NET POSI+IVE

2024 REPORT

Committed to resilience

lemay

Table of contents

FOREWORD

FOREWORD

FOREWORD

Committed to resilience

At our firm, whose mission is to create living spaces and opportunity for all, resilience is embedded in every aspect of our work. Whether through the design of flexible urban environments that can adapt to climate change, or through the creation of inclusive and accessible spaces that strengthen social cohesion, we believe we not only have the capacity—but also the responsibility—to transform our environment in response to the challenges we face today.

Driven by these challenges, our professionals are rethinking how we design living environments. This includes proposing solutions that can mitigate environmental impacts—from increasingly frequent torrential rains and wildfires to hurricanes—in order to help cities become more resilient.

The affordable housing crisis is another key concern. Convinced that everyone should have access to a roof over their head, we're working with industry partners and stakeholders on a pilot project that reimagines housing design by combining economic efficiency, rapid deployment, and architectural quality.

The affordable housing crisis is another key concern. Convinced that everyone should have access to a roof over their head, we're working with industry partners and stakeholders on a pilot project that reimagines housing design by combining economic efficiency, rapid deployment, and architectural quality.

Our vision is clear: design is a powerful lever for social and environmental transformation. Our creative expertise drives us to design spaces that not only meet present needs but anticipate and adapt to those of tomorrow.

Together, we are building stronger, more inclusive, and more sustainable communities.

Louis T. Lemay
President and Excellence Facilitator

Making urban resilience a creative force

The climate is changing visibly and irreversibly. Our cities are already on the front lines, bearing the brunt: intense heat waves, extreme precipitation, repeated flooding, and growing pressure on resources and infrastructure. The time for anticipation has passed; now is the time to respond because we can still soften the blow, and—more importantly—turn adversity into a driver of positive transformation.

How? Through tangible urban resilience, embedded from the very beginning of design processes that treat planning not at the scale of a project, but as part of an ecosystem. This means deploying nature-based solutions, resource management strategies, and building a new kind of architecture.

The building, as the fundamental unit of the city and a site of habitation, work, care, and culture, must also become resilient: optimally oriented, naturally ventilated, designed to handle heat, collect or redirect water, powered locally by renewable energy, and built with sustainable materials. Both autonomous and interconnected, it should remain operational even under extreme stress. More than efficient, it should protect, heal, and adapt.

This vision of resilience is grounded in the combination of smart design and engineering, enlightened land use, and social engagement. A laneway transformed into a community garden becomes a cool refuge, a place to gather, and a link in the ecological network. A neighbourhood threaded with shaded, walkable paths supports public health. A school built with bioclimatic principles becomes a cool landmark for the entire area.

The tools already exist. The data is available. The know-how is here—more than ever. What's needed now is courage: the courage to innovate beyond convention, to leave outdated models behind, and to embrace sustainable development as a guiding principle.

Let's treat resilience not as a checkbox, but as a creative stance. In doing so, we'll shape built environments that care—for their people, and for their place.

The climate is testing us. Let's rise to the challenge—and shape a more liveable future, together..

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

Responsible governance

In a constantly evolving world, our profession calls us to continuously rethink our approach to designing and creating living spaces. That same need for innovation and adaptability has also led us to reflect on our internal culture and organizational structure.

This collaborative approach, anchored in listening to our teams and analyzing their valuable feedback, aims to establish exemplary governance that supports our operational excellence while securing the long-term sustainability of our firm. At the heart of this transformation is a clear vision: a company that is agile and accountable at every level of decision-making.

For our clients, this evolution promises smoother collaboration and greater responsiveness to their needs. The organizational model we're implementing encourages intrapreneurship and accountability, empowering our professionals to deliver innovative, tailored solutions while upholding the high level of expertise for which we are known.

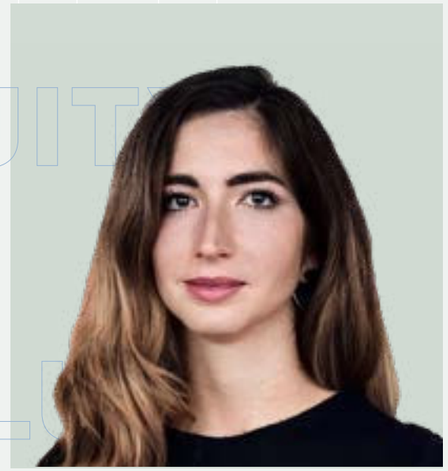
For our teams, this transformation creates an environment where both personal and professional growth can thrive. By identifying and valuing individual talent, we're building an ecosystem where everyone can meaningfully contribute to our collective success—and to their own..

This renewed operational framework is the foundation for an organization that merges agility with creativity, where the excellence of our craft aligns with our social and environmental commitments. It is in this spirit that we continue to design meaningful spaces, sustainable living environments, and inclusive communities.

Guided by the core values that make Lemay not only a leader in architecture and design, but a committed civic actor shaping a better future, we are writing the next chapter of our story.

Catherine Vu
Executive Vice President

Equity, Diversity, Inclusion and Justice



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

EDIJ committee co-chairs

Aslam Kassam
Associate, Project Director, A.T.

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

Vivian Ton
OAA Architect, MArch, BA
Architectural Designer

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.

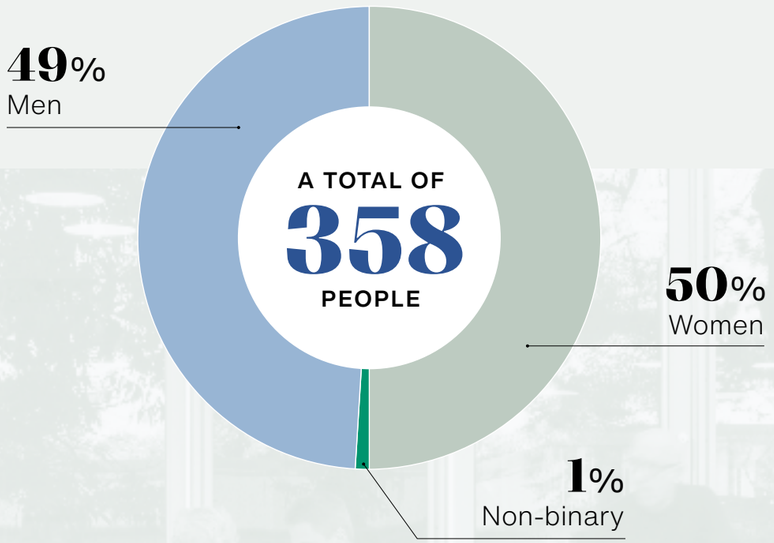
EDIJ principles:

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

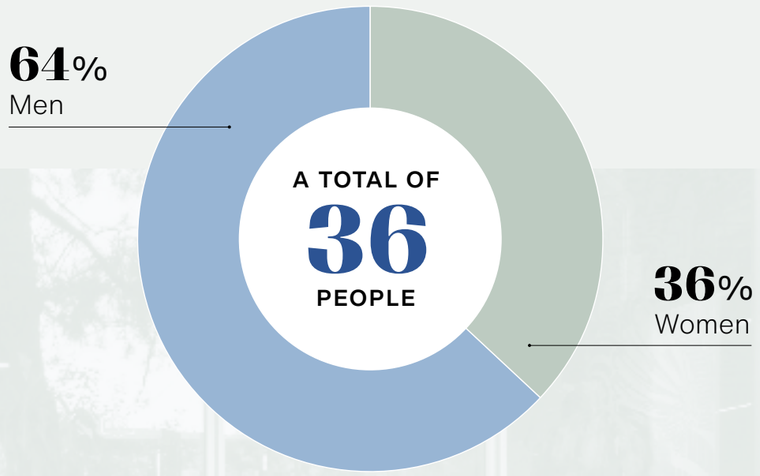
EDIJ committee and working groups

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.

Distribution of employees

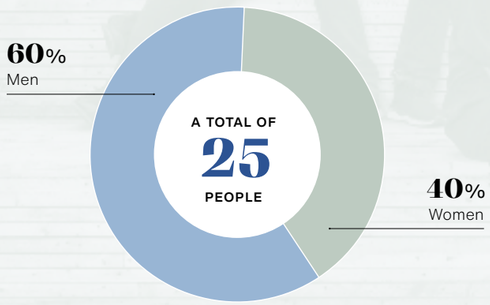


Distribution of associates

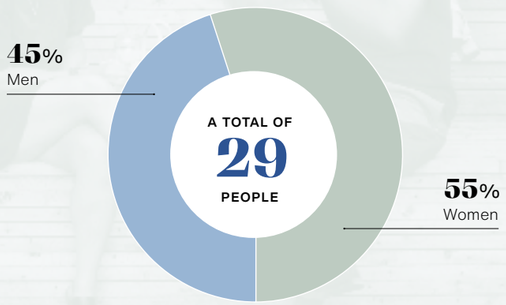


Leaders' profiles

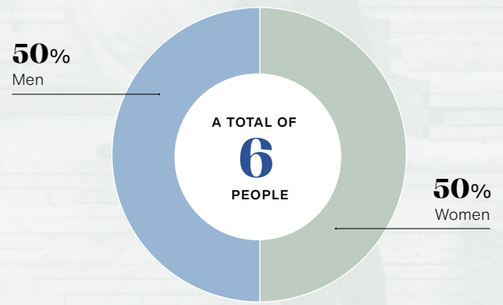
Markets



Disciplines



Corporate services



Key Initiatives

Provide learning and professional development tools through the collaboration between Lemay and the Canadian Centre for Diversity and Inclusion.

Create safe spaces for dialogue around EDIJ and share concerns, including employee resource groups, anonymous discussion platforms, and open forums for the entire Lemay team.

Cultivate recognition and inclusion by building a sense of belonging, increasing visibility, supporting research on related topics, and conducting team composition surveys to improve representativeness.

Develop a guide to exemplary practices in inclusive and accessible design supported by internal/ external training sessions and regular communications on key EDIJ topics.

Strengthen accountability, transparency, and community engagement through co-design approaches, awareness-raising activities, internal philanthropic initiatives, and pro bono community projects.

Promote psychological and physical well-being by implementing flexible and hybrid work policies as well as providing access to telemedicine 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

HEALTH

“Social determinants of health (SDOH) are the nonmedical factors that influence health outcomes.”

CENTERS FOR DISEASE CONTROL AND PREVENTION

ENVIRONMENT

“Restoring natural ecosystems is a priority for the environment.”

GLOBAL FOOTPRINT NETWORK

CARBON

“To limit global warming, we need strong and rapid reductions in carbon dioxide and methane.”

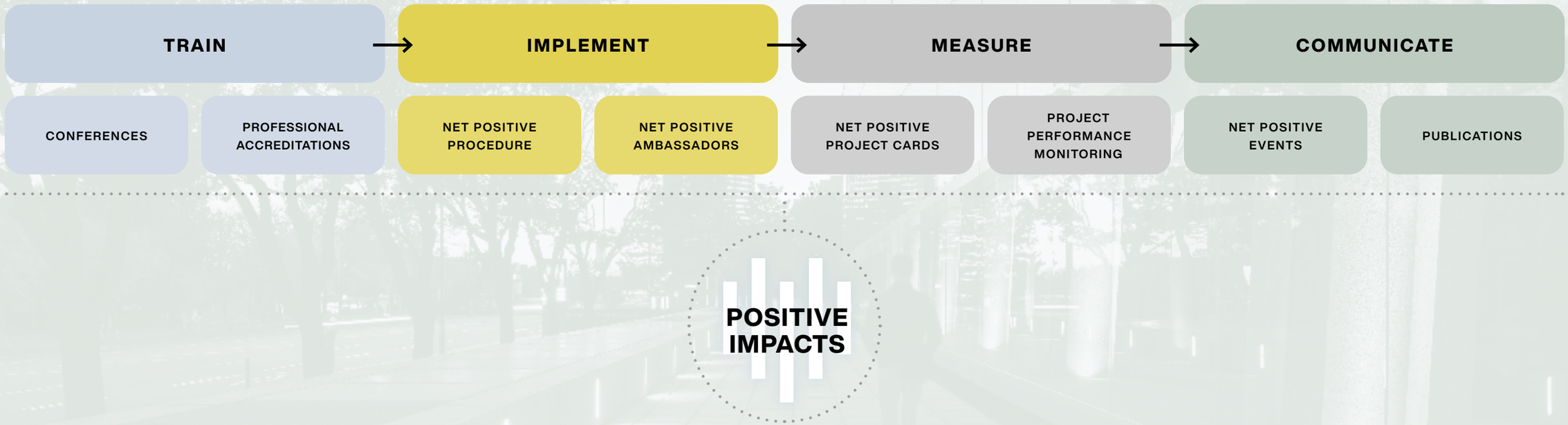
IPCC INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE

NET POSI+IVE

An approach that creates sustainable value in all aspects of Lemay's practice.

Beyond standards and certifications, NET POSITIVE informs our practice and guides our decisions.

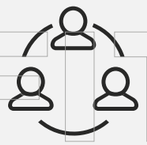
Supported by a transdisciplinary committee, our approach is enriched by ongoing training, the rigorous application of sustainable principles, performance monitoring and the sharing of best practices:



Benefits

Healthy environments
for users and the community.

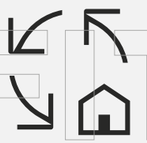
Ecological footprint reductions –
a collective responsibility and a priority for future generations.



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.



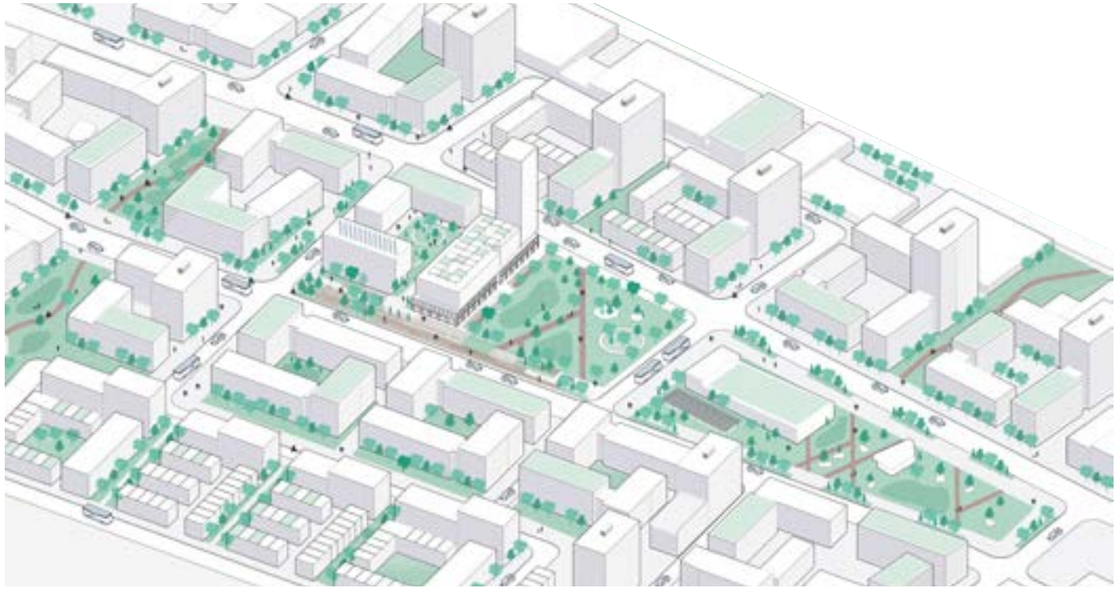
Superior and long-term returns
on investments which translate into higher market values.

2 A multi-scale application

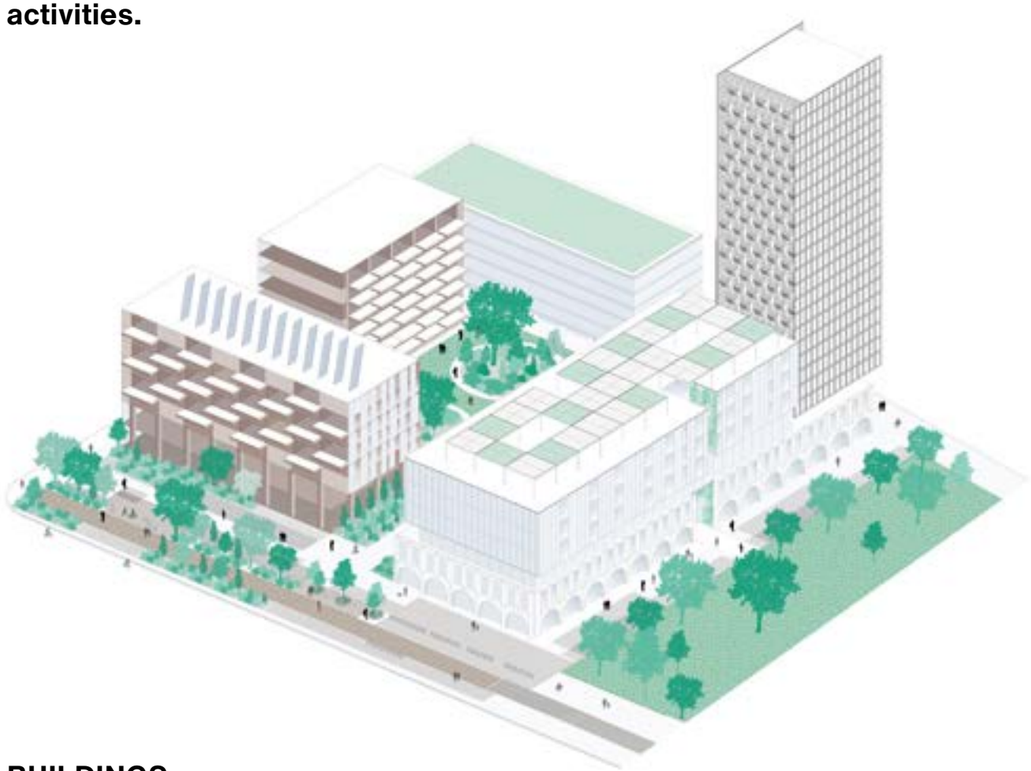
A mutli-scale application

Applying NET POSITIVE to all of our markets and disciplines.

This approach favours the creation of sustainable, resilient living environments at all levels of Lemay's activities.



NEIGHBOURHOODS



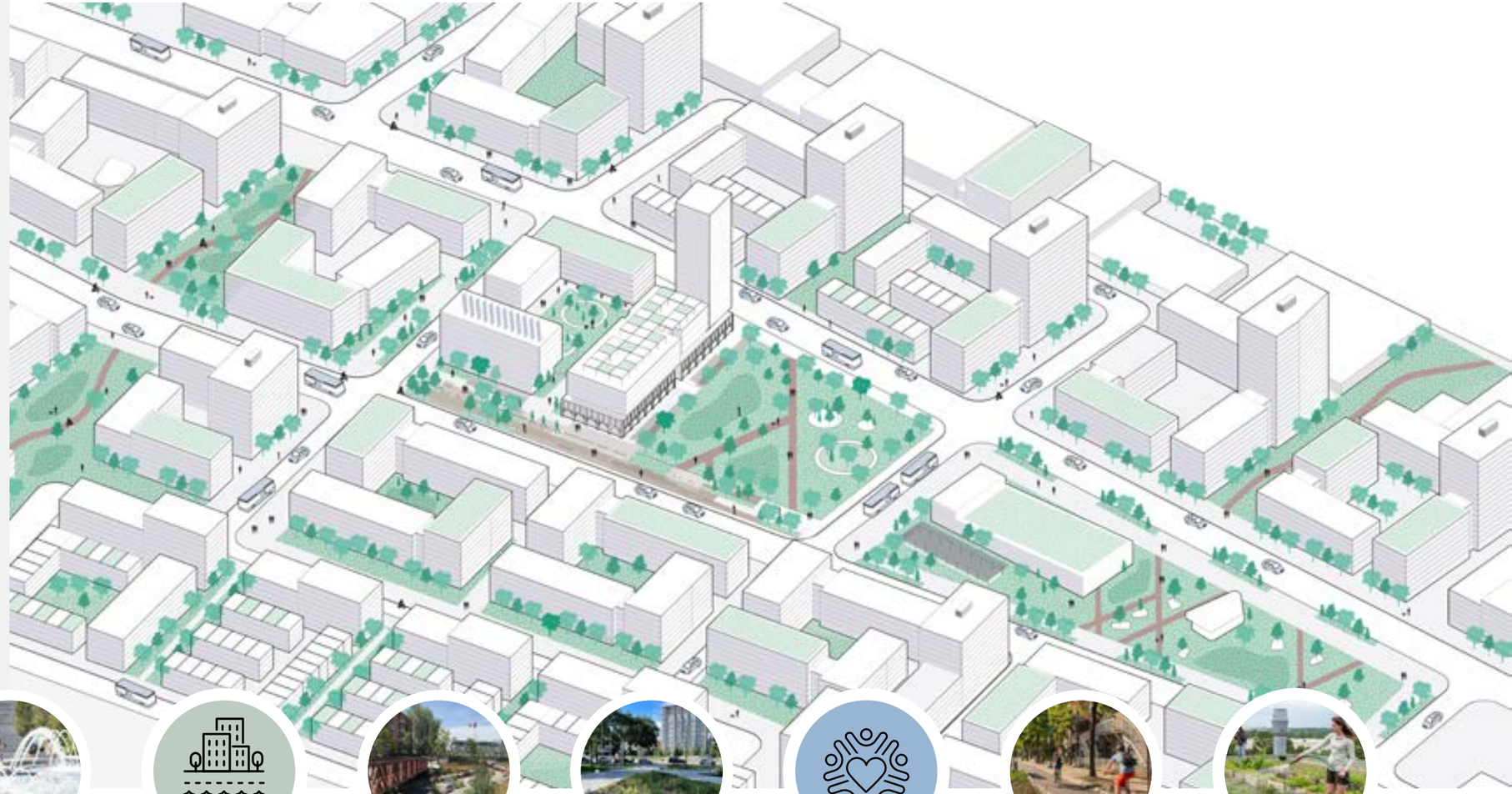
BUILDINGS

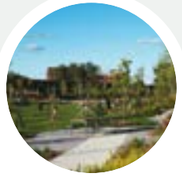
INTERIORS

Resilience at the neighbourhood scale

Transforming neighbourhoods and creating new urban developments represent major opportunities to build cities that are resilient in the face of climate challenges.

The neighbourhood scale allows for the optimization of green and energy infrastructure while creating inclusive public spaces—forming a key foundation of our sustainability approach.





Climate mitigation

- Canopy increase
- Heat island reduction
- Surface demineralization
- Greenery and biodiversity

Rainwater management

- Greening of a high percentage of public areas
- Implementation of green infrastructure:
  - Sponge parks
  - Bioswales
  - Rain gardens and bioretention areas

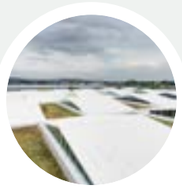
Community resilience

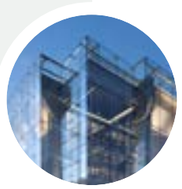
- Promotion of sustainable mobility in land-use planning
- Inclusion of urban agricultural spaces to promote food security
- Development of cooling islands

Resilience at the building scale

Our commitment to sustainable development is reflected in every project, whether new or existing, through an innovative approach to creating resilient buildings.

By integrating healthy materials, cutting-edge energy technologies, and active design strategies focused on user experience, NET POSITIVE becomes a tangible reality across all our built environment projects.





Environmental protection

- Implementation of green and white roofs
- Selection of weather-resistant materials:
  - High winds
  - Fire resistance
  - Other climate-related risks

Energy efficiency

- Intelligent insulation strategies
- Passive cooling systems
- Solar thermal gain control through fenestration
- Limited window-to-wall ratios

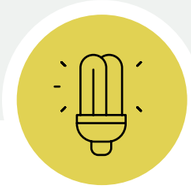
Resource management

- Efficient roof and foundation drainage systems
- On-site renewable energy generation
- Thermal/electrical energy storage:
  - Ensures autonomy during outages
  - Helps reduce peak demand

Resilience at the interior scale

Our interior design prioritizes occupant health and well-being while optimizing the use of the built environment.

Through intelligent energy management, green spaces, maximized natural light, and layouts that support mobility and interaction, we help create enriching and lasting living environments.



Energy management

- Selection of energy-efficient equipment
- Reduction of internal loads
- Automated lighting controls:
  - Time-based programming
  - Occupancy sensors

Occupant comfort

- Air quality monitoring systems:
  - Window opening guidelines
  - Appropriate filtration
  - Modulated speed of fresh air ventilation
- Solar heat gain control (sunshades)
- Individual thermal comfort equipment

Space adaptability

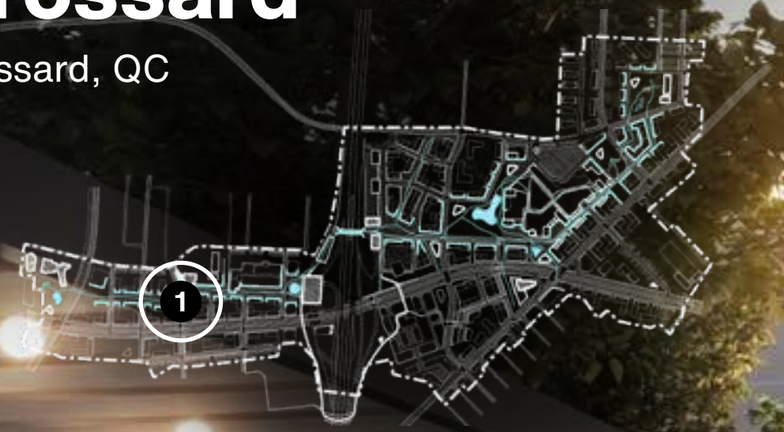
- Layouts that respond to the evolving nature of work life
- Use of biobased materials
- Application of biophilic design principles

3 A proven track record

CASE STUDY

Vision for Downtown Brossard

Brossard, QC



Client Ville de Brossard
Year 2023-2024

Disciplines Urban Design, Urban Planning, Landscape Architecture, Sustainability, Branding and Graphic Design

2,500
participants in public consultation activities

165 ha
The gateway to Brossard

1 Active routes
Active transportation loop linking neighborhoods and ensuring better connections to REM and less dependence on the automobile

2 Green public spaces
Designed to promote biodiversity, reduce heat islands and integrate sustainable stormwater management practices

3 Human scale
Mixed uses and increased density to improve quality of life and minimize ecological footprint

CASE STUDY

Urban Plan for the Southeast Sector of Westmout

Westmount, QC

Client City of Westmount
Year 2024-2025

Disciplines Urban Design, Urban Planning

13.7 ha

A thoughtful and identity-driven urban revitalization, supported by an integrated participatory approach

1 Revitalizing the built environment
Strategic densification and mixed-use development to breathe new life into this key urban sector and optimize resource use

2 Creation of public spaces
Development of public spaces that enrich plant cover, promote ecological stormwater management and promote mental, social, and environmental well-being—ultimately improving residents' quality of life

3 Sports Complex Planning
Investment in a community facility that will promote the health and well-being for residents of all ages

LEMAY

CASE STUDY

Théâtre de Verdure

Montreal, QC

Client City of Montreal
Year 2022

Disciplines Architecture, Landscape Architecture

2,500 person capacity

The theatre brings the stage back into the park, making art and culture more visible and accessible to all, while encouraging active public engagement

1 Biodiversity and the canopy
Preservation of the existing canopy and planting of new plant species, especially indigenous ones, to enhance the park's original greenery and biodiversity

2 Local materials
Benches made from Douglas fir, a species native to Canada

3 Passive comfort control
Design spaces requiring few thermal controls, thus minimizing energy consumption

4 Recovered and reused materials
Stone dismantled from existing building and reused for technical rooms and washrooms

CASE STUDY

De la Croisée Secondary School

Laval, 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 Silver level

38 %
reduction in energy consumption thanks to triple glazing and geothermal energy

↓ 8 %
reduction in the school's embodied carbon footprint

1. **Triple glazing**
   Thermal and acoustic performance

2. **Natural light and quality views**
   43% of regularly occupied spaces have access to natural light and 78% of these same spaces have quality views

3. **Lighting controls**
   94% of individual spaces and 100% of shared spaces are equipped with a lighting control system

4. **Reduced water consumption**
   29% water savings achieved through low-flow plumbing fixtures

CASE STUDY

Chambly Secondary School

Chambly, 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
LEED v4 BD+C schools
Gold level

11%
reduction in the school's embodied carbon footprint

50%
reduction in energy consumption thanks to triple glazing and geothermal energy

1. **Active mobility**
   Promoting health and reducing greenhouse gas emissions
2. **Reduced water consumption**
   34% water savings through low-flow plumbing fixtures
3. **Appropriable landscaping**
   43% of the site is made up of appropriable outdoor spaces
4. **Natural light and quality views**
   58% of regularly occupied spaces have access to natural light, and 76% of these same spaces have quality views

LEMAY

CASE STUDY

Carrefour du savoir de l’Université de Sherbrooke

Sherbrooke, QC

Client Université de Sherbrooke

In consortium with
Équipe A

Year 2018

Disciplines Architecture, Landscape Architecture

Carbon-neutral building

Design focused on user well-being

1 Energy efficiency
Energy loop, recuperative coolers and geothermal energy

2 User well-being
Natural light, quality views and thermal comfort

3 Biophilia and outdoor connection
Landscaped courtyard and walkable esplanade

4 Heat island reduction
White roofs and landscaping

CASE STUDY

Centre Lise et Yvon Lamarre

Montreal, QC

Client Fondation Yvon Lamarre

Year 2022

Certification
Zero Carbon Building (ZCB)

Disciplines Architecture, Landscape Architecture, Sustainability, Interior Design

129 kg co_2 e/m^2
embodied carbon

Use of low-carbon materials and a partially wood-based structure

95 kWh/m^2 year

Thermal Energy Demand Intensity (TEDI) of only 37 kWh/m^2 year

155 kg co_2 e/year
Operational carbon

100% electric heating

1. **Energy efficiency**
   Energy-efficient systems and optimized building envelope
2. **Indoor air quality**
   Use of low-VOC finishing materials
3. **Reduced water consumption**
   Low-energy appliances and outdoor landscaping with native plants

LEMAY

CASE STUDY

Saint Joseph’s Oratory of Mount Royal arrival experience

Montreal, QC

Client Saint Joseph’s Oratory of Mount Royal

Year 2024

Disciplines Architecture, Landscape Architecture, Sustainability, Urban Design

Certification
Aiming for LEED BD+C (2009) Silver level

36 %
reduction in water consumption

33 %
reduction in energy consumption

1 Heat island reduction

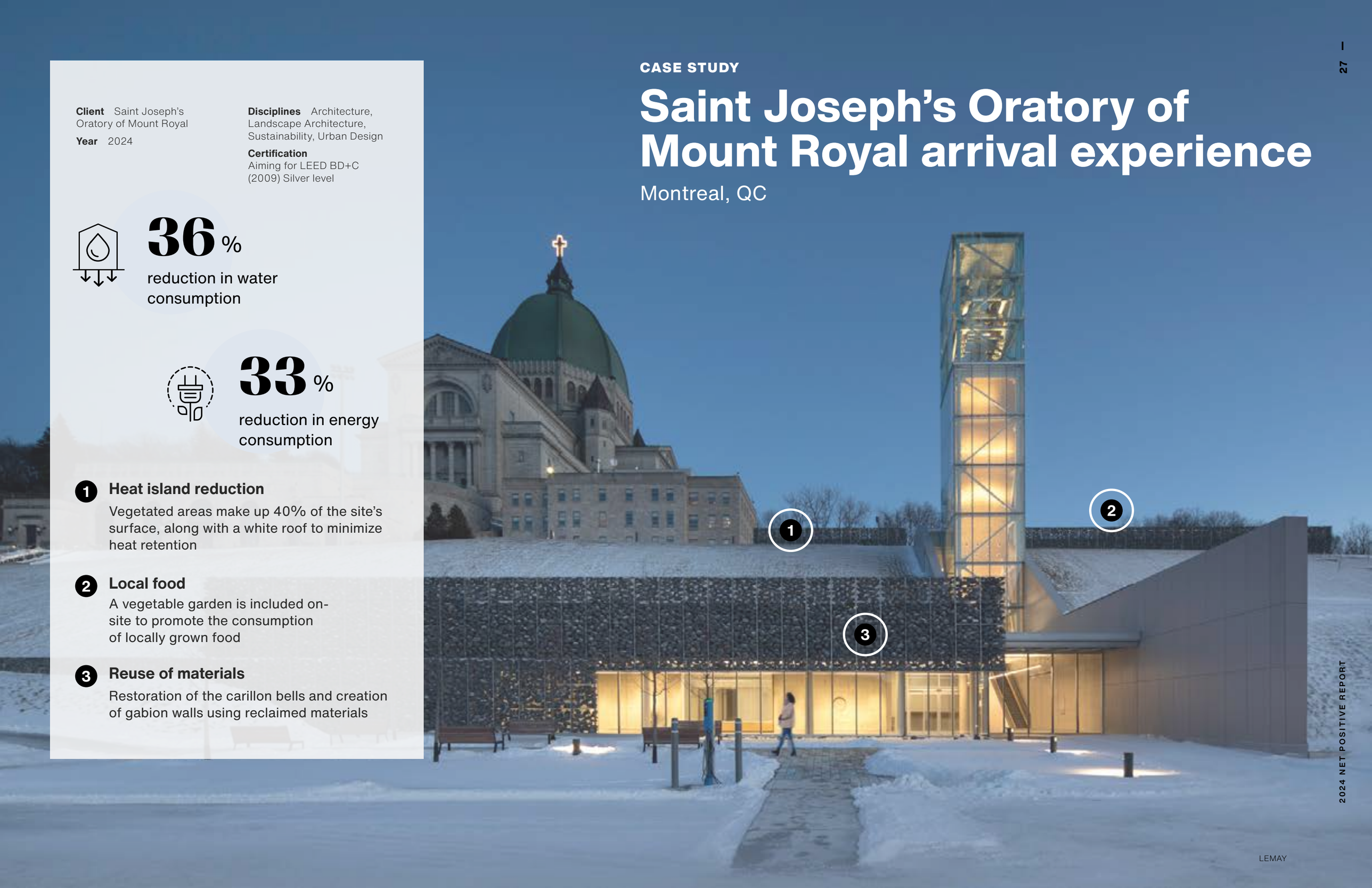
Vegetated areas make up 40% of the site’s surface, along with a white roof to minimize heat retention

2 Local food

A vegetable garden is included on-site to promote the consumption of locally grown food

3 Reuse of materials

Restoration of the carillon bells and creation of gabion walls using reclaimed materials



LEMAY

CASE STUDY

Maison des Aînés

Sainte-Agathe-des-Monts, QC

Client Société Québécoise d'infrastructures

In consortium with Pomerleau and ACDF Architecture

Year 2024

Disciplines Architecture, Landscape Architecture, Sustainability

Certification LEED v4 BD+C healthcare facility Silver level

95 %

of regularly-occupied spaces have a quality view of the outside thanks to the vegetative buffer surrounding the building

100 %

of flooring materials, and 92% of paints, adhesives, and sealants are low-VOC

1. **Energy performance**
   24% reduction in energy costs
2. **Restorative Spaces**
   Outdoor areas are designed to offer residents, visitors, and staff peaceful spaces for relaxation
3. **Vegetation**
   85% of suitable outdoor spaces are vegetated
4. **Construction waste**
   Selective sorting and material recovery diverted 88% of construction waste from landfill

CASE STUDY

EVR - Elk Valley Resources

Sparwood, BC

Client (EVR) Teck
Year 2024 – 2025

Disciplines Architecture, Landscape Architecture, Sustainability, Interior Design

Certification
Zero Carbon Building (ZCB)

90 kWh/m² * year

Thermal Energy Demand Intensity (TEDI) of only 36 kWh/m²* year

1 **Embodied carbon: 250 kg CO_2 e/m²**
Use of low-carbon materials

2 **Operational carbon: 18 t CO_2 e/an**
100% electric heating system

CASE STUDY

Accenture Offices in Montreal

Montreal, QC

Client Accenture
Year 2023

Disciplines Interior Design, Sustainability, Branding and Graphic Design
Certifications LEED ID+C Silver level

A project distinguished by the quality of its interior environments, generating a significant impact on user well-being

1. **Natural light**
   40% of regularly occupied spaces have access to natural light
2. **Quality views**
   79% of regularly occupied spaces have access to quality views
3. **Indoor air quality**
   CO_2 sensors in high-occupancy spaces
4. **Eco-responsible materials**
   Low-emission flooring materials to reduce VOCs

LEMAY

CASE STUDY

West Sector Police Station

Montreal, QC

Client Ville de Laval
Year 2024

Disciplines Architecture, Landscape Architecture, Sustainability

Certifications
LEED v4 BD+C Gold level

80th
percentile

of annual rainfall is managed on site using vegetated swales, channels, and permeable paving

61%

reduction in outdoor water consumption thanks to the selection of low-irrigation native plants

1 Heat island reduction
White roof, 2242 sq. ft. of green roof, pale mineral surfaces and on-site vegetation

2 User-friendly site
45% of the site is composed of usable outdoor areas, 80% of which are vegetated

3 Habitat protection
35% of the areas disturbed by construction were restored with landscaped zones equivalent in ecological value to the originals

LEMAY

CASE STUDY

Telus Surrey

Surrey, BC

Client Telus

Year 2021 – 2025

Disciplines Architecture

Certifications Aiming for Salmon Safe

14 kWh/m² * year

Thermal Energy Demand Intensity (TEDI)

All healthy trees on site were preserved, and 44 new trees were planted

1 Active design

Outdoor staircase designed to encourage occupant physical activity

2 Renewable energy

12,500 sq. ft. of rooftop photovoltaic panels

3 Energy efficiency

Double-glazed windows, solar shading and optimized lighting strategy

LEMAY

CASE STUDY

Plusgrade Head Office

Montreal, QC

Client Plusgrade
Year 2024

Disciplines Interior Design

A project offering unique experiences focused on innovation and flexibility to create engaging environments

1 **Natural light and exterior views**
Spaces designed to maximize visual openness to the outside environment

2 **Active workstations**
100% of desks allow users to alternate between sitting and standing to reduce sedentary behaviour

3 **Circularity**
All open-area workstations and most meeting rooms are fitted with reused furnishings

4 **Eco-responsible materials**
Low-emission flooring to reduce VOCs

4 Results that reflect our commitment

AIA 2030 Commitment

AIA 2030 COMMITMENT
YR 5 REP

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.

Each year we submit our most representative projects to the AIA, but our goal will ultimately be to present all of our projects.

In 2024, we submitted to the AIA

7 projects

Covering a total surface area of:

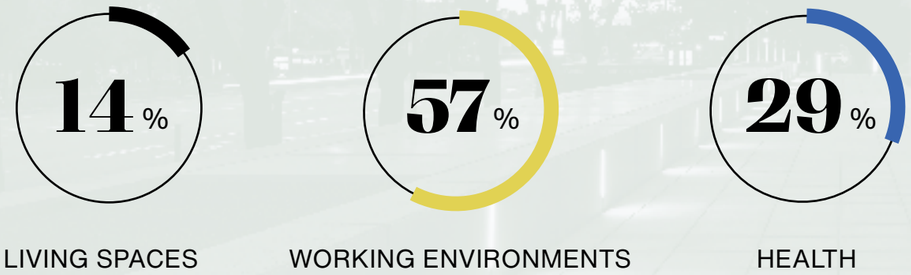
105,741 m^2

These projects generate:

↓**21.3%** average reduction in energy consumption compared with reference buildings

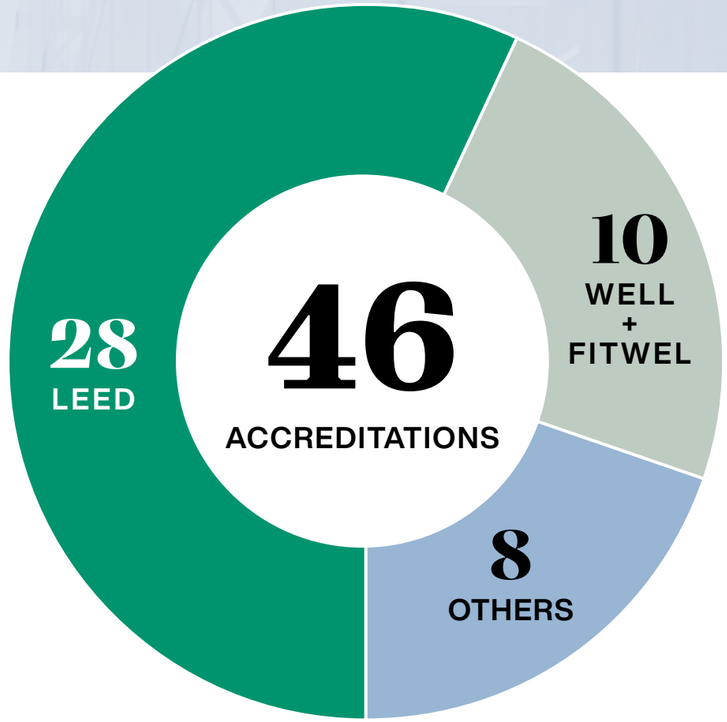
1231 tonnes CO_2 eq. reduction in emissions compared with the reference buildings for these projects

Project breakdown by sector



Highly qualified team

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



LEED

- **1 FELLOW** — Honorary distinction
- **3 AP** — Accredited professionnals
- **1 O+M** — Operation and maintenance
- **2 ID+C** — Design and construction of commercial interiors
- **12 GA** — Environmental associates
- **9 BD+C** — Design and construction of buildings

WELL

- **3 WELL AP**
- **1 WELL FACULTY**

Fitwel

- **6 FITWEL AMBASSADORS**

Envision

- **7 ENVISION SP**

Sites Rating System

- **1 SITES AP**

Certifications

Lemay has a total of 125 certified projects or projects undergoing certification. This past year alone, 13 projects received certification while 5 new ones entered the process.

95 LEED Certifications

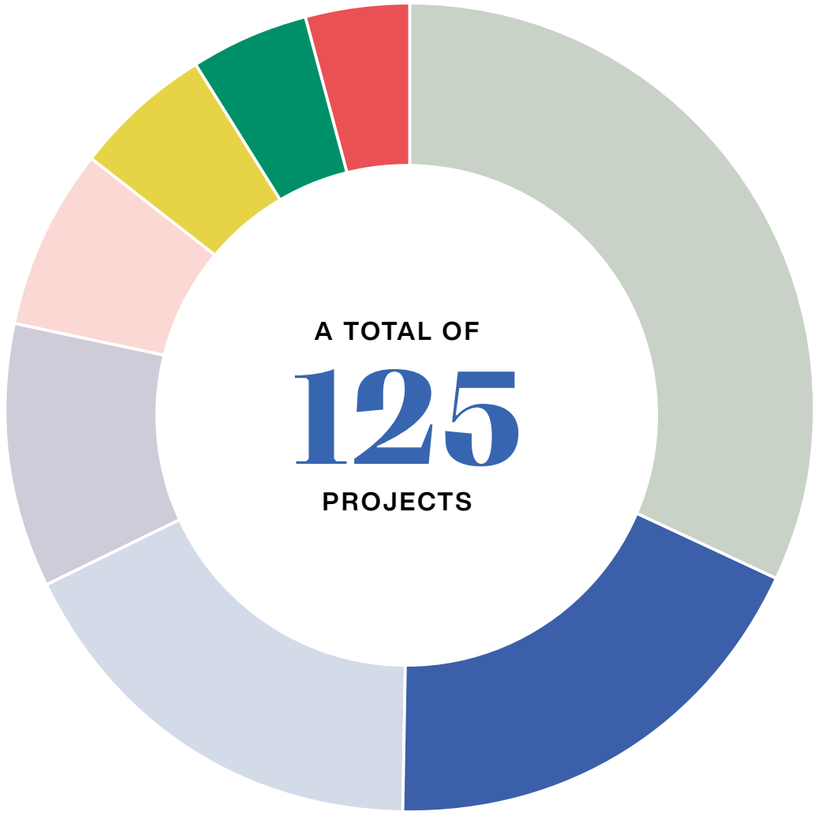
12 WELL & Fitwel Certifications

2 Envision Certifications

13 ZCB Certifications

1 SITES Certification

2 Other Certifications



Breakdown of certified and in-progress certifications by market

- Working environments..... 40
- Living spaces 23
- Healthcare..... 22
- Learning environments..... 13
- Public services..... 9
- Leisure & entertainment..... 7
- Site & land development 6
- Transportation..... 5

Carbon footprint

Over the past year, Lemay has maintained its net greenhouse gas (GHG) emissions below zero.

We've expanded our carbon accounting to include the purchase of electronic equipment in addition to employees' commuting. We now also apply the GHG Protocol classification to better define our emissions categories.

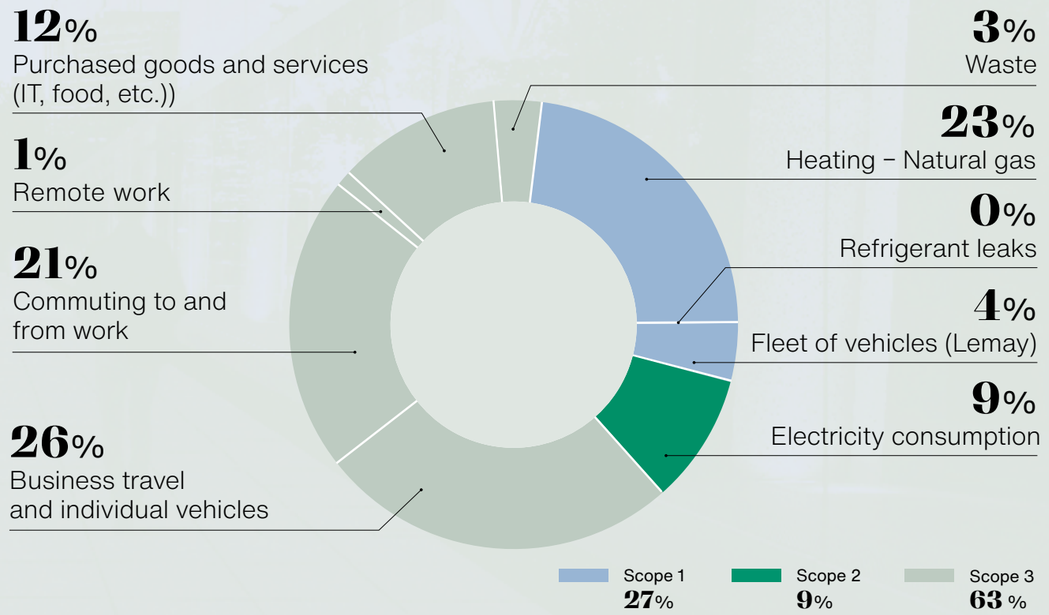
Summary balance

GHG emissions		Offsets		Carbon footprint
417	−	479	=	−62
tonnes CO_2e		tonnes CO_2e		tonnes CO_2e

GHG emission intensity per employee: 1.25 CO2e

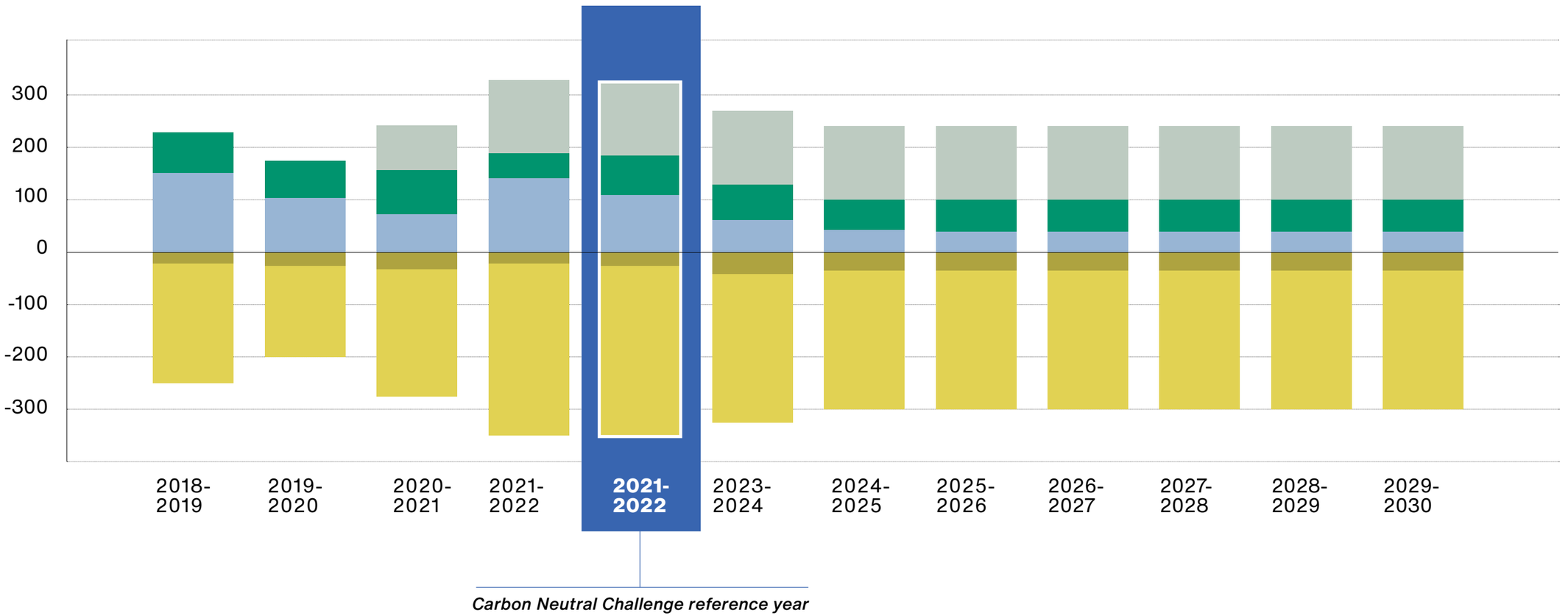
Breakdown of Lemay's GHG emissions by activity

Fiscal year 2022-2023



Carbon footprint

GHG emissions per scale (tonnes of CO2e)



Scope 1 — Direct emissions from burning natural gas in our facilities and gasoline in our vehicle fleet.

Scope 2 — Indirect emissions from electricity use.

Scope 3 — All other indirect emissions beyond energy consumption, including emissions from the production of goods and services consumed by the company.

5 Next steps

Next steps

Building on the work carried out to date and on the results presented in this 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 carbon emissions offsetting to achieve a negative balance, and implement an action plan to reduce Scope 1 and 2 emissions by 40% by 2030. In 2022–2023, we already reduced these emissions by 20%, reaching half of our goal.

Verifiy:
Continue verifying our Montreal and Quebec City offices under the Zero Carbon Building Standard, and disclose data to the World GBC's Net Zero Carbon Building program.

NET POSITIVE projects

Commitment:
Continue publishing the performance of our projects through the AIA 2030 program, and accelerate the rollout of carbon-neutral and regenerative projects.

Action:
Implement the action plan to improve the NET POSITIVE score of our projects.

Verifiy:
Update the NET POSITIVE review process for our major and strategic projects.

Equity, diversity, inclusion and justice

Commitment:
Continue our internal initiatives aligned with our adopted policy. Renew our partnership with the Canadian Centre for Diversity and Inclusion.

Action:
Implement activities established by our three sub-committees: communications, training and social.

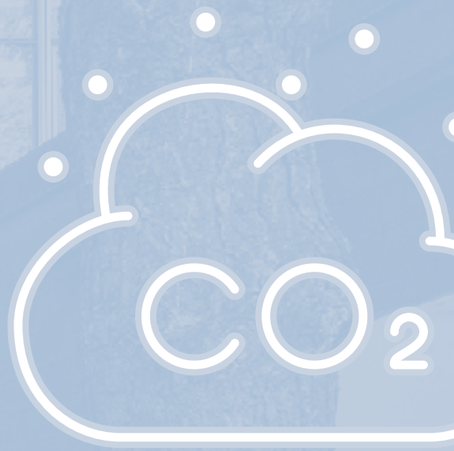
Verifiy:
Evaluate the opportunity to pursue a certification to validate best practices.

Five principles of engagement

Sustainability is the foundation of our NET POSITIF approach. Lemay is guided by five principles aligned with the United Nations' 17 Sustainable Development Goals (SDGs)* for 2030:

- **Pledge** - Commit to best practices and training of our resources
- **Measure** - Track key performance indicators
- **Act** - Develop roadmaps, integrate key actions, outline milestones
- **Verify** - Report data and demonstrate progress
- **Advocate** - Show leadership, facilitate the transition

* www.un.org/sustainabledevelopment



CREATIVE THINKING. COLLECTIVE VALUE.