



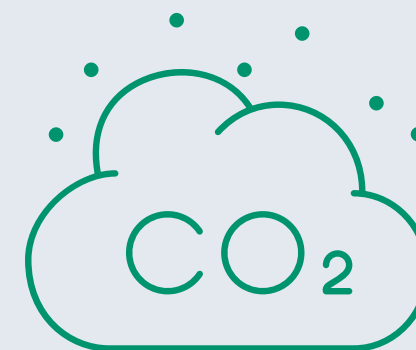
Design

**To Activate.
For Change.**



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COLLECTIVITY

IMPACT

EQUITY

VALUE

ACTION

DIVERSITY



Design to activate. Design for change.

Faced with the climate emergency and the need to rethink our living environments, one conviction guides our actions more than ever: design is a powerful lever for change. Going far beyond form and aesthetics, it has the capacity to activate new uses, transform systems, and permanently influence behaviors.

For several years, our NET POSITIVE approach has structured our commitment to healthier, more resilient, and low-carbon living environments. Today, we assert with even greater clarity the central role of design at the heart of this approach.

Through its ability to combine creativity and rigor, design makes it possible to respond to the complexity of environmental and social issues while paving the way for concrete and desirable solutions.

We deeply believe that the beauty and quality of the spaces we create can become vectors for buy-in and mobilization.

By valuing nature, its landscapes and its ecosystems, design fosters an attachment that encourages preservation, the adoption of more eco-responsible lifestyles, and a more respectful relationship with our environment.

Activating through design means creating favorable conditions for collective transformation. Changing through design means contributing, project after project, to building a sustainable and inclusive future. It also means recognising that every design decision, from the master plan to drawings and specifications, has a measurable impact on uses, behaviors, and environmental performance.

It is with this ambition that we pursue our approach, convinced that design, when it is meaningful, can truly change the world.

Louis T. Lemay

President and Excellence Facilitator



An ESG program... and much more

At a time when it is more urgent than ever to capitalise on every opportunity to make an impact, NET POSITIVE continues to evolve and remains our framework for management and leadership. It is increasingly establishing itself as a rigorous yet agile strategic guide: a common language shared by designers, managers, partners and clients.

Supported by a transdisciplinary approach, evidence-based data and a culture of continuous innovation, NET POSITIVE nourishes our professional practice in all its aspects, including its governance.

We want our governance to be efficient, capable of supporting the firm's sustainable international expansion and, consequently, the integration of the NET POSITIVE approach into a growing number of projects around the world.

ACTIVATING TRANSFORMATION, TOGETHER

Sustainable transformation does not rely on a single spectacular gesture, but rather on a sum of better-informed, more sensitive, and more courageous decisions, driven by both solid governance and design, the kind of design that knows how to connect, reveal, regenerate, and transform.

More than ever, we are resolved to demonstrate that the transition toward more sustainable environments is not slowing down; it is accelerating, driven by the expertise, creativity, and mobilization of our teams. Because beyond trends and cycles, our goal remains unchanged: to design more resilient, more inclusive, and more sustainable cities.

To achieve this, this ambition must be concretely anchored in our ways of doing things, in our daily decisions as well as in our collective processes. This is why we rely on structural internal levers that ensure the coherence, rigor, and reach of our NET POSITIVE approach across the organization.

Our Design Board and our EDIJ Committee play an essential role in this regard. Through their complementary actions, they ensure that the principles of NET POSITIVE permeate our projects as well as our operations, and that every initiative reflects our commitment to sustainable and inclusive development.

Catherine Vu

Executive Vice President



From intention to impact

In a context where headwinds are stronger than ever, and where some question the real impact of environmental and social commitments, our conviction remains unwavering: design has the power to activate a lasting, profound, and measurable transformation. This is precisely the ambition behind NET POSITIVE.

Since its launch, NET POSITIVE has established itself as a strategic vision for sustainable development. It allows us to bring together our disciplines, partners, and clients around a strong idea: to create more value than we take—designing living environments that restore, regenerate, and humanize our cities.

Our built environments are no longer mere infrastructure; they are living systems exposed to increasing climatic and social stressors. Heatwaves, resource pressure, housing crises, community fragmentation... all realities that require integrated responses.

Once again this year, our practice demonstrates that thoughtful design can enhance resilience, reduce climate impacts, foster social cohesion, and improve quality of life.

MAKING NET POSITIVE A REFLEX

Despite market volatility, political debate, and economic pressures, both our clients and teams continue to show a strong commitment to doing better. What some perceive as an ESG constraint, we see as a concrete opportunity for long-term value creation:

- a reduced environmental footprint that becomes a performance driver;
- healthy living environments that enhance attractiveness and well-being;
- energy strategies that stabilize long-term costs;
- resilient environments that sustainably protect our communities.

These measurable and documented benefits confirm that NET POSITIVE is not a trend, but a forward path for our cities and organizations.

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

An isometric illustration of a city skyline with various buildings, streets, and green spaces. The scene is rendered in a light blue and white color scheme. In the foreground, there is a large, stylized green text overlay. The background shows a dense urban environment with tall skyscrapers and smaller commercial buildings. A central area features a park with trees and a small structure. The overall style is clean and modern, typical of architectural visualization.

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



“The physical and social environment is the main determinant of our health.”

CENTERS FOR DISEASE
CONTROL AND PREVENTION

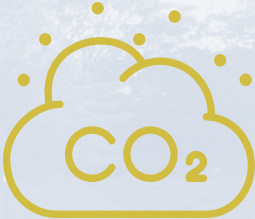
ENVIRONMENT



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

GLOBAL FOOTPRINT
NETWORK

CARBON



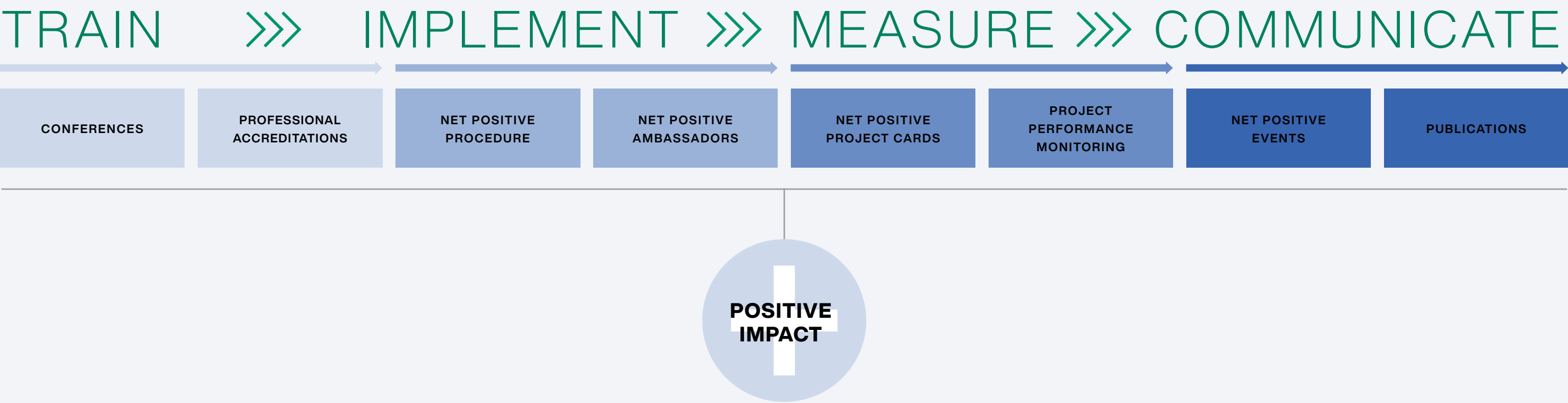
“Reducing carbon emissions is essential to limiting climate change.”

INTERGOVERNMENTAL PANEL
ON CLIMATE CHANGE (IPCC)

NET POSITIVE

Beyond standards and certifications, NET POSITIVE informs our practice and guides our decisions: It is an approach that creates sustainable value in all aspects of Lemay’s practice.

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.



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



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



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



Improved social acceptability to facilitate the approval process of projects.



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

An isometric line-art illustration of a city grid. The grid is composed of various sized rectangular blocks representing buildings. Some blocks are taller than others, creating a sense of depth and urban density. In the center, there's a small square area with a fountain or park-like feature. To the left, a tall, thin building stands out. To the right, there's a larger, more complex building with multiple levels and a flat roof. The streets are represented by thin lines, and small figures of people and cars are scattered throughout, giving a sense of scale and activity. The overall style is clean and modern, with a focus on geometric shapes and perspective.

② Core internal drivers

Design Board



CO-CHAIR OF THE DESIGN BOARD

Jean-Francois Gagnon
Architect, MIRAC, OAQ,
Senior Associate Design

Eric Pelletier
Architect, FIRAC, OAQ,
Senior Associate Design

A catalyst for change

Over the past year, Lemay has reached an important milestone with the creation of its Design Board — a body whose mission is to elevate design culture within the firm and establish it as a driver of lasting transformation.

In this same momentum, Lemay has also developed strategic partnerships with FXCollaborative, ACIA, and CEBRA, significantly strengthening its international presence across North America, the Middle East, Europe, and South America.

Together, this new leadership structure and these global alliances position Lemay as a leading player in the transformation of design on an international scale.

Design Board

With the mission of elevating design culture within the firm, our Design Board is structured around three cornerstones:

INSPIRE

Encouraging our teams to design projects that have a positive impact on individuals and communities.

SUPPORT

Fostering a culture of design excellence focused on action and quality.

SHARE

Showcasing Lemay as a creative design collective, both internally and externally.

Key initiatives

In order to fulfill its mission and achieve its objectives, the council leads two key initiatives aimed at establishing a shared language of design excellence across all our design teams.

1 Defining design excellence

One of the founding commitments of the Design Board was to establish a shared definition of design excellence specific to Lemay.

Based on a shared vision and agreed-upon success criteria, the council aimed to create a reference framework that aligns our practices and teams, maximizes the impact of our interventions, and enhances the value of our deliverables.

2 Design project review

A structured framework for exchange, this activity supports and makes tangible our commitment to design excellence.

The review brings together diverse perspectives to enrich projects and strengthen their quality. It fosters a comprehensive understanding of key challenges and contributes to a coherent and rigorous design practice.

Design Board

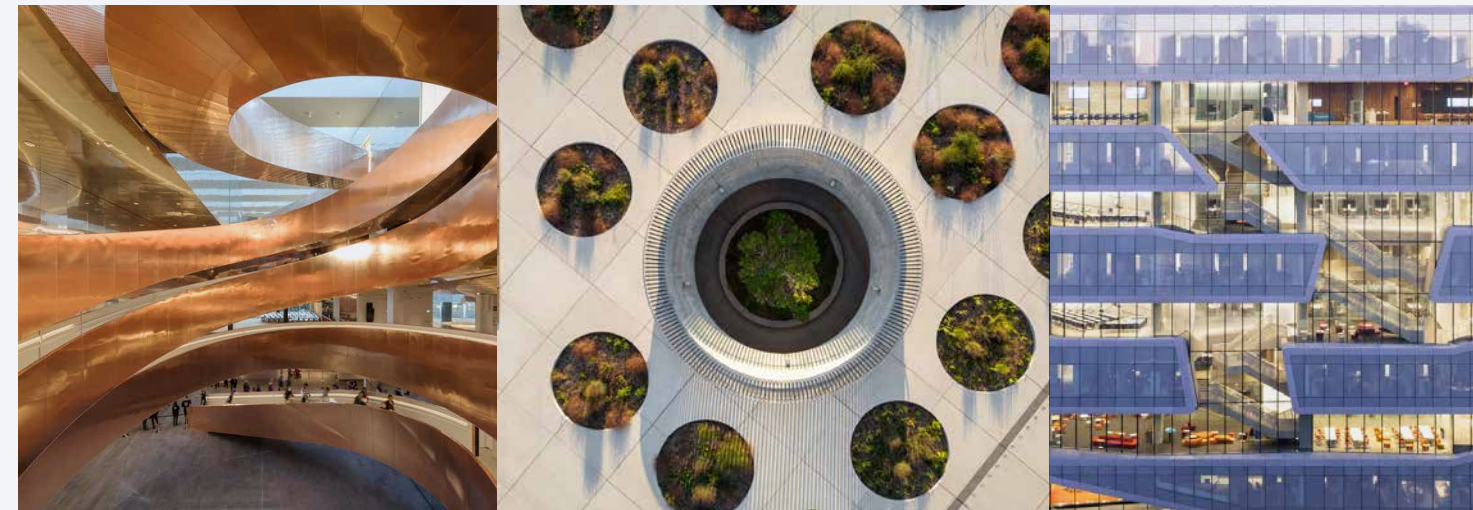
Cross perspectives

While the Design Board defines excellence, the design review makes it visible.

The design review is a key moment of sharing and evaluation aimed at maintaining high standards across all our projects. Held on a regular basis, this initiative showcases a diversity of projects from different disciplines, sectors, and regions. It fosters an integrated vision of design and helps ensure consistency and quality of interventions, regardless of context.

Over the past year, more than 60 projects have been shared through this forum, reflecting a strong commitment to continuous improvement. These exchanges also highlight collaboration between teams and partners while enriching perspectives and approaches.

By fostering a culture of dialogue, openness, and excellence, the design review positions design as a strategic driver at the heart of our practice. It reflects our commitment to delivering thoughtful, relevant, and sustainable solutions in response to the complex challenges of our clients and the environments in which we work.



Design Board

A clear ambition



Lemay aims to position itself among leading global design firms, grounded in a rigorous, coherent, and sustainable approach.

Guided by its Design Board, this ambition is expressed through the integration of design as a strategic driver for high-impact projects. It aligns vision, performance, and responsibility to deliver interventions that are relevant, innovative, and responsive to contemporary challenges.

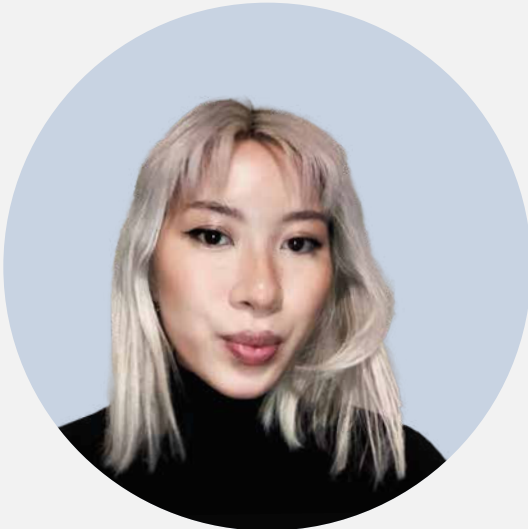
Through this approach, Lemay reaffirms its commitment to delivering high-quality solutions that create lasting value for its clients, partners, and the communities in which it operates.

Equity, Diversity, Inclusion
and Justice



2025 EDIJ COMMITTEE CO-CHAIRS

Aslam Kassam
Associate, Project Director, A.T.



Vivian Ton, OAA Architect, MArch, BA
Architectural Designer

Through design, we have the power not only to reflect diversity, but to actively embed it in the spaces and environments we create.

Lemay recognizes the challenges of historically underrepresented groups and acknowledges its role as a leader 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.

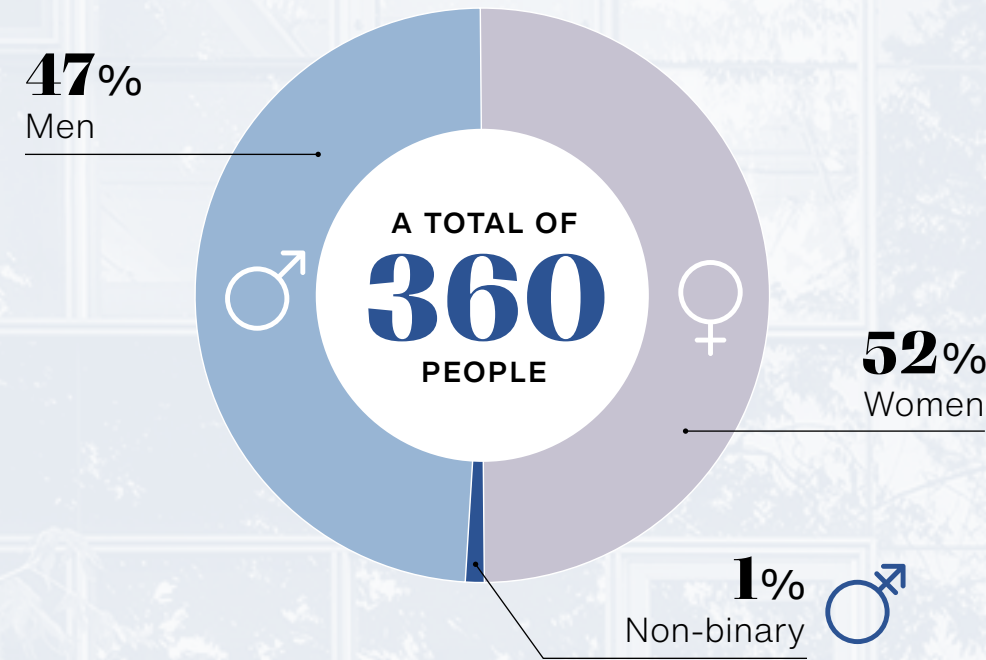
EDIJ PRINCIPLES

PLEDGE ▪ MEASURE ▪ ACT ▪ VERIFY ▪ ADVOCATE

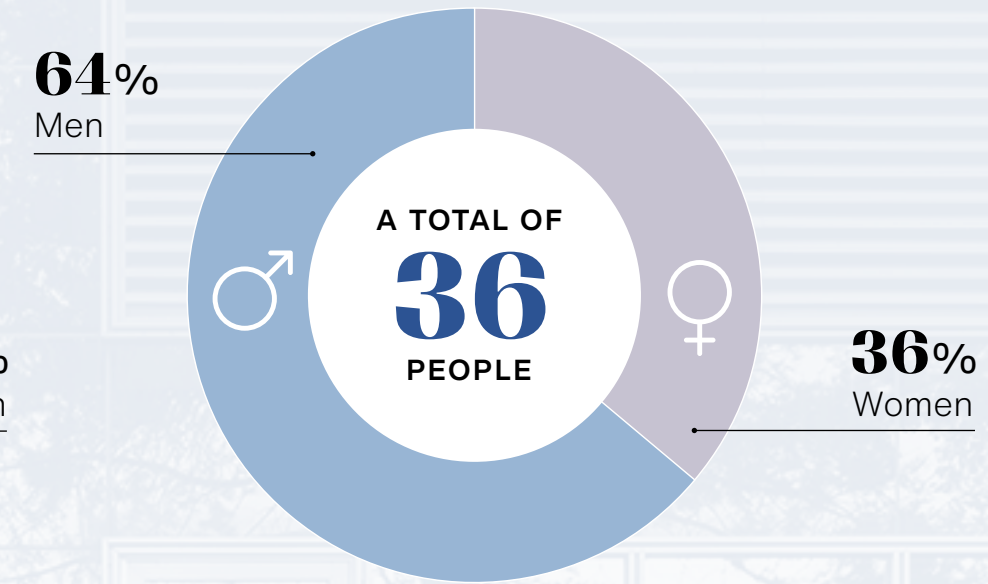
Equity, Diversity, Inclusion and Justice

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

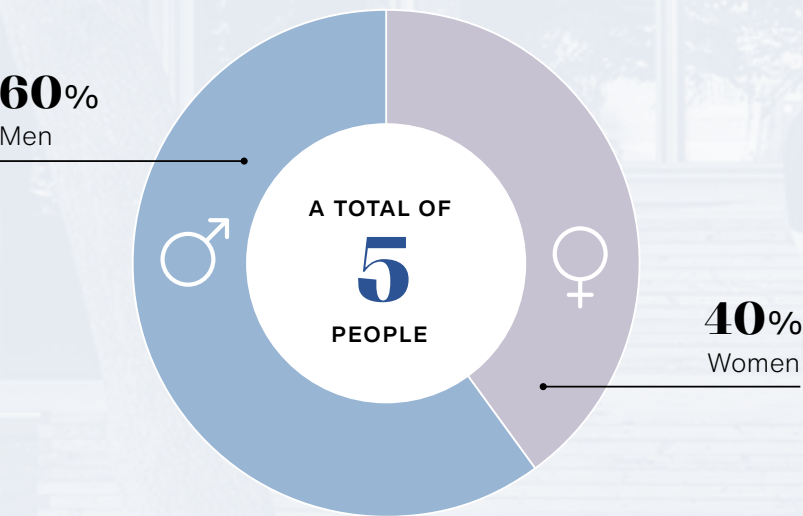


DISTRIBUTION OF ASSOCIATES

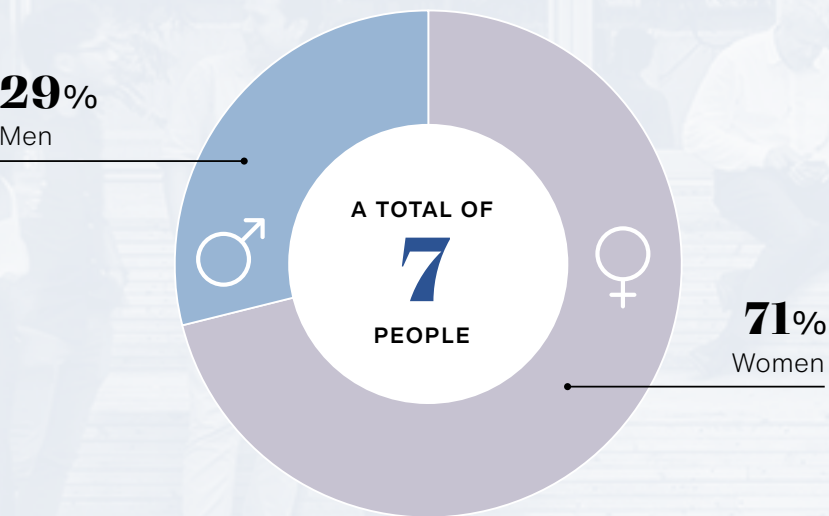


LEADERS' PROFILES

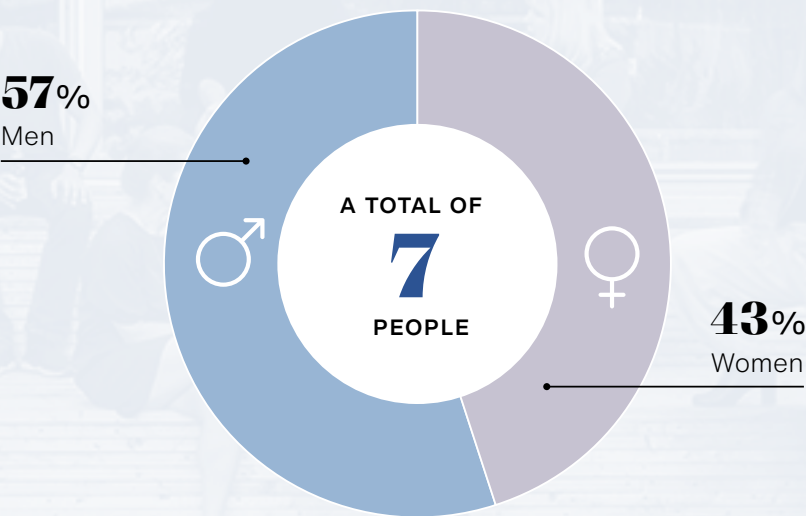
Markets



Disciplines

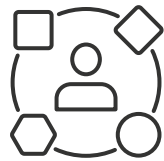


Corporate services



Equity, Diversity, Inclusion and Justice

Key initiatives



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



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.



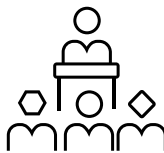
Equity, Diversity, Inclusion and Justice



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



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.

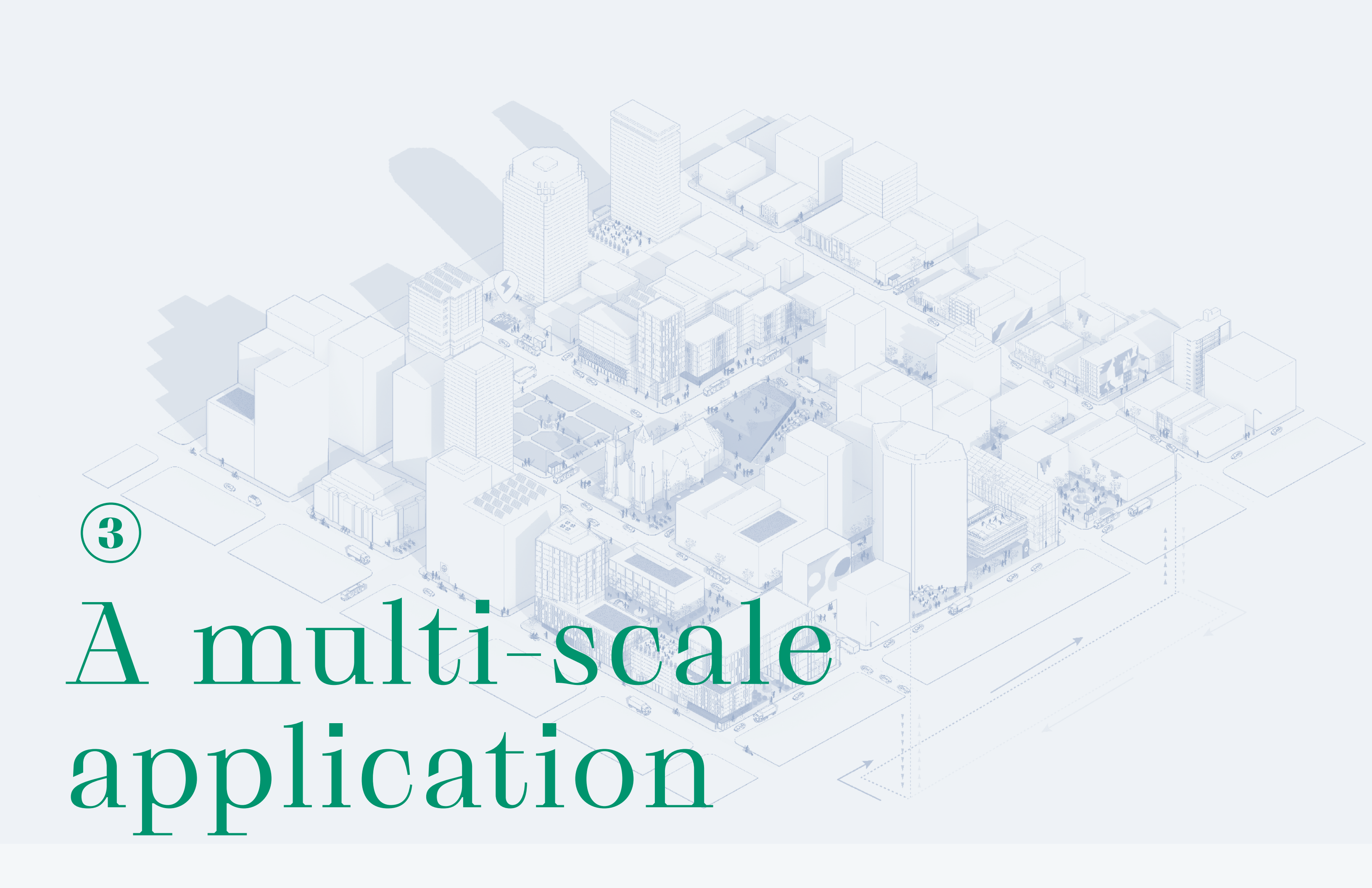


Present the “EDIJ Perspectives” lecture series which explores how lived experiences, research, and strategic thinking shape inclusive and resilient design.



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.





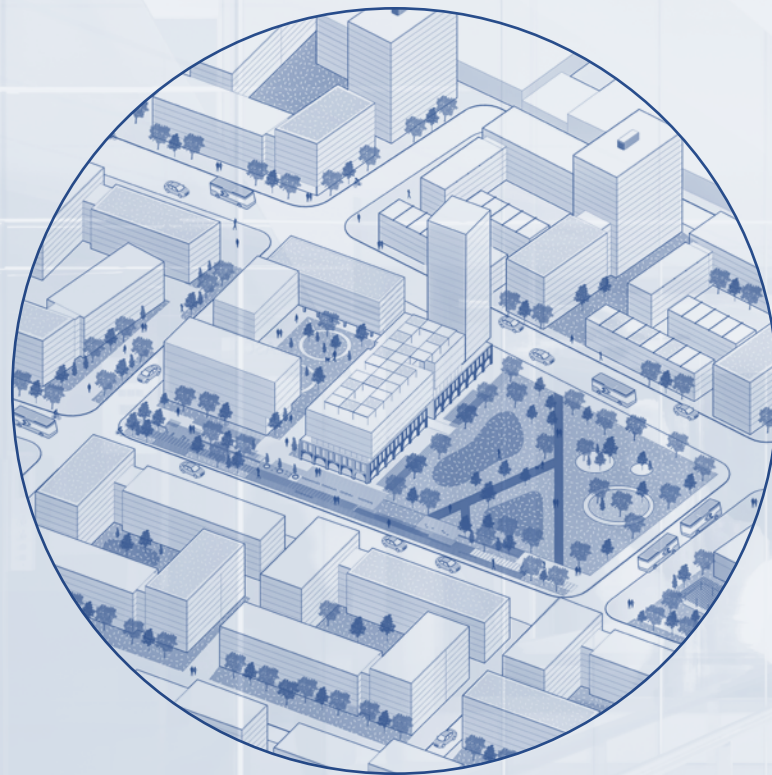
③

A multi-scale
application

A multi-scale application

Applying NET POSITIVE to all of our markets and disciplines.

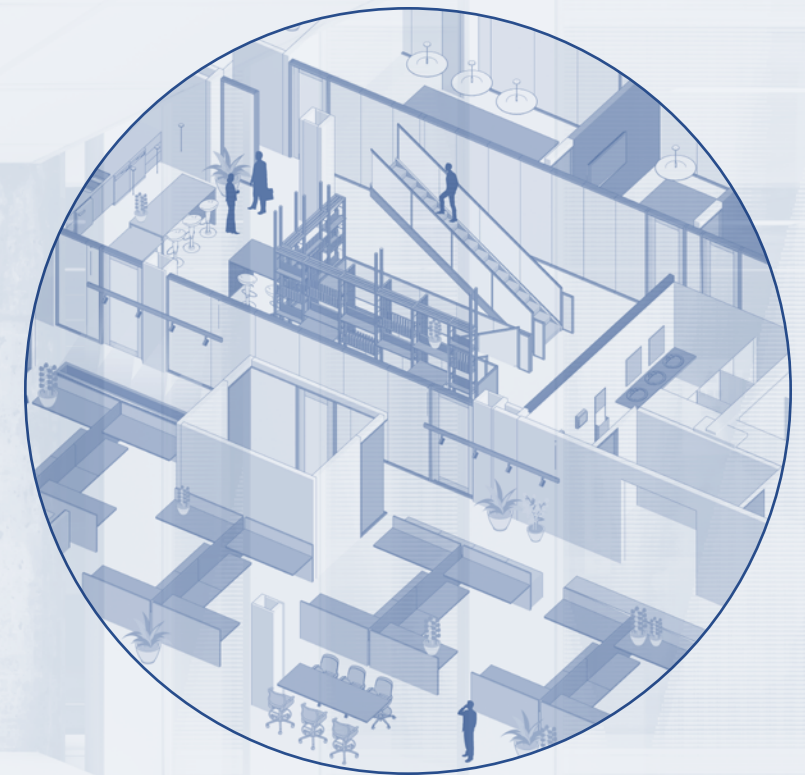
At every scale, from neighbourhoods to interiors, design becomes a tool for activation: it influences behaviours, optimizes systems, and sustainably transforms living environments.



NEIGHBOURHOODS



BUILDINGS

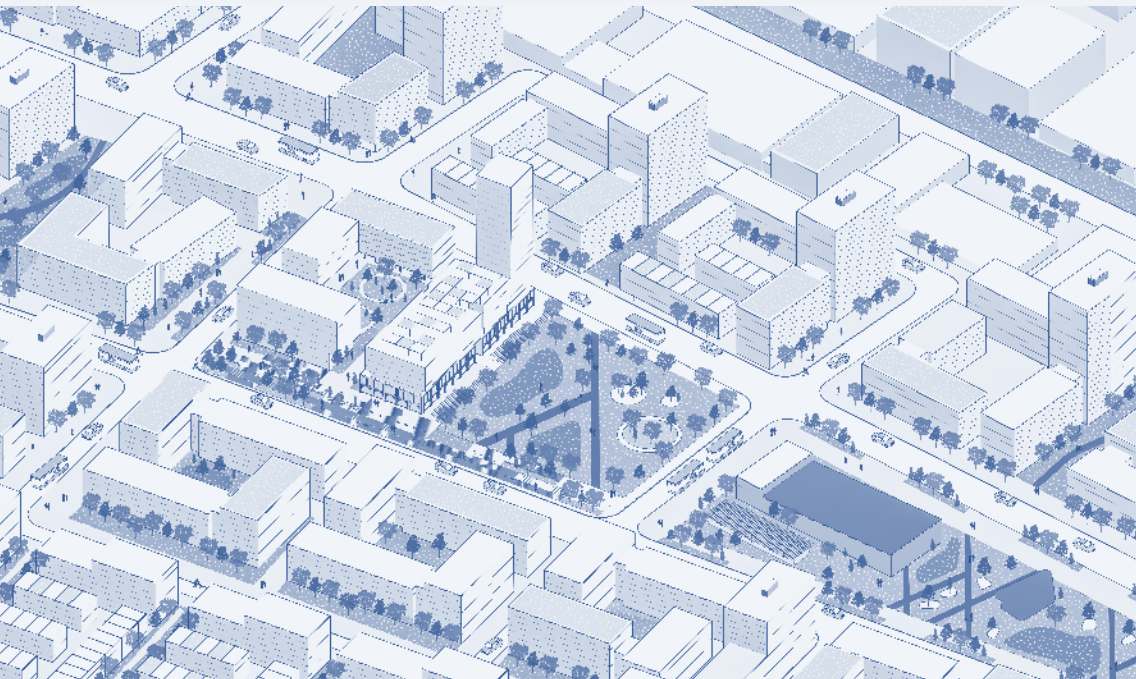


INTERIORS

Resilience at the neighbourhood scale

Design-led neighbourhood transformation offers a tangible, collective response to climate challenges.

By designing urban developments in which green, energy and social infrastructure are conceived as a single, integrated whole, we encourage the creation of public spaces that are inclusive, desirable and conducive to new behaviours.



Climate mitigation

- Canopy increase
- Heat island reduction
- Surface demineralization
- Greening and enhancing biodiversity



Rainwater management

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



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

At the building scale, design is leveraged as an activation tool across every project, whether new construction or the revitalization of existing assets.

By combining healthy materials, innovative energy technologies, and active design principles focused on the occupant experience, NET POSITIVE turns ambition into tangible results. Design thus becomes a strategic lever for optimizing overall building performance.



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



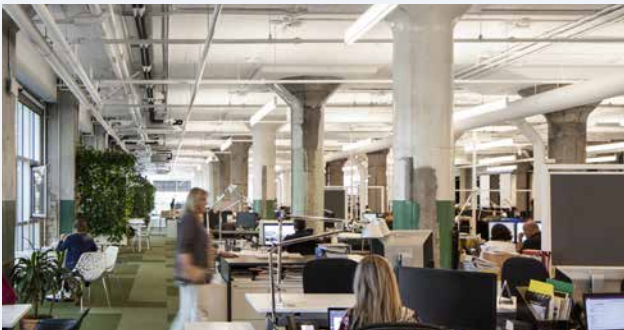
Occupant comfort

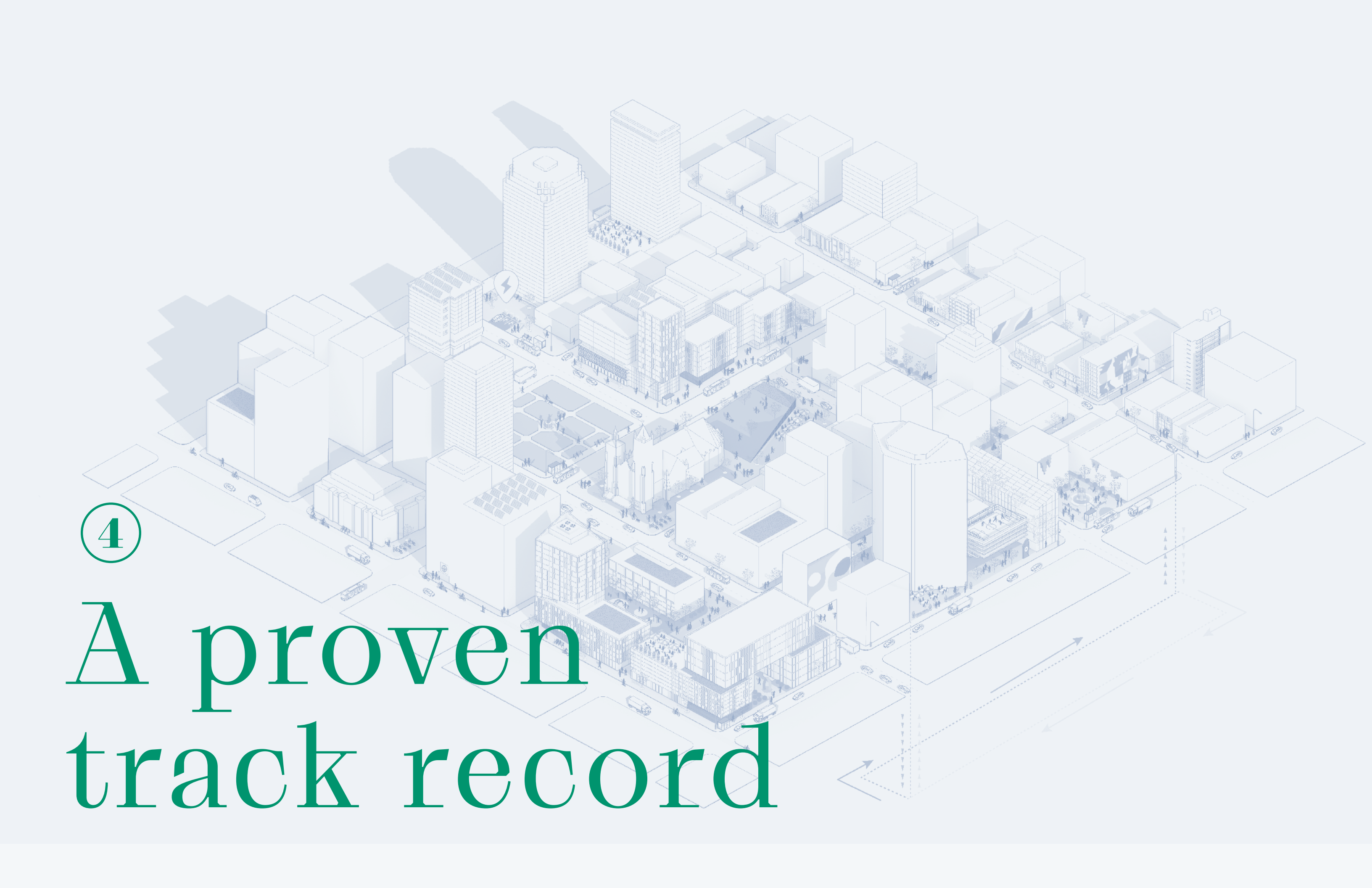
- Air quality monitoring systems:
 - Window opening guidelines
 - Appropriate filtration
 - Modulated speed of fresh air ventilation
- Solar heat gain control (sunshades)
- Individual thermal comfort equipment
- Enhancing interior life through stronger connections to outdoor environments



Space adaptability

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





④

A proven
track record

CASE STUDY

Detailed planning of the Newman sector

LaSalle Borough, Montreal, QC



Client LaSalle Borough
Years 2023-2025
Disciplines Urban Design, Urban Planning, Sustainability, Branding and Visual Communication



3,7 km

of redevelopment along Newman Boulevard



40%

public and private green spaces

- 1 Living environments**
Analysis and design that take existing living environments into account in order to enhance them by creating human-scale communities
- 2 Greening**
Strong greening strategy focusing on functional diversity in order to reduce the large current footprint of parking areas
- 3 Active mobility routes**
Creation of connections between the different hubs of the area through bike lanes, multi-use trails, and traffic-calmed or shared streets

Client City of Dorval
Year 2024-2025

Disciplines Landscape
Architecture, Urban
Planning, Sustainability



29 km²

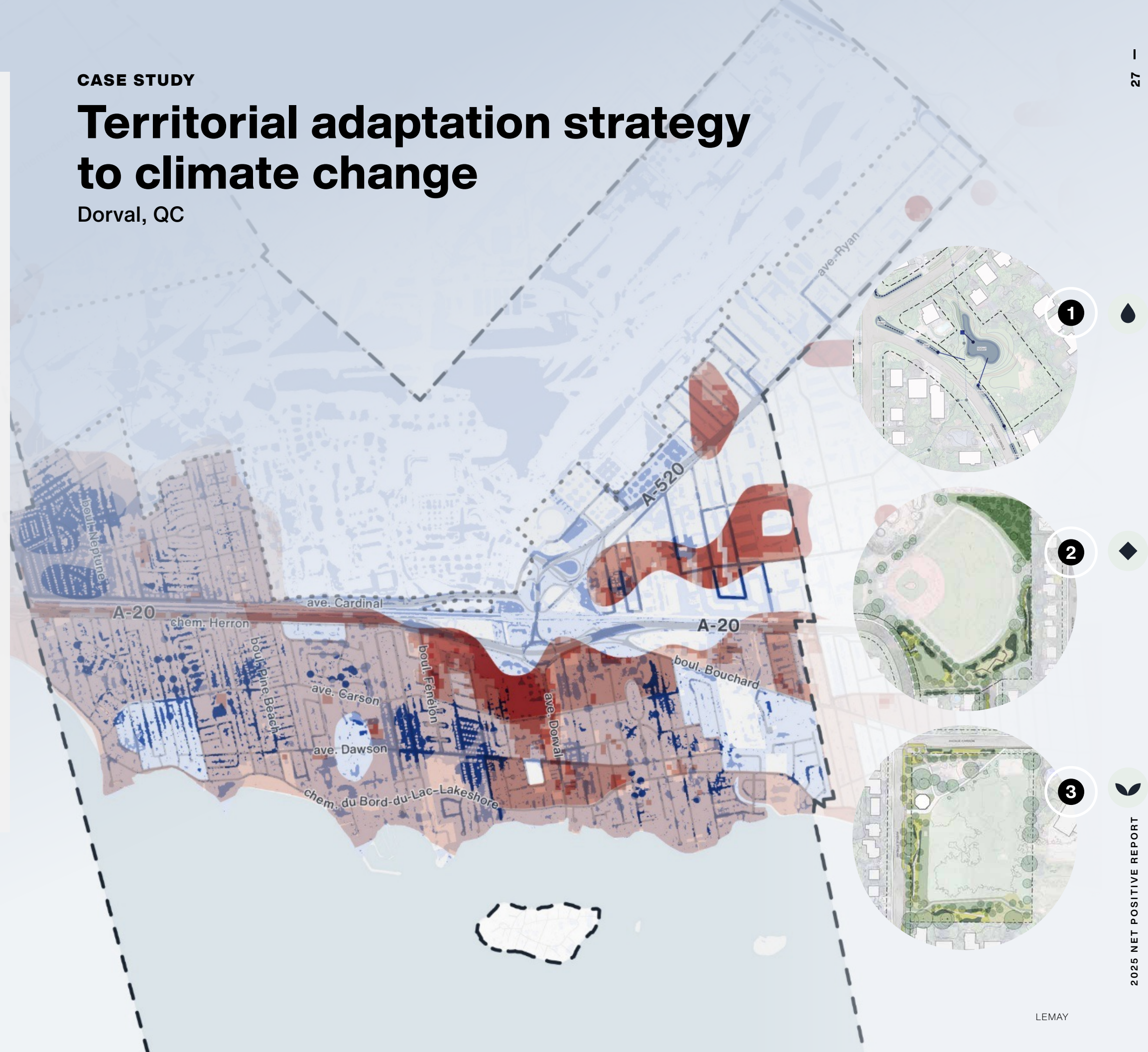
Detailed analysis of the territory and climate risks, followed by the design of green infrastructure aimed at mitigating the impacts of climate change

- 1 Rainwater retention**
Design of bioswales and stormwater retention systems
- 2 Urban heat island mitigation**
Addition of substantial tree canopies and vegetation to cover hardscaped surfaces and create a cooling effect
- 3 Biodiversity enhancement**
The inclusion of native species promotes local biodiversity, strengthens ecological resilience, and supports the natural regulation of ecosystems

CASE STUDY

Territorial adaptation strategy to climate change

Dorval, QC



CASE STUDY

Royalmount

Town of Mount Royal, QC

Client Carbonleo

Year 2024

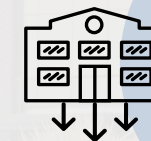
Disciplines Architecture,
Branding and Graphic Design,
Landscape Architecture,
Sustainability, Interior
Design, Urban Design

Certifications

LEED v4 BD+C Core
and Shell Gold level

Parksmart Gold level

WELL v2 Core Silver
level (targeting)



26%

energy savings through
150 geothermal wells,
an energy loop, and heat
recovery systems

1 Life cycle assessment

13% reduction in embodied carbon
through optimized concrete mixes
and steel structural design

2 Water efficiency

37% reduction in indoor water use
through low-flow plumbing fixtures and
51% reduction in outdoor water use
through rainwater reuse for irrigation

3 Urban heat island reduction

Achieved through vegetated surfaces,
light-colored paving, and white roofing

Client Podium Developments
Year 2025

Disciplines Architecture,
Interior Design, Sustainability

Certifications
BCZ-Design
Fitwel 2-star rating



1st

Kingston residential building
to achieve BCZ (Zero Carbon
Building) certification

1 Energy performance

Ultra-efficient VRF system combined
with a geothermal heat pump for
heating and cooling, significantly
reducing the carbon footprint

2 Comfort and well-being

Abundant natural light, natural ventilation
through operable windows, and high
indoor air quality contribute to creating
comfortable living spaces that support
both physical and mental well-being

**3 Active mobility and
urban integration**

Ground-floor retail, home-based
workspaces, and proximity to services,
parks, and local shops support an
urban, inclusive lifestyle that is closely
connected to the community

CASE STUDY

GEOpark

Kingston, ON



CASE STUDY

Vaudreuil-Soulanges hospital

Vaudreuil-Dorion, QC

Client Centre intégré de santé et de services sociaux de la Montérégie-Ouest, Société québécoise des infrastructures

Year Under construction

Disciplines Architecture, Landscape Architecture, Sustainability, Interior Design

Certification Targeting LEED v4 BD+C Schools Silver level



19%

reduction in energy consumption through triple glazing and heat recovery

1 Improved refrigerant management

Protection of the ozone layer through optimized use of HVAC equipment

2 Quality views

78% of regularly occupied spaces have quality views, supporting the well-being of staff and patients

3 Improved indoor air quality

CO₂ sensors in high-occupancy spaces

4 Acoustics

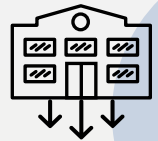
Significant efforts to maximize acoustic comfort, including sound insulation and background noise management

Client Ministère de l'Éducation du Québec, Société québécoise des infrastructures

Year 2024

Disciplines Architecture, Landscape Architecture, Sustainability, Interior Design, Urban Design, Urban Planning

Certification
LEED v4 BD+C
Schools Silver level



47%

reduction in energy consumption through triple glazing and geothermal energy



13%

reduction in the school's embodied carbon

- 1 Lighting control**
96% of individual spaces and 100% of shared spaces are equipped with lighting control systems
- 2 Daylight and quality views**
43% of regularly occupied spaces have access to natural light, and 82% of these spaces have quality views
- 3 Active mobility**
Promotion of health and reduction of greenhouse gas emissions
- 4 Water consumption reduction**
29% water savings through low-flow plumbing fixtures

CASE STUDY

Maréchal Secondary School

Mirabel, QC



CASE STUDY

Maison des aînés et alternative Rivière-Saguenay

Chicoutimi, QC



Client Société québécoise
des infrastructures

Year 2024

Disciplines Architecture,
Landscape Architecture,
Sustainability, Interior Design,
Urban Design, Urban Planning

Certification
LEED v4 BD+C healthcare
facility Silver level



86%

of occupied spaces provide
quality exterior views
through a vegetated buffer

↓ **42%**

reduction in energy consumption
through an improved building
envelope and heat recovery

1 Low-emission materials
100% of adhesives and sealants,
100% of exterior products and
98% of paints are low-VOC

2 Rest and respite areas
Outdoor spaces designed to
allow residents and staff to
enjoy moments of relaxation

3 Greening
45% of usable outdoor
spaces are vegetated

Client Cogir and Cree
Regional Economic
Enterprises Company
(CREECO)

Year 2025

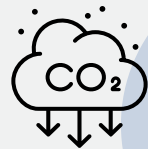
Disciplines Architecture,
Landscape Architecture,
Structural Engineering,
Sustainability, Urban
Planning, Branding and
Graphic Design

Certification
LEED v4 BD+C, Silver level



437

housing and condominiums
with retail and office
spaces, creating a dense
mixed-use development



32%

reduction in carbon
emissions through building
envelope performance

- 1 Waste management**
82% landfill diversion rate during
construction through reuse and recycling
- 2 Cultural identity**
Integration of Cree cultural
values and symbols, such as the
canoe (ode) and the tree, inspired
by the concept of territory

CASE STUDY

Odea

Montreal, QC



Client Dow Inc. /
York Construction Inc.

Year 2024

Disciplines Architecture,
Interior Design, Sustainability

CASE STUDY

Dow Diamond and MRO Centers

Fort Saskatchewan, AB

86%

of common areas have exterior views through a vegetated buffer surrounding the building

90%

of occupants benefit from exterior views, enhancing satisfaction and concentration

1 Energy efficiency

25% reduction in GHG emissions and 36% reduction in energy costs through hydronic systems and high-performance HVAC systems

2 Urban heat island reduction

Achieved through the implementation of the landscape design

3 Passive design

The building's orientation and siting are designed to promote thermal regulation



CASE STUDY

Crédit Agricole office

Montreal, QC

Client CACIB / CACEIS

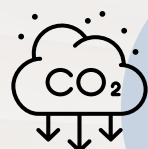
Year 2025

Disciplines Interior Design,
Sustainability, Branding
and Graphic Design

Certification
Targeting LEED BD+C
Silver level



12%
energy cost
savings



67.2%
reduction in operational
GHG emissions

- 1 Circular economy**
75% of structural materials
and furnishings are reused
- 2 Lighting control**
90% of individual spaces and 100%
of shared spaces are equipped
with lighting control systems
- 3 Water consumption reduction**
29% water savings through
low-flow plumbing fixtures



CASE STUDY

Offices of a technology firm

Ottawa, ON



Client Undisclosed
Year 2025

Disciplines Interior Design,
Sustainability, Branding
and Graphic Design

Certification
Targeting LEED
BD+C Silver level



An exemplary project through
the quality of its execution
and the relevance of its
integration within its context

- 1 Waste management**
95% of total construction waste
was diverted from landfill
- 2 Energy performance**
15% energy cost savings and 20%
reduction in operational GHG emissions
- 3 Water consumption reduction**
42% water savings through low-
flow plumbing fixtures and the
use of HVAC equipment
- 4 Low-emission materials**
Flooring, paints, and ceiling
finishes are low-VOC

Client Devimco Real Estate
Year 2023

Disciplines Architecture,
Landscape Architecture,
Structural Engineering,
Interior Design, Urban
Design, Urban Planning

Certification
LEED BD+C (Building
Design + Construction)



119 floors

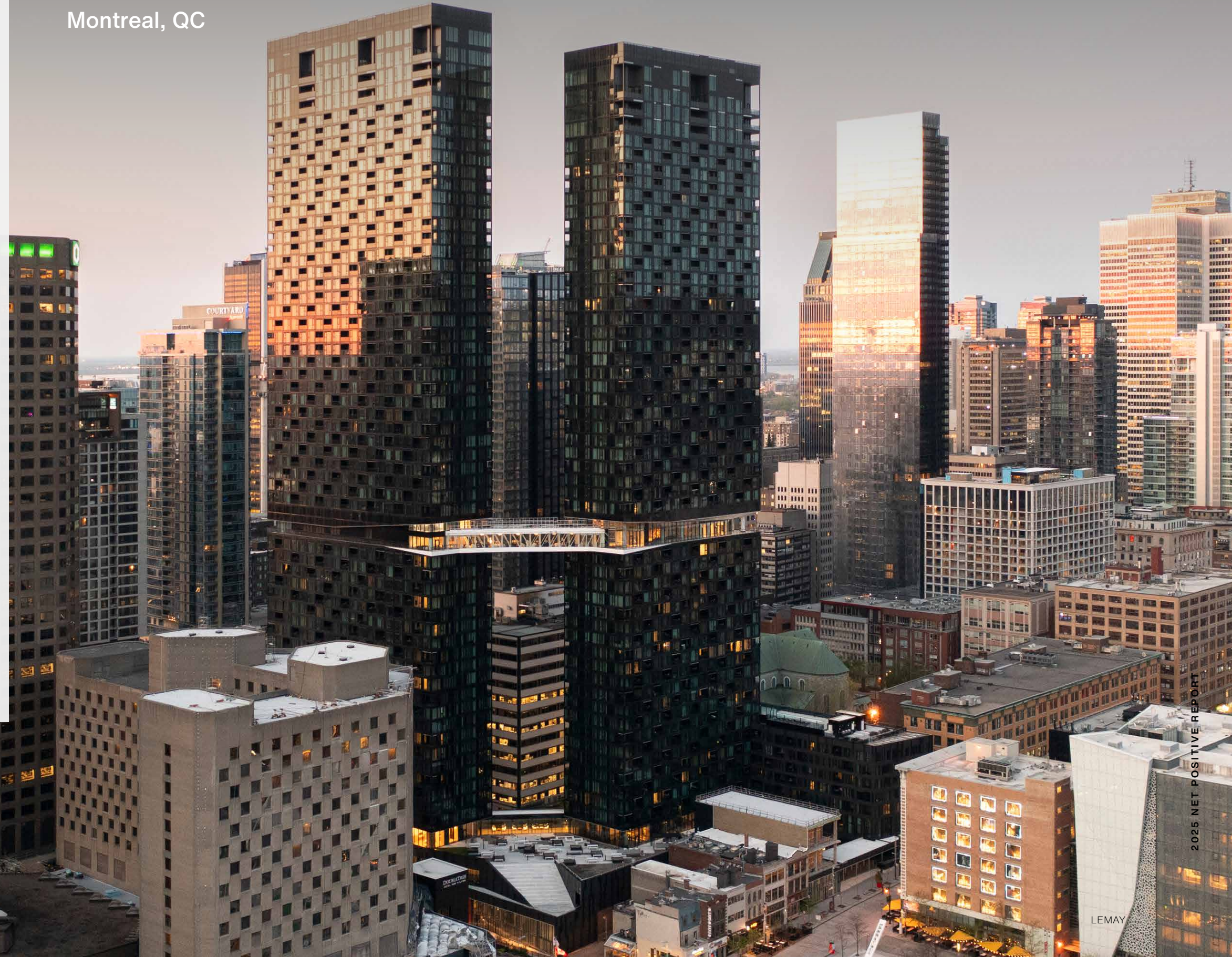
Two interconnected twin towers, 58 and 61 storeys high, comprising more than 1,700 residential units

- 1 Energy efficiency**
High-performance building envelope that optimizes energy consumption by reducing thermal losses
- 2 Resource management**
Use of durable materials and integration of systems designed to reduce water consumption
- 3 Active mobility and urban integration**
Located in the heart of the Quartier des spectacles, promoting active mobility and the use of public transit

CASE STUDY

Maestria towers

Montreal, QC





CASE STUDY

Place des Montréalaises

Montreal, QC

Client City of Montreal
Year 2025

Disciplines Architecture,
Landscape Architecture,
Structural Engineering,
Urban Design, Branding
and Graphic Design



Transformation of a former
highway trench into a unifying
esplanade connecting
Old Montreal to downtown



44%
of the project area
is vegetated

- 1 Meeting spaces**
Designed spaces that encourage
social connections
- 2 Celebrating women’s history**
Highlighting the legacy of
21 influential Montreal women
- 3 Biodiversity**
86 planting clusters comprising
21 varieties of perennials, contributing
to the city’s biodiversity

CASE STUDY

Parc des Compagnons-de-Saint-Laurent

Montreal, QC

Client City of Montreal
Year 2022

Discipline
Landscape Architecture



11%

Biodiversity Net Impact score improvement measured using the Pathfinder tool for assessing the impact of developments on biodiversity



66%

of the project area is vegetated

- 1 Active community life**
A four-season park combining play areas, recreational activities, and flexible spaces
- 2 Native vegetation**
The park is bordered by a green belt of native flowering and fruit-bearing trees
- 3 Responsible water management**
Water from fountains is collected and reused to irrigate the park's vegetation

An isometric line-art illustration of a city skyline. It features a variety of building shapes and heights, including a prominent tall skyscraper on the left. The city is filled with streets, small figures of people, and vehicles like cars and buses. A lightning bolt icon is visible on one of the buildings. The entire scene is rendered in a light blue-grey color scheme.

⑤

Results that reflect
our commitment

AIA 2030 Commitment

Lemay is among the signatories of the AIA 2030 Commitment, a climate strategy led by the American Institute of Architects (AIA) that establishes a series of standards aimed at achieving carbon neutrality across the built environment by 2030.

Reaching this goal requires swift and comprehensive action, moving beyond simply reducing greenhouse gas (GHG) emissions. With 40% of global carbon emissions generated by the built environment sector, architects, engineers, and property owners have a critical role to play in shaping a carbon neutral future.

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



In 2025, we submitted to the AIA

8 projects

Covering a total surface area of:

126,711 m²

These projects generate:

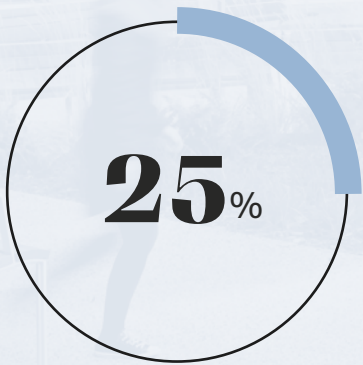
↓ 29.4%

average reduction in energy consumption compared with reference buildings

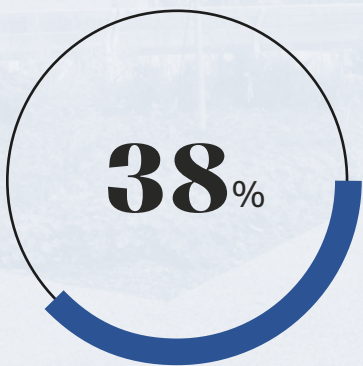
1,239 tonnes CO₂ eq.

reduction in emissions compared with the reference buildings for these projects

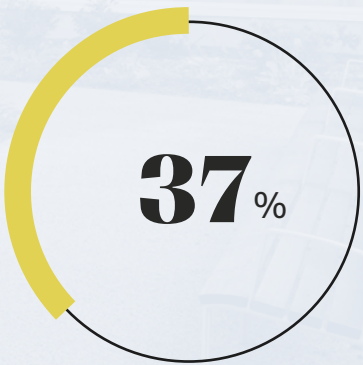
PROJECT BREAKDOWN BY SECTOR



LIVING SPACES

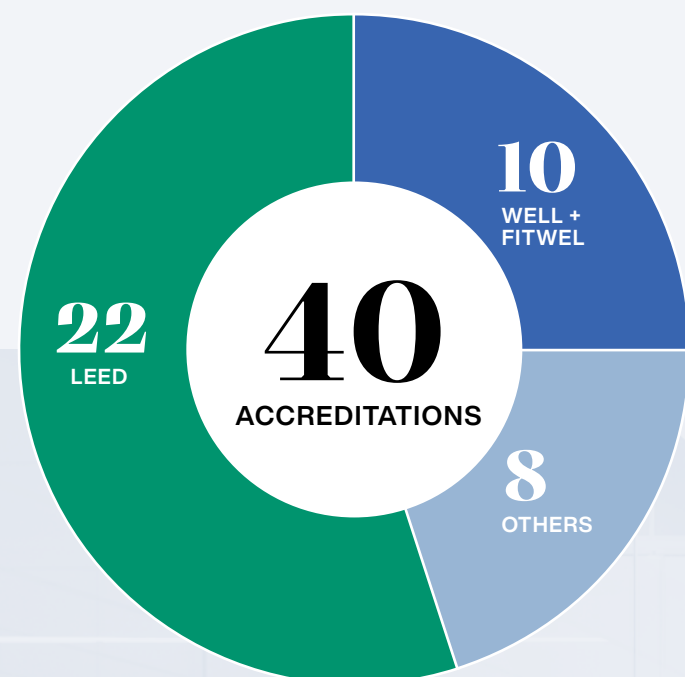


WORKING ENVIRONMENTS



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

7 GA

Environmental associates

2 PA

Accredited professionals (without specialization)

2 ID+C

Design and construction of commercial interiors

9 BD+C

Design and construction of buildings

WELL

3 WELL AP

1 WELL FACULTY

Fitwel

6 FITWEL AMBASSADORS

Envision

7 ENVISION SP

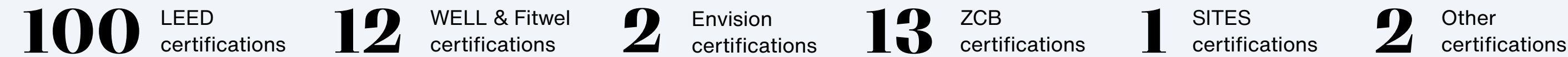
Sites Rating System

1 SITES AP

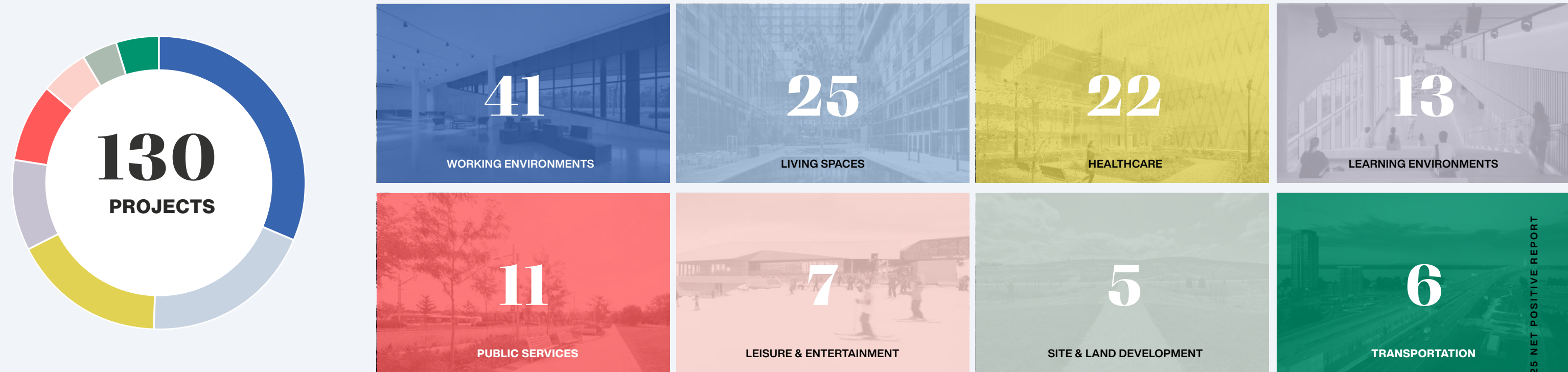
Certifications

Lemay has a total of 130 certified projects or projects undergoing certification. This past year alone, 20 projects received certification while 4 new ones entered the process.

BREAKDOWN OF CERTIFIED AND IN-PROGRESS CERTIFICATIONS



BREAKDOWN OF CERTIFIED AND IN-PROGRESS CERTIFICATIONS BY MARKET



Carbon footprint

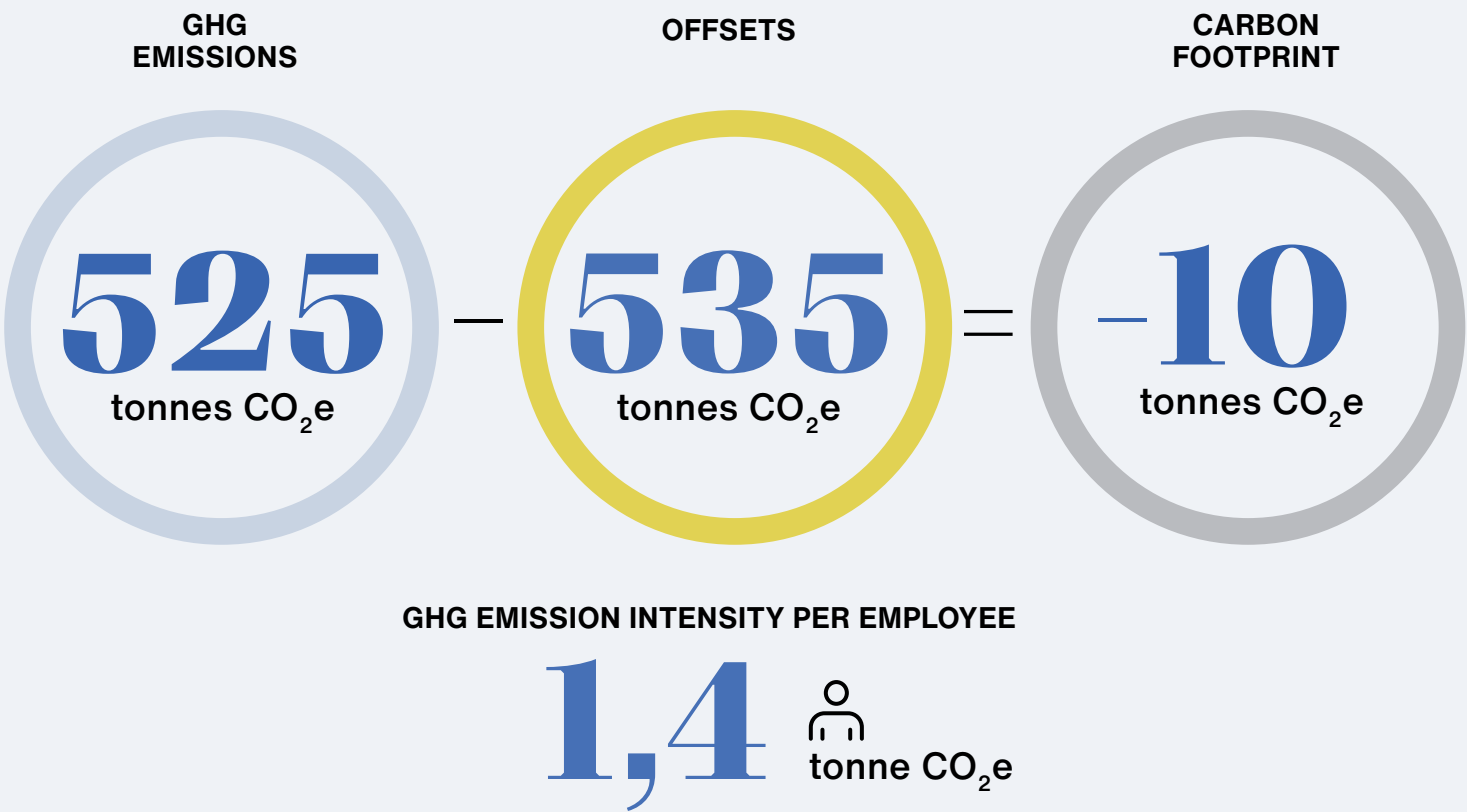
Fiscal year 2023-2024

Lemay has met the Gold level requirements of the Government of Canada’s Net Zero Challenge for the past three years, representing the highest level of participation in terms of ambition.

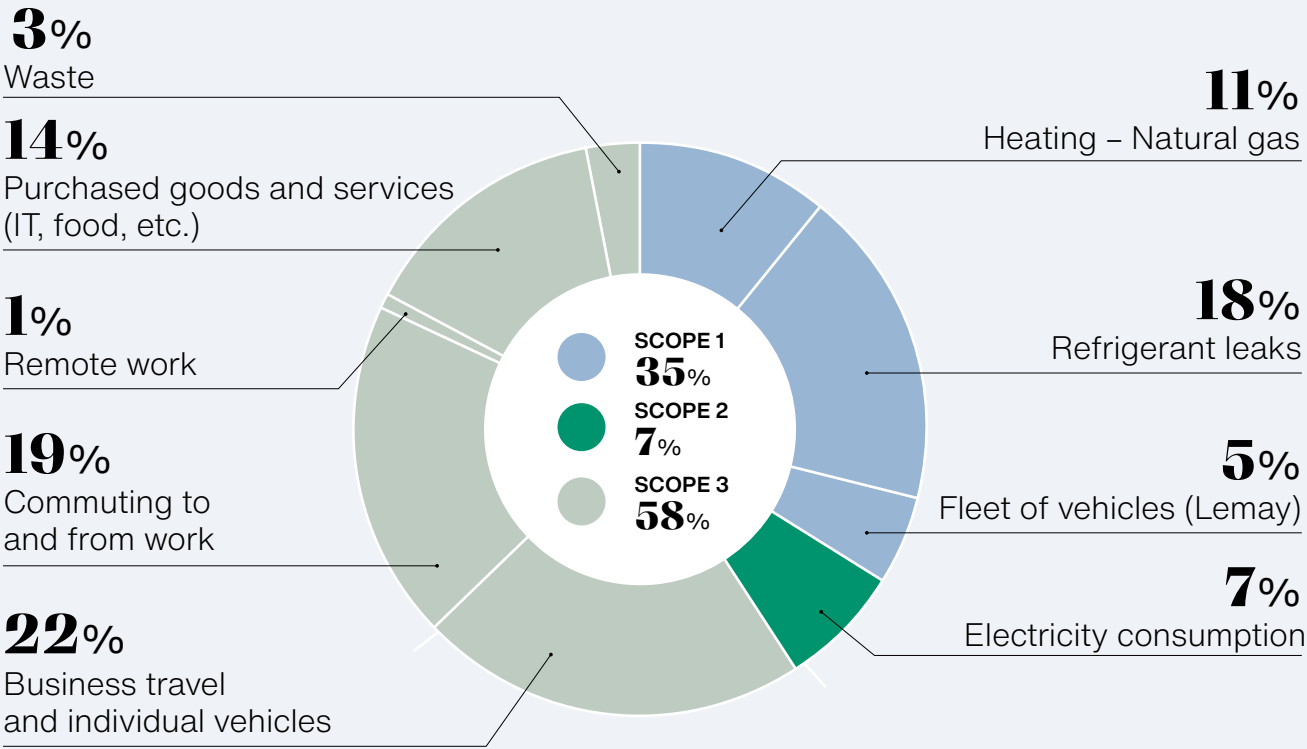
In 2023–2024, we maintained net greenhouse gas (GHG) emissions below zero. We use the Greenhouse Gas Protocol (GHG Protocol) classification framework to categorize our emissions and include Scope 1, 2, and 3 emissions in our inventory.



SUMMARY BALANCE



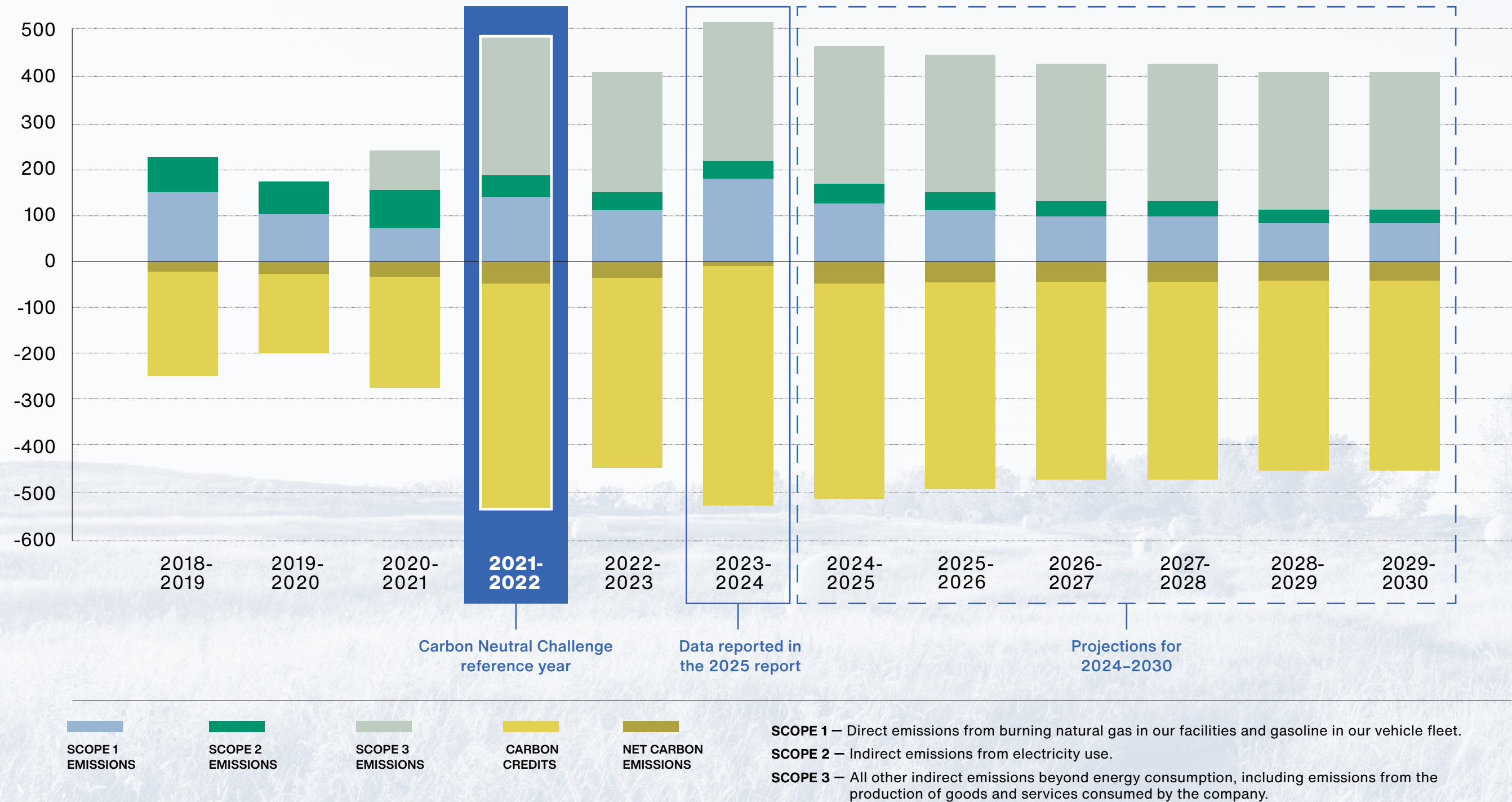
BREAKDOWN OF LEMAY’S GHG EMISSIONS BY ACTIVITY



Carbon footprint

Fiscal year 2023-2024

GHG EMISSIONS PER SCALE (tonnes CO₂e)



⑥
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:

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

1 Maintaining carbon-neutral offices

PLEDGE

Maintain our carbon neutrality objective and aim for Gold participation in the federal government’s Carbon Neutral Challenge.

ACT

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.

VERIFY

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.

2 NET POSITIVE projects

PLEDGE

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

3 Equity, diversity, inclusion and justice

PLEDGE

Continue our internal initiatives aligned with our adopted policy.

ACT

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



**CREATIVE
THINKING.
COLLECTIVE
VALUE.**

