoor amphitheatre, play  
areas and water fountains



# At the building scale

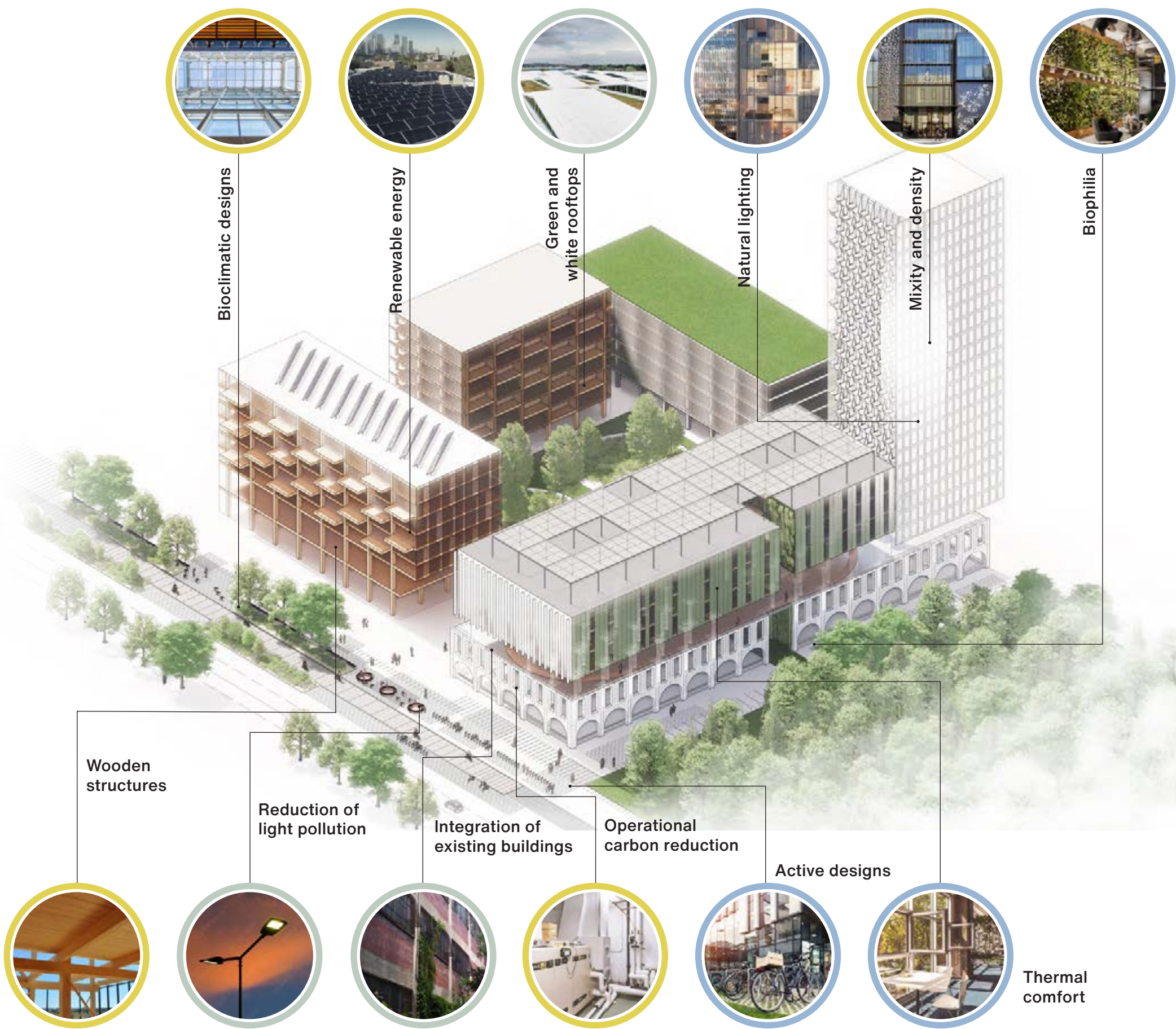
Committed to achieving optimized and sustainable developments, we approach any project new or existing with a top-of-mind concerns for ecologically responsible innovations.

Whether it is through the choice of sustainable materials, cutting-edge technologies in renewable energy, or active design measures for the benefit of users, NET POSITIVE comes to life in all our construction and renovation projects within built environments.

Health

Environment

Carbon





# Odea

Montreal, QC

**Client** Cogir and Cree  
Regional Economic Enterprises  
Company (CREECO)

**Year** In progress

**Disciplines** Architecture,  
Landscape Architecture, Structural  
Engineering, Sustainability,  
Branding and Graphic Design

**Certifications**  
Aiming for LEED v4  
BD+C, Silver level



↓ **32%**  
reduction of  
carbon emissions  
via envelope  
performance



**94%**  
water savings  
for irrigation  
compared to  
a similar project

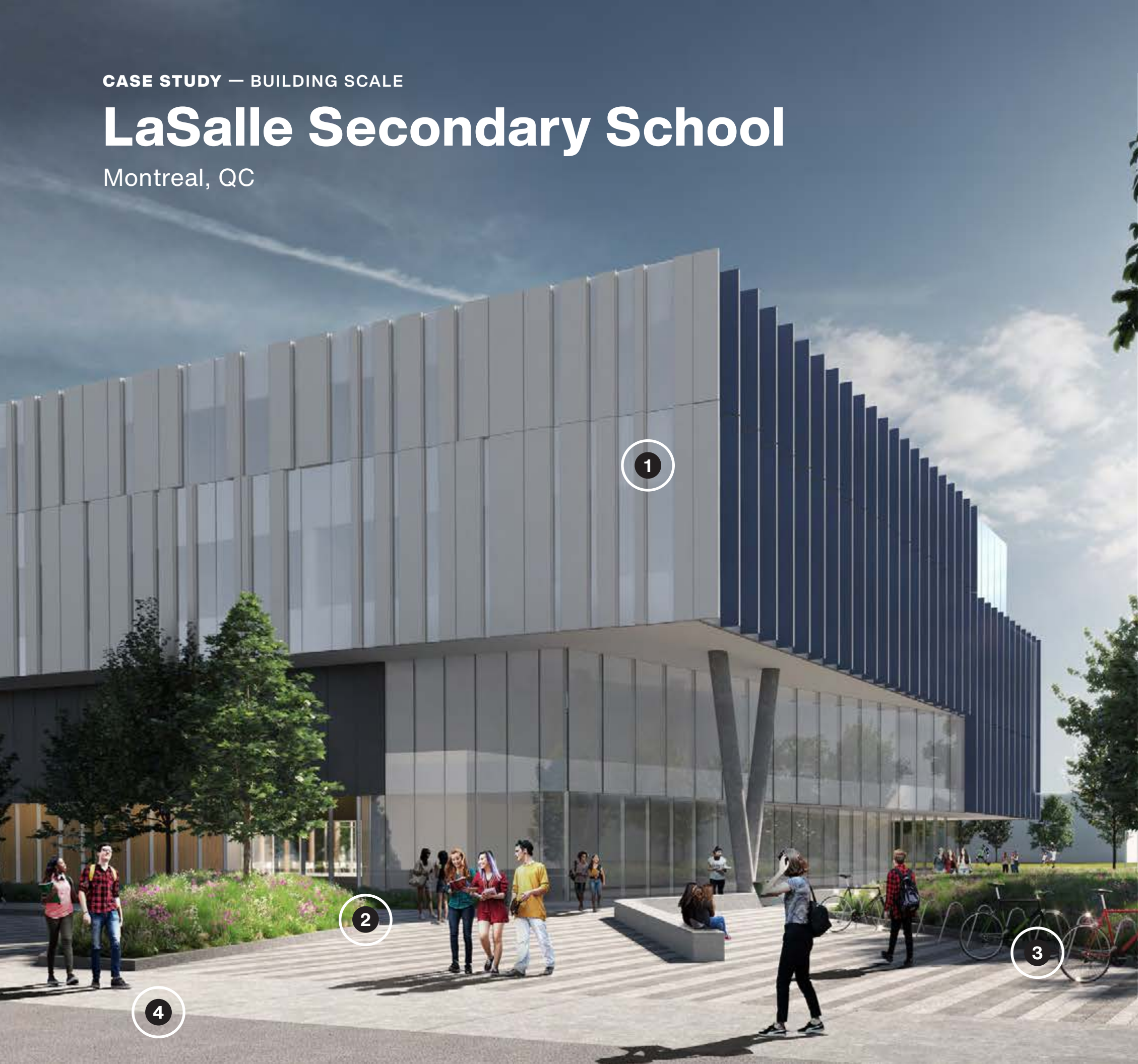
- 1 100% white and green roofs**  
Heat island reduction
- 2 40% fenestration**  
Comfortable, high-performance envelope
- 3 Biophilic design approach**  
Forms, materials, light and views
- 4 Materials with low VOC emissions**  
Thermal and acoustic performance
- 5 Indoor and outdoor social spaces**  
Including a courtyard open to the public





# LaSalle Secondary School

Montreal, QC



**Client** Ministère de l'Éducation du Québec, Société Québécoise des Infrastructures

**In consortium with** Leclerc architectes and Prisme

**Year** 2023

**Disciplines** Architecture, Landscape Architecture, Sustainability, Interior Design

**Certification** Aiming for LEED v4 BD+C Schools, Gold level



↓ **15%**

reduction of the school's intrinsic carbon footprint



**49%**

reduction of energy consumption via triple glazing and geothermal energy

**1 Triple glazing**  
Thermal and acoustic performance

**2 Appropriable landscaped space**  
62% of the site is comprised of appropriable outdoor spaces

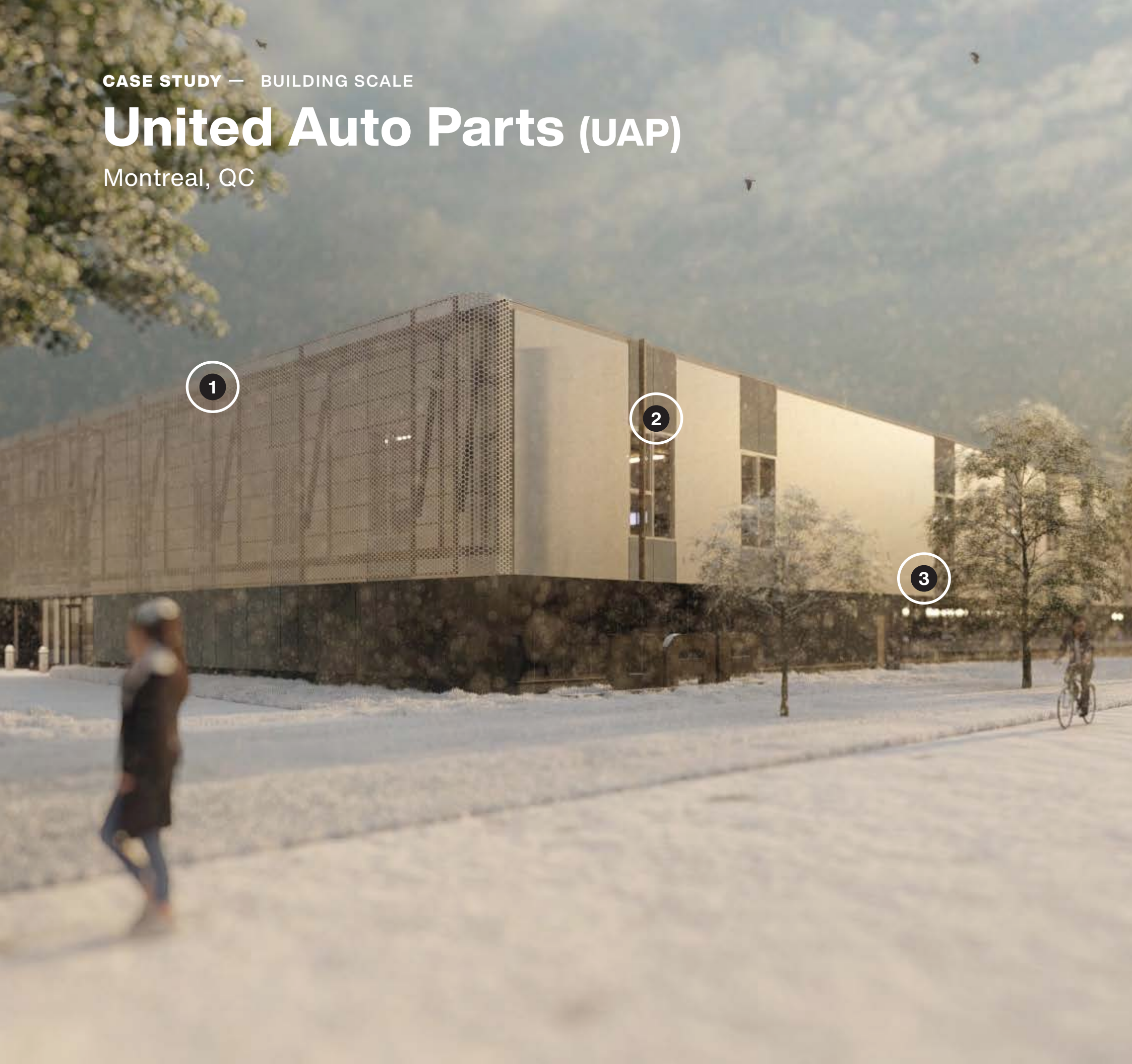
**3 Active mobility**  
Health and reduction of greenhouse gas emissions

**4 Geothermal energy**  
Low-carbon geothermal heating and cooling systems



# United Auto Parts (UAP)

Montreal, QC



**Client** United Auto Parts (UAP)

**Year** 2022-2023

**Disciplines** Architecture,  
Landscape Architecture,  
Structural Engineering, Energy  
intelligence, Urban Planning

**Certification**  
ZCB-Design Standard v3



↓ **65** kg CO<sub>2</sub> eq/m<sup>2</sup>

considerable reduction  
in intrinsic carbon



– **40**%

reduction in energy  
consumption  
compared with a  
reference building

**1 Natural ventilation**

Automatically-opening shutters,  
and air mixers ensure thermal  
comfort during summers

**2 Natural light**

100% of open-plan offices  
are naturally lit

**3 ZCB-Design Standard  
v3 certification**

First certification of its kind for  
an office building in Canada



# At the interior scale

By placing the health and well-being of users at the center of our interior designs, our approach promotes personal growth while ensuring the judicious use of the built environment.

Whether it is through the greening of spaces, the optimization of natural light, or through space configurations that invite movement and encourage connections, we promote biophilic design principles to improve the quality of our living and workplace environments.



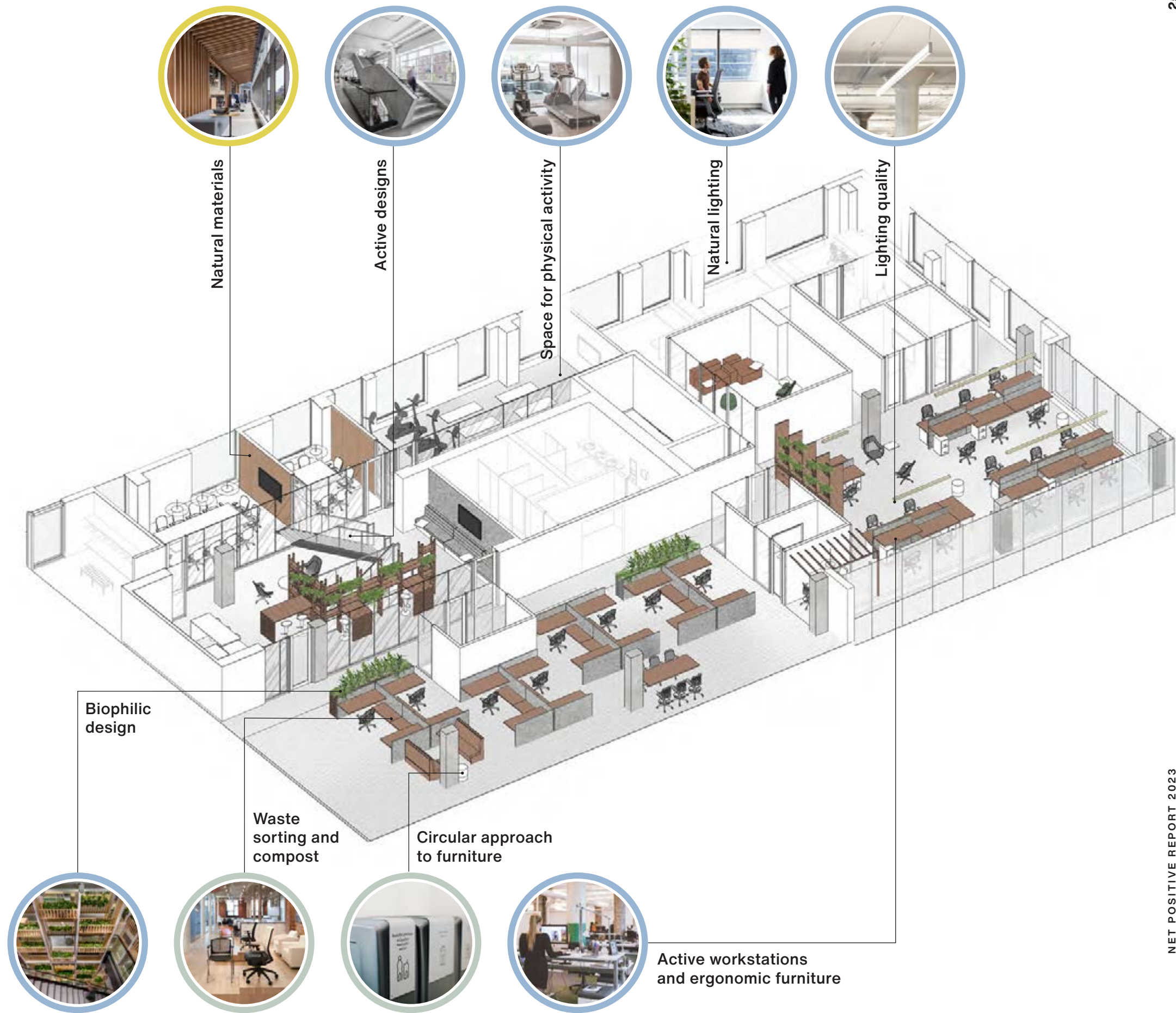
Health



Environment



Carbon





# GardaWorld Head Office

Montreal, QC

**Client** GardaWorld

**Year** 2023

**Disciplines** Interior design,  
Sustainability, Branding  
and graphic design

**Certification** Fitwel 2 stars



Dynamic workspaces  
focused on the  
health and well-  
being of their users

**1 Natural light**

51% of regularly occupied spaces  
have access to natural light

**2 Sit-stand workspaces**

100% of workspaces are sit-stand  
to encourage physical activity

**3 Active design**

The three office floors are linked  
by a large central staircase to  
encourage daily movement

**4 Pedestrian circuit**

Access to a pedestrian circuit in a  
nearby park for 100% of staff



# USAY Youth Centre

Calgary, AB



**Client** USAY  
**Year** In progress

**Disciplines** Architecture,  
Landscape architecture,  
Structural engineering,  
Interior design



**1<sup>st</sup>**

permanent centre created  
for the indigenous  
youth community in  
the Calgary area

**1 Open spaces and abundant light**  
Encourages collaboration, and helps  
create spaces that foster a sense  
of community and gatherings

**2 Green roof**  
Enables young people to grow  
traditional medicinal plants and  
share ancestral knowledge

**3 Natural, sustainable materials**  
For harmonious integration  
into its surroundings

**4 Distinct, permeable spaces**  
Three space layouts offering greater  
openness, privacy, and flexibility  
to meet users' needs

**5 595 m² of outdoor space**  
Adjacent to the building, this area  
can be used for sports activities,  
open markets and job fairs



# -3 Tangible results

## AIA Commitment



Lemay is among the signatories of the AIA 2030 Charter: A climate strategy implemented by the American Institute of Architects (AIA).

**Through a series of objectives, AIA 2030 aims to achieve carbon neutrality in built environments by 2030.**

In order to achieve this, we now know that reducing carbon emissions alone is no longer enough. If we want our actions to have a real impact, we must move quickly and thoroughly towards carbon neutrality. Since 40% of the world's carbon emissions come from built environments, building a greener future inevitably involves architects, engineers and property owners.

### The evolution of Quebec's energy code

On January 8, 2022, the 2015 version of the National Energy Code for Buildings (NECB) came into force in Quebec. This new code, more stringent than its predecessor and any version of ASHRAE, calls on architects and engineers operating in the built environment to rethink their working methods in order to meet a certain energy performance threshold, known as the benchmark.

In 2022,  
we have submitted

**20** PROJECTS

For a total  
surface area of:

**521,136** m<sup>2</sup>

Of these 22 projects:

**16** are aiming for LEED certifications

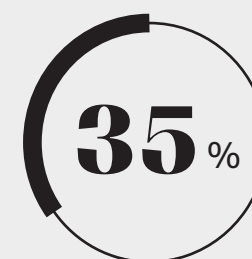
**6** include geothermal heating and cooling systems

**8** comply with the 2011, 2015 and 2017 editions of the National Energy Code for Buildings (NECB)

**4** aim for certification to the Zero Carbon Building – Design Standard v2

**3** projects average an intrinsic carbon intensity<sup>1</sup> as low as 285 kg CO<sub>2</sub> eq./m<sup>2</sup>: UAP, Château Bellevue and the TECK Sparwood offices.

### Breakdown of projects by environment



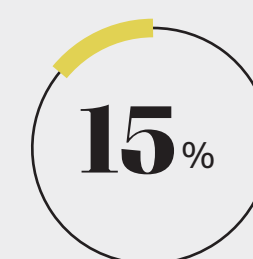
RESIDENTIAL



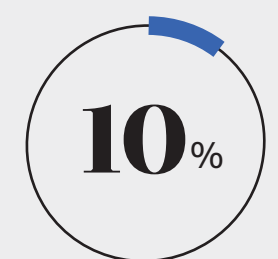
EDUCATION



TRANSPORTATION,  
ENTERTAINMENT,  
LIVING SPACES



WORKPLACE

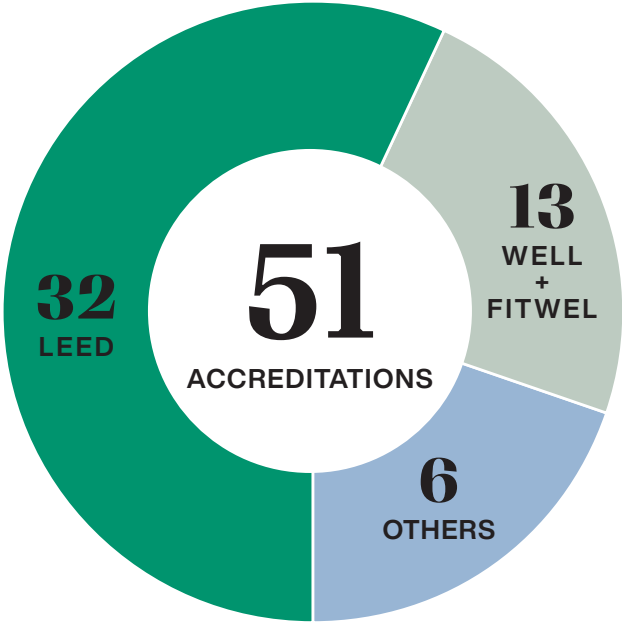


HEALTH



# Highly qualified team

Lemay's team includes a number of professionals with industry-recognised accreditations.



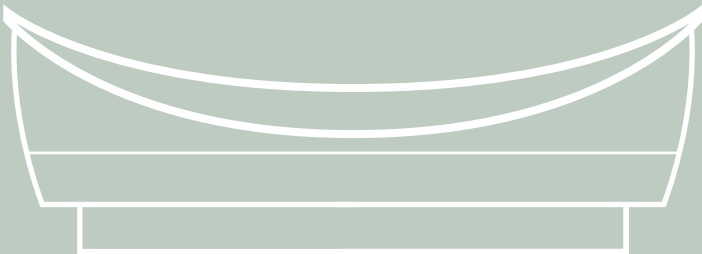
- LEED**
  - 1 FELLOW  
Honorary distinction
  - 1 O+M  
Operation and maintenance
  - 15 GA  
Environmental associates
  - 1 ND  
Neighbourhood development
  - 13 BD+C  
Design and construction of buildings
  - 1 ID+C  
Design and construction of commercial interiors
- WELL**
  - 2 WELL AP
  - 1 WELL FACULTY
- Fitwel**
  - 10 FITWEL AMBASSADORS
- Living Future Accreditation (LFA)**
  - 1 LFA
- Envision**
  - 3 ENVISION SP
- Sites Rating System**
  - 1 SITES AP
- Certified measurement and verification professional (CMVP)**
  - 1



**Certified area**

A vast surface area of **4,279,955 m<sup>2</sup>**  
of projects certified or in the process of being certified,  
the equivalent of

**31x**



ScotiaBank Saddledome, Calgary

+

**28x**



Rogers Centre, Toronto

+

**26x**



Olympic Stadium, Montreal

**This represents an increase of 25% over one year.**

# Certified projects

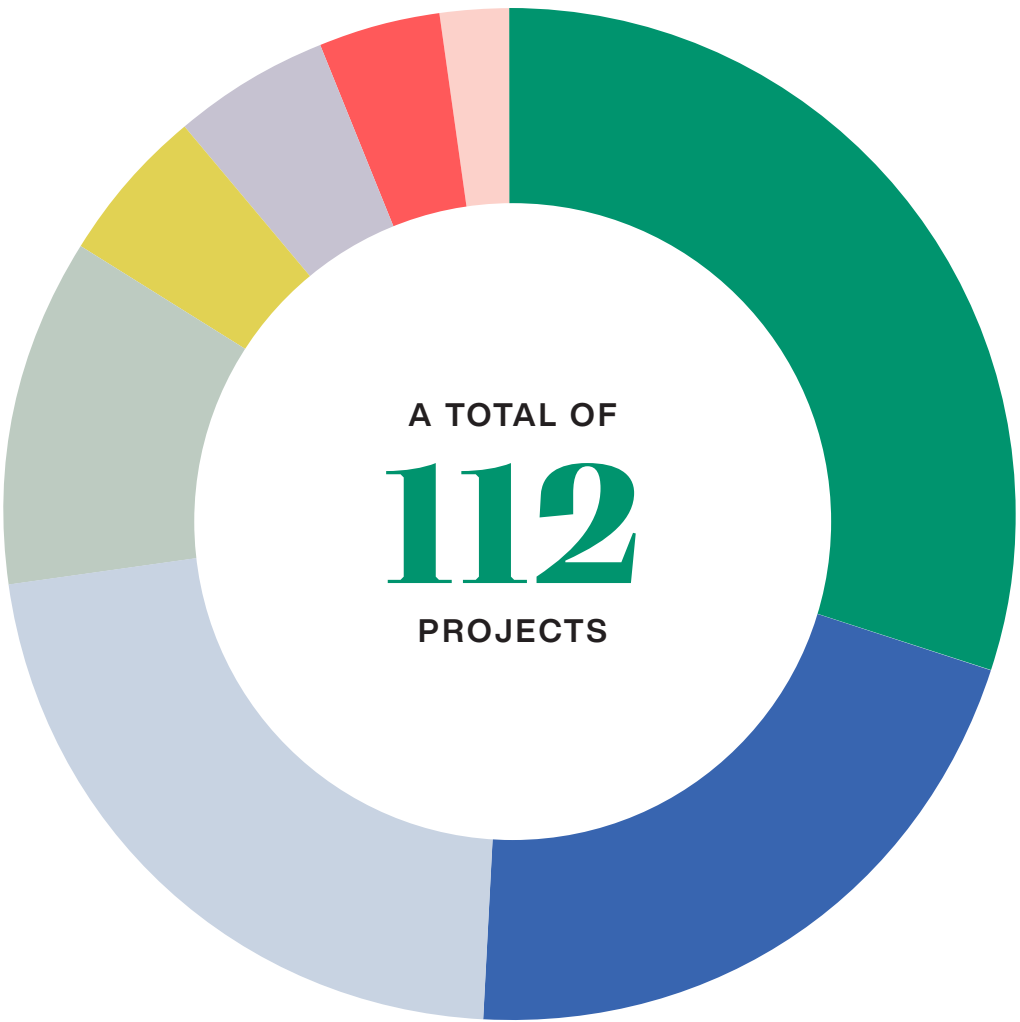
Over the past year, 9 new projects have been enrolled in at least one certification program and 6 have obtained certification.

92 LEED Certification

12 WELL & Fitwel Certification

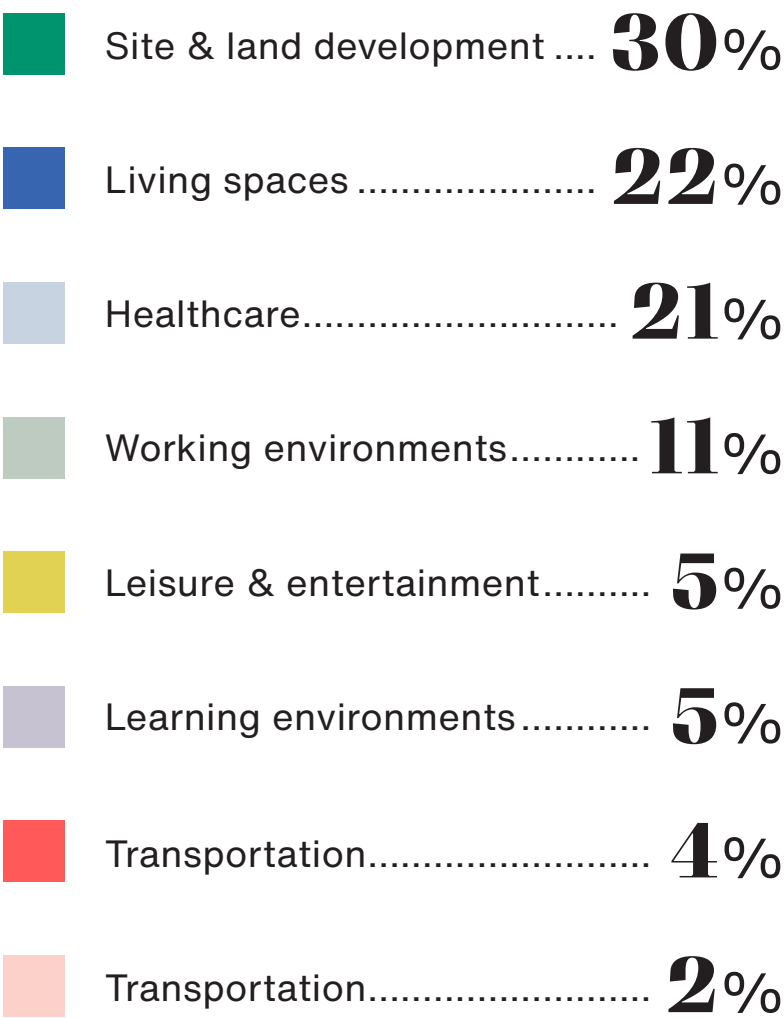
1 Envision Certification

7 ZCB Certification



## Breakdown of projects certified and in the process of certification by market

Calculation based on the gross surface area of projects



# Carbon footprint

For the last five years, Lemay has maintained its net greenhouse gas (GHG) emissions below zero.

We have achieve this notably through responsible management of our buildings' energy consumption, increasing their efficiency and purchasing certified carbon offsets to compensate for our emissions (Scopes 1 to 3).

This year, the scope of our review has been expanded to include two new Scope 3 emissions sources: Food, which includes catering and beverage consumption, and waste management.

## Summary balance

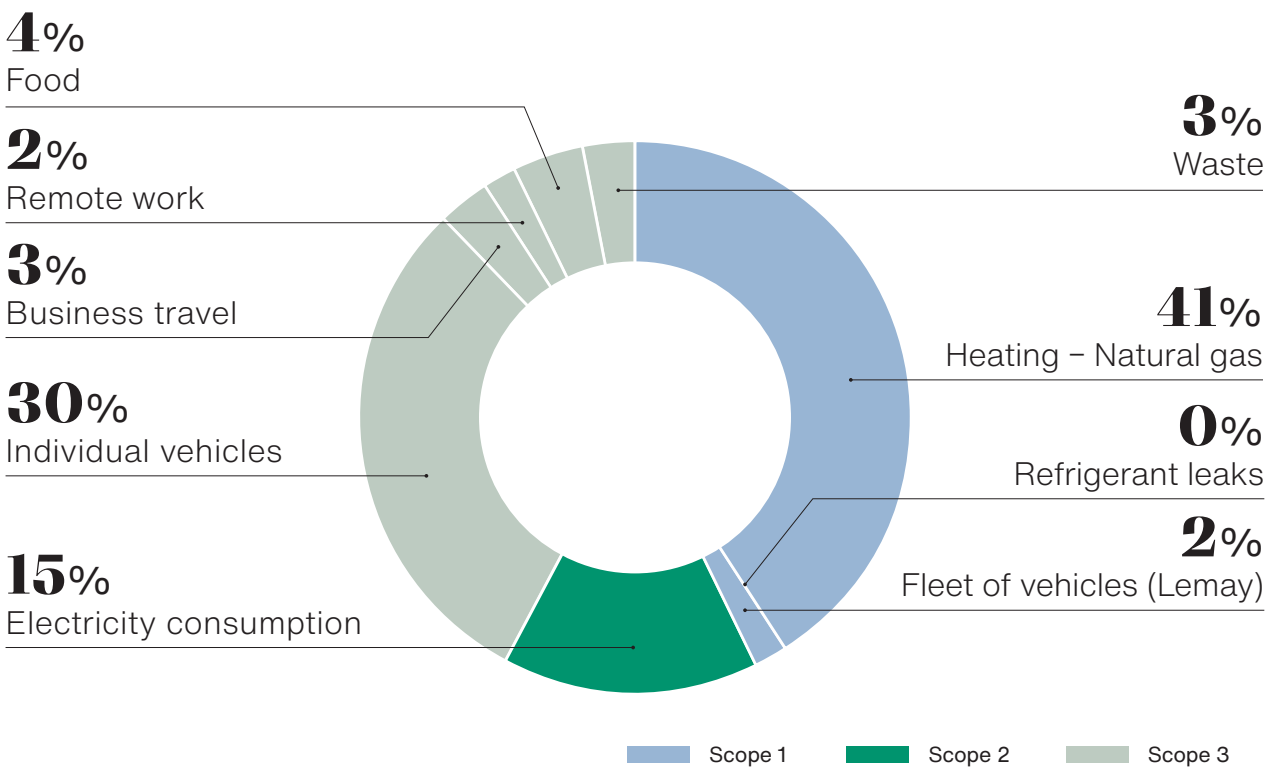
GHG emissions	328 tonnes CO <sub>2</sub> e
Compensations	-350 tonnes CO <sub>2</sub> e
Carbon footprint	-22 tonnes CO <sub>2</sub> e

**Scope 1** — Emissions generated directly from the combustion of fossil fuels (natural gas) within our premises.

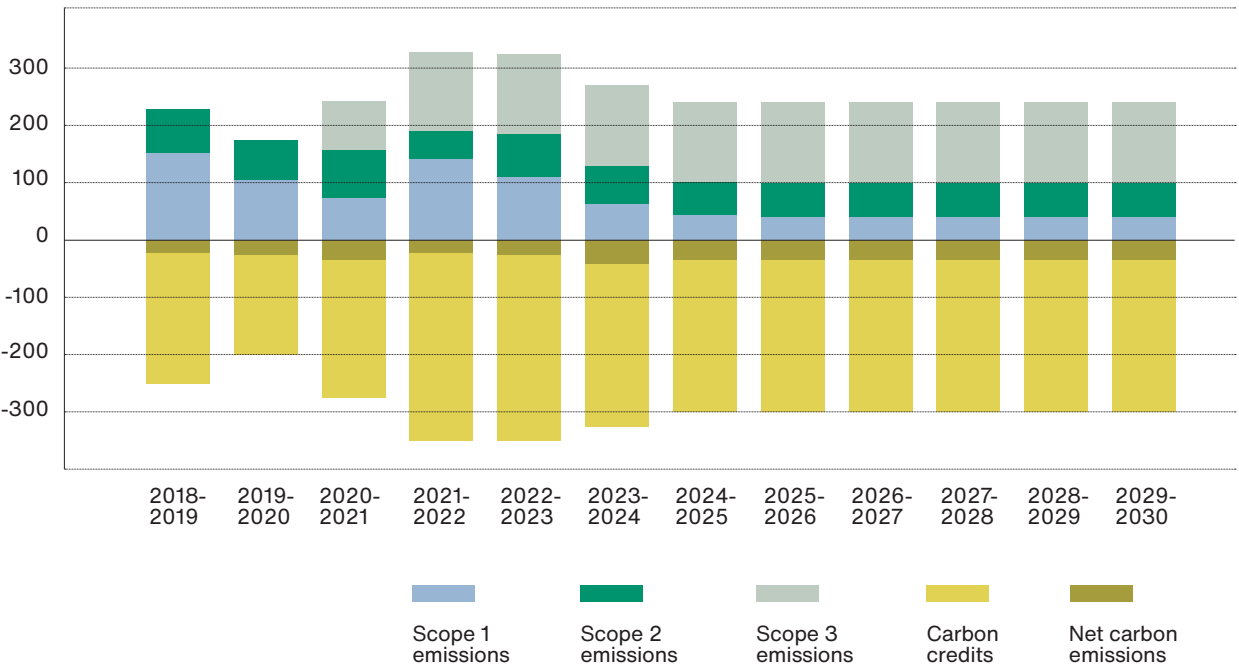
**Scope 2** — Emissions generated indirectly from the use of electricity.

**Scope 3** — Any other indirect emissions beyond energy consumption. This includes emissions related to the production of goods and services consumed by the company.

Breakdown of Lemay’s GHG emissions by activity



GHG emissions per scale (tonnes of CO<sub>2</sub>e)



# -4 Next steps



# NET POSITIVE

## Next steps

Building on the work carried out over the past five years and the results presented in this fifth NET POSITIVE report, we plan to undertake the following:

▪ Maintaining **carbon-neutral offices**

- **Commitment:** Maintain our carbon neutrality objective and aim for Gold participation in the federal government’s Carbon Neutral Challenge.
- **Action:** Maintain annual offsetts of our carbon emissions to achieve a negative balance and deploy an action plan to reduce our Scope 1 and 2 emissions by 40% by 2030.
- **Verify:** Maintain the verification of our Montreal and Quebec City offices with the Zero Carbon Building (ZCB) standard, and disclosure to the Net Zero Carbon Building programme (World GBC).

▪ **NET POSITIVE** projects

- **Commitment:** Continue to disclose our projects’ performance to the AIA 2030 Commitment program, and accelerate the deployment of carbon-neutral and regenerative projects.
- **Action:** Roll out the action plan to increase the NET POSITIVE score of our projects.
- **Verify:** Complete the NET POSITIVE review of more than 75% of our major projects and 100% of our strategic projects.

▪ **Equity, diversity, inclusion and social justice**

- **Commitment:** Continue internal initiatives in line with our adopted policy. Renewal of our partnership with the Canadian Centre for Diversity and Inclusion.
- **Action:** Implement activities established by our three sub-committees – communications, training and social.
- **Verify:** Assess the possibility of aiming for certifications to validate good practices.

