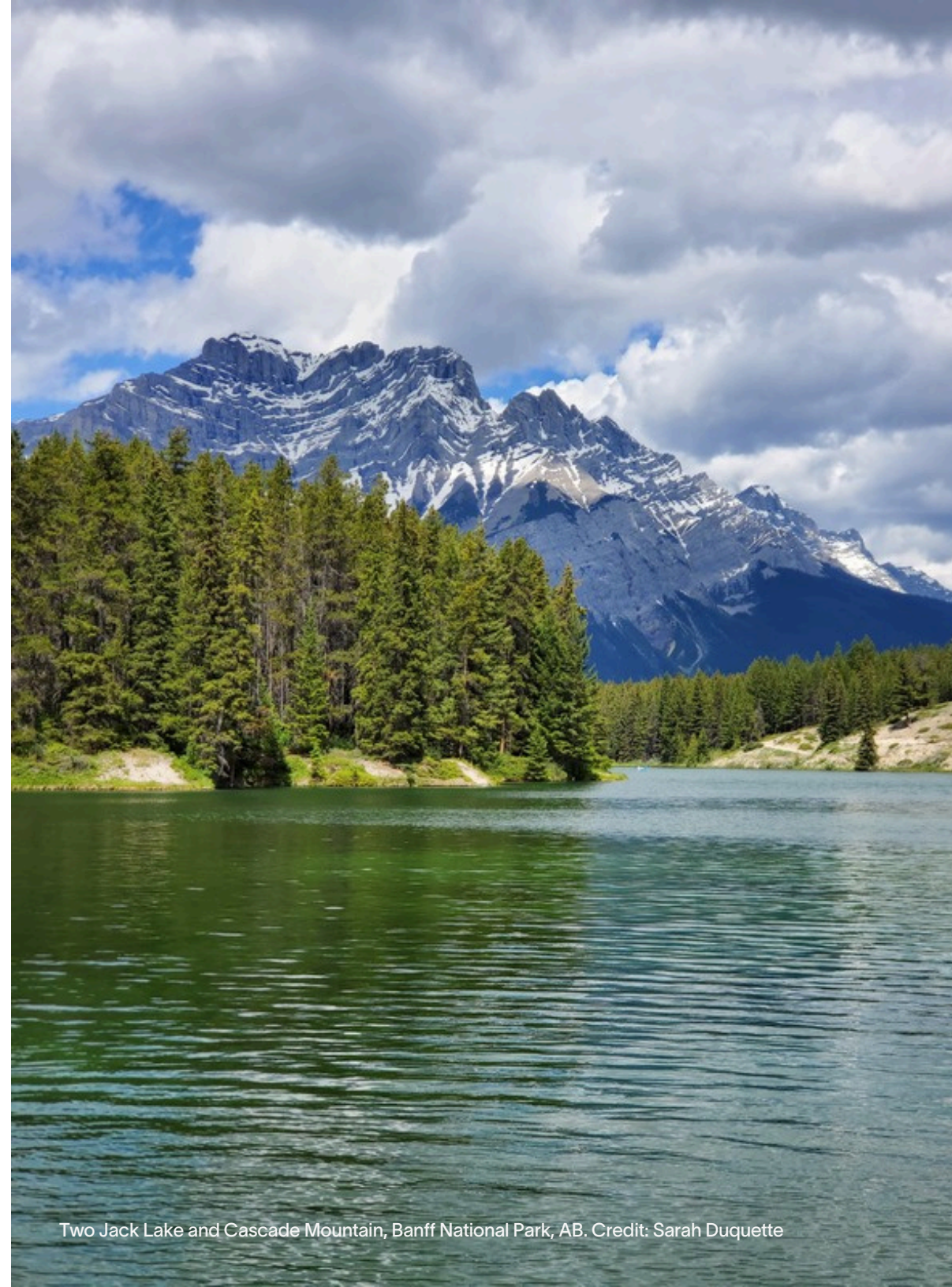




People & Planet at Altis

Our ESG Actions and Future Commitments



Two Jack Lake and Cascade Mountain, Banff National Park, AB. Credit: Sarah Duquette

What's Inside

02 About Altis

03 About this Report

05 Message from Our ESG Champions

06 All About People: Enabling a Thriving Workforce and Community

Providing a Rewarding Employee Experience

Remote by Choice
Flexible Benefits
Paid Time Off

Inclusive Workforce Representation

Internal Workforce: Federal Contractors Program
External Workforce: Inclusive Hiring of Contractors
Altis Women in Leadership

Continuous Learning and Career Growth

Learning for Leaders
Learning for Team Members
AI-Enabled Learning

Diversity, Equity and Inclusion (DEI) at Altis

New DEI Strategy
Altis Newcomer Program
DEI Learning at Altis

Strengthening Indigenous Partnerships

Supporting Indigenous Entrepreneurs
Championing Indigenous Talent
Encouraging Indigenous Health and Wellbeing
Strengthening Indigenous Business Through Joint Venture

Community Giving

Partnering with Career-Building Organizations
Volunteering and Participation
Financial Giving and Partnerships
Signature Fundraiser: Bocce Tournament

07 All About Planet: Adapting to our Changing Climate

Net-Zero Commitment
Waste Reduction
Sustainable Procurement

08 All About Governance: Building Resilient Business Practices

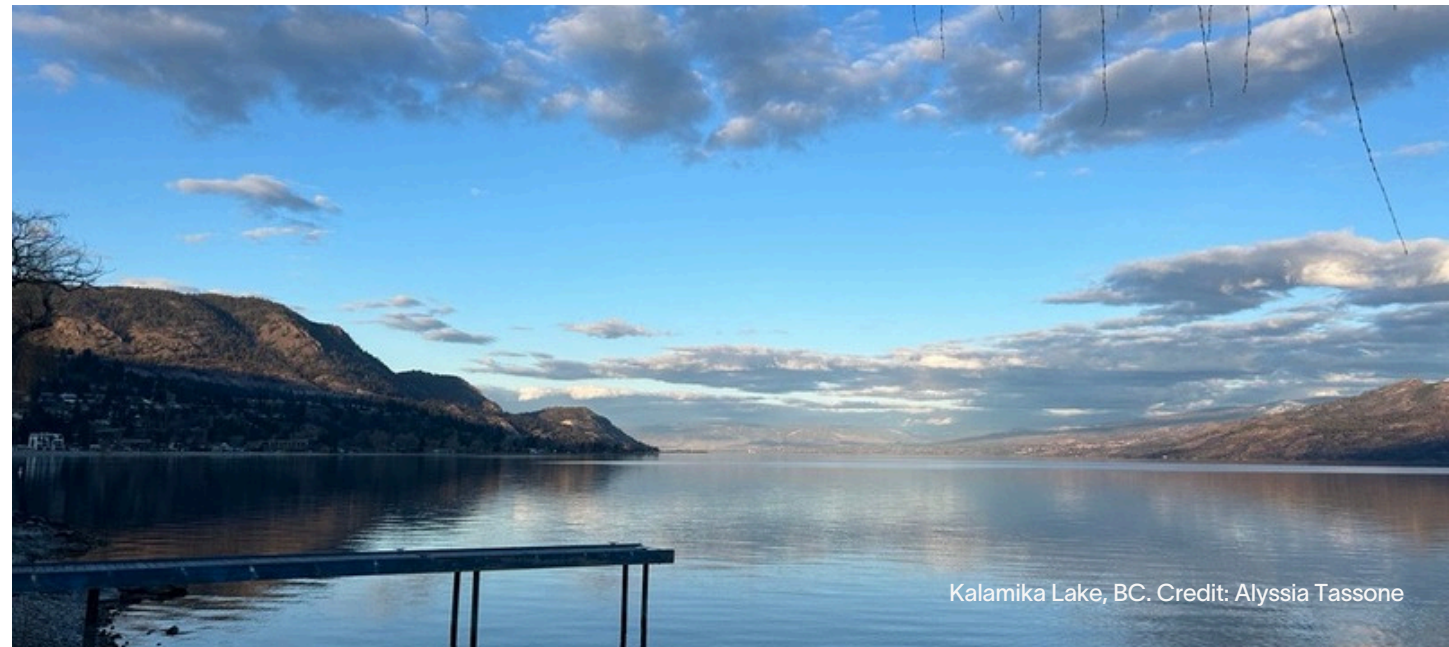
Executive Sponsorship
Employee Engagement
Ethical Business Conduct
Privacy and Cybersecurity Risk Management
AI Governance and Responsible Innovation

09 Future Forward: Our ESG Vision for People and Planet

Our Future Commitments to People and the Planet

10 Championing People and Planet Together

Our Future Commitments to People and the Planet



Kalamika Lake, BC. Credit: Alyssia Tassone

About Altis

We started as a dream

In 1989, two young, energetic entrepreneurs, Kathryn Tremblay and Toni Guimaraes, launched Altis, hoping to make a difference in the staffing industry. Decade after decade, that dream took shape, and today, our two brands, Altis Recruitment and Altis Technology, together form one of Canada's largest independently owned staffing firms, with 200+ team members placing 8,000+ talented people in permanent, contract and temp jobs of all seniority levels across Canada every year.

Launched in Ottawa, we have inviting, modern offices

- > in the Nation's Capital, Toronto and Vancouver, and team members who work remotely nationwide.

We're 100% Canadian-owned and operated; we're

- > committed to hiring in Canada and keeping our work onshore to invest in our country.

We're a WBE-certified diverse supplier and have

- > been a certified Best Managed Company for 19 consecutive years (and counting).

We place talented people in the public and private

- > sectors across a range of industries—from IT, construction and real estate to finance, accounting and healthcare.

We're a learning organization; we deliver ongoing

- > training to ensure our team works ethically, responsibly and in compliance with all current legislation.

We believe in equal opportunity for all and actively

- > work to reduce systemic barriers to employment faced by many underrepresented groups.

We give back to our community by supporting a range

- > of charities that are near and dear to us, organizations that help raise the tides for all.

We onshore exclusively. What this means is that we

- > hire in Canada and develop the talent of Canadians and those eligible to work in Canada.



Living Our Values

The Great Guiding Principles

At the heart of our people-first culture are Guiding Principles that were thoughtfully chosen by our team to reflect who we are and how we work. Together, they spell **GREAT**, serving as a memorable and meaningful framework for how we support each other and deliver value to our clients, candidates and community.

These principles aren't just words—they guide our actions. They're embedded into our onboarding experience, reflected in our recognition and awards and reinforced through continuous feedback and assessment. It's how we show up—for each other, our clients and our candidates.



Altis team at Hopewell Eating Disorder Support Centre fundraiser, Ottawa, ON.

One team, one goal: *to be GREAT*

Grateful

We bring an attitude of gratitude and foster trust in everything we do.

Respect

We're inclusive of all people, perspectives and the planet.

Excellence

We prioritize our clients and candidates and deliver with care.

Achieve

We're driven, accountable and thrive on success.

Together

We recognize our team, learn from our challenges and celebrate collective wins.

About this Report

Organized around the pillars of People (the “Social” in ESG), Planet (the “Environmental” in ESG) and Governance, this inaugural ESG report provides a window into both what we have accomplished, and what we are actively building toward at Altis.

It reflects a commitment that has been steadily evolving over many years—shaped by our values, our people and our role as a responsible corporate citizen. While some of our efforts under the ESG umbrella span decades, this report outlines the progress and measurable actions we have taken over the past year specifically (2025) and, unless otherwise noted, includes data related to this time period.

We recognize that ESG is not a destination but a dynamic journey that requires continuous learning, engagement and adaptation. With optimism and accountability, we look forward to deepening our impact and advancing our shared goals in this area for years to come.

Land acknowledgement

We acknowledge with gratitude the Indigenous Peoples across Turtle Island who, for generations, have cared for the lands and waters now known as Canada. We recognize the enduring presence, wisdom and culture of First Nations, Inuit and Métis peoples and commit to a shared future of respect and accountability as we work to strengthen reciprocal relationships and advance reconciliation.



Message from our *ESG Champions*

Equal opportunity for all talented people to succeed.

That's a key tenet of our work at Altis, and today, we realize that our success in bringing it to life is predicated on many complex factors—environmental, social, financial and more.

Every day, our team locates talented people from all backgrounds for incredible employers across Canada and every year, we place about 8,000 of these candidates in great jobs from coast to coast.

In our early days as a company, we went about this work without considering things like climate action and anti-racism—those were major problems for major corporations, not for us. But over the years, we've come to see that every employer and every person plays an important role in how we value humanity, respect the environments in which we live and work and, ultimately, enable equal opportunity for all talented people to succeed.

We realized that ESG is not “someone else's problem”—it's incumbent on everyone to participate in it with vigour. So, we began looking for ways to get involved in earnest as a firm.

Over the last five years, we've invested consistently in learning, raising public awareness and being part of the change, all of which is reflected in our actions and responsibilities to our workforce, our communities, our climate and our business practices.

The work to improve lives and make the planet safer and more sustainable is long-term in nature. In this report, we describe the actions we've taken this year, along with some future commitments we're making as an organization—the things we hope to achieve in support of healthy People and a more sustainable Planet.



Kathryn Tremblay
Co-Founder & Owner,
Altis Recruitment & Technology

Kathryn is an advocate for people: whether it's the HR leaders and other business leaders she supports in building their organizations with the right talent, the job seekers or newcomers who need career direction, or the employees of Altis who bring their heart and experience to work every day. As a devoted mother to four daughters aged 19 to 29, and four grandchildren aged 3 months to 3 years, the importance of our shared planet is greater than ever for Kathryn, and the value of humanity, antiracism and thoughtful people practices resonate deeply with her.

Interested in a discussion about people & planet?

Kathryn Tremblay (she/her)
Co-Founder & Owner
kathryn.tremblay@altis.com | [LinkedIn](#)



Meagan Thompson
Director, Corporate Proposals
& Lead, Altis ESG Program

Meagan is a proud mother of three and a passionate advocate for building a better future—both for her children and for future generations. As Director, Corporate Proposals at Altis and leader of our ESG Program, she combines her professional expertise with her personal commitment to social and environmental responsibility. With a degree from Carleton University in Environmental Studies, minoring in Law, Meagan works every day to create positive change and is grateful to be part of an organization that shares her values and vision for a better world.

Questions about ESG at Altis?

Meagan Thompson (she/her)
Director, Corporate Proposals & Lead, Altis ESG Program
meagan.thompson@altis.com | [LinkedIn](#)

All About *People*

Enabling a Thriving Workforce and Community

People are core to everything we do at Altis. After all, our dedicated workforce of 200+ team members places 8,000+ talented people in great jobs with employers across Canada every year.

Through our commitment to People, we prioritize a workplace culture rooted in inclusion, respect and empowerment, all of which is reflected in our workforce representation, DEI initiatives, Indigenous engagement, learning and development programs, and meaningful community giving. We invest in opportunities that elevate our team members and foster equity. And we're intentional about building strong connections both within our workplace and across the communities we serve.

This section highlights the actions we take to put people first, demonstrating our belief that when people thrive, our impact grows.



Altis bocce ball fundraising tournament, Ottawa, ON. Credit: Caroline Phillips



Providing a Rewarding *Employee Experience*

Remote by Choice

Our Remote-by-Choice model empowers Altis employees to work where they're most productive, either onsite at one of our corporate offices or from their own home office. Across our corporate office locations in Toronto, Ottawa and Vancouver, our employees can choose from 75 private office spaces for working, training, collaboration and client meetings. The flexibility introduced by our Remote-by-Choice model increases our ability to attract and retain employees who are caregivers or rural residents, as well as those who live in communities far from our corporate office locations or who work in focus-driven roles. At its core, Remote by Choice is about agency, access and belonging—making work more human, flexible and equitable.

Flexible Benefits

Based on employee feedback, we expanded our benefits to better meet the diverse needs of our team. Recent enhancements include vision care, increased mental health coverage and three benefit levels at varying premiums. We also added coverage for fertility treatments, gender-affirming care, HPV home-testing kits, prenatal and parental support, a women's health hub and personalized Health PACT Coaching.

Paid Time Off

We offer a generous and competitive paid time off program that includes paid vacation, flexible working opportunities and inclusive personal days that reflect the diverse preferences of our team members. For example, they can use this time off for spiritual days, religious holidays, pet birthdays, mental health days or anything they need it for.

Recognizing and Valuing Our Team

We make sure our team members feel valued for their many contributions. For example, this year we introduced a quarterly incentive program that encourages leaders and their team members to work together in achieving shared goals. The result is not only deeper engagement and a stronger sense of belonging across teams but also better business outcomes. We also organize quarterly and annual award celebrations that recognize both outstanding performance and any team members who bring our Guiding Principles to life. Some of these awards are peer-nominated, which enables everyone on our team to acknowledge difference-makers at Altis.

Supporting Mental Health and Wellbeing

One of the most critical factors in creating a workplace where our team members can thrive is supporting their mental health and wellbeing. At Altis, we do so from day one. During our robust onboarding program, our L&D team of three (larger than industry standard for a company of our size) creates a supportive learning environment that fosters connection (it includes mandatory in-person days) and supports varying learning styles, all of which reduces the stress that comes with a new job. Our EFAP provides confidential, 24/7 support for our employees and their families to navigate life's challenges—at work and at home. From mental health, addictions and crisis support to legal advice, financial planning and family care resources, our program helps our team members maintain their overall mental health and well-being. To supplement this offering, we also have two HR Business Partners on hand who are trained to provide live support for our team when they need it most.

Inclusive *Workforce Representation*

We demonstrate our commitment to diversity through inclusive hiring practices both internally and externally, among our client and candidate communities.

Internal Workforce: Federal Contractors Program

As an organization with more than 100 employees that offers placement services to the Government of Canada, we were eligible to register with the Federal Contractors Program (FCP). This program requires that all registrants meet certain requirements, notably adapting their own workforce to equitably reflect four historically underrepresented groups: women, Indigenous peoples, racialized individuals and disabled persons. The FCP Program audits registered suppliers annually to assess whether they're meeting or clearly striving to meet the workforce representation requirements in all four categories.

In the September 2024 audit, Altis met the benchmark thresholds across all four categories, and we're continuing to set new targets to increase the diversity of our team even further.

External Workforce: Inclusive Hiring of Contractors

In fall 2025, our HR and DEI teams are implementing a new "Inclusive Hiring Opportunity Process" to better meet the needs of our clients, many of whom request that we present qualified candidates from a wide-range of equity-seeking groups to support them in achieving their diversity goals. Our new process includes training our recruiters and account managers to confidently advocate for diverse slates of candidates, especially when a systemic barrier can be overcome by placing a highly talented candidate who meets the job requirements. It also involves adding multiple equity dimensions to our candidate self-identification form, so we can better measure the diversity of our candidate pool and adjust our sourcing efforts accordingly. Currently, only 1% of new applicants self-identify (10,000 candidates), of whom 60% are women, 45% are visible minorities, 6% are LGBTQI+, 4% are people with disabilities and 2% are Indigenous.

Our immediate goal is to encourage more candidates to self-identify, so we can offer our clients more diverse slates of qualified candidates.



Women in Leadership at Altis

At Altis, when it comes to women in leadership roles, we live by the motto: "When you can see it, you can be it." With women in our most senior leadership positions (Co-Founder & Owner, CEO and COO), we are a certified Women Business Enterprise (WBE Canada) that prioritizes developing, promoting and retaining women in leadership positions within our firm.

In 2025, women represent 85% of our executive leadership team, reflecting our commitment to gender equity and our goal of driving societal change.

Continuous Learning and *Career Growth*

Just as all jobs evolve, so do the skills required to do them well

This is especially true today, with the advent of fast-moving, disruptive technologies like AI.

To keep employees engaged, productive and growing into the future requires ongoing learning and development. That's why at Altis, we've developed our learning programs to align with the UN's Sustainable Development Goal 4 (Quality Education)—notably targets 4.3 and 4.4—by expanding access to skills-based training and lifelong learning pathways that enable career mobility and compliance-readiness.

We've built a culture where learning is not a checkbox; it's the engine that powers confidence, capability, ethical excellence, inclusive behaviour and career pathways that inspire everyone to be their best, regardless of their seat.

Whether for our leaders or other team members, our ongoing training accelerates career growth by giving employees clear, skills-based pathways to higher-impact roles. We also offer mandatory training in areas that are important for all team members, so we can maintain the trust our clients and candidates place in us to do good work. For example, anti-bias and anti-racism training to ensure we're always placing the most qualified people in the best jobs, training on the responsible use of AI, as well as training on ethical behaviour, privacy and security to ensure we remain compliant as an organization.

In 2025, we prioritized learning that **builds stronger leaders, sharpens skills, fosters compliance and drives meaningful impact** across our teams and communities—all delivered on Sana, our AI-enabled learning platform.



Altis team members at our 2023 bocce ball fundraiser, Ottawa, ON.

Learning and *Development*

By the Numbers

82%

of our e-learning courses are available to ALL employees 24/7.

4,590+

hours of learning were completed by our team.

91+

courses were developed and launched by our Learning Team, spanning a range of formats. (From January-June 2025).

35%

of our L&D content is geared toward Sales, Account Management and Recruitment; the remainder spans a variety of topics—from DEI to industry trends and more.

Learning *for Leaders*

Our leaders shape how our teams perform and how we perform as an organization, while upholding our standards of service and compliance. To help leaders develop professionally and lead others with greater purpose and insight, we've enhanced our leadership development programs.

Here are two notable initiatives in 2025:



Leadership Roundtables (Live Workshops)

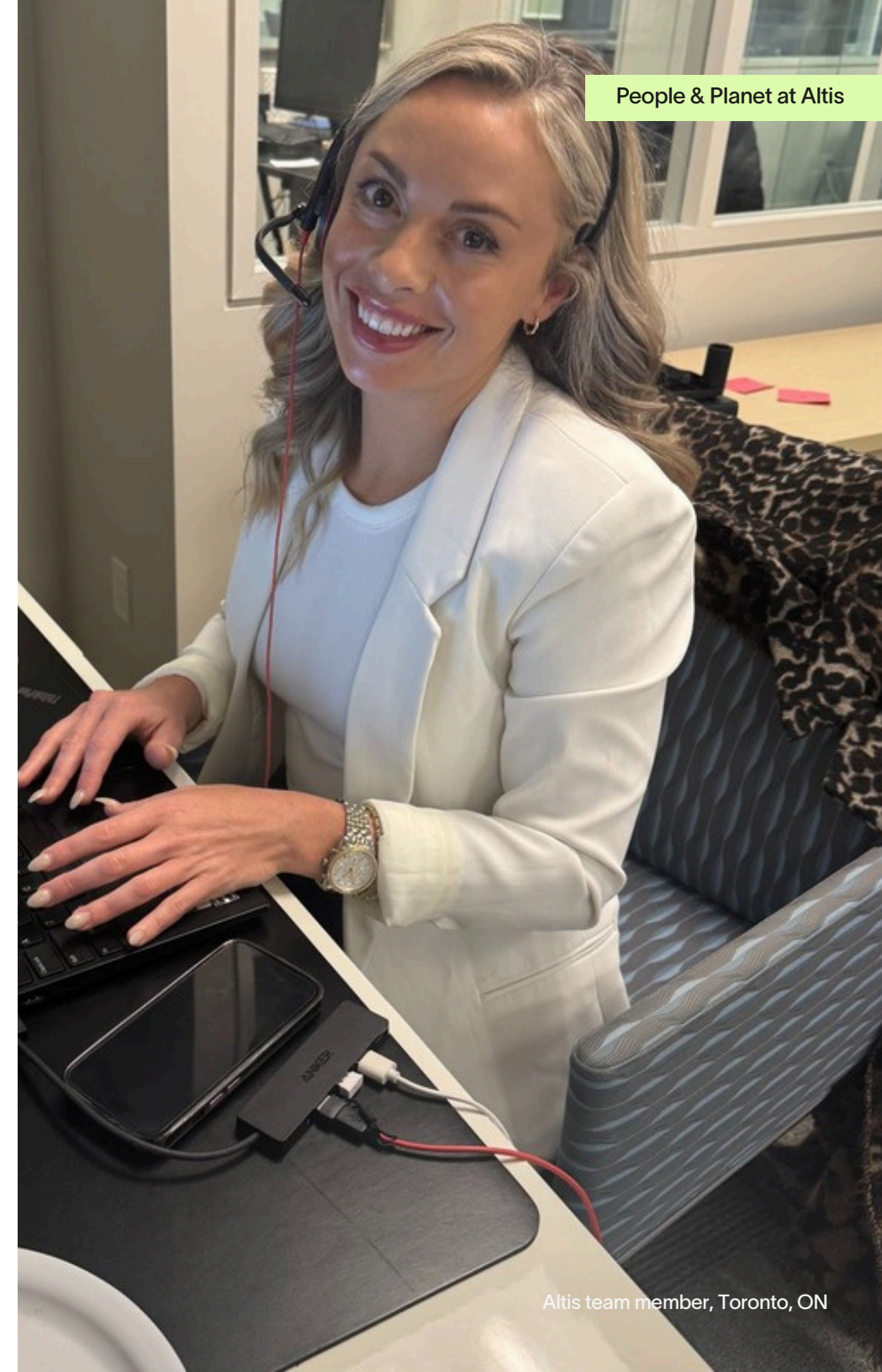
Twenty Altis leaders participate in these ongoing, interactive peer forums where leaders tackle real business challenges together, share proven strategies and learn from each other.



Leadership Labs

Eight leaders participated in an externally hosted leadership program that included three sessions covering topics such as cross-generational leadership, coaching with precision and delivering difficult messages.

People & Planet at Altis



Altis team member, Toronto, ON

Learning for Every Team Member

We believe that every employee needs access to ongoing learning and development to thrive, grow their career, deliver exceptional results and make a difference. This year, we expanded our organization-wide learning opportunities:

In-Person and Online Learning

This year, we offered our team members a mix of in-person and online training modules that helped them build critical skills across a range of areas—from sales to recruitment—while building strong connections with their peers.

Note:

From January-June 2025, our team members completed 4284 hours of live online learning spanning everything from onboarding training to bi-weekly sales huddles. We also delivered a series of day-long in-person learning sessions for deeper dives on specific topics. For example, we held a total of four sales/recruitment labs that brought team members onsite, and one three-day sales summit to help our sales team hone their skills.

Code of Conduct Learning

To reinforce our shared commitment to fairness, respect and compliance, we refreshed our training on our Code of Conduct this year and are pleased to report that 100% of our employees completed this module.

Account Manager Learning

We designed and delivered this new track to strengthen client engagement, service excellence and business development—helping our account managers unlock career growth while delivering outstanding results.

AI-Enabled Learning

This year, to increase learning among all our team members, we introduced a new AI-powered learning platform called Sana that enables our team to surface the information they need on the fly, while tailoring their learning to their preferred style (for example, listening to videos in podcast format or at a faster/slower pace).

> Policy Hub

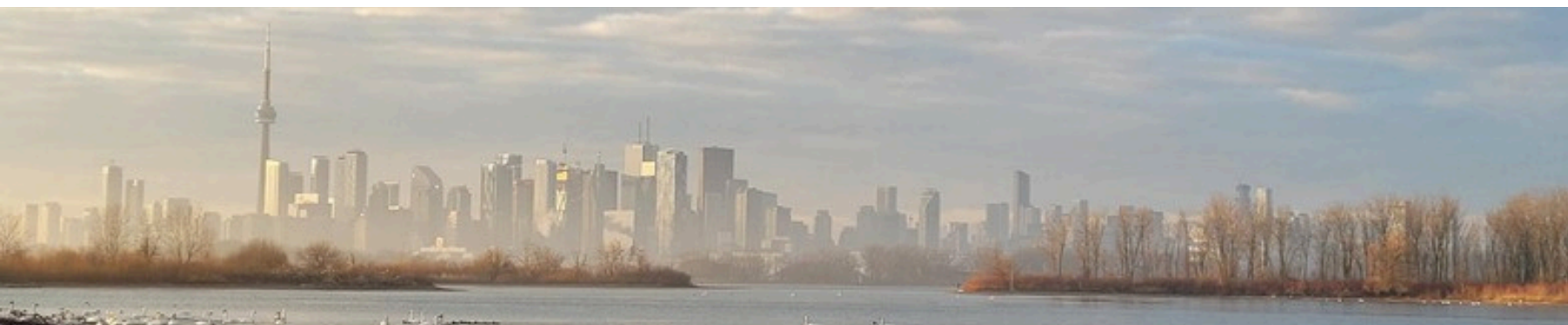
This new hub includes all current company policies—from our Code of Conduct and Conflict of Interest policy to our Gifting and AI policies—along with interactive training on each one.

> DEI Learning Hub

This hub includes robust training modules for our entire team on everything from countering unconscious bias to anti-racism to Indigenous inclusion and truth and reconciliation.

> Sana AI Tutor

We rolled out the Sana AI Tutor, which acts as a personalized coach and guide within self-paced courses, offering one-on-one tutoring for every learner.



Diversity, Equity and Inclusion (DEI) *at Altis*

The Great Guiding Principles

With All-Inclusive Diversity as a Guiding Principle, we aim to model what it means to celebrate individual differences while taking deliberate action to dismantle systemic barriers. By embedding DEI into every decision we make, we foster a culture where everyone feels valued, empowered and included—reflecting the communities we serve. We invest significantly in DEI, always looking for ways to foster greater diversity, inclusion and collaboration across the organization, while recognizing teams and individuals for bringing these values to life.

This year, we’re building upon our past initiatives by launching a new DEI strategy based on five key pillars:

1. *Business Context*

We’ll ensure that all DEI initiatives are connected to our business and aligned with the needs of our clients, candidates and colleagues.

2. *Leadership Commitments*

We’ll consult with our leaders and gain their buy-in on all key DEI initiatives.

3. *Learning and Empowerment*

We’ll build equity through intentional learning paths specific to DEI that reflect our guiding principles.

4. *Organizational Inclusion*

As mentioned above, this year, we’ve prioritized developing a new Self-Identification form for candidates and Inclusive Hiring Opportunity Process for our team members, so we can better match talent from underrepresented groups with meaningful work and support our clients in achieving their diversity goals.

5. *Community Connectedness*

Within this pillar, we are prioritizing three key groups in our community and organization: Women in Leadership (see above), Indigenous Peoples (more below) and Newcomers to Canada (more at right). See additional community giving initiatives below.

Altis Newcomer Program

Our flagship Newcomer Program provides paid placements of 8-10 weeks with our firm to skilled newcomers, providing them with valuable, hands-on Canadian experience, professional development, confidence-building and job search support, so they can gain a foothold in the Canadian labour market. During the apprenticeship, we offer training in some core areas of our business such as human resources, as well as job placement advice and support (promoting participants as candidates to our network of employers, offering advice on resumés and interview techniques, etc.).

Since 2017, the program has helped **over 90% of the 80+ participants** successfully transition into meaningful, paid employment. The program is fully funded by Altis, with a cumulative investment by Altis of over \$800,000.

“Altis said to me, ‘You’re not a newcomer, you’re already part of the team.’”

Suraj Thomas
Newcomer Participant

Strengthening Indigenous *Partnerships*

We know that true reconciliation requires ongoing listening, learning and contributing in real ways to create real change.

As an organization, we advance reconciliation by committing \$30,000 annually to support Indigenous initiatives and organizations; prioritizing continuous learning about Indigenous culture and history; and partnering with organizations that support Indigenous communities in a myriad of ways—whether it's financing for entrepreneurs, connecting Indigenous talent with job opportunities or fostering the health and wellbeing of Indigenous people and their communities.

Here is how we've strengthened our Indigenous partnerships this year:



Dr. Rye Barberstock and Dr. Shyra Barberstock, co-founders of Pow Wow Pitch alumni company Kebaonish

[Read more on our blog](#)

Supporting Indigenous Entrepreneurs

This year, we became a proud Silver Partner of an Indigenous-led non-profit organization that champions Indigenous entrepreneurs across Turtle Island: **Pow Wow Pitch**. Like an Indigenous "Dragons' Den," Pow Wow Pitch offers financing, mentorship and resources to Indigenous entrepreneurs of all ages, helping them pitch their business ideas to panels of judges (both in person at powwows and online), as they vie for the \$25,000 Grand Prize. Through our partnership, this year we've offered both financial (\$25,000) and in-kind support, which includes:

- > **Mentorship:**
Three team members each offered one-on-one coaching and mentorship to two entrepreneurs, helping them practise and refine their business pitches, sharpen their strategies and gain the confidence needed to showcase their vision to the judges.
- > **Judging:**
Six team members volunteered as judges on Pow Wow Pitch panels, listening to 140 entrepreneurs pitch their business ideas, asking thoughtful questions and deciding which businesses to move forward to the next round.
- > **HR advisory services:**
We also provide pro bono HR support to the leaders of this female-founded, woman-led organization, helping them expand their capacity and reach. As they grow, so too does their ability to empower more Indigenous-owned businesses, fueling economic independence and opportunity in communities that have historically faced barriers.

All this work enriches our organization as much as it supports others. It is a reminder that reconciliation requires action and that progress is built through partnership and respect.

Championing Indigenous Talent

One of our goals is to build close ties with diverse talent pools. Doing so enables us to increase the representation of underrepresented groups among our own workforce and in our candidate base, so we can better help our clients achieve their diversity goals.

This year, we strengthened our partnerships with two organizations that work closely with Indigenous candidates, supporting them by offering resumé-building advice, interview tips and connections to job opportunities:

- > The University of Ottawa's Mashkawaziwogamig Indigenous Resource Centre
- > The Ottawa Indigenous Student Career Fair (jointly offered by University of Ottawa, Carleton University, Algonquin College and La Cite)

Encouraging Indigenous Health and Wellbeing

This year, Altis also prioritized support for organizations that foster the health and wellbeing of Indigenous Peoples:

- > We donated \$10,000 to the CAMH Shkaabe Makwa, Canada's first hospital-based centre dedicated to health justice and wellness for First Nations, Inuit and Métis communities.

- > And as a team, we also participated in CAMH's Annual Pow Wow, presented by Shkaabe Makwa. Open to the public, the event offers attendees the chance to build ties with the Indigenous community, celebrate, dance, savour Indigenous food and learn more about Indigenous cultures and traditions.

Strengthening Indigenous Business Through Joint Venture

The federal government's Procurement Strategy for Indigenous Business (PSIB) boosts the success of Indigenous-owned businesses and their surrounding communities by setting aside 5% of government contracting opportunities for certified Indigenous businesses (or registered joint-ventures between Indigenous and non-Indigenous businesses) to bid on.

The result? A more inclusive economy with more competitive Indigenous businesses.

This year, Altis Technology (our IT staffing brand) partnered with FactR Ltd., a Certified Aboriginal Business that specializes in digital transformation through AI, machine learning and SaaS solutions. Together, when bidding on government contracts through our joint venture, Altis and FactR bring decades of proven experience as both staffing and software solutions providers for the public sector, along with an extensive national network of qualified, vetted IT candidates (including those who self-identify as Indigenous). Through this joint venture, we bring the knowledge, networks, skills, experience, services, teams and systems to partner successfully with the government, enabling FactR to grow even further.



Community Giving

We're proud to give back by offering mentorship, volunteering and financial support to organizations that align with our values, fostering real connections and positive impact within the communities we serve.

Partnering with Career-Building Organizations

To strengthen our ties with candidates from underrepresented communities and help them find meaningful employment, our team actively engages with multiple partners throughout the year, attending job fairs, offering free mentorship and career-building workshops and webinars, and providing free resumé advice and tips on strengthening LinkedIn profiles to job seekers and youth entering the workforce. Organizations that we supported this year include:

- > ACCES Employment, which connects newcomers to Canada with employment opportunities
- > The YWCA Toronto Employment Centre, YWCA Scarborough and YWCA Vancouver, all of which support women in finding employment
- > The Military Spousal Employment Network (MSEN), which offers career-building support to spouses and partners of military members and veterans.

Volunteering and Participation

We also actively volunteer and participate in fundraising events for causes that are important to both our organization and our community. Examples this year include:

- > SickKids Summer Heatwave Beach Volleyball Tournament
- > CN Cycle for CHEO, raising funds for children's healthcare
- > Strides for Mackenzie Health
- > Hopewell Eating Disorders' Hole-Lotta-Hope Cornhole Tournament & Metamorphosis Culinary Journey
- > Covenant House Vancouver's Hope for the Holidays, a backpack drive to support at-risk youth
- > Kits for a Cause annual kit-packing event supporting members of the 2SLGBTQ+ community
- > The annual Terry Fox Run, raising money for cancer research
- > A shoreline clean-up in Vancouver with SeaSmart School



Altis and SeaSmart shoreline clean-up, Vancouver, BC.

Financial Giving and Partnerships

In addition to giving our time through volunteering and mentorship, we financially support a range of initiatives that are important to us as an organization. For example, those that support youth and advance women in leadership. This year (in addition to the Indigenous organizations mentioned above), our financial giving included:

- > Support for Women in Non-Traditional Roles: We donated to initiatives like iSisters and Ottawa's Firefit Team, which champions women in firefighting (Canada's top-ranked team this year).
- Boys & Girls Club of Ottawa: We donated to BGC Ottawa, which provides
- > children and youth with a safe place where they can play, create and learn what it takes to become their best selves.

Signature Fundraiser: Altis Bocce Ball Tournament

Our annual Bocce Ball Tournament in support of Christie Lake Kids—an Ottawa-based charity that empowers youth from low-income families—has raised over \$200,000 since it first launched in 2023. With 100% of the registration fees donated, this event embodies our commitment to meaningful local impact. In 2025, we're proud to expand our reach and raise funds for both Christie Lake Kids and the Children's Hospital of Eastern Ontario's (CHEO) Youth Mental Health Unit.



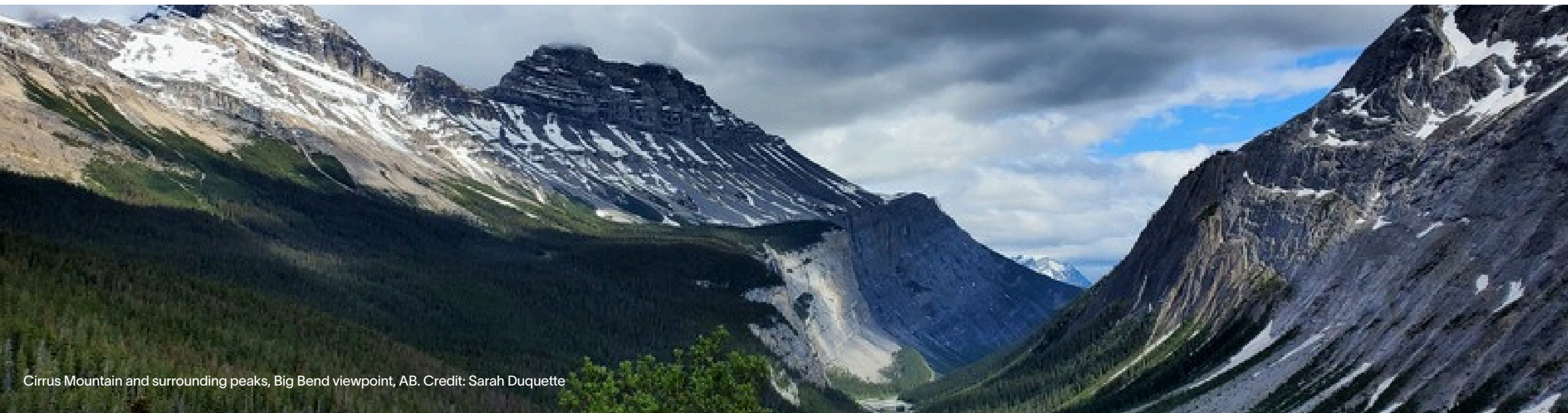
All About Planet

Adapting to our Changing Climate

At Altis, we know that people can only thrive when our planet is healthy. This year, we've made considerable progress toward our goal of reducing our environmental footprint, while increasing the sustainability of our operations. Working together, we believe in creating impact—for today and for generations to come.

Net-Zero Commitment

As proud participants in Canada's Net-Zero Challenge, we've taken deliberate steps to integrate sustainability into every aspect of our operations, and we're seeing results. This year, Altis was officially recognized as a Gold Tier participant in Canada's Net-Zero Challenge, a significant achievement that shows we're leading by example in the recruitment sector.



Cirrus Mountain and surrounding peaks, Big Bend viewpoint, AB. Credit: Sarah Duquette

Over the past year, we achieved measurable emissions reductions across Scopes 1-3 as follows:

Scope 1

We eliminated our only shared company vehicle, reduced our physical footprint by consolidating some office space, and transitioned one office location to a heat pump —cutting direct emissions from building operations and fuel use.

Scope 2

We continued to see Scope 2 emissions decline by reducing our energy consumption, switching to LED lighting and energy efficient appliances and other efficiency measures. While building infrastructure changes remain outside our control as a tenant, we maximize every efficiency within our own operations.

Scope 3

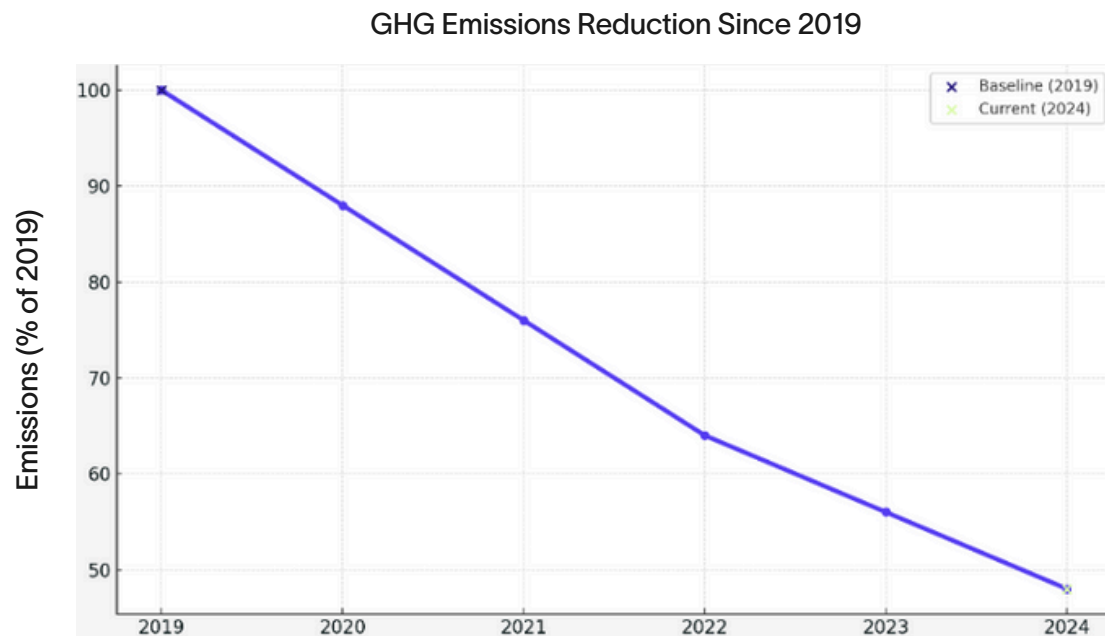
We have also reduced indirect emissions by:

- > Partnering with sustainable vendors for events and supplies. To date, we've managed a 90% compliance rate in partnering with vendors that offer reusable options.
- > Prioritizing reusable items in daily operations.
- > Implementing an environmental policy that promotes energy-saving habits.
- > Implementing a recycling program in all offices.
- > Moving to digital bookkeeping and minimizing printed materials.



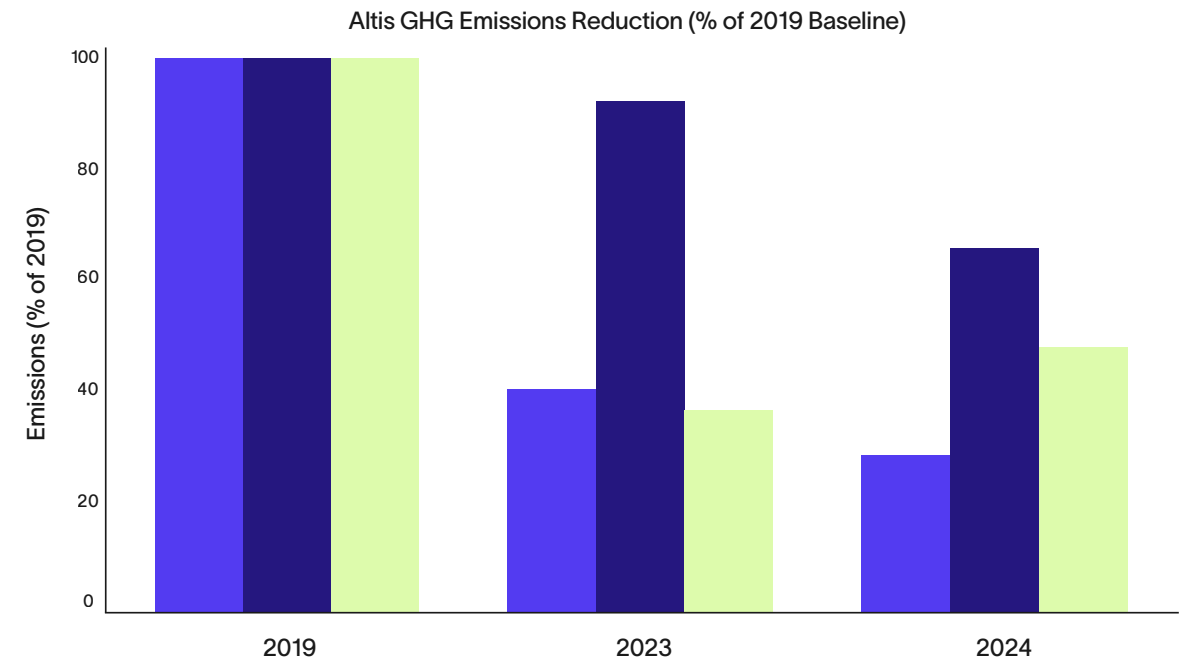
→ As part of our commitment, we report on our progress annually to our employees. We also complete a review of our Net Zero progress every 18 months (next report and strategy due at the end of 2026).

As illustrated below, we have successfully reduced our greenhouse gas emissions by an average of 52% since 2019.



Snapshot: GHG Emissions Reduction (2019-2024)

The following chart shows our progress in reducing our emissions across all three Scopes from our baseline measurement taken in 2019 to 2024:



- Scope 1: From our baseline in 2019, dropped by 72% (2024).
- Scope 2: Gradual decline of 34% (2024) from our 2019 baseline.
- Scope 3: Dropped by 64% in 2023, then rose slightly (12%) in 2024 to reach 48% of our baseline in 2024.*

*The massive IT systems transformation that Altis undertook between late 2023 and 2024 entailed procuring new software that resulted in a slight increase in Scope 3 emissions.

We're committed to being net-zero by 2050, in line with the Government of Canada's target, and look forward to tracking our progress over the coming year.

Waste Reduction

Reducing waste is one of the most tangible ways we can lessen our environmental impact, and at Altis, we're taking action where it counts. From swapping single-use items for reusables to rethinking how we manage leftovers and packaging, we're building smarter, more sustainable habits into our day-to-day.

Here are some notable initiatives this year:

- > Selecting reusable options for in-office events and day-to-day use
- > Implemented a recycling program in our Toronto office
- > Implemented a recycling program for single-use coffee packages throughout our offices
- > Switched to digital bookkeeping to reduce ink and paper use
- > Encouraging team members to take catering leftovers home or share them with unhoused community members (Ottawa) to reduce food waste

Sustainable Procurement

Sustainability doesn't stop at what we use—it extends to who we work with. At Altis, we're embedding environmental and social responsibility into our procurement decisions, from choosing vendors who offer reusable options to developing policies that prioritize values-aligned partnerships. Whenever possible, we intentionally partner with catering companies and/or venues that provide sustainable options.



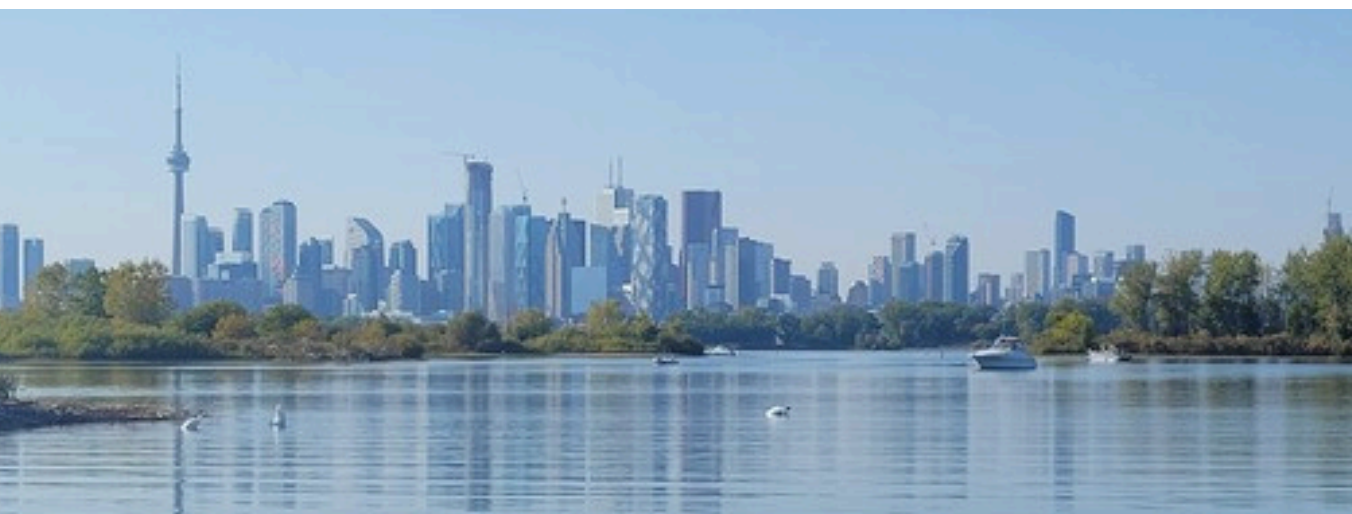
All About Governance

Building Resilient Business Practices

At Altis, governance means doing business in a way that is ethical, transparent and future-ready. Strong governance protects our organization while building confidence and trust with clients, candidates and employees—ensuring that every interaction is responsible and sustainable.

Executive Sponsorship

Our executive leaders see the value in having a strong ESG program and are committed to all our People and Planet initiatives, providing oversight on the time we spend as a team and the financial contributions we make as an organization. When it comes to the Planet specifically, our entire executive team is actively involved in ensuring that climate considerations are integrated into strategic planning and investment decisions. This governance structure reflects a growing emphasis on aligning business practices with long-term environmental goals.



Employee Engagement

We have multiple dedicated team members responsible for day-to-day ESG initiatives, including: our Senior Director of Communications & Engagement, who leads community giving activities; our HR Director, who is accountable for our DEI Strategy; our Director, Corporate Proposals, who leads our ESG program; and the head of our Newcomer Program (and an Account Executive), who develops and delivers our monthly, company-wide, monthly DEI micro-learn sessions. Under the Planet pillar specifically, our internal team is also supported by external consultants (ThisRock) for greenhouse gas and environmental impact calculations.

Aside from these leaders, many team members across our organization participate throughout the year in a range of activities related to ESG, including:

- > Our Newcomer Program
- > Our annual Earth Month Challenge
- > Our ESG drop-in sessions to gather employee input on our program and strategy, which drew 40+ team members
- > The Vancouver Shoreline Clean-Up
- > Our monthly DEI micro-learns, which typically draw 50-60 team members

Ethical Business Conduct

At Altis, we're steadfast in our commitment to ethical and responsible business practices, ensuring that our work with clients, candidates and colleagues is grounded in integrity and transparency.

In 2025, we refreshed our entire suite of corporate policies—Code of Conduct, Business Conduct for Government and Public Sector Customers, Conflict of Interest, Gifting, AI and many more—to reflect today's evolving business environment. Together, these policies form our Compliance & Conduct Program, which sets clear expectations for ethical behaviour and professional conduct, guiding how we operate and interact every day. Each policy was rolled out through our AI-enabled learning platform (Sana), supported by mandatory training for all employees, and is now accessible in a searchable Policy Hub for real-time guidance.

To reinforce accountability, we have also strengthened our reporting channels to ensure our team and customers have a mechanism to report ethical concerns. Employees can raise concerns confidentially and anonymously through an Ethics & Compliance Reporting Form in our HRIS or escalate them directly to their leader or HR, with protections in place against reprisal. Externally, our Report a Concern form on the Altis website gives clients, candidates and partners a direct way to raise concerns related to conduct, business activity or data privacy. All submissions are reviewed by our compliance lead, ensuring concerns are addressed promptly and transparently while supporting a culture of openness and trust.

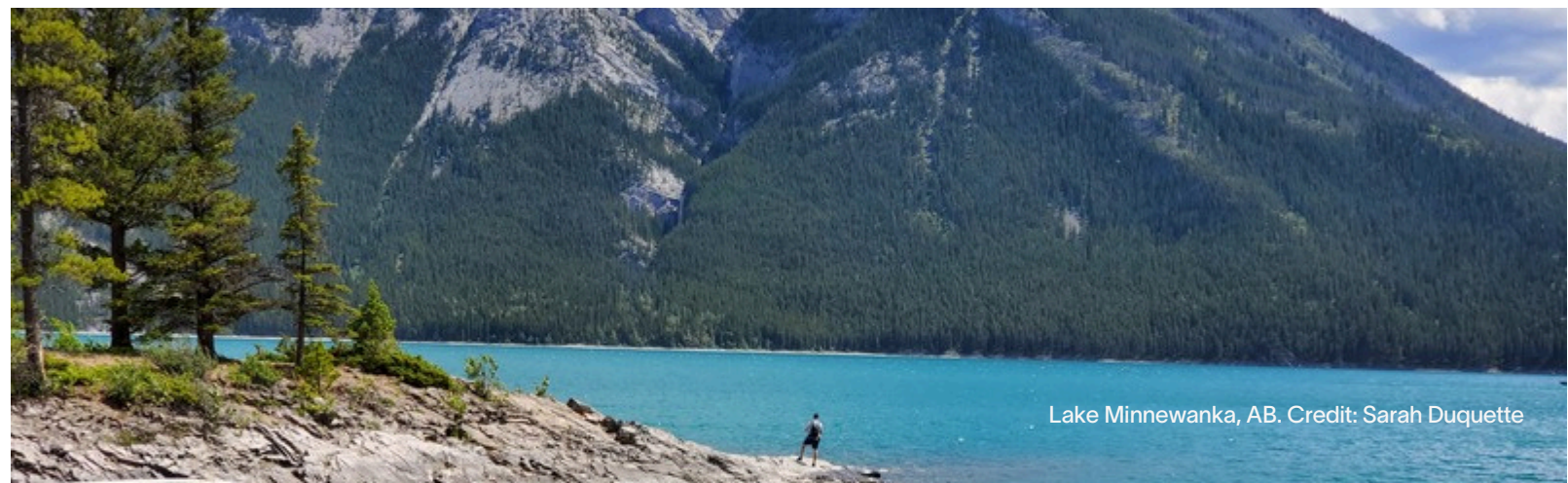
[Click here to report a concern on the Altis website](#)

Privacy and Cybersecurity Risk Management

Protecting sensitive client, candidate and employee information is central to Altis's commitment to responsible business practices. In an era where data is both powerful and vulnerable, we continue to strengthen our privacy and cybersecurity framework to safeguard the trust placed in us.

Our policies and enterprise-wide practices govern how we collect, use and protect personal information, ensuring compliance with PIPEDA, while adapting to evolving privacy requirements. To reinforce this framework, we work with a trusted third-party provider to validate our controls and engage independent experts for regular cybersecurity audits and penetration testing. These reviews help us identify vulnerabilities early and adopt industry best practices. Employees also complete mandatory training in data governance, privacy and confidentiality, equipping them to safeguard information in their daily work. Through this proactive, layered approach, Altis mitigates cyber threats, protects sensitive data and ensures that our business practices remain resilient, secure and trustworthy.

Looking ahead: As a further enhancement to our compliance program, this year, we're working with a third-party auditor to ensure compliance with SOC 2 and expect final confirmation in Q4.



Lake Minnewanka, AB. Credit: Sarah Duquette

AI Governance and Responsible Innovation

At Altis, we're exploring and implementing AI in a responsible manner, always with the goal of balancing innovation that drives efficiency with ethical business practices. We intend to use AI in a way that makes the daily work of each person in our firm more efficient, more invigorating and less tedious. We're also keen to derive stronger data insights from AI, so we can elevate our total service to our clients, candidates and community. And while AI tools and innovations will bolster our output and efficiencies, we remain committed to upholding a human-first approach to hiring, leading, training and empowering people to thrive.

To support this commitment, we established an AI Governance Committee that meets monthly to review new tools, emerging legislation and ethical considerations. This committee ensures our use of AI is guided by the principles of fairness, security and compliance.

Complementing this, our AI Guild brings employees together each month to share tools, tips and ideas, embedding innovation and encouraging responsible experimentation across the organization.

Operationally, we continue to explore opportunities for AI to improve efficiency and inclusivity across our recruitment processes and service delivery. For example, we developed a custom GPT in-house that helps us quickly validate and screen our shortlisted candidates against detailed client requirements. Before implementing this tool, we conducted extensive anonymized testing to confirm it was objective, consistent and inclusive. Importantly, our recruiters and account managers remain central to the process—providing human oversight, weighing in on nuance and always making final hiring decisions.

A Win-Win Example of AI Applied to Altis

Our recruitment team routinely assesses the language skills of job seekers, most often evaluating French language skills for bilingual positions. This task was time-consuming, given that English-speaking recruiters had to rely on French-speaking team members to perform verbal French assessments. To increase efficiency and streamline this process both for our team and candidates, we identified an AI tool (Hallo.ai) that conducts the first round of verbal language assessments online and on demand at the candidate's convenience. The tool assesses multiple languages beyond French, is inclusive of different accents and speaking styles, and assesses all candidates in the same way, which reduces bias. Overall, we have seen time savings of 10 minutes per French assessment. When multiplied by 10 to 20 assessments per week, the time savings, quality and candidate experience far outweigh the financial investment.

To embed responsible AI use across the organization, we rolled out a new AI Policy as part of our Compliance & Conduct Program, alongside mandatory, company-wide training that emphasizes ethical use, equipping employees to use AI tools confidently and responsibly.

By combining governance, experimentation and training, Altis is advancing AI in a way that safeguards fairness and creates long-term value for our clients, candidates and employees.

Future Forward

Our ESG Vision for People and Planet

At Altis, ESG is not just about reflection; it's about direction. We're building on the strong foundation we now have in place and looking ahead with intention, innovation and accountability. The commitments and metrics outlined below will guide our actions from now through 2030 and beyond, as we continue to shape a more inclusive, sustainable future for our people, our communities and our planet.

Our Future Commitments to People and Planet

1. Social Procurement Policy (2026)

Launch and embed a policy to prioritize vendors with ESG values—targeting at least 60% of total procurement spend with sustainable, socially responsible partners.

2. Net-Zero Advancement (Ongoing)

Continue to calculate and report on our greenhouse gas emissions annually to the Net-Zero Challenge, ensuring we are on track for our 2050 goal. This includes the following interim targets:

- > **By 2030:** Scope 1 and 2 reduced by 50%, and Scope 3 reduced by 45%
- > **By 2040:** Scope 1 and 2 reduced by 85% and 88% respectively, and Scope 3 reduced by 75%

3. Green Office Certifications (2029)

Pursue BOMA BEST or equivalent certifications across physical office spaces (those that will participate with us) to meet evolving energy, waste and sustainability standards. We have already reached this goal for our Toronto location at 330 Bay Street and will now pursue it post-lease for Vancouver and Ottawa.

4. 40% Employee ESG Engagement (2027)

Increase team participation in initiatives like Earth Month and Shoreline Clean-Ups from the current 30% to reach 40% annual engagement in social or environmental programs.

5. Climate Action & Learning Hub (2027)

Create a centralized platform for climate literacy, inclusive practices and ESG onboarding for all employees—reinforcing knowledge and action.

6. Support 150 Newcomers (2030)

Launched for Canada's 150th Birthday in 2017, our Newcomer Program was originally designed to elevate the careers of 150 newcomers to Canada and so far, we've supported 81 talented people (with three others currently enrolled). Our goal is to expand our Newcomer and Inclusive Hiring Opportunity programs to support 150 people from underrepresented groups in landing their first job in Canada.

7. Increase Self-Identification from 1% to 2%

Provide our candidates with increased opportunity to voluntarily self-identify through our candidate portal and survey link.

Championing People and Planet *Together*

As we've highlighted herein, people are core to the work we do as an organization. And our people—Altis team members—are key to everything we do in ESG.

We couldn't have achieved as much without their energy and enthusiasm. They pitched in, showed up, asked thoughtful questions and came to the table with fresh ideas for making an impact.

Many thanks to you, Altis ESG Champions!

We look forward to accomplishing even more together on our path to fostering a healthy, sustainable [Planet for all People](#).