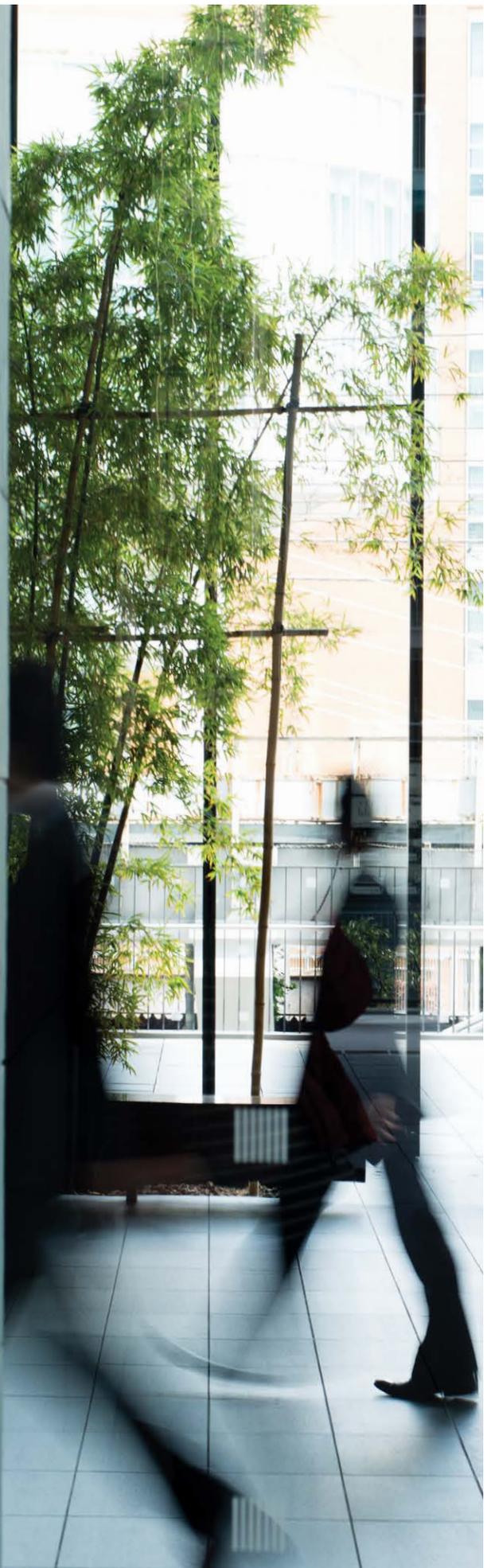
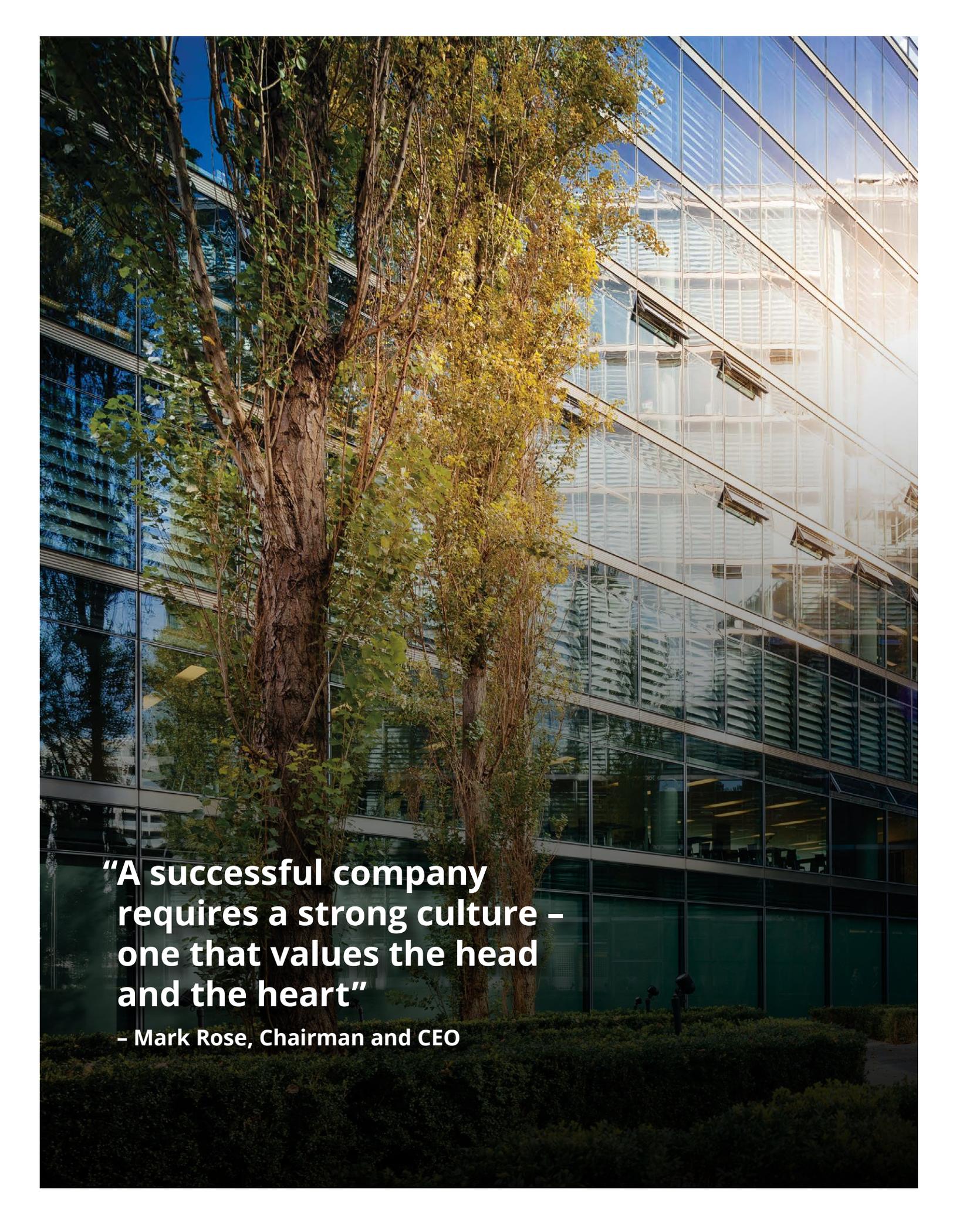


# 2016 Global Citizenship Report

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**AVISON  
YOUNG**





**“A successful company  
requires a strong culture –  
one that values the head  
and the heart”**

**– Mark Rose, Chairman and CEO**

# About Us

Avison Young aspires to be a world leader in commercial real estate solutions. Our transformational delivery structure aligns the superior skill sets and intellectual capital of our professionals with the interests and needs of our clients.

Avison Young is the world's fastest-growing commercial real estate services firm. Headquartered in Toronto, Ontario, we are a collaborative global company owned and operated by our principals. Founded in 1978, the firm comprises more than 2,400 real estate professionals in 80 offices across six countries. We provide value-added, client-centric investment sales, leasing, advisory, management, financing and

mortgage placement services to owners and occupiers of office, retail, industrial, multi-family and hospitality properties. The firm has more than 100 million square feet of property under management, and oversees over C\$494 million of assets under management (figures current as of May 2017).



*\* as of May 2017*

# 2016 Highlights



Five new offices



Continued global expansion in the United States, United Kingdom, Germany and Romania

## 6x

Winner of Canada's Best Managed Companies award, requalifying for Gold Status in 2016

## No.1

Ranked the fastest-growing company in the commercial real estate services industry (large companies category) by *Real Estate Forum* magazine for the second year in a row



**6,740** total dAY of Giving volunteer hours

## 1st

First own-office LEED Gold certification

# A Message from the CEO



**Global Citizenship is the umbrella name of Avison Young’s corporate social responsibility, sustainability and philanthropy strategy. It brings us closer to our clients by helping them identify and act on emerging environmental and social issues, while ensuring that we maintain the highest standards of excellence and integrity.**

We began the evolution of Avison Young in 2008 with a simple belief: a successful company requires a strong culture – one that values the head and the heart. It’s how we’ve become one of the world’s most dynamic firms in commercial real estate services and proud home to more than 2,400 employees stationed across six countries. Through mentorship, innovation and fostering long-term relationships, we’ve built a diverse team of professionals united by our principal-led structure and a commitment to client success. That is the heart of Avison Young’s Global Citizenship Strategy.

We believe that sustainability comes from delivering long-term value – positive impacts that result in lasting change. And 2016 has been our most successful year yet:

- We became a founding partner of the Carbon Impact Initiative (CII) – a distinguished alliance of industry executives determined to reduce carbon emissions in buildings and infrastructure across Ontario. With help from government leaders, we hope to inspire other members of the private sector to engage in environmentally responsible development.
- Despite occupying an additional 115,000 square feet company-wide since 2014, we’ve made great progress in reducing our electricity and water intensity.
- Our firm’s third annual dAY of Giving was the largest and most successful yet, with all 79 Avison Young offices dedicating more than 6,740 total volunteer hours to 69 local charities and organizations. As our team continues to grow around the world, so too will our contributions to social responsibility.

Avison Young’s approach to Global Citizenship is wholly informed by the empowerment of our clients and the professionals who serve them. Our clients are facing unprecedented disruption from technological, economic and political forces of change. By linking our sustainability, philanthropy and corporate social responsibility activities under a single umbrella, we provide a 360-degree perspective to help our clients navigate change with confidence, and make the critical decisions to achieve their vision of the future.

In the report that follows, you’ll see how our expertise, deep talent pool and personal approach have made us industry leaders in sustainable real estate solutions – within and outside our company.

We would like to thank all of our professionals and employees for making our Global Citizenship Strategy a reality, for thinking with your heads and your hearts, and for making Avison Young one of the most exciting and respected real estate services firms in the world. I can’t wait to see what we will accomplish in the years to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Rose', written in a cursive style.

**Mark Rose**  
Chairman and CEO  
May 2017

# Global Citizenship Strategy and Our Five Pillars

Global Citizenship is a focused strategy aimed at helping our clients, employees and partners identify, evaluate and act on environmental, social and governance (ESG) trends. Our strategy covers priority areas, or “pillars,” related to all aspects of our business. For each pillar, we have identified a 2030 aspirational goal, interim milestones and specific performance metrics.



### Helping Clients Achieve Excellence

By providing our clients with industry-leading strategies that work, we help them achieve excellence by integrating sustainability into their financial, operational and cultural goals.



### Delivering Our Difference

Customer-focused and principal-led, we are accountable beyond individual assignments and transactions. As we demonstrate leadership in corporate social responsibility and sustainability, we further align our company with the long-term needs of our clients.



### Achieving Operational Excellence

By aiming for the highest achievable standards in sustainable operations, we set an example that demonstrates our commitment and capabilities – and this ultimately contributes to our bottom line.



### Supporting Our Communities

We believe the activities and actions of our people – at both the corporate and individual levels – should always have a net positive impact on the communities in which we operate.



### Creating a Culture of Excellence

We “deliver different” by supporting a culture of excellence that enables us to attract, retain and develop the best people in our industry, which in turn positions us to achieve the vision described by the Five Pillars of our culture.

### Supporting Avison Young Cultural Pillars

- Open-source solutions
- Honesty and integrity
- A principal-led business model
- Investing in our people
- Elimination of service silos

# Helping Clients Achieve Excellence



Clients are at the centre of Avison Young's business model. By integrating sustainability into our services, we help our partners meet both their business targets and ethical initiatives. Their success is the best measure of our performance.

Across our company, Avison Young made good progress in 2016. We are pleased to share examples from our leasing, project management and investment management service lines.



## CASE STUDY 1

### Innovating with G&W Electric

Innovation plays a key role in helping our clients meet their sustainability targets. In 2016, we partnered with G&W Electric to install a six-bay solar carport and electric vehicle charging system at the company's 209,000-square-foot premises in Brampton, Ontario. Multi-functional and self-sufficient, the project was an opportunity for Avison Young to demonstrate its commitment to good environmental practices.

"Investing in sustainability gives Avison Young a competitive advantage by providing us access to a bigger market," says Brent Kingdon, Principal and Vice-President, Project Management Services, Toronto West. "The real estate industry tends to measure success by what worked yesterday. To grow as a firm, we need to be forward-thinking."

As a North American leader in power systems solutions and operational intelligence, G&W saw the charging station as a research and development opportunity. "Companies come to us seeking implementation solutions. We help them succeed," says Kingdon. "Installing the carport was an achievement in both innovation and teamwork."

Now complete, the carport acts as its own self-contained micro-grid. When it's not charging personal vehicles, the system powers forklifts, computers and other equipment. G&W is very pleased with the results, says Kingdon, who adds that the experience leaves Avison Young well-positioned for future innovation projects. "Seeing the tangible benefits of the carport is very rewarding," he says. "We're quite pleased to have made this happen."





## Helping Clients Achieve Excellence *(continued)*

### CASE STUDY 2

## Langan Engineering Lands LEED Silver

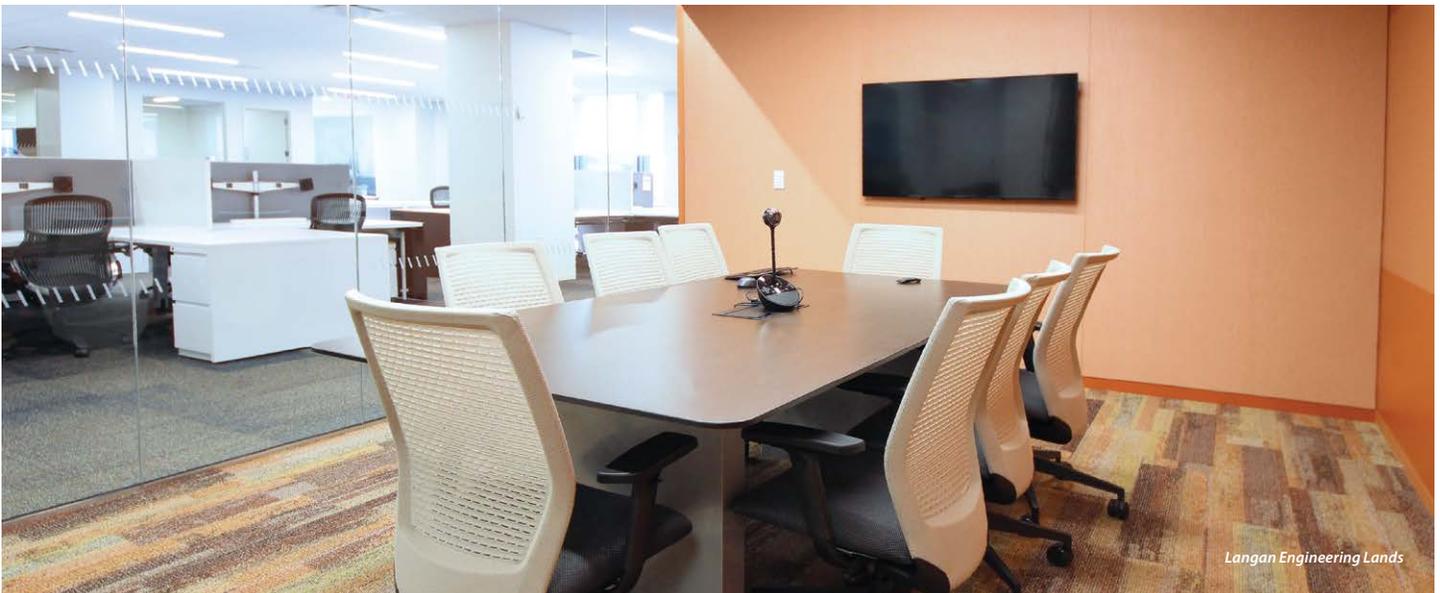
In spring 2016, Avison Young announced that client Langan Engineering had earned a Leadership in Energy and Environmental Design (LEED) Silver ID+C certification for its headquarters in Parsippany, New Jersey. The premises were originally on track to receive a lower rating, but the team worked creatively with Langan to maximize Energy Star Credits, resulting in the silver-level distinction.

“Avison Young provided great value to our company throughout the entire move and buildout of our space,” says David T. Gockel, President and CEO of Langan. “Our employees are very excited about our new home: a LEED Silver building that aligns with our commitment to sustainability.”

Gockel believes that this new office will improve employee wellness and overall business performance. “I’m confident that this modern space will strengthen our internal collaboration and inspire greater technical innovation, which ultimately benefits Langan’s clients here and around the world.”

The 80,000-square-foot project – equipped with state-of-the-art communications technology and diverse amenities – houses more than 300 Langan employees. Avison Young was retained early in the design phase to provide project management services. We worked closely with architects and engineers in areas concerning budget, schedule, contract management and permits, among many duties.

Now, Avison Young is upgrading Langan’s office in Philadelphia, Pennsylvania, which is also on track to obtain LEED Silver certification. According to Tracey Kasper, Principal and Vice President of Project Management, Langan is a strong representation of Avison Young’s larger sustainability strategy. “For us, success means helping our clients meet and exceed their goals,” says Kasper. “We look forward to continued collaboration with Langan.”



Langan Engineering Lands





## Helping Clients Achieve Excellence *(continued)*

### CASE STUDY 3

## Sands Capital Leads with LEED Silver

At Avison Young, we believe that being sustainable means delivering long-term value. In 2016, we were honoured to help our client Sands Capital Management – a leading growth investment firm – achieve LEED Silver certification for its new offices in Arlington, Virginia. Working closely with Sands Capital and Washington, DC’s OTJ Architects, Avison Young’s consulting and project management team helped deliver a modern office built on strong environmental principles.

“This was a once-in-a-generation job,” says Will Travis, Principal, Consulting and Advisory, Project Management. “Our partners at Sands Capital wanted a high level of sustainability and were very receptive to our ideas. It’s no surprise that they are one of our most successful clients.”

Building a new office was an opportunity for Sands Capital to demonstrate its commitment to environmental

responsibility – a commitment the company’s employees and clients have come to expect. Achieving LEED certification was always the goal, but building a LEED-compliant space that met a host of business goals needed expert guidance. “We knew we wanted a green office,” says Laura Dickerson, Office Manager at Sands Capital. “Avison Young helped us make the right real estate-related decisions.”

Now complete, Sands Capital’s office is a model workspace. Among its many amenities, the 82,000-square-foot property includes an internal four-storey staircase, a conference centre with advanced audio-video configuration and a rooftop terrace that boasts striking views of Washington from across the Potomac River. Dickerson says her colleagues could not be more pleased with the result. “We love the new office and can’t wait to work with Avison Young on future projects.”



### GRESB Green Star Awards

In July 2016, Avison Young completed its second annual Global Real Estate Sustainability Benchmark (GRESB) survey and earned Green Star awards on behalf of client assets, placing Avison Young in the top 20% of all participants. GRESB is an industry-driven trade organization that assesses the sustainability performance of real estate portfolios around the globe. “Increasingly, investors are using this

information to influence their decisions in hiring real estate service providers,” says Amy Erixon, Principal and Managing Director, Investments. “Achieving a high GRESB score and maintaining a progressive environmental and social governance (ESG) strategy sets our company apart as a best-managed organization with industry leaders.”



# Delivering Our Difference



Avison Young’s business model is a unique structure of affinity groups that collaborate across markets and regions. Our 25-member Global Citizenship affinity group is focused on ensuring the strength and longevity of our ESG strategy. It comprises representatives from all other groups. Each representative is responsible for engaging with his or her respective team. To help accelerate the strategy, Global Citizenship affinity group subcommittees work on specific initiatives within each of the Five Pillars.

## Avison Young Joins the Carbon Impact Initiative

In December 2016, Avison Young became a founding partner of the Carbon Impact Initiative (CII), a coalition of industry executives that works with government leaders to reduce carbon impact from industrial, commercial and residential buildings across Ontario. Led by Ellis Don, the group also includes Cricket Energy, the Cement Association of Canada, BASF, Cisco, WSP and Enbridge. Avison Young is the CII’s first and only commercial real estate services member.

“Avison Young’s involvement with the CII is in keeping with our long-term commitment to corporate social responsibility,” says Mark Rose, Chairman and CEO. “Beyond helping our clients reduce their carbon footprints, we want the entire province to benefit from green infrastructure driven by smart-energy technology, conservation and low-impact materials.”



### The CII has four directives:

- 1. Retrofit buildings and construct new buildings and infrastructure to meet and surpass evolving performance standards.
- 2. Develop a method for industry professionals to offset the footprint incurred by building development, construction and operations.
- 3. Facilitate rapid industry adoption of chosen strategies through research, testing and verification.
- 4. Create economic opportunities connected to low-carbon approaches through investment and collaboration in Ontario.



Partnership across industries will be crucial to the CII’s success, and Avison Young intends to lead the way. “Climate change is one of the most important issues facing our society,” says Rodney McDonald, Principal and leader of the Global Citizenship affinity group. “If united, industry leaders will be better positioned to serve clients’ sustainability goals and set precedents for the entire development community.”

# Achieving Operational Excellence



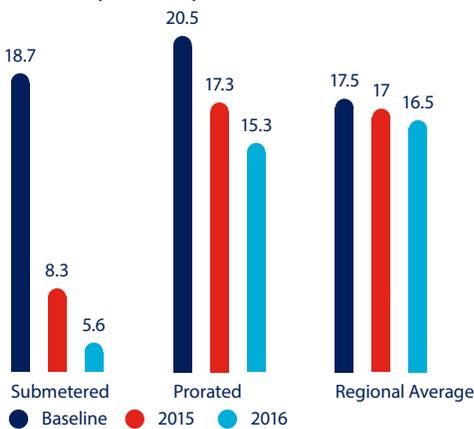
We want to set an example of excellence for our clients by being models of resource efficiency and good environmental practice in our own offices.

## Progress Reducing Our Electricity and Water Use

Our internal initiatives are focused in the areas where we can have the greatest impact, namely energy, water and greenhouse gas (CO<sub>2</sub>e) emissions. In our 2015 report, we established our baseline year as 2014 and reported our baseline numbers. This year, we report our numbers for 2015

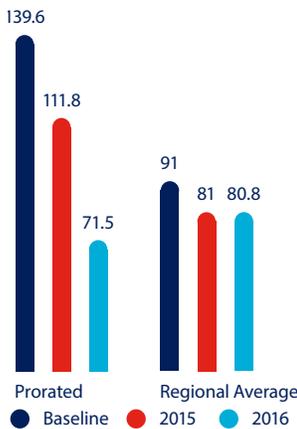
and 2016, compared with our 2014 baseline. As the graphs below show for electricity and water, we have made progress reducing our electricity and water intensity. Our greenhouse gas emissions have increased as a result of occupying an additional 115,000 square feet since 2014.

**Electricity Intensity kWh/sf**



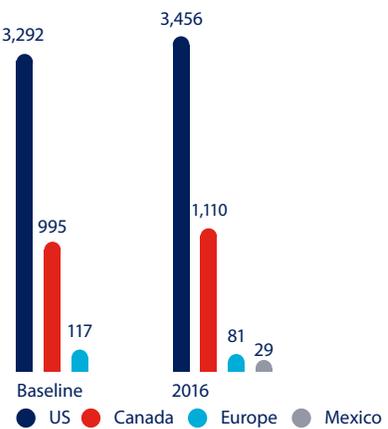
2015/2016 submetered electricity information likely only captures Avison Young's lights and office equipment use and does not include base building energy (such as use of HVAC equipment, etc.).

**Water Intensity L/sf**



No submetered water information was provided. The 2016 decrease in water use requires further investigation. A significant drop in water use was noted in the dataset of offices that provided whole building data.

**GHG Emissions tCO<sub>2</sub>e**



The 2016 increase in greenhouse gas emissions can be attributed to the ~115,000-sf increase in office space occupied by Avison Young since 2014.

**Submetered** = actual consumption of submetered offices **Prorated** = consumption calculated as portion of building's use **Regional average** = consumption deemed equal to average in region

Emissions Factors Sources: U.S. EPA, 2015, eGRID 2012; Environment Canada, 2016, Canada's National Inventory Report 1990-2014; DBEIS, 2016, Conversion Carbon Factors; IEA, Paris, CO<sub>2</sub> Emissions from Fuel Combustion, 2013

## Avison Young's first own-office LEED Gold certification

In 2016, Avison Young's office in Morristown, New Jersey, became our first office to achieve LEED Gold certification under the Commercial Interiors rating system from the U.S. Green Building Council (USGBC). The Morristown location serves as a model for our long-term sustainability strategy.

The process began in 2015 when we decided to double our Morristown presence by occupying an entire floor in the North Tower of 1120 Headquarters Plaza. In-house LEED experts Kelly McAdams, Senior Project Manager, and Tracey Kasper, Principal and VP Project Management, executed a buildout that complied with the strict USGBC requirements.

## Engaging our peers

Throughout 2016, our sustainability experts participated in several events to promote sustainable thinking within the private sector, including:

**April 20: Rodney McDonald**, Principal and Practice Leader, Consulting and Project Management Services, led a panel on investment opportunities and risks at the Sustainable Investing Conference in Halifax.



**June 8: Amy Erixon**, Principal and Managing Director, Investments, discussed ESG benchmarks at the Canada Green Building Council's (CaGBC) annual conference in Toronto.

**October 26:** Erixon participated in a panel discussion on leveraging disruptive technologies at the Urban Land Institute's Fall Meeting in Los Angeles.

# Supporting Our Communities



As a corporate citizen, we believe that we have a responsibility to give back to the communities in which we operate. We provide financial support to various social causes and organizations, and encourage our employees to engage with issues that they find important.

Avison Young principals use their resources to make positive impacts around the world. Our Philanthropy Committee is dedicated to becoming an industry leader and role model in community investment through fundraising, volunteering, pro bono support and our annual dAY of Giving.



## Third Annual dAY of Giving

On October 13, participants from 79 Avison Young offices in five countries dedicated 6,740 total volunteer hours to 69 local charities and organizations. Our millennial-centric Young Guns participants once again organized the event as part of their ongoing leadership development initiatives. "It's exciting and gratifying to see the unprecedented level of participation," said Mark Rose, Chairman and CEO. "Avison Young professionals do an incredible amount of good in their communities year-round and the dAY of Giving is a wonderful way for us to reinforce that commitment."



## Making Dreams Come True

Avison Young's property management team in New Jersey was given a special challenge from the Make-A-Wish Foundation: construct an obstacle course for a young fan of the hit NBC show American Ninja Warrior. And our team did not disappoint. Carefully built in the boy's backyard, the course was unveiled at a special party hosted by a two-time contestant of the show. Avison Young thanks New Jersey employees Bill Walsh, Kelly McAdams and Chris Bezzone for their efforts.



## Lending a Helping Hand Around the World



### Mexico City

Some of our newest professionals in Mexico City participated in their first dAY of Giving by volunteering at Hospital Juarez de Mexico. The internationally recognized health care and research institution has been serving people since 1847.



### Germany

Avison Young's German colleagues supported five worthy causes – poverty reduction in Berlin, food security in Munich, animal welfare in Frankfurt, health and education in Duesseldorf and early childhood education in Hamburg.



### United Kingdom

Our London City, London West End and Thames Valley offices worked with Spear, an organization that has helped thousands of homeless and vulnerable people in South West London since 1986. And our team in Coventry partnered with the Warwickshire Wildlife Trust to enhance local nature reserves.



### Canada and the United States

Our 69 offices across Canada and the United States aided a variety of charitable causes – from the Women in Need Society in Calgary, Alberta, to Habitat for Humanity in Reno, Nevada.



# Creating a Culture of Excellence



While in the middle of explosive growth, Avison Young continually strives to provide our employees with enriched work experiences in environments where they are respected, engaged and rewarded for their contributions.

## Registered Pension Plan Rollout

Avison Young has an ongoing mandate to improve the health and quality of life of our employees. In Canada, we were pleased to launch our Registered Pension Plan (RPP) in partnership with the Canada Revenue Agency. Of our 478 full-time Canadian employees, 191 currently participate in the plan.

## Employee Wellness Program

The foundation of any strong business is a happy and healthy workforce, and we want our professionals to enjoy fulfilling lives inside and outside the office. We created our comprehensive Employee Wellness Program to promote healthy lifestyles and team-building competition. Interested employees are first asked to fill out an online Health Risk Assessment (HRA) based on their physical and emotional health. Once completed, participants can engage in either telephonic well-being coaching or a six-week wellness challenge, with successful participants receiving a financial incentive. The program's 2016 stats were impressive: 501 HRAs completed, 886 coaching sessions used, and 218 challenge participants.

## Assurance Praises Avison Young

For Avison Young's dedication to the well-being of its employees, our company was awarded Assurance's prestigious Minimizing Risk Maximizing Health (MRMH) Award. Particular praise was given to Avison Young's Benefits Program, which achieved unprecedented results in 2016.

## Women's Network Mentorship Program

Our Women's Network – a 390-member subgroup of Avison Young's Diversity and Inclusion affinity group – empowers female employees and promotes their growth in the real estate services industry. In 2015, the network launched its inaugural Mentorship Program to connect young women with seasoned colleagues and foster self-development. In its second year, protégés were paired with volunteer mentors representing a range of disciplines throughout the organization, and 75% of all participants expressed interest in continuing the program.

## Dynamic Online Education

Early in 2016, Avison Young University launched an online video course for its Global Citizenship Strategy. The engaging 18-minute tutorial outlines our corporate social responsibility, sustainability and philanthropy initiatives as they relate to the Five Pillars. "By 2030, we want 50 percent of our business to be involved with sustainable buildings," says Char Fortune, Principal and Director of Learning and Professional Development. "This course is designed to help professionals take the next step into the future of commercial real estate." As a companion course, Avison Young also provided a full set of LEED training video materials for certification made available throughout USGBC membership.



## Awards of Excellence

During Avison Young's Annual General Meeting in September 2016, Awards of Excellence were presented to employees who demonstrated exceptional performance across various fields. Principal Rodney McDonald was recognized with the Global Citizenship Award for his ongoing vision and leadership in the implementation of our firm's corporate social responsibility, sustainability and philanthropy strategy.



dAY of Giving - Hamburg



dAY of Giving - Philadelphia



dAY of Giving - Long Island



dAY of Giving - Vancouver



For more information about our Global Citizenship initiatives, please visit us online at [avisonyoung.com/about/global-citizenship](http://avisonyoung.com/about/global-citizenship), or contact:

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