Elevate the Built Environment

Materiality Matrix and ESG Framework Overview
Do what’s right

Environment, Social, Governance (ESG) is the blueprint to doing what’s right – one of our core values.

The importance of environmental and social efforts is undeniable. As leaders in professional real estate services and investment management, we are in a unique position to drive change. With the help of our more than 15,000 people around the world, we have the opportunity and responsibility to build better for our collective future.

The following are included in this document:
• Materiality process and approach
• Materiality matrix
• ESG framework
• What’s next
A materiality assessment is a way of identifying, understanding, and prioritizing issues by identifying the interests and expectations of our stakeholders, societal challenges, sectoral issues, laws and regulations, and our core competencies that can contribute to sustainable development.

In April 2021, through an external insights and strategy consultancy with deep ESG expertise, we conducted our first stakeholder-driven materiality assessment aligned with industry best practices. The robust, five-month exercise helped us:

• Create a strong foundation for ESG by understanding what is material to Colliers and our stakeholders
• Ensure that we are addressing our most relevant impacts and opportunities
Materiality Process and Approach

1. Discovery
   Review of:
   - Existing Colliers materials
   - Industry assessments (GRI, GRESB, TCFD, SASB)
   - Peer organizations

2. Qualitative Interviews
   - Internal interviews with Colliers executives (individual and/or group interviews)
   - External interviews with stakeholders (including clients, investment analysts, industry associations, and NGOs)
   - Workshop with Colliers’ Impact Working Group

3. Quantitative Survey
   - Online quantitative survey of external stakeholders including global customers and senior Colliers employees
   - Respondents were asked to select the relatively most and least important issues for Colliers to address several times with different issue sets
   - Max-Diff technique was used to gauge respondents’ preference score for issues

4. Materiality Assessment
   - Data analysis
   - Internal briefing on initial prioritized issues matrix
   - Final materiality report and matrix
Foundation for Colliers ESG Framework

Materiality Matrix

We have strong alignment on key strategic issues in terms of their importance to the business and to society. Four key themes were identified from the materiality assessment that formed the pillars and foundation of our ESG strategy. These are areas of greatest opportunity for Colliers to maximize its ESG impact.
To address the material topics and dynamic themes identified for Colliers, the following ESG framework was developed, outlining our commitment to elevate the built environment.

The three pillars ensure we focus our work in areas where we can create meaningful change for our clients, people, and communities, while maintaining high standards of ethical governance.

**Communities**

**Elevate the Environment**
We will minimize environmental impacts in our own operations and through the services we provide our clients to elevate the health of our planet.

**Clients**

**Elevate Inclusiveness**
We will increase diversity & inclusion in Colliers and across our procurement practices to foster built environments that are inclusive and engaged.

**Colliers**

**Elevate Health & Wellbeing**
We will promote health & wellbeing in our operations and through our client services to help improve lives.

*Foundational Element*

*Ethical Governance*

*Note: Our people, products, technologies and procurement practices are all key enablers to this strategy*
What’s next?

Colliers’ success is characterized by our enterprising culture, and ability to set and exceed ambitious goals.

Establish Targets
Over the coming months, we will establish tactical plans and targets for each core area and audience to Elevate the Built Environment.

Publish 2021 Impact Report
We will be accountable to our targets by aligning to reporting bodies.
Together, we will

*Elevate the Built Environment*

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