



SOCIAL PURPOSE AND
CORPORATE SUSTAINABILITY
2016 REPORT

WE MAKE BUSINESS PERSONAL FOR THE COMMON GOOD

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Aimia has great ambition. We've set our sights on being a leader in corporate social responsibility (CSR) – or, as we call it at Aimia, social purpose. This report highlights our social purpose approach and some of our key achievements in 2016.

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This report covers Aimia's social purpose activities from January 1, 2016 to December 31, 2016 across all of Aimia's operations. Financial information is extracted from [Aimia's 2016 Annual Report](#), which contains further detail on financial disclosures and results for the year ended December 31, 2016.

Unless otherwise stated:

- All amounts are in Canadian dollars
- Non-financial information, such as number of employees, is an accurate reflection of our organization as of December 31, 2016



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05 ABOUT AIMIA Global leader in data-driven marketing and loyalty analytics



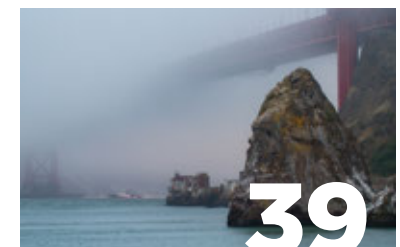
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WE MAKE BUSINESS PERSONAL FOR THE COMMON GOOD

At Aimia, we help our clients build long-term, personal relationships with their customers. We do this by developing and growing businesses that are rich in permission-based data assets with stable, recurrent-revenue business models.

We believe that a business driven by purpose, with a strong backbone of ethical business conduct, is in the best position to inspire employees, deliver strong return on investment (ROI) and sustainable returns for its investors. This is why we've adopted an integrated approach to Corporate Social Responsibility (CSR), or as we call it at Aimia, Social Purpose.

We aim to behave and be known as a socially responsible company, with a strong ethical and distinctive culture, that uses its unique talents to achieve sustained and robust revenue growth while driving social good and impact. We want to make a meaningful difference. Together, we not only make business personal, we make business personal for the common good. That is our social purpose.

Aimia's [structured approach](#) through our [five-year social purpose roadmap](#), [stakeholder consultation](#) and dedication to social responsibility was recognized by Corporate Knights in 2016 as Aimia ranked among the Best 50 Corporate Citizens in Canada. This report highlights some of our key achievements in 2016 - aimed at delivering the greatest impact possible for our employees, Aimia's clients and shareholders and the community.



ABOUT AIMIA

Aimia Inc. (TSX:AIM) is a data-driven marketing and loyalty analytics company. We provide our clients with the customer insights they need to make smarter business decisions and build relevant, rewarding and long-term one-to-one relationships, evolving the value exchange to the mutual benefit of both our clients and consumers.

With about 2,900 employees across 16 countries, Aimia partners with groups of companies (coalitions) and individual companies to help generate, collect and analyze customer data and build actionable insights.

We do this through our own coalition loyalty programs such as Aeroplan in Canada, Nectar in the U.K., and Air Miles Middle East, and through provision of loyalty strategy, program development, implementation and management services underpinned by leading products and technology platforms such as the Aimia Loyalty Platform – Enterprise and Aimia Loyalty Platform – SaaS, and through our analytics and insights business, including Intelligent Shopper Solutions. In other markets, we own stakes in loyalty programs, such as Club Premier in Mexico and Think Big, a partnership with Air Asia and Tune Group. Our clients are diverse, and we have industry-leading expertise in the fast-moving consumer goods, retail, financial services, and travel and airline industries globally to deliver against their unique needs.

For a full list of our partnerships and investments, and more information about Aimia, visit www.aimia.com.

IN NUMBERS

(as of Dec. 31, 2016)

**\$2.340 billion
in annual gross
billings**

**Market
capitalization
of \$1.352 billion**

**2,900
employees
around the
world**

**Aimia owns and
operates coalitions
in Canada, the U.K.
and the Middle East,
with significant
operations in
16 countries.**



Australia
Bahrain
Canada
Hong Kong
India
Indonesia

Japan
Malaysia
New Zealand
Portugal
Qatar
Saudi Arabia

Singapore
United Arab Emirates
United Kingdom
United States

PURPOSE MATTERS

Intuitively, when we launched our global social purpose strategy back in 2012, we knew it was the right thing to do. But since that time, the evidence has mounted that not only is it the right thing to do, but that there's a direct connection between purpose and profit.

A recent study from [Harvard Business Review Analytic Services](#) shows that companies with a clearly defined purpose are well worth investing in – from a societal perspective of course and, surprisingly for many, from the perspective of financial returns as well.

The global survey of 474 executives, conducted on behalf of EY Beacon Institute, demonstrates that in organizations where purpose has become a driver of strategy and decision-making, executives reported a greater ability to deliver revenue growth and drive successful innovation and ongoing transformation.

Another concrete example of the momentum behind the value of purpose for businesses is the 150 leading global CEOs in CECP's coalition [CEO's Force for Good](#). They are now joining their voice to pioneers such as Virgin Group founder Sir Richard Branson and Unilever CEO Paul Polman who've been promoting the value of purpose-driven businesses for years.

While 86 per cent of CECP's members feel they currently remain too short-term oriented, the new [CECP's Strategic Investor Initiative](#) (SII) creates a forum where CEOs can present long-term plans to long-term investors, and demonstrate the greater sustained earnings power proven to come from longer-term thinking. CECP's SII advisory board and network partners represent US\$15 trillion worth of investment – a testimony to the increasing level of capital being invested in responsive, responsible and long-term driven companies.

Bridging the gap between aspiration and activation of purpose is not easy, but there are many ways such aspirations can be brought to life, and we believe infusing a sense of purpose across your entire business may well be one of the best ways to capture the heart and soul of consumers, talent and investors.

“We're inspired by a vision of shared-value creation. Our purpose is to make business personal for the common good. It is founded on the principles of loyalty – trust, reciprocity and engagement – and will support us as a sustainable company in the long-term.”

We have not yet unlocked the full potential of activating our purpose in all aspects of our business but are making real progress. As demonstrated by our 2016 achievements in the following pages, our original vision is still of utmost relevance, and we believe that our structured approach to social purpose will continue to strengthen our business, attract the brightest minds, fuel innovation, deliver shareholder value and inspire loyalty.



Sandy Walker

Chief Talent Officer and Head of Corporate Affairs



LOYALTY FOR GOOD



With the Aeroplan member donation program, members can easily donate miles to help worthy causes.

LOYALTY FOR GOOD

We see tremendous potential to align people's brand loyalty with their desire to do good. We believe in the power of data-driven marketing to create shared value.



Sarah Willingham – one of the U.K.'s leading entrepreneurs, consumer champion and BBC "Dragon" is the lead judge for the Nectar Small Business Awards

NECTAR BUSINESS SMALL BUSINESS AWARDS

Launched in 2005, the Nectar Business loyalty program allows more than 450,000 small business owners to collect points and earn savings and rewards on their business essentials. Partners include Dulux Decorator Centre, Brakes, Viking, BOC, DHL and Hertz, along with more than 500 online retailers.

Being recognized as the best in your field is an honour, but recipients of Nectar Business Small Business Awards receive much more than a trophy. Winners take home a cheque for £2,000, so they can treat their team to a special day out or invest it back into their business. In addition, they receive 50,000 Nectar points, which can be used with any of Nectar's reward partners, including easyJet, Virgin Trains and Expedia.

Winners also receive nationwide exposure and are invited to an exclusive roundtable event which is hosted by esteemed BBC Breakfast business correspondent, Ben Thompson, and lead judge Sarah Willingham, a successful entrepreneur and BBC "Dragon", along with representatives from key Nectar business partners. Discussions this year included the impact of Brexit on small and medium enterprises (SMEs) and the challenges of staffing. The roundtable is also a unique opportunity to share best practices with industry experts and receive tailored advice, relevant to the winner's business; something that no other business awards program in the U.K. provides. Longer term, the Awards help boost the winning businesses' kudos and credibility; winner logos are provided for use across their marketing materials.



(Cont'd on next page)

Launched in 2009, the Awards – which are free to enter – recognize, support and inspire small and medium-sized businesses across the U.K. Eight categories have been designed to reflect the U.K. small business landscape including Contribution to the Community, which receives a public vote where fans on the Nectar Business Facebook page have their say, helping the judges decide on who should be the winner. In 2016, the 1,600th entry form for the Awards was received and two new categories were introduced: Apprentice of the Year and Best Use of Technology.

“I think the importance of Nectar recognizing small businesses in this way is that if you have an entrepreneurial culture within a country, what you have is a constant groundswell of potential success.”

*– Tricia Cusden,
Founder of Look Fabulous Forever,
Winner of Entrepreneur of the year*



CONGRATULATIONS TO THE 2016 WINNERS: SEE THE VIDEO HERE

- Home Grown Business of the Year: [Sally's Cottages](#)
- Tradesperson of the Year: [North East Electrical](#)
- Innovation of the Year: [Pip & Nut](#)
- Entrepreneur of the Year: [Look Fabulous Forever](#)
- Best Use of Technology: [Growth Engineering](#)
- Apprentice of the Year: [Lanwarne Landscapes](#)
- Contribution to the Community Award: [The Centre for Crisis Psychology](#)
- Small Business of the Year: [Skinnydip London](#)
- Special Recognition: [Carwow](#)

“Being a Nectar Business Small Business Awards winner has been extremely beneficial to my business. At the roundtable event, it was great to hear how other winners had grown their businesses, what has worked for them and to share our ideas and experiences. When the award winners were announced, the press and social media exposure had a huge impact, resulting in a large number of good quality enquiries and leads. The ongoing promotion has helped raise and confirm our credibility, firmly placing us on the industry map.”

*– James Lanwarne, Lanwarne Landscapes,
Tradesperson of the Year, 2013*



Contribution to the Community Award, 2015:
[Two Fingers Brewing Co](#)

Innovation of the Year Award, 2013:
Steven Greenall,
founder of
[Warwick Music](#)



TEN YEARS OF ENABLING MEMBERS TO DONATE AEROPLAN MILES TO THE COMMUNITY

Aeroplan's millions of members earn Aeroplan Miles with our growing network of over 75 world-class partners, representing more than 150 brands in the financial, retail, and travel sectors. Through the Aeroplan member donation program, members can easily donate miles to help worthy causes.

As Canada's premier coalition loyalty program, our plan is to help our members connect with the people and places that matter most. For 10 years, we've been helping members give back to causes that are close to their hearts. Since founding the [Aeroplan member donation program](#) in 2006, members donated more than 600 million Aeroplan Miles in support of Canadian-based initiatives that are working to improve lives and assist communities locally, across Canada and around the world.

(Cont'd on next page)

"To Aeroplan and all Aeroplan members, congratulations on 10 years of supporting charities with Aeroplan miles. On behalf of all the people we are able to impact, thank you, thank you and thank you again for your dedication to our cause."

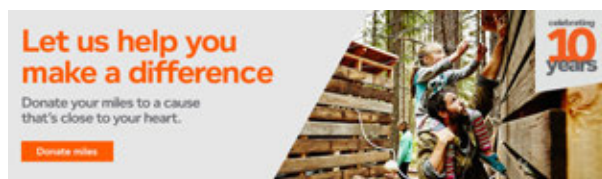
- Musiccounts
[see the video](#)



Members can make donations on a one-time basis or, for selected charities, they can earmark two per cent of their miles automatically every time they earn, making it easy for Aeroplan members to make a difference in the world by donating their miles to more than 300 organizations, charities and causes that they care about. In some cases, community members can band together to use donated miles to help families or individuals in need of serious medical help or for other kinds of emergency assistance.

We are passionate about helping people connect to what's truly important to them and charities are thankful for this opportunity to tap into the kindness of Aeroplan members.

Thank you from the [Stephen Lewis Foundation: see the video](#)



Aeroplan covers all administrative costs and also offsets all carbon emissions for flights taken by philanthropic partners. As a result, 100 per cent of all miles donated by members go directly to the charitable organizations. Throughout the year, we hold Miles Match Weeks with each of our 10 core partner charities during which we match up to 500,000 Aeroplan Miles donated by members. And, to mark this 10th anniversary milestone in 2016, we launched our new top up offer by which we make a 10 per cent contribution on top of all miles donated by members to any charity.

Charities can use the miles for fundraising raffles or redeem them within the Aeroplan program to defray operating costs such as air travel - on Air Canada and Star Alliance carriers which offer travel to more than 1,300 destinations worldwide; car rentals; hotel stays and merchandise to meet various needs, including laptops and gift certificates.

Thank you from [War Child: see the video](#)

Picture from a Skype meeting with War Child's field staff in Jordan





DATA SECURITY, ETHICS AND PRIVACY

DATA SECURITY, ETHICS AND PRIVACY

We're passionate about uncovering actionable insights from data to create mutual benefits for consumers and brands around the world. Our ability to deliver sustained and profitable returns hinges on building trusting relationships where consumers agree to continuously share meaningful data about their purchasing behaviours, preferences and needs. Managing all this data not only presents opportunities but it also comes with tremendous responsibilities.

NEW CHIEF INFORMATION SECURITY OFFICER

We have further strengthened our global data governance this year with the creation of the Chief Information Security Officer (CISO) role at Aimia. Priya Sirwani is responsible for identifying, recommending and overseeing the delivery of information security governance to sustain Aimia's desired security position in safeguarding our assets across our global operations.

Priya is passionate about driving business value through risk-based information security and she brings vast experience in information security strategy and planning, security management process and policy frameworks, security assessments and monitoring, IT risk management and compliance. She has successfully led a broad range of security initiatives across large, crossfunctional and multi-cultural teams and has been leading, since July 2016, our global data security organization – including security leaders in each business unit and our global security centre of excellence.

“At Aimia, we adopt a risk-based approach to protecting the private and confidential data that our members, collectors, customers, and partners provide us. My strategic priority for the next 3 years is to focus on the continuous improvement of our risk-based, consistent and cohesive approach towards protection of our information assets and enhancing our cyber security posture across Aimia. This includes fostering a strong security and risk culture across Aimia through a structured security awareness program, implementing industry standard framework and leading edge solutions to stay abreast in our protection against the rapidly evolving cyber risks and the increasing regulatory requirements and, to advance our digital resilience to improve our capability to respond to cyber threats.”

– Priya Sirwani
Chief Information Security Officer



KEEPING DATA INTACT AND CULTIVATING OUR PRIVACY CULTURE

Our TACT principles were adopted in 2012 and stand for Transparency, Added Value, Control, and Trust. They are embedded in the [Aimia Code of Ethics](#), key to new employees integration and the annual ethics acknowledgement by every employee and referenced in every internal communication and training relative to security and privacy.



We recognize the importance of privacy and the security of information entrusted to us. It's in our best interests to make marketing non-intrusive and mutually beneficial. As our loyalty programs enable consumer relationships, we want them to be trustful and to add value for everyone involved.

Our TACT principles foster consistency across our global businesses and provide a strong foundation to guide all employees on how to handle data privacy. These fundamental principles place the consumer at the heart of what we do and are supplemented with specific measures according to the service and the regulatory requirements in the countries in which we operate. Our TACT principles bring us:

- A clear and consistent reference when handling customer data
- A balanced approach to address sometimes-conflicting views of customers, partners and regulators
- A governance framework to reduce risks and maintain stakeholders' confidence

- A benchmark to give clients confidence in the high standards by which we manage their data
- A common foundation on which we build our programs' Privacy Policies such as [Aeroplan](#) and [Nectar](#)

STRATEGIC TECHNOLOGY PARTNERS

Our global strategy highlights the need to continually ensure that we're operating as efficiently as possible while executing on our priorities.


To achieve this, we collaborate closely with our strategic technology partners - HPE, IBM and Infosys - through a global team. With its diverse and deep capabilities, this team plays a central role by partnering with corporate and business teams globally, across business units, to foster the adoption of repeatable frameworks and apply best practices that derive cost savings. All this helps us develop best-in-class products and deliver these more quickly for our clients.

- Benefit from a scalable and flexible infrastructure
- Use repeatable frameworks to develop best-in-class products
- Achieve more nimble client delivery
- Apply industry best practices: The Open Group Architecture Framework (TOGAF), Control Objectives for Information and related Technology (COBIT) and, Information Technology Infrastructure Library (ITIL)
- Increase engagement and knowledge sharing

CYBER SECURITY & AWARENESS MONTH: RESPECT IT, PROTECT IT.

We're constantly working to ensure that everyone at Aimia keeps in mind that our reputation for responsible data management is among our most valuable assets.

For example, during Cyber Security & Awareness Month in October, Priya Sirwani, Chief Information Security Officer and Sandy Walker, Chief Talent Officer & Head of Corporate Affairs, joined forces in leading a global "Respect it, Protect it" campaign, focused on cyber security awareness and privacy. The campaign was built around four main themes to refresh awareness and understanding of key security topics. These include:

1. BE PRIVACY AND SECURITY SMART
2. MAKE YOUR PASSWORDS AS UNIQUE AS YOU ARE
3. BEWARE WHAT YOU SHARE
4. THINK BEFORE YOU CLICK 

On top of security, a central element of the campaign was how our TACT principles help manage data collection, usage, storage, and privacy. Following that campaign, every employee globally was required to complete data security and privacy training.

GLOBAL POLICY FRAMEWORK AND GLOBAL SECURITY TRAINING

As a complement to our existing Information Security Policy, Aimia launched its global Acceptable Use Policy in 2016 — replacing the previous six disparate policies, inherited through acquisitions.

The purpose of this policy is to outline the standards for the acceptable and appropriate use of Aimia's Information Assets and IT Assets by users in order to safeguard these assets. It applies to all employees, contractors, consultants and temporary staff at Aimia and all users affiliated with third parties, whether working onsite or remotely. It applies to all Aimia IT Assets or any such equipment connected to it.

Roll out of the Acceptable Use Policy was synchronized with a global security training deployed in November. Adopted in 2015 and powered by [Terranova](#), our global training tool enables us to customize security and privacy training to our specific needs, send personalized emails and monitor progress through a training management system.

Our global training this year included five key topics in security and a module on privacy and TACT. Our aim is to have small doses of frequent refreshers to foster consistency across our global business and keep security and privacy top of mind for employees.

AN EVENING WITH WALRUS MAGAZINE - PRIVACY

We are constantly interested in being part of a constructive dialogue around Privacy. As part of sharing ideas and knowledge, Aimia hosted a [Walrus leadership](#) dinner event called **Privacy in the 21st Century: Personal Information as the New Currency, Trust is the New Product** at which Aimia and thought leaders from business, legal and not-for-profits discussed the state of data, trust, privacy and the consumer.

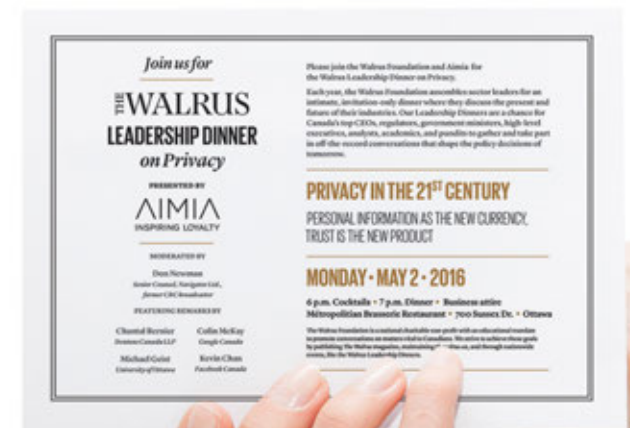
As we know, data is a resource that has intrinsic value and benefits, but as its importance grows it also raises questions about privacy. We need to always be mindful that while data gives us a competitive advantage, it can all come to an abrupt end if people lose their trust. The [Deletist Consumer](#) will make their feelings known by closing their communications channels.

There were some interesting viewpoints shared about data and privacy and how they impact companies and industries in different ways. Here are our top takeaways:

- While data is the basis of tremendous innovation, an alarmist culture has emerged with regards to privacy, data usage, data leaks and surveillance. In this context, we need to focus even more attention on building and maintaining trust with the public
- To do this, companies need to be increasingly transparent about how they collect, use and protect data. In doing so, companies can gain and maintain a social license to operate

- It is essential to embed a culture of privacy into organizations – particularly those that manage large amounts of data
- Businesses have a duty to educate stakeholders on the responsible use of data while protecting the public. We've seen this play out with leading consumer brands as they defend the constitutional rights of customers

Companies are playing an important role in data privacy governance, in some cases going far beyond what's required under government laws and regulations. "What really rang true for me are the merits of our TACT data values and the importance of continuously nurturing this culture to maintain the trust of our customers," said Vince Timpano, President, Americas Coalitions.





TALENT AND CULTURE

Aimia Social Purpose Day
in London

TALENT AND CULTURE

It is great to be trusted to work alongside some of the world's leading brands with access to lots of data. But, the key to providing real value is to make sense of it all. Talent is what fuels a data-driven business and enables us to create value from meaningful analytics and insights.

First, we bring together people with diverse backgrounds. Then, we work to identify the factors that will create an environment for optimal performance and well-being for each employee.

“SHARE-LEARN-UNLOCK” RETHINKING PERFORMANCE MANAGEMENT

Our business relies on highly skilled employees and our talent – our people – is at the heart of Aimia's sustainable business over the long-term. Driven by this fundamental business need, we turned our attention toward rethinking our performance management and developing talent for the future. Our “[Share-Learn-Unlock](#)” approach was piloted during 2015 and deployed across Aimia in 2016.

We're committed to creating a distinctive culture that is personalized, agile, collaborative and where everyone is inspired to “Believe in Possibility.” We're deliberately reworking our whole approach to people to “make business personal” and ensure that our systems, processes and ethos are focused on our team members as individuals, enabling everyone to perform at their best. To do this, we're interested in:

- What skills and experience everyone brings to their role
- What people enjoy doing, what they're great at and what energizes them
- What opportunities these insights could open up for the future
- Each individual's “performance formula” – how employees can use their unique mix of skills, passions, aspirations and motivations in their everyday work so that they're able to perform at their best and feel like they're on a roll or “in the flow”

We use the Share-Learn-Unlock (SLU) tool to turn ordinary conversations into interactions aimed at discovering insight into improving employee performance. We believe that this approach to performance management allows employees to learn how past performance can inform the future, finding insight and making changes that focus on the critical elements that will actually drive both individual and team performance. From our managers' perspectives, SLU conversations encourage leaders to embrace multiple roles: problem solver, coach, listener, advisor and enabler. Employees and their manager have a shared responsibility to set up the more frequent SLU conversations and capture the output. The intention is to focus everyone's efforts on identifying what matters most to achieve successful business performance, develop talent and unlock actionable insights to continuously improve and adjust to the competitive environment in which we operate.



SLU sessions were held with teams across Aimia throughout the year. The power of SLU comes from the energy and the thoughtfulness everyone brings to the conversation.

TAKING THE TEMPERATURE ON “SHARE-LEARN-UNLOCK”

By mid-year, we felt ready to invite everyone across Aimia to take part in a global survey to give us insight into two very specific questions:

- How is the adoption of our new approach to performance, Share-Learn-Unlock (SLU), going since we launched it at the start of the year?
- How are our employees feeling about the future (what we’re calling their “Belief in Possibility”)?

What did we find out?

- Adoption of SLU is progressing well across Aimia
- The more SLU conversations people have, the more confident both managers and their reports become with SLU and its benefits
- Around the world people report a positive level of “Belief in Possibility”, and the level doesn’t vary much between regions or functions
- Taking time to have SLU conversations and to discuss company strategy increases our “Belief in Possibility”

What next?

We’re convinced that Share-Learn-Unlock will improve performance, development, recruitment and leadership. To make sure everyone feels confident to conduct high-quality SLU conversations and help create the most mutual benefits, we are giving managers and employees more training and materials and continue to identify opportunities to connect everything we do in a meaningful way with the spirit of SLU.

CONNECTING “SHARE-LEARN-UNLOCK” WITH OUR SOCIAL PURPOSE

In June, the London team organized a special activity to demonstrate how SLU can meaningfully connect with social purpose and volunteering.

Held in our Strand office’s Innovation/ Collaboration Rooms and developed in tandem with the [Giving Department](#) and Aimia’s Learning & Development team, we encouraged employees to see how Share-Learn-Unlock could help them with their performance formula. It was an opportunity to highlight how volunteering can improve skills that people use in their work at Aimia (eg coaching, project management, communication). Using [Strengthscope®](#) to identify their personal strengths, employees were invited to find their own path to using them in a relevant volunteering activity which most closely matched their own skills and skills-development ambitions. Through this activity, more than 80 employees signed up to a one-day volunteering activity – a Common Good Day – organized by Aimia, or one of the many other volunteering options offered.

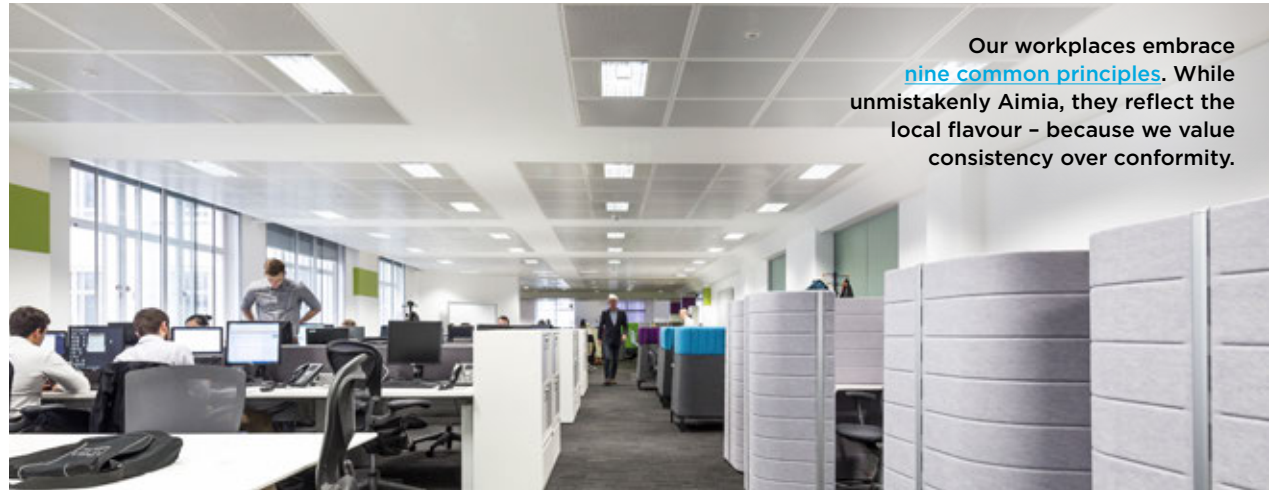


DIVERSITY, INCLUSION AND WELL-BEING

Our approach to talent and culture is based on building competitive advantage for Aimia through our people and their performance, and it underpins everything we do.

Each of us is different. We recognize and value all aspects of diversity; we believe that the wider the variety of strengths in our teams, the more capable we are collectively. Bringing together people with a range of skillsets, different ways of thinking and varied backgrounds – as well as the aspects we most often think of as representing ‘[diversity](#)’ – in an inclusive atmosphere where all these aspects of difference are welcomed, gives us a tangible competitive advantage, not least because we believe it will attract great talent to join and stay with us. Finding out what each person does best, what fulfils and energises them enables us to make business at Aimia personal.

To help us achieve a diverse workforce, we take active steps to understand unconscious bias and help mitigate its influence on decisions whether in recruitment, promotion, pay or anything else. We promote a ‘nimble’ way of working: everything from fun, agile workspaces to a flexible approach to working hours. We help parents to balance their work and home life so they can pursue their career ambitions at the pace they would like them to progress. We actively encourage employee networks which enable people to connect, speak up and gain mutual support. And while we don’t believe in quotas, we do have targets - backed by clear strategies to meet them.



Our workplaces embrace [nine common principles](#). While unmistakably Aimia, they reflect the local flavour – because we value consistency over conformity.



OUR PLAN TO ATTRACT AND RETAIN THE BEST TALENT IS BY OFFERING:

- Interesting work that challenges our people and keeps them learning
- A growth business in a growth industry
- Stimulating colleagues who are supportive but make one think
- A manager who has got their employees’ backs and is actively looking for ways to help them develop their skills
- A fun working environment where employees are valued as individuals, not endlessly ranked against others
- Competitive rewards and benefits
- A great and distinctive culture

CAPTURING DIVERSITY AND INCLUSION IN OUR NEW GLOBAL EMPLOYEE DATABASE

Our global management system, Workday, was launched in 2015. We were successful in rolling all of our employees onto the system in its first year – but could expand our understanding of our global workforce.

In 2016, we made an explicit effort to gather more diversity and gender information from our employees, on a voluntary basis. Data collected is treated confidentially. Even managers don't get to access this detailed information, which is handled with the same commitment to our [TACT principles](#) as we treat the confidential consumer information in our business.

The richer our employee data, the better able we'll be to understand our current situation and measure our progress towards greater diversity. Enhancing our ability to monitor equality and diversity in the workforce enables us to examine how our employment

policies and processes are working and identify areas where they appear to be having a disproportionate impact on certain groups. But why do we care about diversity and inclusion?

Better decisions: A mounting volume of research shows that where, for example, women and ethnic minorities are properly represented in organizations right up to the top level, where the contributions of talented people, regardless of their gender, age, ethnicity, social background, sexual orientation, beliefs and disabilities are not only welcomed but expected, organizations make better decisions and are better run.

Customer-centricity and innovation: Organizations that are more diverse and inclusive are also more likely to understand their customers' needs and be more innovative in meeting them. Generally they're more adaptable and adapted to the cultural demands of the global marketplace, attracting and keeping the most talented people. And not surprisingly these companies are more profitable, too.

Find more about [Aimia's approach to diversity and inclusion](#) on our website.

BRINGING OUR "A" GAME

We're actively promoting Diversity and inclusion (D&I) across Aimia and aim to create a constructive dialogue across all regions where we operate and unlock global collaboration.

To keep everyone up-to-date with what's going on in the U.K. we created a quarterly D&I newsletter and a number of special interest groups on our global intranet including "Women in Leadership," "Parents' and Carers," "LGBTQA" and the collective "Diversity and Inclusion" group. Group members are encouraged to share reports, studies and white papers, debate current issues, share thoughts, questions and feedback, photos, videos and other materials.

We're conscious that encouraging gender diversity within leadership roles and building a truly inclusive organization – one where the skills, experience, needs and opinions of a variety of individuals are not only actively sought but truly valued – can be a challenge for an organization such as Aimia, that operates across 16 countries globally. And, everybody at Aimia is welcome to join those groups.

As of year-end 2016, the Parents' and Carers' Group counted 94 members, the Women in Leadership group grew to 251 members, and the LGBTQA group included 42 active members (Aimia's LGBT group always welcomes allies and it is in this spirit that it adopted its new name in 2016 "LGBTQA" – A for allies).

Aimia LGBTQA Network





ENHANCING LGBT AWARENESS AND UNDERSTANDING IN THE WORKPLACE

Being a purposeful company translates into everything we do including when it comes to selecting some of our philanthropic partners.

Working alongside the [Twin Cities Gay Men's Choir](#) (TCGMC) during our global week of data philanthropy in 2016 was an opportunity to support an important cause while also enhancing awareness and understanding of LGBT reality in the workplace.

Twin Cities Gay Men's Chorus uses music as a way to transform, educate and heal; ultimately working towards the elimination of homophobia and intolerance through community outreach. The Aimia team helped the Chorus gain insights that will inform future strategic decisions that

align with its mission of "Gay Men Building Community Through Music." More specifically, the Chorus was interested in better understanding the value of some of its operational decisions, including marketing effectiveness and artistic decisions, as well as digging into some of its audience segmentation efforts. It was a perfect match with Aimia's expertise and an opportunity to enhance our common understanding of complex social issues and needs.

Gay Pride took place in London on Saturday, June 25 and Aimia participated for a first time. The team that leads the way on workplace D&I across Aimia marched with the LGBT group from Sainsbury's and alongside thousands of other companies and individuals.

In Canada, as part of Pride 2016 celebrations, [Aeroplan and TD donated](#) one Aeroplan Mile for every dollar that TD Aeroplan Credit Cardholders spent in Toronto (June 24 - July 3), in Vancouver (July 24 - July 31), and in Montreal (August 8 - 14).

Organizations Aeroplan and TD supported in this way in 2016:

- [Egale](#)
- [Rainbow Railroad](#)
- [Foundation of Hope](#)
- [Fondation Jasmin Roy](#)
- [Stephen Lewis Foundation](#)



WOMEN IN LEADERSHIP CHAMPIONS

We aim to encourage more local champions to create opportunities to promote Women in Leadership across Aimia.

Here are a few examples of activities that were held this year:

- In the U.K., we held a series of LeanIn events at our London office at which six Aimia employees joined 20 others from a [Young Women's Network](#) meeting. The group aims to support women in the first 10 years of their career to focus on ways for them to use networks for support. Topics discussed include: effective communication, well-being, confidence, your personal brand, goal setting, speed networking and building relationships at work.
- In the U.S., Aimia sponsored a table at the annual [Women in Leadership symposium in Dayton, Ohio](#). This session, devoted to the empowerment of women, gave 10 Aimia associates the chance to hear from a diverse and inspirational panel of women who have made their mark in business, government and academia.

With panel topics such as "Becoming a Person of Influence," "The Courage to Lead," and "Finding and Owning Your Voice" - not to mention the chance to network with women in all stages of their careers - attendees of the Women in Leadership Symposium in Dayton could reflect on their career aspirations and how to conquer workplace challenges.



TOP 30 EMPLOYERS FOR WORKING FAMILIES IN THE U.K.

Balancing work and family life can be challenging. Across all business units, we have taken positive steps to create a culture that supports employees who are also parents and care givers.

We're proud of the success of our team in the U.K. where Aimia has been included for a second year running in the list of Top 30 Employers for Working Families. The list celebrates progressive employers who create truly flexible and family-friendly workplaces in support of their organizational goals and strategy.

"With flexibility very much in the mainstream now, new ideas and practices are part of a continuum of a new way of everyday working that is flexible, family-friendly and in tune with the needs of individuals and of their organizations. What the entries to the awards show is that it isn't the responsibility of the HR team to make them work, and that flexibility isn't just about parents but about work being organized with the grain of people's lives. In these organizations flexibility has matured into a way of approaching work that is supported by, and supportive of, the wider organization." [Top Employers for Working Families website](#)





DATA PHILANTHROPY AND COMMUNITY INVOLVEMENT

Aimia Global Week of
Data Philanthropy
in London

DATA PHILANTHROPY AND COMMUNITY INVOLVEMENT

We offer numerous opportunities to be involved in the community:

- Our flagship program is [Data Philanthropy](#)
- We create various other opportunities for [skills-based volunteering](#) or [Pro Bono giving](#)
- Every employee is entitled to a [Common Good Day](#) per year
- [Fundraising](#) initiatives are coordinated through our regional social purpose leaders

In 2016, mid-way through our roadmap, we evaluated the [State of Aimia's volunteering](#).

GLOBAL WEEK OF DATA PHILANTHROPY: HELPING NON-PROFITS GRASP THE POWER OF DATA TO DRIVE SOCIAL GOOD

Since 2012, [Aimia's data philanthropy](#) work has supported more than 50 non-profits, driving hundreds of delivery model insights. It has helped a growing portfolio of non-profits secure funding and improve outcomes for their beneficiaries. You can learn more in the [Best Practices feature by Ethical Performance](#).

For the first time, we arranged some of our Data Philanthropy events to coincide during a [Global Week of Data Philanthropy](#), with 150 data analysts and colleagues in multidisciplinary teams lending

their expertise to help local non-profits in London, Minneapolis, Toronto and Dubai. In total, the teams dedicated 2,000 hours of skills-based volunteering to help nine non-profits find answers to operational challenges through an often untapped asset - their own data.

“Non-profit organizations have a common challenge with our clients - they have mountains of data, but often need help to sift through it to find the insights that make them better at what they do,” said David Johnston, Interim Group Chief Executive, Aimia.

(Cont'd on next page)



“We’re fortunate to have brilliant data analytics professionals at Aimia, so it is natural for us to give back in a way that has a long-lasting and sustainable impact to some of the communities where we operate.”

We found that the one-week formula worked well in 2016 and have extended it to a full month in 2017.



We hope that extending the initiative to one month will create even more opportunities for sharing and collaboration across offices and enhance our overall ability to create social impact from what we do best and are the most passionate about: finding actionable insights through data. Learn more about the great charities that we supported [here](#).



Our Global Week of Data Philanthropy included events in Toronto, Dubai, London, Minneapolis

THANKS ;)

“Thanks to the [insights from our friends at Aimia](#), we implemented a more targeted approach to the way we market our [Rock the Road Raffle tickets](#).

Our year-over-year sales increased by 35 percent in 2016 when compared to 2015.

To date, the Rock the Road Raffle has raised over \$1.3 million and we now feel more confident than ever that we are in a position to continue to grow this great campaign in the years to come and raise even more research dollars in support of the one in eight Canadian men who will be diagnosed with prostate cancer in their lifetime and their families.”

– Rocco Rossi, President and CEO
[Prostate Cancer Canada](#)



IVADO AND AIMIA PLEDGE TO CO-CREATE AN ACADEMIC HUB IN DATA PHILANTHROPY

With more than 900 affiliated scientists, [IVADO](#) is an advanced multidisciplinary centre for knowledge in sectors including statistics, business intelligence, deep learning, applied mathematics, datamining and cybersecurity. IVADO brings together industry professionals and academic researchers to develop cutting-edge expertise in data science, operational research and artificial intelligence. In 2016, Aimia became the exclusive founding corporate member representing the data-driven marketing and loyalty industry.

During our Global Week of Data Philanthropy 2016 we announced that Aimia had become one of the [corporate founding members](#) of the Montreal-based Institute for Data Valorization (IVADO). Together, we pledged to co-create an academic hub in Data Philanthropy.

We came to realize that the need for data analytics in the social sector far exceeds what Aimia and other dedicated businesses are able to provide on a voluntary basis. Through our roadmap, we are committed to creating replicable volunteer engagement strategies that leverage our employees' unique skills, strengths and passions. With our strong experience, we are now collaborating with academia to instill the spirit of pro bono giving in the next generation of data analysts and make it possible for charities to tap into a larger pool of talent. We are committed to helping IVADO set up a sustainable



hub that will enable data analytics students and professors to collaborate with data science experts in the business community to support non-profit organizations and social enterprises for years to come. The first activities for the hub are taking place during the first half of 2017.

“We’re thrilled to partner with a company that’s delivering analytics and insights to a global client base and that’s committed to remaining at the forefront of new technologies and evolving data analytics to create new possibilities for marketing,” said Valérie Bécaert, Executive Director at IVADO. “We welcome Aimia’s desire to share its social purpose spirit with the whole community. The future hub for Data Philanthropy that Aimia will help us build will certainly help foster networking and career opportunities for our students, promote the culture of philanthropy and create social value.”

Left to right : Aimia : Michael Poyser, VP, Analytics; Anne-Josée Laquerre, Director, Social Purpose and Corporate Sustainability; Alden Hadwen, Director, Community Engagement; IVADO : Valérie Bécaert, Executive Director, IVADO; Aimia : Audrey Yung, Analyst, Strategy & Planning and, IVADO ambassador and, Vince Timpano, President, Americas Coalitions



PRO BONO COMPANY OF THE YEAR IN THE U.K.

Our skills-based giving was once again recognized in the U.K. with the Aimia team winning the award for [Pro Bono Company of the Year at the Better Society Awards](#) – a recognition of all the hard work and passion for everybody who is involved at Aimia in all pro bono work.



From Better Society Awards: [see the video](#)

Here are some examples of pro bono giving by members of Aimia’s Nectar Marketing and Analytics teams. They have been working with different charities this year in the areas of loyalty, customer relationship marketing and data analytics.

Cancer Research UK (CRUK) works to find cures and treatments for cancer. Aimia is providing joint analytical and consulting support to [CRUK](#) in the area of fundraising and donor management, which included an innovation “spark” session to generate ideas for an upcoming donation campaign.

In 2017 we’ll be continuing our work, reviewing the results of a previous donation campaign, reviewing a ‘test & learn’ plan and running a drop-in session for CRUK colleagues to discuss their challenges, strategy, objectives and best practice. Alongside this, we’re working with CRUK to help them make the best use of data in various projects, such as reviewing and improving segmentation and providing training on how better to visualize data insight and get it used around the organization.



In Kind Direct is an organization which distributes donated goods from companies to charities, social enterprises and not-for-profit organizations. Our work with [In Kind Direct](#) included loyalty consulting, advising on the steps they should take to better understand their customer data and find out: what does my customer base look like? How are my customer segments behaving/performing over time? What does the customer lifecycle look like? Which objectives could a loyalty or reward programme help me achieve?



We then provided analytical support to build an RFM (Recency, Frequency, Monetary) segmentation, splitting their customers into four loyalty tiers. Their marketing team is now planning to use the segmentation for future communications design and targeting and will be taking part in our DataSwarm in March 2017 for further data philanthropy work.



ONE YEAR ON – AIMIA’S LASTING POSITIVE LEGACY FOR CRISIS

The team at [Crisis](#), a charity dedicated to ending homelessness in the U.K., contacted us a couple of years ago to seek support and expertise in developing their supporter-centric approach to communications and relationship management. Crisis helps more than 11,000 people each year and count on 474,000 active supporters.

We set up an inter-departmental project team, ranging from analysts, data planners, consultants and marketers across two of our businesses, Nectar and i2c, and advanced analytics. The main objective was to share some of our key expertise with the Crisis team and enable them to optimize their approach to increase supporter satisfaction and engagement.

A series of workshops were run to understand Crisis’s current situation and work through its key goals, opportunities and actions. Through these workshops, we identified that different Crisis departments, namely Fundraising, Campaigning, Volunteering and Donating, operated separately and contacted their supporters separately; there was an opportunity for the departments to work together, speak with one voice and ultimately achieve their objectives quicker. This work influenced Crisis’s decision to create a central marketing team to drive cross functional decision making, planning and supporter communications.

We worked alongside Crisis to help it build a single unified customer view and one place to store all supporters interactions. We then built an engagement score which quantified the recency, frequency and value of engagement of each and every supporter across every department. Utilizing this engagement score, Crisis can better understand which supporters interacted with the different areas of the business and personalize its communication appropriately. We deliberately set the model up so Crisis could own, adapt and immediately use to inform decisions, enhance supporter engagement and improve experiences.

Since then, the charity continues to refine the model, track progress and access insight and, the engagement score has been incorporated into KPIs across the charity, from board level down.

“The work we’ve done with Aimia has enabled us to make radical improvements in the way we understand and engage with our supporters, as well as how we work in a more integrated way across Crisis. We’re excited about how we can build on this to inspire greater engagement behind our ultimate goal to end homelessness.”

*– Sarah Farquhar,
Director of Innovation and
Enterprise at Crisis*



One example of cross functional work was an email encouraging supporters to volunteer for Crisis at Christmas along with a message to donate. A third of the test group donated to the Christmas appeal after being asked to volunteer, compared with just 9% of the control group.

COMMUNICATING THE CARING NATURE OF THE HANSAPLAST BRAND WHILE PROTECTING THE HEALTH OF KIDS ACROSS BANDUNG

In Indonesia, our Inovasi Dalam Edukasi (IDE) program reached a high this year: Marketing Magazine's Loyalty and Engagement Awards recognized it for its achievements in CSR - Corporate Social Responsibility.

Understanding how habits form in adults is at the core of great loyalty programs.



The same principles that are used to make shoppers return time and again to a brand can also be applied to create good habits in kids. The IDE program is a unique CSR initiative that is backed by teaching professionals, endorsed by the Ministry of Education and supported by brands who share our belief that "Doing good is good for business". Across more than 1,900 schools in Indonesia's five major cities, the IDE program teaches six pillars of good habits: health & nutrition, personal hygiene, social skills (caring for others), environment, communication, and money sense.

At the heart of the IDE program is a unique and engaging way to connect with students - the Interactive Fun Learning model. This includes



teaching aids such as flipcharts, story boards, interactive games, activities and competitions that engage parents, teachers and the wider community, all with the aim of enhancing children's learning.

Having run the program for 10 different consumer brands since 2002, the Aimia Indonesia team efficiently applies the fundamentals of loyalty - from program design to execution - in working closely with brands to support the creation and production of impactful learning materials and events. The IDE program is run in the field by a team of more than 50 Duta IDE (IDE Ambassadors) who assist the teachers and give an innovative twist to the school day.

In 2015, we proudly welcomed the Hansaplast brand to the program to support their key objectives:

1) Increasing the understanding of how to properly treat and cover wounds

- 2) Generating a caring attitude in students towards themselves, others, the community and the environment**
- 3) Securing an endorsement from the National Scout Association to connect with a broader population of school-aged children**

To deliver on these objectives, the team designed a series of activities including a First Aid Collection Race - a competition between schools to collect as many First Aid kits as possible for distribution to the local community. To encourage a caring attitude, kids brought "caring pledges" to their parents and, with the help of teachers, created "caring boxes" that were distributed to less fortunate members of the community. The program finale was a Big Bang Event held as a competition between the top 20 schools who took part in games and competitions around the caring theme with the scouts.

IMPACT

Student reach and impact – Teaching kids how to care for themselves and others:

- **108,280 kids** aged between six and 11 were taught in 350 schools in Bandung & Surabaya through the five months of the program in 2015. The IDE Hansaplast program was rolled out to another **175 schools in Bandung** and a further **175 schools in Surabaya** in early 2016. Additional schools were included in the program in the second half of the year
- **6,867 teachers** participated in the program, assisted by more than **50 Duta IDE**
- The understanding of how to treat a wound among participating children **increased from 70% before the program to 95% after the program**

Teacher and parent reach – Kids teaching parents and making pledges to care:

- **15,910 pledges of care** were submitted by students and parents
- Parents actively participated in buying materials for first aid kits

Impacting the local community – connection to local communities and groups:

- **150,000 first aid kits** were created and distributed to **1,000 local groups**

The program incorporated Scout activities which had just been added to the curriculum for national government and private schools.



COMMON GOOD DAYS

Our Common Good Days are an opportunity for everyone at Aimia to dedicate one working day every year to a community organization of their choice. See those great examples of the numerous activities, events and causes our employees around the world supported throughout 2016:

Canadian teams in Montreal and Toronto helping out [Medecins sans frontières](#) in [Missing Maps Mapathon](#). We have had numerous Missing Maps sessions in support of MSF-Canada, where employees use satellite information to map unknown sections of country where MSF is active, but where there are no reliable maps due to conflict, political change and climactic disaster such as drought.



U.K. colleagues at homeless charity, [Whitechapel Mission](#)



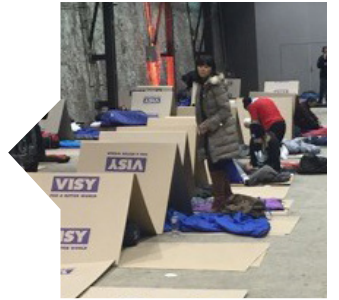
Common Good Day with food distribution charity, [City Harvest](#), U.K.



Volunteering to enhance the wellbeing of disadvantaged children in London with [Solidarity Sports](#)



Aimia's COO Richard Peake and Managing Director for Australia and New Zealand Paul Smitton were amongst 1,400 CEOs in Australia who traded their beds to sleep out in the cold for one night. Every dollar the [Vinnies CEO Sleepout](#) raised helps provide crucial assistance to people experiencing homelessness, with the aim of breaking the cycle of homelessness permanently for as many people as possible.



In the Twin Cities in the U.S., colleagues have used their Common Good Day to fix up and test road bikes for [Free Bikes 4 Kidz](#) - 5,500 bikes were given away to underprivileged kids over that weekend.



[Rainbow Trust Children Charity](#) was one of the preferred Children's Charity for fundraising across the U.K. in 2016. Employees found lots of creative ways to help.





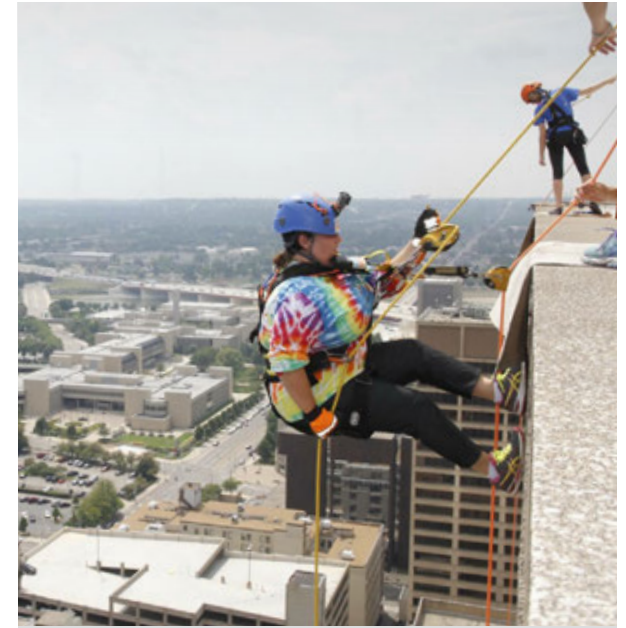
RAISING FUNDS FOR SEEBEYONDBORDERS AND HELPING OUT IN CAMBODIA

In the U.K. a team of Aimia employees set out to help Cambodia in their own way in collaboration with [SeeBeyondBorders](#), a charity which helps children in Cambodia build a better future by providing access to quality teaching and learning at school.

In March 2016, 10 employees from Aimia began fundraising in support of SeeBeyondBorders. With an ambitious target of £20,000 the team held various fundraising events including cake sales, sweepstakes and packed bags in Sainsbury's. The

fundraising culminated in a big charity event held in London's Covent Garden and with an auction and raffle raising over £10,000, pushing the team over its target.

On top of raising much needed funds for the charity, the group from the U.K. and Canada made a personal contribution to their trip costs along with support from Aimia. In November 2016, they travelled to Cambodia for two weeks of volunteering in schools and to see firsthand the amazing work that SeeBeyondBorders does. They used their skills and energies in rural primary schools, running sports days, art and health workshops and repairing buildings to help improve the lives of children living in this beautiful but poor corner of South East Asia - [see their video here](#) and their [story on this blog](#).



RAPELLING DOWN FOR BIG BROTHERS, BIG SISTERS

Jillian Schneider worked hard to raise money for Big Brothers, Big Sisters of the Greater Miami Vallley. Part of accomplishing that goal included rappelling down the 27 stories Key Bank Building in Downtown Dayton!

EXTRA MILE FOR HOPE!

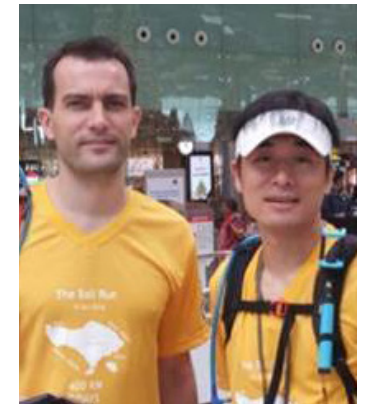
Building on a successful fund-raising cycling campaign two years ago, Yohei Yamashita, Account Manager, challenged himself, and the entire Global Loyalty Solutions business unit team, to raise money for [Sustainable Cambodia](#) - an NGO that works with families in rural Cambodian villages to help them achieve sustainability and self-sufficiency through education, training and self-empowerment.

Yohei and a friend set out to run 400 km in a week - 200 km or more than 124 miles each - around the island of Bali with the goal of raising \$20,000. See their [video here](#). Aimia committed to match donations with "Challenge Gifts" of \$1,000 for every \$4,000 raised. Learn more about their success on the [Bali Run Facebook page](#).

The entire GLS team rallied to support their colleagues with special fundraising events held in the U.S., Singapore, Malaysia, Hong Kong and Australia through a wide array of the imaginative fundraising activities including a creative #Mannequinchallenge from the Indonesia team where the team donated a sum of money for a chance to vote for the best video. This is Aimia and its creative best! Go to [this link](#) to view these fabulous #Mannequinchallenge videos.

The overall goal was exceeded and, as a follow-up, the team is committed to supporting Sustainable Cambodia by providing them with actionable insights through skills-based giving and data philanthropy relative to their marketing, communications and fundraising initiatives.

Shailesh Baidwan, President, Global Loyalty Solutions (third from right), encouraging colleagues to rally around the cause



STATE OF AIMIA'S VOLUNTEERING

Mid-way through the course of our five-year [social purpose roadmap](#), we invited employees across Aimia to complete a volunteering assessment survey. With this survey, we aimed to uncover existing activity and perceptions of community involvement at Aimia's offices around the world and, help guide our continuous improvement moving forward. Created with the support of [Realized Worth](#), the online survey took place November 2-18 and was completed by 386 employees, the results of which are statistically significant at the 95 per cent confidence level.

Analysis of the survey feedback suggests that we have made much progress since we launched our Common Good Days back in 2012 – a program that encourages every employee to donate one paid working day to the community each year. Mid-way through our five-year social purpose roadmap, we sought to assess our progress towards achieving our social purpose vision: “To behave and be known as a socially responsible company with a strong ethical and distinctive culture that uses its unique skills and insights to achieve sustained and robust revenue growth while driving social good and impact”. Specifically, we wanted to assess if we are making progress towards the desired outcome of our ‘Employees & Communities’ focus area: “By 2019, we will have developed structured and replicable volunteer engagement strategies that leverage our employees’ unique skills and passions.”

Our research confirms our employees’ generosity towards their communities: In the 24 months prior to the survey, 76 per cent of respondents had volunteered – on their personal time or at work – an average of 28 hours per year. Results revealed that 30 per cent of all volunteering during that period was skills based. Our Common Good Days program is very well known: 89 per cent of respondents are aware of it. On the other hand, the participation rate can be improved with only 23 per cent of respondents taking advantage of the program in the last year.

The survey revealed that 90 per cent of respondents are satisfied with their involvement in an Aimia supported volunteering activity. Interestingly, we also found out that satisfaction is tied to “meaningful experiences” which is a key learning for us. It means that there would be value in re-balancing our focus from “skills-based volunteering” towards “meaningful volunteering experiences”. Whether “skills-based”, or not, volunteering is integral to Aimia’s distinctive culture and we are committed to using the insights from the survey to fuel our continuous improvement in 2017 and beyond.

OUR COMMON GOOD DAYS PROGRAM IS VERY WELL KNOWN: 89 PER CENT OF RESPONDENTS ARE AWARE OF IT. ON THE OTHER HAND, THE PARTICIPATION RATE CAN BE IMPROVED WITH ONLY 23 PER CENT OF RESPONDENTS TAKING ADVANTAGE OF THE PROGRAM IN THE LAST YEAR.

VOLUNTEERING ASSESSMENT SURVEY IN NUMBERS

IN THE MOST RECENT 24-MONTH PERIOD

76%
volunteered

30%
took part in skills-based volunteering

10%
volunteer on Boards

81%
donated to charities via workplace giving

THE STATEMENTS THAT BEST DESCRIBE EMPLOYEES VIEWS OF VOLUNTEERING

35% “I’ve been blessed and want to give back”

28% “I want to make a difference”

ON THEIR OWN TIME AND THROUGH WORK, AIMIA EMPLOYEES HAVE BEEN MORE ENGAGED IN VOLUNTEERING IN THE LAST YEAR THAN IN THE PREVIOUS YEAR.



ENVIRONMENT

CO₂OL Tropical Mix Carbon Offset
Project in Panama

ENVIRONMENTALLY CONSCIOUS

At Aimia, we pursue operational effectiveness with an environmentally-conscious mindset.



28,911 COOKSTOVES
FOR FAMILIES IN UGANDA

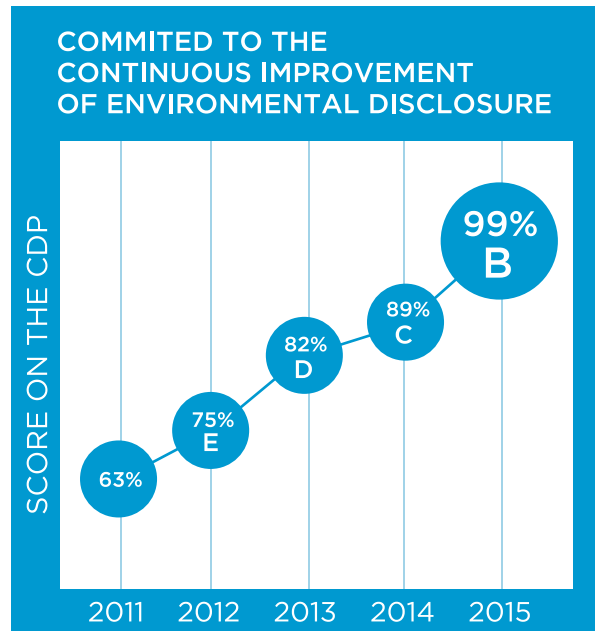
27M AEROPLAN MILES INVESTED BY MEMBERS IN CARBON OFFSETS
2016

AEROPLAN MILES INVESTED BY MEMBERS IN CARBON OFFSETS **245M** SINCE 2008

CALCULATING GREENHOUSE GAS EMISSIONS SINCE 2008



Offset more than **180,000 TONNES** of CO₂e since 2008



46% WHEN COMPARED TO 2010 EMISSIONS PER EMPLOYEE HAVE DECREASED

\$3M INVESTMENT
2010 - 2015
IN CARBON OFFSETS

\$51.8M
Ecosystem benefits

\$8.5M
Fuel saving/ Time Saving

GENERATED **\$63.2M** IN CO-BENEFITS*

\$2.5M
Health

\$0.4M
Development, capacity building and others

AIMIA OFFSETS 100% OF ITS GHG EMISSIONS SINCE 2008

* Investment through offsets has other benefits in the community including these four areas. Offsetters estimated that the amount of Aimia's offset contribution has generated benefits worth \$63.2M between 2010 and 2015.

EMBEDDING CARBON PRICE AS A COST OF DOING BUSINESS

Every year world leaders gather to discuss solutions to global issues at the Conference of the Parties (COP). During COP21, in December 2015, they focused on climate change and a landmark agreement was reached. 191 countries agreed to limit global warming to an increase of 2 degrees Celsius by 2100.

This is an ambitious, yet imperative, commitment that will require all countries to drastically cut their greenhouse gas emissions, because the world-leading climate scientists have stated that if emissions continue to increase as they have been, the world is set to exceed two degrees in around 30 years – to learn more about this landmark agreement and the consequences of global warming, visit the United Nations Climate Change [Newsroom](#).



We believe that the business community has a role to play in reducing its emissions to help achieve the goals set in Paris and mitigate the increase in global warming. Leading up to the Paris conference, Aimia was a signatory of the Paris Pledge for Action and, in 2016, Aimia was one of the signatories of the United Nations Global Compact’s Business Leadership Criteria on Carbon Pricing. We recognize that there are external costs to doing business that are incurred by society. Putting a price on carbon shifts these costs back to those that emit the carbon and this provides financial motivation for organizations to reduce their emissions.

As a carbon neutral company, Aimia has been embedding the price of carbon offsets in our business model since 2008. By investing in carbon offset projects every year, we have ensured that the equivalent emissions to the amount we emit are avoided elsewhere—and that our external climate costs are neutralized.

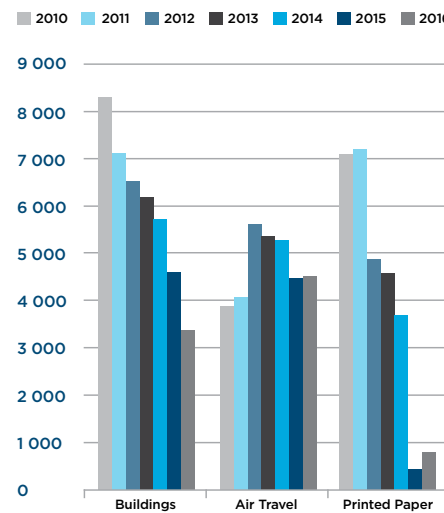
2016 ENVIRONMENTAL PERFORMANCE

Absolute Numbers

We aim for carbon neutral growth and believe that focusing on operational effectiveness has played a key role in our GHG reductions. Our operational efficiencies, including consolidating offices, reducing unnecessary flights and printing, have led to a 55% absolute reduction of GHG emissions over the last six years—a 9% reduction in 2016 compared to 2015.

AIMIA GHG EMISSIONS AMOUNTED TO 8,786 tCO₂e IN 2016.

Aimia GHG Emissions by Sources (tCO₂e)

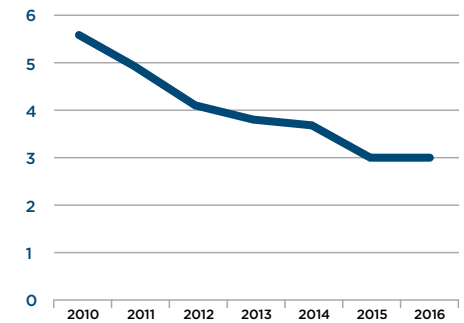


Intensity Metric

As our business constantly evolves, we established an intensity based GHG emissions metric to help us track our environmental footprint per employee. Our intensity performance acts as a key indicator to ensure our continuous improvement.

AFTER ACHIEVING A SIGNIFICANT IMPROVEMENT IN OUR EMISSIONS PER EMPLOYEE INTENSITY PERFORMANCE—WITH A DECREASE OF 46% BETWEEN 2010 AND 2015—WE HAVE REACHED A STABLE 3.0 tCO₂e PER EMPLOYEE AGAIN THIS YEAR. WE WILL STRIVE TO FURTHER IMPROVE OR MAINTAIN THIS LEVEL IN THE FUTURE.

Aimia GHG Emissions Intensity (tCO₂e/employee)



THE OFFSET PROJECTS WE SUPPORT

The offset projects that we have supported over the years have all been high quality projects—with both climate and social benefits—completed to a variety of international standards. This year we streamlined our portfolio to all Gold Standard projects. These projects ensure that the social benefits to the communities are maximized and that those outcomes—as well as the climate ones—are long-term, real and quantifiable.

Household Cookstoves, Uganda

More than 95% of Ugandans rely on wood as a fuel for cooking and boiling water in both rural and urban areas. Conventional cookstoves are inefficient and require more wood to prepare a meal. UN studies show that worldwide indoor air pollution from cookstoves causes approximately 1.5 million premature deaths per year and debilitating illness for tens of millions more—most of them women and children. The new cookstoves will greatly improve indoor air quality, which will have a positive impact on respiratory health, birth weights and mortality rates; [learn more here](#).



CO₂OL Tropical Mix, Panama

The CO₂OL Tropical Mix Carbon Offsets initiative provides funding for the ongoing reforestation of formerly fallow and degraded pastureland across several provinces of Panama. The area, now an ecologically valuable mixed forest, provides locals with the opportunity for sustainable timber and cacao production while restoring and protecting the ecosystem's biodiversity, in close collaboration with local indigenous communities; [learn more here](#). Additional benefits of the project include:

- Sequesters about 20,000 tonnes of CO₂e per year
- Provides long-term employment for local population—150 jobs to date
- All employees receive a wage above the legal minimum, including health insurance, a pension fund and optional benefits such as life insurance, an internal credit programme, training and further education
- Employees are trained in forest management technologies, environmental aspects and issues of health and safety leading to an improved living standard and income security
- The commercialization of certified tropical timber, carbon credits, cacao and seed materials create sustainable sources of income for the local population

Household Biogas, India

With funding from offsets, 5,500 biogas plants have been commissioned that replace commonly used, inefficient wood fired mud stoves with clean, sustainable and efficient biogas; [learn more here](#).





ARTS

Photo: © Kevin Hardy

ARTS

We support many Canadian and international arts and culture initiatives through donations, sponsorships and employee volunteer activities.



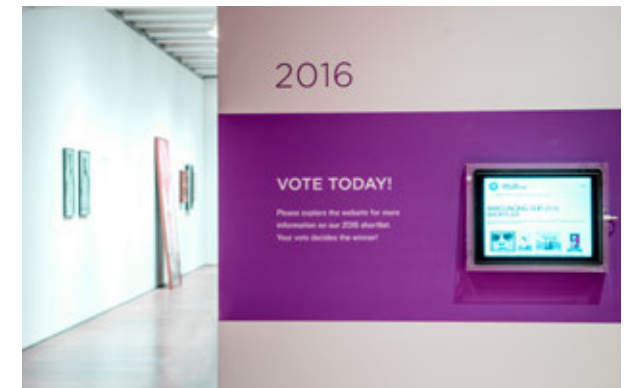
AIMIA | AGO PHOTOGRAPHY PRIZE

The [Aimia | AGO Photography Prize](#) is Canada's most significant award for contemporary photography, recognizing photographers from around the world whose work has exhibited extraordinary potential over the preceding five years. Established in 2007, it was the first major art prize to allow the public to choose its winner.

With a total value of \$90,000, the Prize recognizes the winner with \$50,000, three runners-up with \$5,000 each, and allocates \$25,000 to support a national scholarship program for undergraduate students studying photography at select institutions across Canada.

The public has selected Ursula Schulz-Dornburg as the 2016 AIMIA | AGO [Photography Prize winner](#).

Every year, the Prize recognizes four artists working in photography who have exhibited extraordinary potential over the last five years. The artists are chosen via an international nomination process. The AGO invites curators, critics and artists from around the world to nominate two artists each for the long list. A jury of three, led by an AGO curator, consider the long list to select the shortlist. [See our 2016 Selectors here](#).



THE AIMIA | AGO PHOTOGRAPHY PRIZE SCHOLARSHIP PROGRAM

The Aimia | AGO Photography Prize Scholarship Program awards three \$7,000 scholarships each year to students entering the final year of study toward Bachelor of Fine Arts degrees with a focus or major in photography at select Canadian academic institutions. The scholarships are awarded to students working in photography who have shown extraordinary potential throughout their undergraduate studies.

For the 2015-16 academic year, our partner institutions were: OCAD University, University of Ottawa, Simon Fraser University, Ryerson University, Concordia University, Emily Carr University of Art + Design, Nova Scotia College of Art and Design University (NSCAD), Alberta College of Art and Design (ACAD), Université du Québec à Montréal, University of Manitoba, University of Saskatchewan, University of Toronto, York University, University of Guelph and University of British Columbia.

More than 100 students applied to the program, and each academic partner institution formed a jury of three faculty to review their students' submissions and select one finalist for submission to the 2015-16 Scholarship Program Jury. The Scholarship Program Jury included Adelina Vlas, Associate Curator, Contemporary Art at the Art Gallery of Ontario; cheyanne turions, an independent writer, curator and director of No Reading After the Internet and Dave Jordano, winner of the 2015 Aimia | AGO Photography Prize.

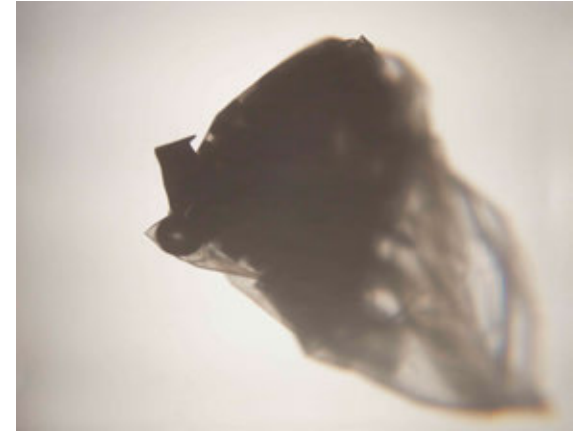
The jury reviewed the work of the finalists and selected three winners:

- Catherine Canac-Marquis (Concordia University)
- Jeff Chiu (Ryerson University)
- Alexia-Leana Kokozaki (University of Ottawa)

The field of applicants was so competitive this year that, for the first time ever, the jury decided to award an honourable mention prize to Andi Icaza Largaespada of Simon Fraser University's School for Contemporary Arts.



Jeff Chiu



Alexia-Leana Kokozaki



Catherine Canac-Marquis



Andi Icaza Largaespada

TOUR AIMIA GALERIE WELCOMES EMPLOYEES AND FAMILIES

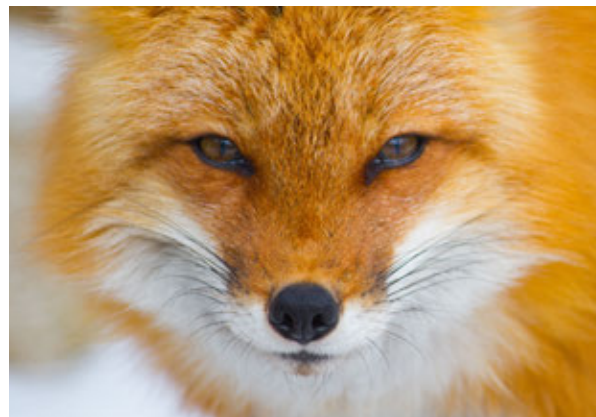
In 2016, Tour Aimia Art Galerie welcomed two shows that featured our own Aimia employees.

One exhibit featured the works of two employees, Kevin Hardy and Oliver Rashkovsky, featuring their photographs taken while travelling. Another exhibit featured wildlife and nature, especially bears – grizzly and black bears, including the white Spirit Bear of the Great Bear Rainforest of British Columbia – taken by Anne-Josée Laquerre.

Two children’s workshops were held to engage employees and their families in an appreciation of art and the subject matter. In one case, artist Jim Holyoak – who has received awards for his installations – came and painted a magical forest on paper from floor to ceiling, and 24 children and their parents enjoyed making drawings that he added into the mural.



© Jim Holyoak



© Kevin Hardy



© Anne-Josée Laquerre



We are truly committed to behaving and being known as a socially responsible company with a strong ethical and distinctive culture. We value your feedback and insights to help fuel our continuous improvement efforts.

Contact us at:
socialpurpose@aimia.com