



Newfound
RECRUITING

Net-Zero Challenge Sustainability Report

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Executive Summary

Newfound Recruiting is proud to announce our commitment to the Net Zero Challenge (NZC) led by Environment and Climate Change Canada. This initiative marks a significant step in our environmental stewardship journey. Our target is to achieve a 100% reduction in carbon emissions by 2050, with complete elimination of Scope 1 and Scope 2 emissions by this date. Our company is a Canadian-based small-medium enterprise (SME) with one office located in Kanata. Our emissions are based off this sole Canadian operation.

Key Highlights

Baseline Data: Established in 2022.

Strategy Implementation: Initial strategy in place, with ongoing efforts to refine and improve.

We will continue to develop our strategies, foster innovation, and ensure transparency as we work towards our net zero target.

Organizational Profile

Mission and Vision: Newfound Recruiting is dedicated to responsible environmental practices and sustainability. We aim to play a proactive role in combating climate change and set a positive example within our industry.

Sustainability Goals:

- Achieve a 100% reduction in carbon emissions by 2050.
- Focus on eliminating Scope 1 and Scope 2 emissions.

Stakeholders: Our key stakeholders include employees, partners, clients, and the broader community.

Carbon Footprint Overview

Baseline Year Emissions (2022): 34.05 tCO₂e

- Scope 1 (Natural Gas): 32.22 tCO₂e
- Scope 2 (Electricity, Location-based): 1.83 tCO₂e

Year Emissions (2023): 26.20 tCO₂e

- Scope 1 (Natural Gas): 24.30 tCO₂e
- Scope 2 (Electricity, Location-based): 1.90 tCO₂e

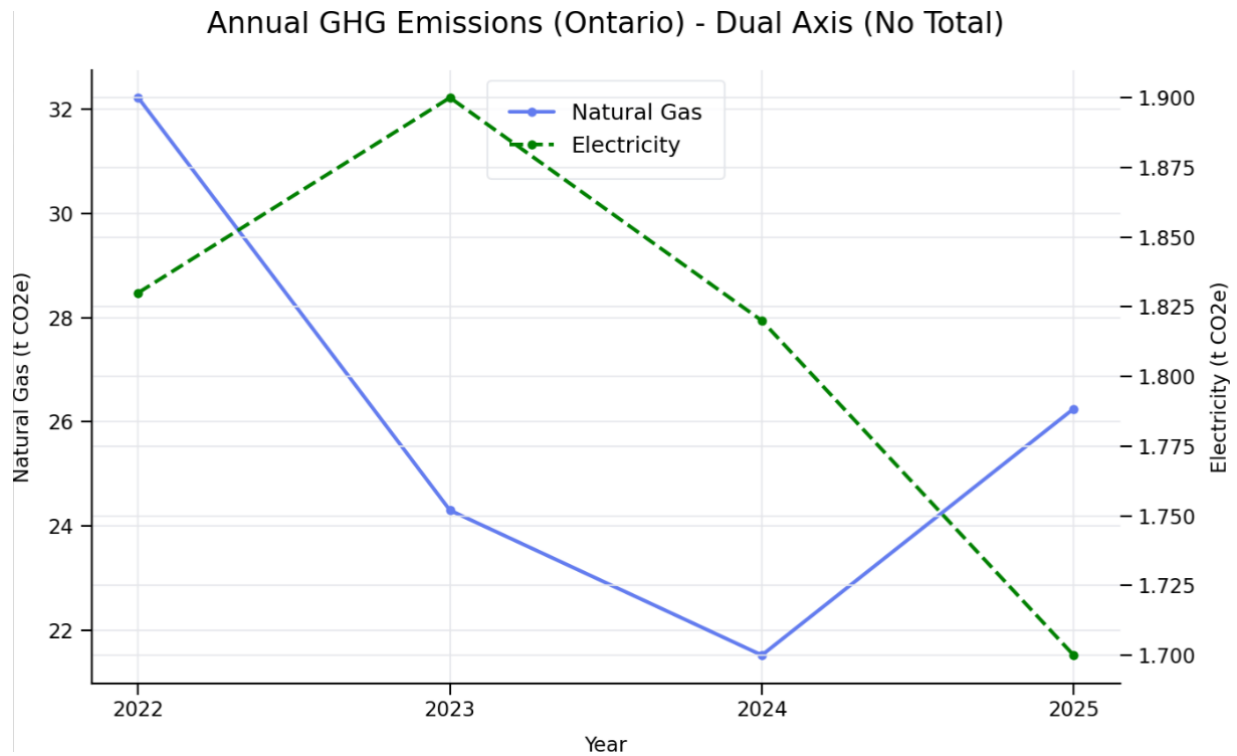
Year Emissions (2024): 23.34 tCO₂e

- Scope 1 (Natural Gas): 21.52 tCO₂e
- Scope 2 (Electricity, Location-based): 1.82 tCO₂e

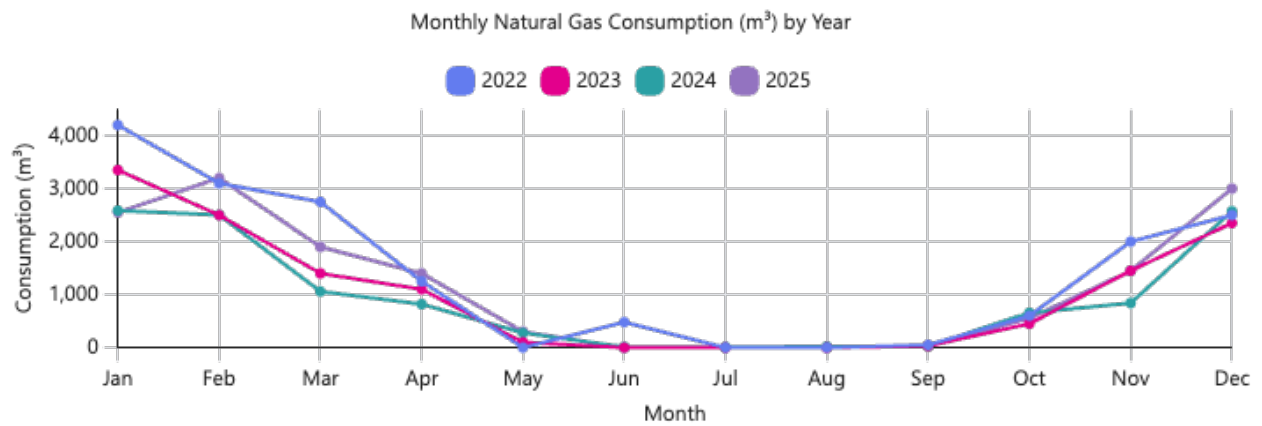
Year Emissions (2025): 27.95 tCO₂e

- Scope 1 (Natural Gas): 26.25 tCO₂e
- Scope 2 (Electricity, Location-based): 1.70 tCO₂e

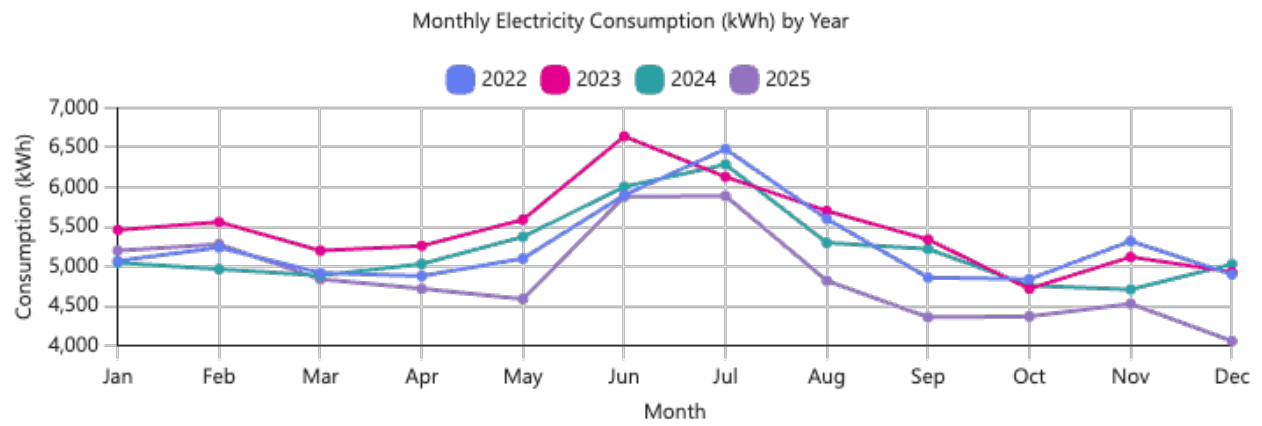
Annual GHG Emissions Table



Monthly Natural Gas Consumption



Monthly Electricity Consumption



Net Zero Strategy

Targets and Commitments

Long-Term Goal: Achieve net zero emissions by 2050.

Interim Targets:

- **2035:** Achieve a 20% reduction of our baseline in Scope 1 and Scope 2 emissions.
- **2040:** Achieve a 75% reduction of our baseline in Scope 1 and Scope 2 emissions.
- **2045:** Achieve a 90% reduction of our baseline in Scope 1 and Scope 2 emissions.

Newfound Recruiting's baseline year had a total of 34.05 tCO₂e and our 2025 emissions were reduced to a total of 27.95 tCO₂e. This is a reduction of 17.9% and to reach our goal of 20% reductions by 2035, our emissions would need to be at or below 27.24 tCO₂e by 2035. Newfound Recruiting is well on track to meet our 2035 emissions reduction goal.

Action Plan

Emission Reduction: Focus on comprehensive research and adoption of effective strategies to reduce greenhouse gases.

Collaborative Innovation: Partner with organizations that share our vision, exchange best practices, and develop innovative solutions.

Commitment to Transparency: Provide regular updates on progress, achievements, and challenges to ensure full transparency.

Progress and Performance

Achievements

The baseline data from 2022 was successfully compiled and processed, and a comprehensive strategic framework for future emission reductions was developed.

Challenges

Data Accuracy: Initial difficulties in gathering precise emissions data.

Strategy Implementation: Challenges encountered in executing effective reduction strategies.

Performance Metrics:

Emissions Reporting: Documented and reported total Scope 1 and Scope 2 emissions, establishing a benchmark for future progress.

Progress Towards Interim Targets

Future Reporting: Detailed updates on progress towards interim targets will be provided in subsequent reports.

Stakeholder Engagement

Engagement Activities: Regular updates and feedback mechanisms to engage stakeholders.

Feedback and Response: Incorporate feedback to refine strategies and enhance transparency.

Partnerships: Collaborations with organizations and experts in sustainability and emissions reduction.

Financial Implications

Investments: Initial costs for data collection and strategy development, as well as retrofitting towards better facilities, which not only enhances long-term operational efficiency but also increases overall asset value.

Cost Savings: Anticipated savings from improved energy efficiency and reduced emissions.

Economic Impact: Enhanced corporate reputation and alignment with national climate goals.

Governance and Accountability

Governance Structure: Overseen by our designated team members for this specialized project.

Policies and Standards: Adherence to the Greenhouse Gas Protocol and national standards.

Accountability Measures: Regular monitoring and reporting of emissions data and progress.

Future Goals and Next Steps

Short-term Goals: Enhance emission reduction strategies and expand collaborative partnerships.

Long-term Vision: Achieve and maintain net zero emissions by 2050.

Areas for Improvement: Refine data accuracy and expand approach to include Scope 3 emissions.

Appendices

Greenhouse Gas Emissions Overview:

2022 Consumption Summary:

- Natural Gas: 63,143.14 m³
- Electricity: 17,037.00 kWh

Emissions Breakdown:

- Scope 1 (Natural Gas): 32.22 tCO₂e
- Scope 2 (Electricity, Location-based): 1.83 tCO₂e

Total Emissions: 34.05 tCO₂e

Monthly Energy Consumption Details

Electricity Usage:

Hydro Ottawa			
Start Read Date	End Read Date	Cons (kWh)	
2022-12-09	2023-01-11	4,906.20	
2022-11-09	2022-12-10	5,314.27	
2022-10-10	2022-11-10	4,839.14	
2022-09-09	2022-10-11	4,861.15	
2022-08-10	2022-09-10	5,596.62	
2022-07-11	2022-08-11	6,481.80	
2022-06-10	2022-07-12	5,910.82	
2022-05-11	2022-06-11	5,098.40	
2022-04-11	2022-05-12	4,885.83	
2022-03-11	2022-04-12	4,944.32	
2022-02-09	2022-03-12	5,241.05	
2022-01-10	2022-02-10	5,063.54	63,143.14

Natural Gas Usage:

Enbridge			
Start Read Date	End Read Date	Cons (m3)	
2022-12-01	2022-12-31	2,519.00	
2022-11-01	2022-11-30	1,992.00	
2022-10-01	2022-10-31	593.00	
2022-09-01	2022-09-30	24.00	
2022-08-01	2022-08-31	26.00	
2022-07-01	2022-07-31	1.00	
2022-06-01	2022-06-30	483.00	
2022-05-01	2022-05-31	24.00	
2022-04-01	2022-04-30	1,275.00	
2022-03-01	2022-03-31	2,774.00	
2022-02-01	2022-02-28	3,148.00	
2022-01-01	2022-01-31	4,178.00	17,037.00

References: Data sources include utility bills, IPCC Sixth Assessment Report (2021), and Environment and Climate Change Canada's National Inventory Report (1990-2021).

Implementation Review

Fluorescent Lighting Replacement with LED Technology

Overview

As part of the company's ongoing commitment to improving energy efficiency and reducing greenhouse gas (GHG) emissions, all fluorescent lighting throughout the office building was successfully replaced with energy-efficient LED fixtures. The project was completed as planned with minimal disruption to daily operations and represents a significant milestone in the organization's emissions reduction strategy.

The lighting upgrade supports the company's long-term sustainability objectives by reducing electricity consumption, lowering maintenance requirements, improving workplace lighting quality, and contributing to measurable reductions in Scope 2 greenhouse gas emissions.

Project Outcomes

The implementation achieved the intended operational and environmental objectives, delivering improvements across several key areas:

Energy Efficiency

LED fixtures consume substantially less electricity than the fluorescent fixtures they replaced, resulting in a significant reduction in building energy consumption associated with lighting. This reduction contributes directly to lower operating costs and decreased indirect (Scope 2) greenhouse gas emissions.

Reduced Maintenance Requirements

The new LED fixtures have an expected service life of approximately 50,000 hours, compared to approximately 15,000 hours for the previous fluorescent fixtures. The longer lifespan has reduced the frequency of lamp replacements and maintenance activities, lowering ongoing maintenance costs and minimizing operational disruptions.

Improved Workplace Environment

The upgraded lighting provides more consistent illumination with improved colour rendering and reduced flickering, creating a more comfortable and productive work environment for employees while enhancing the overall quality of office spaces.

Environmental Impact

The LED lighting conversion has contributed to the company's measurable reduction in greenhouse gas emissions and supports its broader climate commitments.

Between the 2022 baseline year and 2025 reporting year, the company's total greenhouse gas emissions decreased from 34.05 tCO₂e to 27.95 tCO₂e, representing an overall reduction of 17.9%. While this reduction reflects the combined impact of multiple operational improvements, the building-wide LED lighting conversion has been an important contributor by lowering electricity consumption and associated emissions.

Benefits Realized

The successful implementation has delivered several long-term benefits, including:

- Reduced electricity consumption and operating costs.
- Lower greenhouse gas emissions through improved energy efficiency.
- Reduced maintenance and replacement requirements due to longer fixture life.
- Improved lighting quality, comfort, and workplace experience for employees.
- Enhanced alignment with the company's sustainability and Net-Zero objectives.

Lessons Learned

Several factors contributed to the successful implementation:

- Careful planning and scheduling minimized disruption to business operations.
- Selection of high-quality LED fixtures ensured expected energy performance and lighting quality.
- Coordination between management, contractors, and employees enabled a smooth transition.
- Early communication with staff helped manage expectations throughout the installation process.

These lessons will inform future energy-efficiency initiatives and support continuous improvement across the organization's environmental management program.

Conclusion

The successful replacement of fluorescent lighting with LED technology demonstrates the company's commitment to practical, measurable climate action. The project has delivered tangible environmental, operational, and financial benefits while contributing to the organization's overall reduction in greenhouse gas emissions.

As one of several initiatives supporting the company's sustainability strategy, the lighting upgrade strengthens the organization's progress toward its 2035 emissions reduction target and reinforces its commitment to responsible environmental stewardship and continuous improvement.

Employee Sustainability Training Program

Overview

As part of the company's commitment to building a culture of sustainability and supporting its long-term environmental objectives, a company-wide sustainability training program was successfully implemented in 2025 for employees. Leveraging the existing LinkedIn Learning platform, the program provided accessible, practical training focused on environmental awareness, resource conservation, sustainable workplace practices, and individual contributions toward the organization's sustainability goals.

The initiative was designed to increase employee knowledge, encourage environmentally responsible behaviours, and embed sustainability into day-to-day operations. By utilizing an existing learning platform, the company was able to implement the program efficiently without incurring additional costs.

Project Outcomes

The sustainability training program achieved its primary objectives by increasing employee awareness and strengthening organizational engagement with environmental initiatives.

Employee Engagement and Awareness

Employees successfully completed sustainability training modules covering topics such as resource conservation, energy efficiency, waste reduction, and sustainable workplace practices. The training increased awareness of the company's environmental commitments and provided employees with practical actions they could incorporate into their daily work activities.

Integration into Workplace Culture

The program reinforced sustainability as a shared organizational responsibility rather than an isolated initiative. Employees gained a greater understanding of how individual actions contribute to broader environmental objectives, helping establish sustainability as an ongoing consideration in everyday decision-making.

Cost-Effective Implementation

By leveraging the organization's existing LinkedIn Learning platform, the training program was delivered without the need for new investments in learning infrastructure. This approach allowed the company to maximize the value of existing resources while providing high-quality educational content.

Organizational Impact

The sustainability training program has strengthened the organization's overall environmental management efforts by fostering greater employee awareness and encouraging behaviours that support resource conservation and operational efficiency.

While the direct impact of employee training cannot be isolated from other sustainability initiatives, increased employee engagement has supported the company's broader environmental performance and further contributed to the successful implementation of initiatives that collectively reduced greenhouse gas emissions from 34.05 tCO₂e in 2022 to 27.95 tCO₂e in 2025, representing an overall reduction of 17.9%.

The program has also enhanced the organization's ability to sustain future improvements by ensuring employees understand both the importance of environmental stewardship and their role in achieving the company's sustainability objectives.

Lessons Learned

Several factors contributed to the successful implementation of the training program:

- Leadership support reinforced the importance of sustainability and encouraged employee participation.
- Delivering training through a familiar learning platform improved accessibility and ease of completion.
- Practical, relevant course content helped employees understand how sustainability principles apply to their daily responsibilities.
- Ongoing communication and reinforcement have helped maintain awareness beyond the initial training period and encourage continuous improvement.

These lessons will support the development of future sustainability education initiatives and reinforce employee engagement as the company's environmental program continues to evolve.

Conclusion

The successful implementation of the employee sustainability training program represents an important investment in the company's long-term environmental strategy. By equipping employees with the knowledge and tools to make more sustainable decisions, the organization has strengthened its culture of environmental responsibility while supporting operational improvements and continuous emissions reductions.

Together with other sustainability initiatives, the training program has contributed to the company's measurable progress toward its greenhouse gas reduction objectives and reinforces its commitment to achieving a 20% reduction in emissions by 2035. Building employee knowledge and engagement provides a strong foundation for maintaining momentum and identifying future opportunities for environmental improvement.

Local and Sustainable Sourcing Initiative – Office Coffee Machine

Overview

As part of the company's ongoing commitment to sustainability, responsible procurement, and employee well-being, a new office coffee machine from a local company was successfully added to the office in 2025 to provide employees with a convenient workplace amenity while supporting sustainable sourcing practices.

The initiative was designed to improve the employee experience while incorporating environmental considerations through responsible purchasing decisions, waste reduction practices, and the selection of sustainable coffee products. The implementation reflects the company's broader approach of integrating sustainability into everyday workplace operations.

Project Outcomes

The coffee machine change achieved its primary objectives by enhancing workplace amenities while supporting the company's sustainability commitments.

Improved Workplace Experience

The new coffee machine has enhanced the employee experience by providing access to high-quality coffee within the workplace. The improved amenity supports employee satisfaction, workplace morale, and engagement by creating a more comfortable and welcoming office environment.

Sustainable Procurement Practices

The initiative incorporated sustainability considerations into purchasing decisions by prioritizing locally sourced and responsibly produced coffee options. By selecting suppliers that align with sustainable practices, the company has strengthened its commitment to responsible consumption and environmentally conscious procurement.

Waste Reduction Measures

The implementation supports waste reduction through practices such as bulk purchasing, reduced individual packaging, and encouraging employees to use reusable cups. The local company is responsible for coffee waste management practices, including composting of coffee grounds, which furthers support the company's efforts to minimize its environmental footprint.

Environmental Impact

Although the coffee machine initiative does not represent a direct emissions-reduction measure, it contributes to the company's broader sustainability objectives by encouraging more sustainable workplace behaviours and responsible resource use.

The initiative complements other environmental actions undertaken by the company, including energy efficiency improvements and employee sustainability awareness programs, which collectively contributed to a reduction in total greenhouse gas emissions from 34.05 tCO₂e in 2022 to 27.95 tCO₂e in 2025, representing an overall reduction of 17.9%.

Benefits Realized

The successful implementation has delivered several organizational benefits, including:

- Improved employee satisfaction through enhanced workplace amenities.
- Increased alignment with sustainable procurement principles.
- Support for local and responsible suppliers.
- Reduced reliance on individually packaged coffee products through bulk purchasing options.
- Encouragement of sustainable workplace behaviours, including reusable cup adoption and waste reduction.
- Strengthened employee engagement with the company's sustainability objectives.

Lessons Learned

Several factors contributed to the successful implementation of the coffee machine initiative:

- Conducting feasibility assessments before installation helped identify infrastructure requirements and ensure operational readiness.
- Careful vendor selection supported both quality expectations and sustainability objectives.
- Considering employee preferences helped ensure the initiative delivered meaningful workplace value.
- Incorporating waste reduction practices from the beginning ensured sustainability remained a key consideration throughout implementation.

These lessons will support future workplace improvement initiatives by demonstrating the importance of balancing employee needs, operational feasibility, and environmental responsibility.

Conclusion

The successful implementation of the office coffee machine demonstrates the company's commitment to creating a sustainable and employee-focused workplace. By incorporating responsible sourcing, waste reduction practices, and employee engagement considerations, the initiative has delivered meaningful operational and cultural benefits.

While the project represents a supporting sustainability action rather than a standalone emissions-reduction measure, it contributes to the company's broader environmental strategy by embedding sustainable practices into everyday operations. Together with other initiatives, it supports the company's continued progress toward its 2035 greenhouse gas reduction target and reinforces its commitment to responsible business practices.

Hybrid Work Model

Overview

As part of the company's commitment to supporting employee well-being, operational flexibility, and long-term workforce sustainability, a hybrid work model was successfully implemented for approximately 25 employees. Under the model, eligible employees work remotely one to two days per week and attend the office for the remaining days.

The initiative was designed to improve work-life balance while maintaining productivity, collaboration, employee engagement, and service quality. Clear scheduling expectations, shared in-office days, and established communication practices have enabled the company to introduce greater flexibility without significantly disrupting day-to-day operations.

Project Outcomes

The hybrid work model achieved its primary objectives by providing employees with greater flexibility while maintaining organizational performance and effective teamwork.

Employee Flexibility and Well-Being

Employees gained the ability to work remotely one to two days per week, reducing commuting time and providing greater flexibility in managing their professional and personal responsibilities. This arrangement has supported employee well-being and job satisfaction while maintaining regular in-person interaction with colleagues.

Continued Collaboration and Engagement

The model preserved opportunities for face-to-face collaboration by requiring employees to attend the office three to four days per week. Teams coordinated remote schedules and used shared in-office days for meetings, training, planning, and activities that benefited from in-person participation.

Communication and collaboration tools also supported effective interaction between remote and onsite employees, helping teams remain connected and responsive throughout the workweek.

Operational Continuity

Clear expectations regarding working hours, availability, performance, and office coverage helped maintain consistent operations. Managers coordinated employee schedules based on team requirements and business priorities, ensuring that remote-work arrangements did not create significant coverage gaps or affect service delivery.

Employees continued to be assessed based on the quality and timely completion of their work, communication, reliability, and achievement of established objectives.

Organizational Impact

The hybrid work model has strengthened the company's employee experience by providing a practical balance between workplace flexibility and in-person collaboration. Employees have benefited from reduced commuting requirements while continuing to participate regularly in office-based activities and team interactions.

The initiative has also enhanced the company's ability to attract and retain employees who value flexible working arrangements. By adapting its workplace practices to reflect changing employee expectations,

the organization has reinforced its commitment to creating a supportive, responsive, and sustainable work environment.

Although the direct impact of hybrid work cannot be isolated from other employee engagement and operational initiatives, the model has supported continued productivity, employee satisfaction, and workforce stability without requiring a fully remote operating structure.

Lessons Learned

Several factors contributed to the successful implementation of the hybrid work model:

- Clear expectations regarding availability, communication, performance, and office attendance helped employees and managers adapt to the new arrangement.
- Coordinated schedules and shared in-office days supported collaboration and maintained appropriate workplace coverage.
- Regular communication helped employees remain connected and reduced the risk of disengagement or inconsistent information sharing.
- Secure and reliable technology was essential for maintaining productivity and protecting company information outside the office.
- Flexibility at the team level allowed managers to address different operational requirements while applying the overall model consistently.
- Ongoing monitoring and employee feedback helped identify scheduling, technology, and collaboration issues requiring adjustment.

These lessons will guide future improvements to the hybrid work model and help ensure that it continues to meet both employee and organizational needs.

Conclusion

The successful implementation of the hybrid work model represents an important step in modernizing the company's workplace practices. By allowing eligible employees to work remotely one to two days per week, the organization has provided meaningful flexibility while preserving regular in-person collaboration, operational continuity, and accountability.

The model has strengthened the employee experience and positioned the company to respond more effectively to evolving workforce expectations. Continued monitoring, communication, and periodic review will help ensure that the arrangement remains effective and continues to support employee well-being, productivity, and long-term organizational success.

Planned Initiative

Commercial Energy Assessment and Phased Energy Conservation Program

Overview

As part of the company's commitment to continuous improvement and long-term greenhouse gas (GHG) reduction, Newfound Recruiting plans to undertake a comprehensive commercial energy assessment and energy modeling study for its corporate office. The assessment will establish a detailed understanding of the building's current energy performance, identify opportunities to improve efficiency, and provide a prioritized roadmap for future energy conservation investments.

The organization has obtained a proposal from EnerSolution Inc. to complete an ASHRAE Level I Commercial Energy Assessment, including energy modeling, baseline energy performance analysis, identification of Energy Conservation Measures (ECMs), and development of a phased Energy Efficiency Roadmap.

Rather than implementing upgrades based solely on assumptions, the company has chosen to first establish an evidence-based understanding of building performance to ensure future investments deliver the greatest environmental and operational benefits.

Planned Objectives

The proposed assessment will support the company's sustainability strategy by:

- Establishing a comprehensive baseline of current building energy performance.
- Identifying practical Energy Conservation Measures (ECMs) to reduce energy consumption and greenhouse gas emissions.
- Prioritizing recommended improvements based on energy savings potential, cost-effectiveness, occupant comfort, and ease of implementation.
- Identifying available incentive and rebate opportunities to maximize the value of future investments.
- Developing a phased implementation roadmap that supports long-term capital planning and sustainability objectives.

Planned Energy Conservation Measures

Following completion of the assessment and review of the final recommendations, the company intends to implement Energy Conservation Measures on a phased basis, with approximately one major initiative undertaken each year.

Preliminary areas identified for evaluation include:

- HVAC system optimization and efficiency improvements.
- Building envelope enhancements, including window and door upgrades.
- Heat recovery opportunities.
- Additional energy-saving measures identified through the energy assessment and modeling process.

The final implementation schedule will be based on the assessment findings, expected energy savings, financial feasibility, operational requirements, and available incentives.

Expected Benefits

Conducting a formal energy assessment is expected to provide several long-term benefits, including:

- **Improved Decision-Making**
 - The assessment will provide objective, data-driven recommendations that enable the company to prioritize investments with the greatest potential environmental and financial return.
- **Reduced Greenhouse Gas Emissions**
 - By identifying building systems with the highest energy consumption, the assessment will guide future projects that reduce electricity and natural gas use, supporting continued reductions in Scope 1 and Scope 2 greenhouse gas emissions.
- **Operational Efficiency**
 - Recommended improvements are expected to enhance building performance, reduce operating costs, improve occupant comfort, and extend the life of building systems through proactive modernization.
- **Long-Term Capital Planning**
 - A phased roadmap will allow improvements to be incorporated into future budgeting and capital planning, enabling the company to spread investments over several years while maintaining steady progress toward its sustainability objectives.

Implementation Approach

The company intends to proceed with the assessment as the first phase of its building optimization strategy.

Upon completion of the assessment, management will review the recommended Energy Conservation Measures and prioritize projects based on projected energy savings, implementation costs, operational considerations, and available funding opportunities. Improvements will then be scheduled over multiple years, allowing the organization to continuously improve building performance while managing capital expenditures responsibly.

Progress will be monitored following each completed project to evaluate realized energy savings and identify additional opportunities for improvement.

Anticipated Outcomes

The planned assessment will establish a strong technical foundation for future emissions reduction initiatives by providing a clear understanding of current building performance and identifying the most effective opportunities for improvement.

Conclusion

Conducting a professional commercial energy assessment represents the next phase of Newfound Recruiting's environmental strategy. By basing future investments on detailed energy modeling and technical analysis, the company will be well positioned to implement targeted building improvements that maximize energy savings, improve operational efficiency, and deliver measurable environmental benefits.

This initiative demonstrates the company's commitment to continuous improvement, evidence-based decision-making, and responsible investment in long-term sustainability while establishing a clear roadmap for future greenhouse gas reductions.

Scenario Analysis and Mitigation Strategies

Scenario Analysis

Solar Window Film to Reduce Heating and Air Conditioning Costs

Installation of 3M Amber Low E 35 solar window film to reduce heating and cooling costs, focusing on energy efficiency, cost savings, and long-term sustainability.

Key Drivers and Variables

The effectiveness of 3M Amber Low E 35 window film is measured by its ability to reduce heat transfer, glare, and UV radiation. Building usage patterns, such as internal temperature fluctuations due to external weather and occupancy, also play a role in its impact. Employee comfort is improved with more consistent temperatures and reduced glare, while maintenance costs and the lifespan of the window film are important factors for long-term benefits.

Light reduction: 65%

Heat reduction: 54%

Heat loss reduction in winter: 5%

Installation Cost: \$7,942.36

Developing Scenarios

Best-Case Scenario (Optimistic Scenario)

The successful installation of 3M Amber Low E 35 solar window film across 36 windows exceeds expectations, significantly reducing heat transfer and lowering heating and air conditioning costs. The film cuts heat gain by 54% in summer, reduces light by 65%, and improves heat loss by 5% in winter, boosting overall energy efficiency and lowering utility bills. The project is completed on time and within budget, with all available energy efficiency rebates and tax incentives fully utilized. Employee comfort improves with more stable temperatures, and the building becomes more environmentally friendly with reduced energy consumption and carbon emissions.

Impact

The installation of solar window film offers significant financial benefits, including reduced heating and cooling costs and a quick ROI of 2.44 years. Employee satisfaction improves with better comfort from reduced glare and consistent temperatures. The project also lowers the building's carbon footprint and energy consumption, supporting sustainability goals.

Annual energy savings: \$3,500 (average)

Total project cost: \$7,942.36

ROI Calculation:

$\frac{7,942.36}{3,250} = 2.44$ years

3,250

ROI: 2.44 years

Additional Benefits: Enhanced employee comfort, reduced glare, and lower maintenance costs for HVAC systems.

Worst-Case Scenario (Pessimistic Scenario)

The installation of 3M Amber Low E 35 solar window film faces challenges due to incompatible window types and difficulty applying the film to large or oddly shaped windows. As a result, the film underperforms, providing only a minor reduction in heating and cooling costs. The projected 54% heat reduction and 65% light reduction have less impact on employee comfort, and the project exceeds both budget and timeline. Energy savings fall short, employees experience discomfort during installation, and inconsistent installation leads to fluctuating temperatures and some areas still facing glare and heat gain, increasing cooling costs.

Impact

This scenario involves higher costs and an extended ROI of over 5.29 years, with energy savings falling short of projections. Employee satisfaction is impacted by discomfort during installation and poor product performance. The environmental impact is minimal, with a smaller reduction in energy consumption and carbon footprint than expected. The likelihood is low, but unforeseen complications could still arise. The risk includes increased costs, delayed ROI, and potential dissatisfaction with the building's energy performance.

Annual energy savings: \$1,400 (average)

Total project cost: \$7,942.36

ROI Calculation:

$\frac{7,942.36}{1,400} = 5.67$ years

1,400

ROI: 5.7 years

Most Likely Scenario (Realistic Scenario)

The installation of 3M Amber Low E 35 solar window film is successful, with some areas seeing more benefit than others. Energy savings and improved insulation are noticeable, though not as negative as in the best-case scenario. The 54% heat reduction and 65% light reduction boost energy efficiency and employee comfort, but energy savings take 3.53 years to materialize. The 5% heat loss reduction aids in savings, though some areas still experience temperature fluctuations. Employee satisfaction improves with more stable temperatures and reduced glare, and while energy consumption and the carbon footprint decrease, the improvements are less extensive than expected.

Impact

This scenario offers moderate energy savings with a 3.53-year payback period. Internal temperature regulation improves, though minor fluctuations remain in some areas. Employee satisfaction rises with better comfort and reduced glare, despite occasional temperature instability. The environmental impact includes a moderate reduction in energy consumption and carbon emissions. With a high likelihood of occurring, this outcome reflects the variable results of solar window film across different areas. This includes steady energy savings, improved employee comfort, and alignment with sustainability goals, although the financial benefits take longer to materialize.

Annual energy savings: \$2,250

Total project cost: \$7,942.36

ROI Calculation:

$$\frac{7,942.36}{2,250} = 3.53 \text{ years}$$

ROI: 3.5 years

Key Risks and Opportunities

Risks

The solar window film's performance varies across different building areas, leading to lower-than-expected energy savings. Installation may disrupt employee productivity, and if the film fails to meet expectations, the financial and environmental benefits could be less impactful than anticipated.

Opportunities

The solar window film results in significant reductions in heating and cooling costs, particularly during peak seasons, while also reducing strain on HVAC systems, lowering maintenance costs, and extending system longevity. Employee comfort improves with more stable internal temperatures and reduced glare, boosting productivity and satisfaction. Additionally, the film decreases overall energy consumption and carbon footprint, supporting corporate sustainability goals.

Conclusion

Installation of 3M Amber Low E 35 solar window film to reduce heating and cooling costs. The best-case scenario offers significant savings and improved comfort, while the worst-case presents risks of delays and minimal savings. The most likely scenario provides moderate savings and comfort with a longer payback period, helping guide decision-making to meet financial, operational, and environmental goals.

Switching the Office from Natural Gas/Electricity to Biogas

Transition of the office's energy supply from natural gas and electricity to biogas, focusing on installation costs, operational sustainability, and environmental benefits. It will assess financial, operational, environmental, and regulatory factors.

Key Drivers and Variables

Cost of Transition

Upfront Costs for Switching to Biogas - Options:

Biogas Digester + Generator System: \$250,000 to \$600,000 (for on-site production, including installation).

Boiler + Generator System (if combined): \$150,000 to \$500,000 (depending on scale and efficiency).

Purchasing Biogas + Infrastructure Modifications: \$60,000 to \$200,000 (for conversion and ongoing purchase of biogas).

The availability of biogas in the region and the reliability of the biogas supply, including whether the office can rely on locally sourced biogas for heating and electricity generation. Transitioning to biogas offers potential energy savings compared to traditional natural gas and grid electricity, along with a significant reduction in greenhouse gas emissions and other environmental benefits such as waste management and reduced air pollutants. Government incentives like subsidies, tax credits, and renewable energy credits may further support biogas adoption.

The integration of biogas systems with the office's heating, cooling, and electricity infrastructure is essential for smooth operation, while biogas also provides increased energy security, offering a locally sourced, stable energy option in the face of volatile energy prices or supply disruptions. Additionally, the shift to biogas could positively impact employee perception and comfort, aligning with sustainability goals and enhancing the office environment.

Developing Scenarios

Best-Case Scenario (Optimistic Scenario)

The office smoothly transitions to biogas with minimal disruption. The reliable, cost-effective biogas system integrates seamlessly with heating and electricity, cutting energy costs. The installation is efficient, and substantial environmental benefits are achieved. Employees support the shift due to enhanced sustainability efforts, while the use of regulatory incentives like tax rebates and renewable energy credits reduces upfront costs.

Impact

The transition to biogas results in significant energy cost savings and a quick ROI of 3.84 years, with seamless integration and reliable energy supply. Employees are satisfied with the improved comfort and sustainability, while the project achieves a significant reduction in greenhouse gas emissions.

Annual energy savings: \$65,000

Upfront Cost: \$250,000

ROI Calculation:

$\frac{250,000}{65,000} = 3.84 \text{ years}$

ROI: 3.84 years

The likelihood of success is medium, as the biogas supply is generally reliable, assuming favorable conditions for cost, availability, and integration. This presents an opportunity for substantial cost savings, a positive public image, and alignment with sustainability goals. The upfront costs for the biogas system and necessary modifications range from \$250,000 to \$600,000, with additional ongoing costs for biogas purchase and system maintenance.

Worst-Case Scenario (Pessimistic Scenario)

The transition to biogas encounters major challenges, including inconsistent supply, costly system integration, and expensive upgrades to existing infrastructure. Installation costs exceed expectations, with delays in equipment and permits. Energy savings are minimal, and maintenance costs are higher than anticipated. Employee comfort suffers due to energy disruptions, and the company struggles to meet environmental goals. Regulatory incentives are less favorable, and the payback period extends beyond projections 24 years.

Impact

The biogas transition faces high initial costs, minimal energy savings, and a long ROI 13 years. Operational efficiency is hampered by frequent energy supply disruptions and integration issues. Employee satisfaction declines due to inconsistent energy supply and discomfort. Environmental benefits are minimal, with only a slight reduction in carbon emissions. The likelihood of this outcome is low, but technical problems or supply disruptions could lead to these challenges. Risks include increased operational costs, a longer ROI, and employee dissatisfaction, with system modification and procurement costs ranging from \$200,000 to \$600,000.

Annual energy savings: \$45,000

Upfront cost: \$600,000

ROI Calculation:

$\frac{600,000}{45,000} = 13 \text{ years}$

45,000

ROI: 13 years

Most Likely Scenario (Realistic Scenario)

The office transitions to biogas with some challenges. While the biogas supply is reliable, it is less cost-effective than traditional natural gas. Integration is mostly smooth but requires system upgrades, increasing upfront costs. The project stays within budget, though energy savings and payback take longer than expected (5-6 years). Employees support the sustainability initiative, though some have concerns about costs. Environmental benefits are moderate, with reductions in carbon emissions, and regulatory incentives are utilized, though not as extensively as anticipated.

Impact

The transition to biogas results in moderate energy savings with a longer payback period of 7 years. The energy supply is reliable, requiring minor operational adjustments, and employee support for sustainability remains positive, though concerns about costs persist. Environmental benefits are noticeable but not as significant as in the best-case scenario. This outcome is typical, with steady energy savings, moderate environmental impact, and positive employee morale. The costs fall within the mid-

range, totaling around \$250,000 for the biogas system, plus \$60,000 to \$200,000 for ongoing biogas and infrastructure costs.

Annual energy savings: \$50,000

Upfront Cost: \$350,000

ROI Calculation:

$\frac{350,000}{50,000} = 7 \text{ years}$

ROI: 7 years

Conclusion

The best-case scenario offers substantial energy savings and operational benefits, while the worst-case highlights potential system issues and higher costs. The most likely scenario provides moderate savings and environmental benefits, with a reasonable ROI timeline. This analysis helps balance financial costs, operational challenges, and sustainability goals, ensuring the office aligns with renewable energy's future.

Switching the Office Energy to Solar Panels

Transition of the office to solar power, considering financial, environmental, operational, and regulatory factors, including initial investment, energy savings, and employee satisfaction.

Key Drivers and Variables

The scenario considers the initial cost of installing solar panels, including materials, labor, permits, and integration, as well as potential long-term energy savings. It evaluates available government incentives, tax credits, and rebates, along with solar panel efficiency, battery storage options, and integration with existing infrastructure. The analysis also accounts for possible regulatory changes regarding renewable energy and net metering, employee satisfaction with the transition, and potential installation disruptions in an operational environment.

Developing Scenarios

Best-Case Scenario (Optimistic Scenario)

The office installs solar panels smoothly, on time, and within budget, with no major issues. The system operates efficiently, delivering significant energy savings and a shorter payback period. Tax rebates and government incentives reduce initial costs, while employee satisfaction rises due to the company's sustainability efforts, boosting brand reputation.

Impact:

The project requires a significant upfront investment, with installation costs ranging from \$246,600 to \$328,800 CAD for approximately 274 solar panels. However, the office successfully completes the installation on time and within budget, with minimal disruptions and no major technical or logistical issues. The efficient solar system delivers substantial energy savings, resulting in a payback period of 5.48 years, which is shorter than initially expected. By leveraging tax rebates and government incentives, the company reduces its initial costs, further improving the financial outlook. Additionally, the transition to solar power enhances the company's sustainability efforts, increasing employee satisfaction and strengthening the brand's reputation.

Annual Energy Savings: \$50,000

Upfront Cost: \$246,600

ROI Calculation:

$\frac{246,600}{45,000} = 5.48 \text{ years}$

ROI: 5.48 years

Worst-Case Scenario (Pessimistic Scenario)

The installation faces delay due to supply chain issues, permitting difficulties, and technical challenges, leading to higher costs and delayed energy savings. Slow processing of incentives creates cash flow problems, extending the payback period. Employee frustration grows due to disruptions, and environmental benefits fall short of expectations.

Impact

The project faces high upfront costs, with energy savings delayed and a long payback period (8–10 years). Around 274 panels are needed, costing between \$246,600 and \$328,800 CAD for installation.

Environmental benefits are limited due to inefficiencies or system issues, and employee satisfaction suffers from disruptions during installation and perceived inefficiency. The likelihood of this outcome is low to medium, assuming proper planning and vendor selection. However, risks include high costs, delayed ROI, employee dissatisfaction, and a reduced sustainability impact.

Annual energy savings: \$32,000

Upfront Cost: \$328,800

ROI Calculation:

$\frac{328,800}{32,000} = 10.28$ years

ROI: 10.28 years

Most Likely Scenario (Realistic Scenario)

The solar panel installation proceeds with minor delays and adjustments, and while the system saves on energy bills, the savings fall short of projections. The payback period is 7–8 years, still reasonable for a long-term investment. Incentives and rebates are received, but the process is slower than expected. Employees are supportive, though some disruption occurs during installation. The company achieves meaningful carbon footprint reductions, aligning with its sustainability goals.

Impact

The solar panel installation results in moderate savings with a payback period of 7–8 years, followed by a steady decline in energy costs. Approximately 274 panels are needed, costing between \$246,600 and \$328,800 CAD. The system contributes to a noticeable reduction in the carbon footprint, supporting long-term sustainability goals. Employee feedback is generally positive, though minor inconveniences during installation may cause some discontent. This scenario is highly likely, offering steady savings, an improved brand image, and a contribution to environmental sustainability.

Annual energy savings: \$40,000

Upfront Cost: \$290,000

ROI Calculation:

$\frac{290,000}{40,000} = 7.25$ years

ROI: 7.25 years

Key Risks and Opportunities:

Risks

Installation delays could cause disruptions and higher costs, while system inefficiency from technical issues or weather conditions may reduce panel performance. The payback period might be longer than expected, delaying financial returns, and changes in energy policies or incentives could impact financial projections.

Opportunities

The installation of solar panels offers long-term energy savings and operational cost reductions, while also reducing the carbon footprint and supporting sustainability goals. It enhances the company's reputation as a sustainability leader, attracting eco-conscious talent, and allows for the use of government rebates and tax credits to offset installation costs.

Conclusion

The potential outcomes of switching the office's energy source to solar panels, including a best-case scenario with significant savings and environmental benefits, a worst-case scenario with delays and cost overruns, and a most likely scenario with moderate investment, steady returns, and positive environmental impacts. This analysis aims to guide decision-making and prepare the company for potential challenges in the transition to solar energy.

Mitigation Strategies

Fixing the Outer Building and Installing Solar Window Film to Reduce Heating and Air Conditioning Costs

The following mitigation strategy aims to minimize risks and maximize the chances of success when installing 3M Amber Low E 35 solar window film. This strategy addresses the risks identified in the Scenario Analysis and ensures the project stays on track, within budget, and achieves the expected energy efficiency and comfort outcomes.

Mitigation Measures

Installation Delays or Disruptions

Develop a detailed project plan outlining the solar window film installation timeline, accounting for dependencies like weather and material availability to avoid delays. Communicate the schedule and potential disruptions to employees in advance, providing regular updates to manage expectations and keep everyone informed of progress.

Underperformance of Solar Window Film

Partner with a reputable supplier to purchase and install 3M Amber Low E 35 solar window film and verify its performance for your region's climate. After installation, monitor energy usage and temperature regulation to evaluate the film's effectiveness, adjusting or exploring alternatives if necessary.

Employee Discomfort Due to Temperature Fluctuations or Glare

Before installation, consult employees about comfort levels and areas with temperature or glare issues, using this feedback to prioritize installation. After installation, gather feedback to address lingering discomfort or fluctuations by adjusting the HVAC system or adding additional film or blinds. For ongoing glare concerns, consider installing adjustable shading or tinting options for employee control.

Higher-than-Expected Costs or Budget Overruns

Develop a detailed budget for the solar window film installation including contingencies for unexpected costs. Obtain competitive quotes from contractors and suppliers, and explore energy incentives, rebates, or tax credits to offset costs. If the budget exceeds expectations, consider a phased installation, starting with the most critical areas, to spread costs and evaluate energy savings before completing the entire project.

Conclusion

By addressing risks and implementing mitigation strategies, the 3M Amber Low E 35 solar window film installation can be completed efficiently, on time, and within budget. These strategies focus on minimizing disruptions, ensuring performance, improving employee comfort, and achieving energy savings. With proper planning, communication, and monitoring, the project will reduce heating and cooling costs, enhance employee well-being, and support long-term sustainability goals.

Corporate Governance Strategy

Integrating Net-Zero Planning and Climate Change Targets

At Newfound Recruiting, we are committed to responsible corporate governance that aligns with global sustainability goals and drives the transition to a net-zero economy. As a forward-thinking organization, we recognize the pivotal role businesses play in addressing climate change and are dedicated to embedding net-zero planning and climate-focused targets into our corporate strategy, operations, and investment decisions.

To ensure climate-related considerations are deeply integrated into our corporate decision-making, we have established a comprehensive governance framework that fosters accountability, transparency, and measurable progress:

- **Sustainability Committee** – A dedicated, cross-functional Sustainability Committee oversees the development, implementation, and monitoring of climate action initiatives. This committee regularly reports to the Board of Directors to ensure alignment with overarching corporate goals.
- **Executive Leadership Accountability** – Our senior executives are directly responsible for embedding climate-related policies across all business units. They drive implementation efforts and ensure climate objectives are factored into strategic decision-making.

Our approach includes:

- **Climate Scenario Analysis** – Conducting forward-looking assessments to evaluate the potential financial, operational, and supply chain impacts of various climate scenarios.
- **Resilience & Adaptation Strategies** – Developing and implementing adaptive measures to strengthen our business against climate-related disruptions, including extreme weather events and regulatory shifts.
- **Investment & Decision-Making Integration** – Embedding climate risk considerations into capital allocation, mergers and acquisitions, and long-term investment planning to ensure alignment with net-zero objectives.

As part of our unwavering commitment to climate leadership, we have set ambitious, science-based net-zero targets to reduce greenhouse gas (GHG) emissions and drive sustainable growth. Our commitments include:

- **Achieving net-zero GHG emissions by 2050**, with interim milestones of reducing emissions by 20% by 2035, 75% by 2040, and 90% by 2045.
- **Operational Emissions Reduction** – Implementing energy efficiency measures, transitioning to renewable energy sources, and optimizing resource consumption to lower our direct (Scope 1) and indirect (Scope 2) emissions.
- **Supply Chain Decarbonization** – Engaging with suppliers to promote sustainable practices and drive collective progress toward a low-carbon economy.

Our investment strategy is designed to align with our climate commitments, prioritizing sustainable assets and funding innovative solutions that drive decarbonization. Additionally, we recognize that achieving our net-zero goals requires the active participation of our employees and stakeholders. Our initiatives include:

- Climate Literacy Programs – Providing employees with education and training on climate science, corporate sustainability, and the role they can play in achieving our net-zero objectives.
- Green Office Programs – Encouraging sustainable workplace behaviors, such as energy conservation, waste reduction, and eco-friendly commuting.

At Newfound Recruiting, we view corporate governance as a key driver of sustainability and long-term value creation. By embedding net-zero planning and climate targets into our core business strategy, decision-making processes, and investment portfolio, we are not only mitigating climate risks but also unlocking new growth opportunities. Our commitment to sustainability ensures we remain resilient, competitive, and aligned with the global transition to a low-carbon economy—ultimately delivering positive outcomes for our stakeholders, communities, and the planet.