

SIMPLIFY. FOCUS. GROW.

Uncover Aimia's social purpose and its contribution to long-term business success

LOYALTY FOR GOOD

Aeroplan members have donated more than 500 million Aeroplan Miles to charities since 2006

DATA PHILANTHROPY

Recognized for social impact and future-proofing charities

TALENT AND CULTURE

We're working to create a truly distinctive place to work

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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 2015.

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This report covers Aimia's social purpose activities from January 1, 2015 to December 31, 2015 across all of Aimia's operations. Financial information is extracted from Aimia's [2015 Annual Report](#), which contains further detail on financial disclosures and results for the year ended December 31, 2015.

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, 2015

Corporate Knights 2015
FUTURE40
Responsible Corporate Leaders in Canada

ABOUT AIMIA

A data-driven marketing and loyalty analytics company

BEYOND NUMBERS

An interview with Rupert Duchesne, Group Chief Executive

OUR SOCIAL PURPOSE APPROACH

From ambition to activation: Milestones, vision, values, fundamental principles, roadmap, priorities and governance.

ARTS

We've joined forces with Business for the Arts to further our common understanding of the business case behind partnerships between business and the arts.

UPDATE ON OUR PRIORITIES

LOYALTY FOR GOOD

The simplest and most powerful way to fulfill our social purpose is to leverage what Aimia does best to drive positive impact.

DATA PHILANTHROPY AND COMMUNITY INVOLVEMENT

Our contribution to communities near and far is not only about giving back. It's about investing. And if skills-based volunteering is our smartest community investment, data philanthropy is its best expression.

TALENT AND CULTURE

A great culture doesn't happen by accident. We work hard to create a working atmosphere that's both distinctive and personal.

DATA SECURITY, ETHICS AND PRIVACY

We strive to get it right in our workplace and rigorously apply sound corporate business practices. Clients, investors, partners and communities expect no less.

ENVIRONMENT

We've been a carbon neutral company since 2008 and, by doing the right thing for the business and the environment, we've created social value in communities near and far.

SIMPLIFY. FOCUS. GROW.

‘Simplify. Focus. Grow.’ has been a mantra across our business throughout 2015. We’ve made it the title of this year’s social purpose report as it also sums up quite appropriately the spirit of continuous improvement that’s been driving our effort in this space since launching our global social purpose framework in December 2012.

As our company grew through acquisitions, we inherited a collection of corporate social responsibility practices and a proud history of supporting community-based organizations across the many communities where we operate. In 2013, to guide and accelerate our way forward, we held dozens of conversations with Aimia leaders around the world with the aim of simplifying our global approach, refining our focus, optimizing our resources allocation and delivering the greatest impact possible. This global dialogue led to the adoption of our first five-year social purpose roadmap (2014-2019).

In 2014, we engaged more than 2,000 stakeholders and gathered valuable insights on a range of issues including customer privacy, governance, environmental practices and community giving. These insights helped us prioritize our social purpose initiatives to build a more integrated long-term business strategy.

Aimia’s dedication to social responsibility has gratifyingly been recognized in the last year. In 2015, Aimia ranked amongst Corporate Knights’ 2015 Future 40 Responsible Corporate Leaders in Canada, was included in the CDP Canadian Disclosure Leadership Index and received several prestigious awards in the U.K. for data philanthropy work: the Guardian Sustainable Business Award for Social Impact 2015, the Lord Mayor’s Award for ‘Future Proofing Charities’ and two Corporate Engagement Awards – Gold in the ‘Most innovative collaboration’ category and Silver in ‘Best pro bono work for charitable, social or ethical cause.’

2012-13 SET ROADMAP

2014-16 BUILD INSIGHTS AND IMPROVE

2017-18 ACHIEVE DESIRED OUTCOMES

As Aimia grows, our structured approach to social purpose will continue to strengthen our business, attract the brightest minds, fuel innovation, contribute to shareholder value and inspire loyalty.

ABOUT AIMIA

Aimia Inc. 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.

Aimia partners with groups of companies (coalitions) and individual companies to help generate, collect and analyze customer data and build actionable insights that help make business personal.

We do this through our own coalition loyalty programs such as Aeroplan in Canada, Nectar in the U.K., and Air Miles Middle East, through provision of loyalty strategy, program development, implementation and management services underpinned by leading products and technology platforms such as the Aimia Loyalty Platform and Smart Button, and through our analytics and insights business, including Intelligent Shopper Solutions. 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.

IN NUMBERS

(as of Dec. 31, 2015)

\$2.469 billion
in annual gross
billings

**Market
capitalization
of \$1.455 billion**

**3,200
employees**

In 17 countries

Australia
Bahrain¹
Canada¹
Chile²
Hong Kong
India
Indonesia

Italy²
Malaysia
New Zealand
Portugal
Qatar¹
Saudi Arabia
Singapore

United Arab Emirates¹
United Kingdom¹
United States



¹ Aimia owns and operates coalitions in Canada (Aeroplan) and the UK (Nectar) as well as the Air Miles Middle East program in Bahrain, Qatar and the United Arab Emirates

² Subsequent to Dec. 31, 2015, the company wound down its operations in Chile and Italy

BEYOND NUMBERS

Interview with Rupert Duchesne, Group Chief Executive

Q: From a social purpose perspective, what kind of year was 2015?

A: At the same time that the company was working to simplify, focus and grow its core business, we put the same lens on our social purpose commitment: how we deploy our resources and competencies in the most effective way possible. Results from last year's stakeholder consultation educated our decisions to simplify our social purpose approach and direct our efforts and resources to the most critical aspects of our business – such as data and people – and focus on key initiatives that offer the most potential to create value.

In order to enable us to deliver a strong customer experience

across every channel and further reinforce our data security and privacy practices, we launched a global 10-year agreement with HPE. This agreement will help us accelerate the implementation of future business solutions and foster innovation for both internal and client-facing operations.

On the employee front, our commitment to being a purposeful company, creating rewarding workplaces and enabling our employees to give back to their communities contributed to team building and employee engagement at a time of great change. Our move to a line-of-business divisional structure meant that we reduced our employee count across the company. As we aim to create an organizational model that plays to our strengths, other employees

PARTNERSHIP

Partnership is a reality when we come together, share together, work together and succeed together.

AUTHENTICITY

Being honest, transparent and upfront; no artifice, no hidden agendas, no cover-ups, that's authenticity.



moved into new roles or had their current roles expanded. Overall, we sharpened our focus and simplified our structure, which, in turn, positions us for growth.

Q: Has your 2014-2019 social purpose roadmap begun paying off, and if so, how?

A: Absolutely. I truly believe in the positive role businesses can play and their responsibility to think globally, act locally, be innovative and come together to address some of the most critical sustainability challenges the world faces today.

We've set up our social purpose roadmap to clearly identify those areas that are the most critical, at the intersection of our business strategy and our stakeholders' expectations. This structured approach has simplified, focused and stimulated our efforts as never before.

We've enhanced our social impact globally, particularly through our data philanthropy efforts that have already expanded beyond Canada and the U.K. with events in the Middle East, New Zealand and the U.S. Participating employees are thrilled with the experience and I'm delighted to witness the positive impact for charities and the community.

As leading companies' appetite for sustainable and responsible suppliers is increasing, our commitment to improve the most critical aspects of our business is also paying off and enhancing our position as a preferred supplier to global leading brands.

On the environmental front, we've maintained our carbon neutral status and joined more than a thousand other organizations in signing the Paris Pledge for Action. The quality of our environmental reporting was recognized by the Carbon Disclosure Project (CDP) when Aimia ranked for the first time on the 2015 Canadian Disclosure Leadership Index.

Those great achievements recognize our commitment to corporate sustainability. I'm confident that our social purpose roadmap provides us with the right structure, the right focus and the required nimbleness to continue to evolve as a purposeful company in an ever-changing environment.

Q: What remains to be done to achieve the full potential of your social purpose?

A: Being a purposeful company has become vital to attracting and retaining the best people. In the U.K.,

Aimia created an award-winning culture founded on Diversity and Inclusion that has made it onto the list of the Top 30 Employers for Working Families in 2015 and reaped numerous awards in Diversity and Inclusion last year. In many communities where we operate, Aimia is already identified amongst those progressive employers who recognize and leverage the powerful links between flexibility and agile working, emotional engagement, well-being, and high-performance. We are committed to internationalize those practices across all of Aimia and benefit from our innovative approaches globally.

If we deliver on this promise to every person we reach in our communities and across Aimia, there is no limit to the shared value we can create.

At Aimia, we not only make business personal, we make business personal for the common good. That is our social purpose.



OUR SOCIAL PURPOSE APPROACH

We are committed to behaving and being known as a socially responsible company, with a strong ethical and distinctive culture, that uses our unique talents to deliver sustained and robust shareholder value while driving social good and impact. See the key milestones of our social purpose journey [here](#).

Our values

Above everything else, Aimia values [PASSION](#) in all its different forms.

Aimia's PASSION values are a solid platform for sound business practices and will continue to guide us in the future.

The fundamental principles of our social purpose: trust and reciprocity

We believe that [real relationships](#) develop from conversations, meaningful interactions and emotional engagement. We've naturally placed two principles of loyalty – trust and reciprocity – at the heart of our social purpose.

- **Trust** overcomes prejudice, cultivates lasting relationships and fosters harmony between individuals and within communities. Trustworthy organizations are credible and possess high integrity.
- **Reciprocity** encourages genuine two-way relationships that foster rewarding experiences, meet shared expectations and lead to mutual benefits. This is the foundation for long-term loyalty.



Our social purpose roadmap (2014-2019) and ambition

In 2013, to guide and accelerate our way forward, we held dozens of conversations with Aimia leaders around the world. This dialogue led to the adoption of our five-year social purpose roadmap (2014-2019), which explores opportunities in three focus areas: Loyalty for Good, Employees and Communities, and Responsible Business Practices. The roadmap focuses, stimulates and aligns our efforts across Aimia as never before.

Our ambition by 2019

- Have solid evidence of our social impact through loyalty.
- Be known for our distinctive culture and our volunteer engagement models that leverage our employees' unique skills, strengths and passions.
- Affirm our leadership in the most material aspects of our business – data security, customer privacy, ethical business conduct, talent and culture, and the environment.



Stakeholder consultation and priorities

To operate responsibly, it's important to first understand what stakeholders expect. In our business, we use data to help our clients build strong relationships with their best customers. Similarly, we consulted our key stakeholders to understand what is most important to them. Using the results of this [stakeholder consultation](#), we have been able to refine our social purpose activities and focus on the activities where Aimia can have a distinct and deep impact while helping us achieve our goals of being an employer of choice, a preferred supplier for global leading brands and an attractive investment. They help us prioritize efforts and resources to meet stakeholder expectations, foster trust, leverage our unique skills to drive social good and sustain high financial performance.

By integrating these priorities into our business strategy, we:

- Stay abreast of developments that could significantly impact our business, trust and reputation;
- Concentrate scarce resources where we can have the most meaningful impact on our business sustainability; and
- Start the process of setting non-financial benchmarks and metrics, so we can more easily track progress and fuel our continuous improvement.

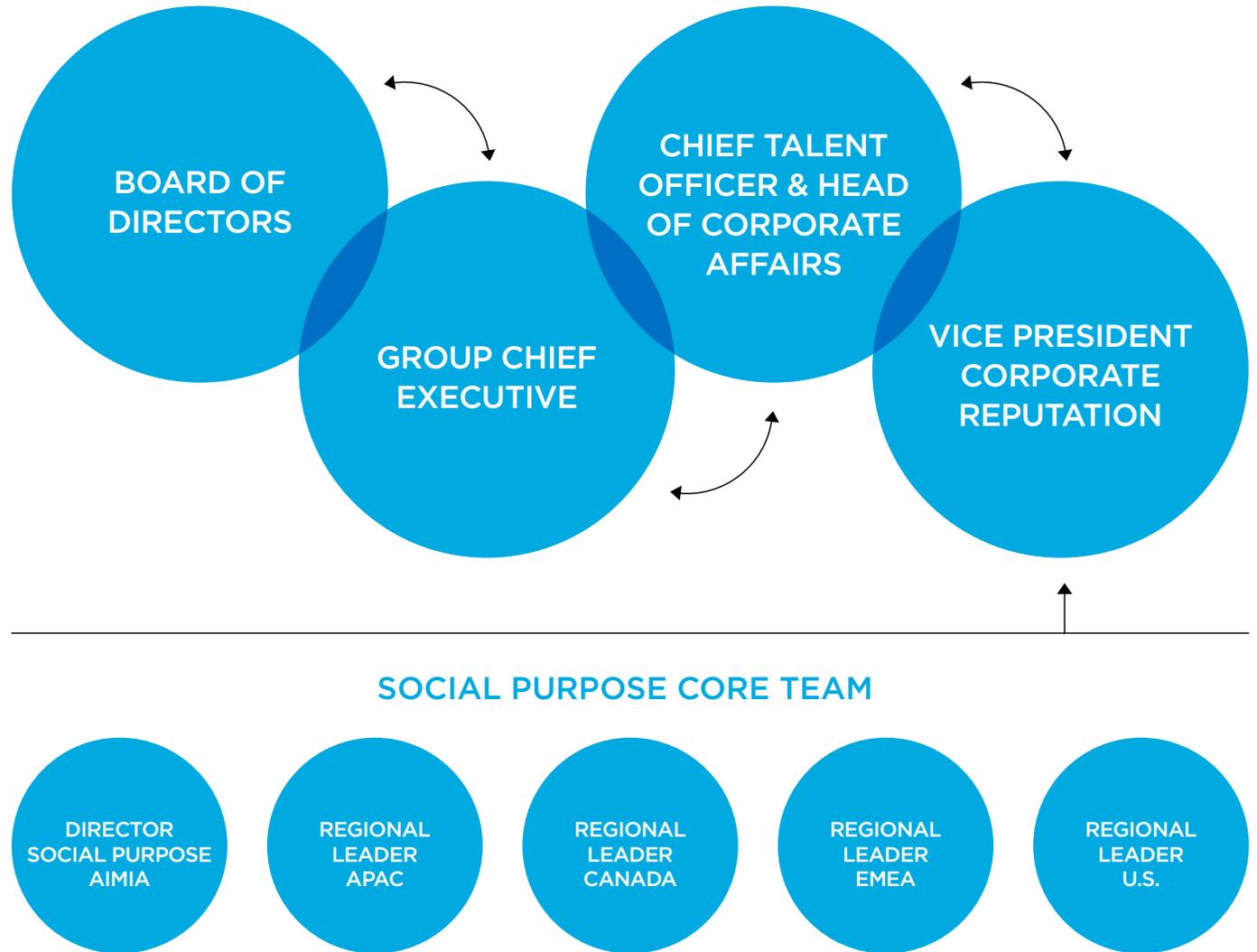


Governance

As we embarked on our five-year social purpose journey in 2014, we launched our global [Aimia Code of Ethics](#) that replaced the legacy codes inherited from our growth through acquisitions.

Considering the critical importance of data security and customer privacy for our business and our key stakeholders and, to assist all Aimia employees in taking a clear and consistent approach when handling consumer data, we've ensured that our [TACT values](#) - Transparency, Added Value, Control, Trust - are embedded in our Code of Ethics and we continuously promote them in the workplace.

The accountability for Aimia's social purpose lies with the Governance and Nominating Committee of our Board of Directors. The responsibility for the activation of the strategy lies with our Chief Talent Officer and Head of Corporate Affairs, our Vice President, Corporate Reputation, and a core social purpose leadership team with representatives established in every region where we operate.



We are committed to using the power of our programs, platforms and loyalty currencies to make it easy and rewarding for consumers to act for the common good and make the world a better place.

LOYALTY FOR GOOD

Loyalty is about real people and real relationships. The simplest and most powerful way to fulfill our social purpose is by leveraging what Aimia does best. In practical terms, this means using the power of our people, products and partnerships to drive positive change. This is the fundamental concept behind Loyalty for Good.

“There is tremendous potential to align people’s brand loyalty with their desire to do good, and it is the culture of Aimia and its employees to support communities, including through our skills and expertise,” said Vince Timpano, President, Americas Coalitions. “Since the launch of our Beyond Miles program in 2006, Aeroplan members have donated more than 500 million Aeroplan Miles to Canadian charities. We congratulate Aeroplan members for their generosity!”

We thank our employees for building the program that made this possible.”

The generosity of our Aeroplan members, who [donated over 500 million miles through the Beyond Miles program](#) has made a huge difference for charities. Miles are being used to help offset travel costs and support projects in communities across the world as well as for raffles to raise money, hotel stays, car rentals and even for merchandise such as a laptops. More information is available at www.aeroplan.com/donate.



Vince Timpano

TD and Aeroplan donated 21 million Aeroplan Miles during Pride Week

TD and Aeroplan donated one percent of every dollar spent by TD Aeroplan credit card holders in Aeroplan Miles during Toronto Pride Week to organizations that fight for LGBT rights around the world. That means every time a cardholder used their card during Pride Week (June 19-28), they directly made a difference. To put this into perspective, 21 million miles represent about 1,400 short-haul Fixed Mileage Flight Rewards in Economy from Toronto to New York.



[Visit this blog to learn more about what our three charities had to say about the overwhelming support](#)

The Ontario government accepts Aeroplan Miles to help pay student debts

It's the latest move Aeroplan and Higher Ed Points have made into higher learning. A growing number of colleges and universities, including York, Ryerson and most Greater Toronto Area community colleges, are already letting students use Aeroplan loyalty currency to help pay for tuition.



In the U.S.

We donated one million miles from our Delta Airlines SkyBonus program to Make-A-Wish Minnesota, as part of their annual push to collect airline miles to enable the fulfillment of wishes for kids battling illnesses.



Nepal region earthquake funds

After the 7.8 magnitude earthquake, the worst to hit Nepal in over 80 years, caused widespread devastation with an estimated eight million people affected by this massive earthquake, volunteers worked intensively on emergency relief including shelter, water and healthcare.

Aimia used the power of its coalitions and loyalty currencies to support the charities behind the relief effort. Through Aeroplan Beyond Miles, [Aimia donated one million Aeroplan Miles](#) to encourage members to support Nepal disaster relief efforts. Aimia also encouraged Nectar collectors to use their points to support Oxfam efforts in disaster relief for Nepal in various ways: [Source of Safe Water](#); [Oxfam Bucket](#); [Hygiene Kit](#) and through [Oxfam Unwrapped](#).

"I am proud of our employees across Asia Pacific who came together to help Nepal families in an unprecedented workplace fundraising effort including bake sales, charity lunches and bazaars, silent auctions, a trivia night, an indoor charity ride, sponsored runs and marathons. Aimia colleagues around the world were encouraged to donate to the Red Cross and Oxfam with Aimia providing a matching donation," said Shailesh Baidwan, President, Global Loyalty Solutions. "On top of that, it was great to see how we used the power of our loyalty coalitions as a driver for positive change by enabling Aeroplan members in Canada and Nectar collectors in the U.K. to support the relief effort."



Shailesh Baidwan

Oxfam's Tag Your Bag and Nectar

Rewarding people for donating clothes to the thrift store and motivate them to bring in higher valued items; that's the idea behind Oxfam's Tag Your Bag loyalty for good scheme. Incentivizing people with Nectar points for their donations resulted in £1.1 million in incremental sales to Oxfam in 2015. Participants simply donate items to Oxfam's chain of shops, and for every £1 raised from their donation, they receive two Nectar points. Oxfam has found that collectors who are also Nectar members are more loyal to Oxfam. That loyalty to Oxfam created by the partnership with Nectar created £367,000 of value for Oxfam last year alone.



Making an impact locally in South Africa

When Aimia's Events Management Team works with a company like Microsoft – committed to empowering every person and every organization on the planet to achieve more – the ideas behind Loyalty for Good are top of mind. Microsoft's EMEA Gold Club 2015 program was held in Cape Town, South Africa, welcoming 650 attendees from Europe, Middle East and Africa. For the program, the team looked for a gift that would appeal to a large audience and incorporated the local culture of the program destination, offering the participants a chance to select from a variety of options. Tsonga, a store selling hand-stitched leather products made in the Zulu Kingdom, was the perfect fit.



Store vouchers were delivered to each of the attendees' guest rooms during evening turndown service. At the same time, a dedicated TV channel was set to this [video](#), so that attendees could see and hear the Tsonga story and realize how their reward from Microsoft would help impact the local community. The store was open exclusively for EMEA Gold Club winners for three days, allowing them to select the items they desired with proceeds directly benefitting the community.

To learn more about Tsonga products: www.tsonga.co.za/about-tsonga.htm



DATA PHILANTHROPY AND COMMUNITY INVOLVEMENT

We focus our community involvement on skills-based giving to maximize impact and to create replicable volunteer engagement models that leverage our employees' unique skills, strengths and passions.

Data philanthropy uses Aimia's market-leading knowledge, expertise and resources to enable charities to better understand their impact and improve their service delivery through the intelligent use of data. Aimia data philanthropy stems from a consultation with charities. This consultation revealed an opportunity to use Aimia's data analytics expertise

across charities to help them better understand issues and solve problems they otherwise would be challenged to address due to a lack of technical expertise and financial resources.

Since 2012, our data philanthropy work has supported more than 45 charities, driving hundreds of delivery model insights. It helped

secure funding - with more than £2.5 million of new funding to U.K.-based charities on the basis of new impact evidence generated by Aimia - and improving outcomes for the beneficiaries of a growing portfolio of supported charities.

Aimia data philanthropy includes the following:

- Intense 48-hour events - where groups of Aimia data analysts clean and evaluate data over an intense couple of days with the aim of generating critical insights on service delivery;

- Smaller one-day "data swarm" events to target charities' specific needs; and
- Creation of statistical tools - the development of analytical tools which enable charities to better evaluate data insights long-term in an autonomous fashion.

"We passionately believe in activating on a social purpose agenda that is clearly integrated with our core business strategy and the unique skills and passions of our employees. In our data philanthropy program, we use our analytical skills to help charities understand their data and share insights that enable charities to make informed decisions to improve their impact, better demonstrate their successes to potential funders and dramatically improve operational effectiveness," Jan-Pieter Lips, President, International Coalitions.



Jan-Pieter Lips

On top of generating significant value for charities, data philanthropy also drives clear and tangible benefits for Aimia

Employee engagement

Reinforcing our commitment to social purpose and our [PASSION values](#).

Test new products

Individuals and teams have been able to test and pilot the use of innovative new systems and technology. Almost 60% of Aimia participants in the U.K. had the opportunity to use new analytical tools through the data philanthropy program and key suppliers in Canada gave us the opportunity to test new software during an event.

Skills development and learning

Offering opportunities to develop analytical [skills](#), being exposed to new data sets and searching through publicly available open-source data.

Replicable approach

Our data philanthropy model has now been replicated in the U.K., [Canada](#), U.S., New Zealand and the Middle East and we aim to hold our first Aimia global week of data philanthropy in 2016 for even more opportunities to share our experience and learning across Aimia.

Building stakeholder relationships

The 2015 Canada event brought together more than 50 Aimia employees, alongside students from Queen's University, Schulich School of Business and Western University, as well as business partners from Fractal, HPE, SAS, CiG, IBM, Alteryx and TD Bank – an opportunity for everyone to share an Aimia experience. In less than 48 hours, 7.5 gigabytes of data were analyzed for four charities: Enactus, The Stephen Lewis Foundation, Prostate Cancer Canada and Canada's Ballet Jørgen. The weekend was captured [here](#). Also see this [article](#) from SeeChange magazine.

62%
of Aimia volunteers surveyed in the U.K. felt they had significantly improved their internal networks as a result.

92%
enjoyed the opportunity to work within different teams.



Canada



United Kingdom



First event in the Middle East

On October 10th, a team of six data analysts based in Dubai held Aimia's first data philanthropy event in the Middle East. They analyzed 22,000 transactions over 32 hours to help Médecins Sans Frontières/Doctors Without Borders (MSF) identify their top donors and prospects. By the end of the day the MSF team had a new segmented view of their sponsor database and recommendations to action the insight into their 2016 communications planning.

Middle East Team

First event in the U.S.

On September 29th in Aimia's Minneapolis office, we partnered with Big Brothers Big Sisters Twin Cities to analyze their data to help answer critical questions and fuel their continuous improvement efforts.



U.S. Team

Aimia Data Philanthropy received several prestigious awards



Employee engagement Lord Mayor's 2015 Dragon Award for Future Proofing Charities

See the [video](#) and the [release](#).



Corporate Engagement Awards in two categories

[Gold](#) 'Most innovative collaboration'

[Silver](#) 'Best pro bono work for a charitable, social or ethical cause' – Aimia and over 40 charities: data philanthropy.



The Guardian Sustainable Business Awards 2015 for [Social Impact](#)



Real impact

“The team at Aimia has made a huge difference to our work at [Greenhouse Sports](#), helping us improve the way we analyse data, and communicate our findings to others. This, in turn, has strengthened our ability to demonstrate our impact: developing beneficial life skills for young people from the most disadvantaged areas of London through sport. Your expertise has helped us to leverage more funding and continue to improve the quality of the programmes we deliver.

– Louise Griew
Director of Development
Greenhouse Sports



Skills-based volunteering, beyond data philanthropy

Nectar employees solve charities' problems using loyalty expertise

The [Aimia Skills-Based Volunteering Challenge](#) was a nine-month loyalty innovation program run in partnership with [Pimp My Cause](#), an organization which links marketers with charities seeking pro bono marketing support that concluded in December 2015.

Five teams from Nectar Partnerships were matched up with five causes to support them in achieving breakthrough success. They did this by building valuable relationships that will ultimately help them to raise more funds, engage and retain customers or develop successful partnerships. The program also focused on contributing to Aimia's talent development objectives of building stronger innovation capabilities by supporting the Nectar Partnerships team with training in innovation and strategic thinking.

New ambassador program in Canada

The Canadian team launched a new community engagement ambassador program that connects charities' needs and Aimia skills-based volunteering in new ways and has already inspired other regions across Aimia. Throughout the year, each of the 10 Beyond Miles ambassadors stayed in contact with the charities and matched emerging needs with skills-based volunteering opportunities. We've seen an incredible spirit of giving from all of the ambassadors and employees that has seen this program take on energy reflective of our employees' commitment to giving back. Here are just a few examples of the amazing contributions of our ambassadors:

- The MusiCounts ambassador organized a brainstorming session with the organization and Aimia Canada Digital Centre of Excellence (DCOE) to consult and provide expertise on MusiCount's new communication and branding strategy.
- The Veterinarians Without Borders (VWB) ambassador ran an analysis using Google Analytics on VWB's holiday campaign and found actionable insights to help the organization save on mailing and focus on email campaigns.

- A number of shared skills-based learning support sessions were conducted by Aimia employees including how to optimize use of LinkedIn and social media and the creation of a donor feedback survey applicable to a wide-range of charities.



Beyond Miles partner representatives and Aimia ambassadors



In 2015, participants in the Kumvana Program visited Aimia in Montreal and Toronto to take part in roundtable sessions about "Female Leadership and Success in the Workplace" and attended one-on-one professional development meetings with Aimia managers. Led by our Beyond Miles partner Engineers Without Borders Canada (EWB), the Kumvana Program is an annual initiative that identifies emerging leaders within African communities and organizations.

Employees continue to take advantage of the Common Good Days program

Launched in 2012, the Common Good Days program encourages every Aimia employee to volunteer for one full paid day per year with a charity of their choice. To encourage employees to participate, regional offices organize special events. To foster adoption across Aimia, a guide on “How to Plan a Common Good Day Action and Checklist” was created in 2015 and some offices have built partnerships with community organizations to help facilitate and coordinate volunteer work.

Common Good Days around the world

A team of volunteers from our London office worked with [Spitalfields Farm](#) – an inner city farm that teaches local people about the importance of sustainability and educates children on where their food comes from.



Volunteers from London

Team members from the U.S. had a great day volunteering for [Rebuilding Together Dayton](#). They were able to finish the exterior painting on an elderly woman’s home and clear her backyard of weeds.



U.S. Team

More than half of the Aimia New Zealand team participated in social purpose along with a regular group by going to the blood bank every three months during 2015. The charities that benefited were [Auckland City Mission](#), [Oxfam](#), [Breast Cancer Foundation](#), [Steps for Life](#) and [Westpac Rescue Helicopter](#).



Canada Team

A team from Canada participated in a [Missing Map Mapathon](#). Médecins Sans Frontières/Doctors Without Borders (MSF) trained the team to trace buildings and roads on a satellite image, using a laptop. They added to the Open Street Map platform – directly contributing to the mapping of a previously unmapped urban area in a developing country. A similar event was also held earlier in the year in the U.K.

TALENT AND CULTURE

We're working to create a truly distinctive place to work a diverse organization with an inclusive and inspiring culture.

Workplaces that... work. We devote a great deal of thought to our workplaces. We strive to create spaces that are as environmentally sound as they are safe and efficient. Equally important, we design spaces that ignite our people's creativity and passion. This is, after all, where we expect employees to give their very best. During 2015, we opened new offices that embody the [nine principles of our workplaces](#) in [downtown Minneapolis](#) and the Exchange Tower in Toronto and went totally 'nimble' (working in an agile way) in our Strand, London office in the U.K. These include improved lighting and access to daylight, an inviting eat-in kitchen and new specially designed spaces for innovation and collaboration.

"We're working to create an inspiring culture founded on the principles of loyalty and making business personal. Through belief in possibility and a focus on what energizes each of us, we will create more momentum to achieve our shared goals. I look forward to implementing our innovative "[Share-Learn-Unlock](#)" approach to performance in 2016."

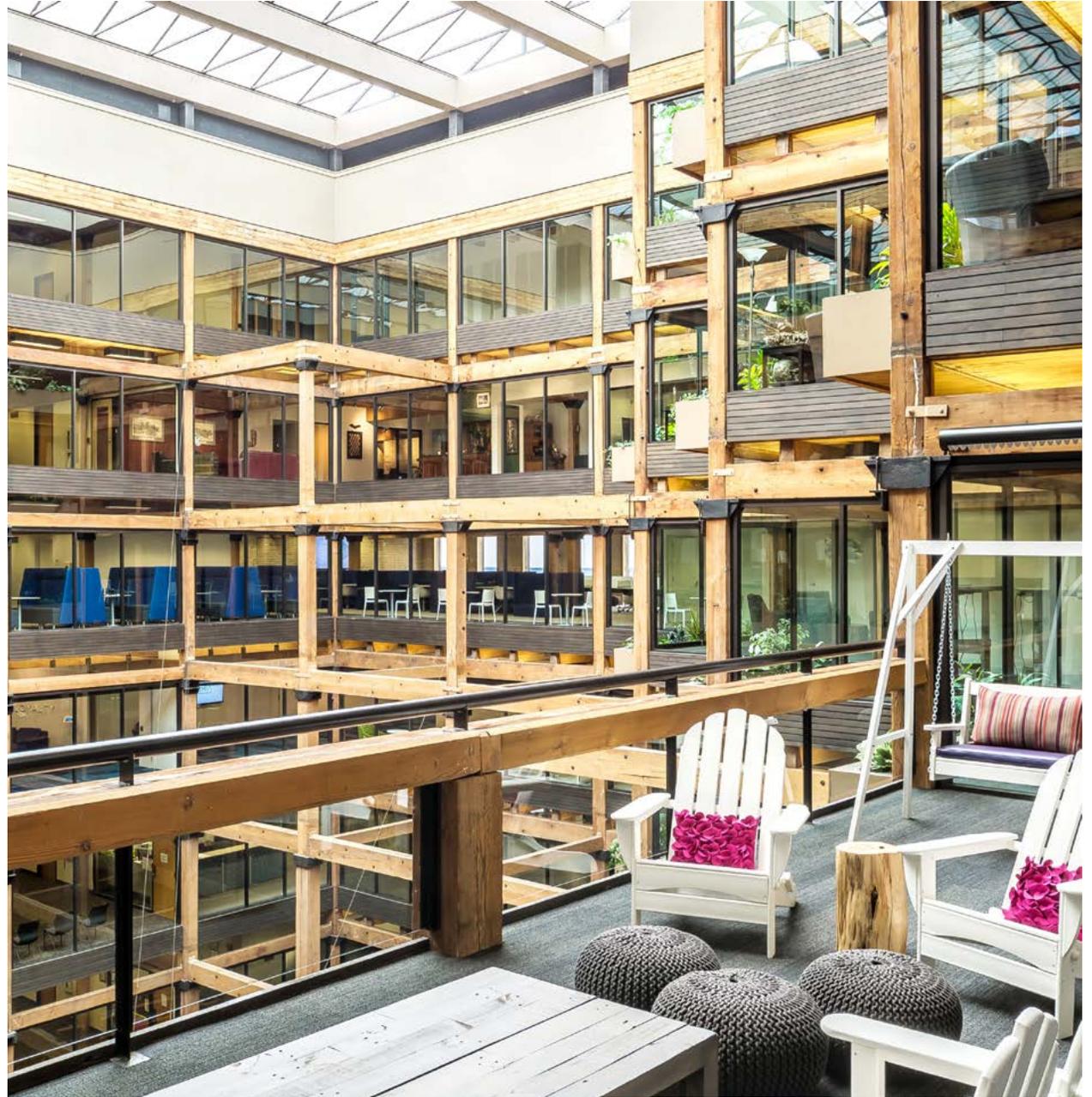
- Sandy Walker, Chief Talent Officer and Head of Corporate Affairs



Sandy Walker



U.K. Nimble spaces



Minneapolis office

Diversity, inclusion and wellbeing

Respect, inclusiveness and wellbeing are important if we're to be healthy, happy and productive – something we take very seriously at Aimia.

Research shows that companies that welcome and expect the contributions of talented people – no matter their gender, age, ethnicity, social background, sexual orientation, beliefs or disabilities – make better decisions and are better run. Such companies are more likely to understand and meet the needs of their customers in an innovative way, and generally more adaptable to the cultural demands of a global marketplace. They also tend to attract and keep the most talented people. Not surprisingly, such companies are also more profitable. At Aimia, we're working to create a truly diverse organization with an inclusive culture.



Our culture goes far beyond just doing our daily work. It's one that provides opportunities to learn and develop, to share one's skills for social good through our volunteering programs and engage with new and interesting people.

We offer employees a range of local programs to support health, safety and flexible work arrangements. We believe in a good work-life balance because it enables employees to bring the best of themselves to their life and their work. More productive and engaged, they contribute more fully to their workplace, family and community. We work with leaders to build a diverse pipeline of talent. Through

India team celebrated Diwali in office - Awesome food, foot tapping music, whacko games and super fun! Everyone was dressed in their traditional best!

Topspot, our global intranet, we run a number of networks and special interest groups from 'Women in Leadership', to 'Parents and Carers', 'LGBT' and 'Diversity and Inclusion' communities. Various offices run special events adapted to their local needs such as inviting compelling internal and external speakers to inspire with their career stories; offering training in self-efficacy, mindfulness, resilience; leading wellness challenges, and celebrating key dates and festivals – all of which reflect the diversity in our business.

Aimia is proud to have been included in the list of [Top 30 Employers for Working Families 2015 \(U.K.\)](#)

The list includes progressive employers who recognize and leverage the powerful links between flexibility and agile working, emotional engagement, wellbeing, and high-performance. Entrants receive a comprehensive data pack which illustrates how their performance compares with the rest of the benchmark entrants. This enables them to access the knowledge required to design and implement significant change within their workplace and fuel a continuous improvement approach.



The benefits of our new global employee database

Following our growth through acquisitions, we inherited numerous human resources systems that we've consolidated this year into one global management system. The transition towards a single global management system required the

adoption of common definitions for key employee metrics across regions, the harmonization of job categories, employee types and other information in order to foster accuracy, reliability, comparability and completeness of employee information. We've already used the new global management system database as the source to deploy global IT security training, reaping the benefits of one single source of employee data, constantly updated in a timely manner by colleagues around the world. This new system will also enable us to measure our progress towards our diversity goals globally.

Our PASSION values

Our [PASSION values](#) set out the foundation of our culture in an accessible way for employees across the world. We celebrate our PASSION values each day through our PASSION Expression hub on Topspot, our global intranet, and through local and regional award ceremonies that culminate in the annual global and CEO PASSION awards.



Share-Learn-Unlock Bootcamp

“Share-Learn-Unlock”

After a lot of listening, a lot of thinking and a lot of learning, we realized that what helps us perform at our best isn't the right kind of rating scale or the right kind of software system but having the right kind of conversations with each other. These conversations are characterized by high levels of openness and trust and an appreciation that each of us has our own personal “performance formula” - the factors that, when combined, help us reach our peak levels of performance. The “Share-Learn-Unlock” approach

was piloted during 2015 and will be deployed across Aimia in 2016 to help identify insights into how each individual and team can improve collective performance.

We joined WISE

In the spirit of fostering a stronger pipeline of talent, we joined [WISE](#) which campaigns to encourage more women to build careers in STEM subjects (science, technology, engineering and maths).



DATA SECURITY, ETHICS AND PRIVACY

We build a strong ethical culture and focus our resources on the issues that are most relevant to our stakeholders and our business.

“As a leader in data-driven marketing, we know that data security and customer privacy are critical to our licence to operate. As we’ve grown through acquisition, we’ve met our information technology needs through a combination of primarily in-house support and partnership. We see a clear advantage in outsourcing key

aspects of IT to global providers and we now combine Aimia’s industry-leading products, platforms and insights with the capabilities of key partners such as Infosys, HPE and IBM to accelerate our continuous improvement.”

- Harry Pickett
Global Chief Information Officer

Continuous improvement of IT governance and security practices – 2015 highlights

New agreement with HPE

We are outsourcing aspects of information technology infrastructure, applications development and maintenance through a new 10-year agreement with HPE. This new agreement will enable Aimia to leverage industry best practices and benefit from HP’s significant investment in areas such as digital technologies and data security, which reduces our cost of innovation and risk management. Aimia will also benefit from HPE’s ISO 27001 global certificate for the IT systems that will be moved to this provider.



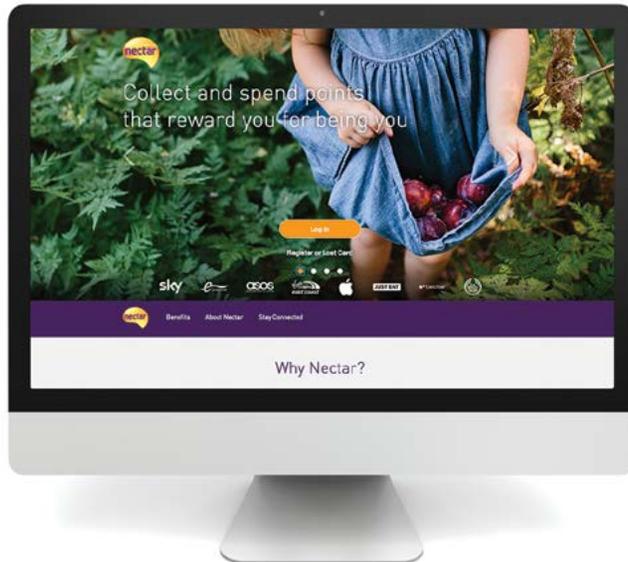
Harry Pickett

Eliminating risk at the source

When performing a booking through Aimia's call centre, Aeroplan members are now prompted to enter their credit card information on their touch-tone telephone. The solution, featuring cardholder not present (CNP) payments, enables us to ensure confidentiality while improving operating accuracy by ensuring that the credit card number is known only by the owner.

Bringing a more streamlined and user-focused approach to the market

Nectar is now more accessible with a more interactive website and mobile applications with much more functionality than we've ever had before. Nectar now empowers users to better protect their accounts by providing their mobile numbers/ email addresses to enable codes to be sent to them. These codes are requested based on their behaviour, e.g. redemption, change of details and even logging in. The purpose is to provide better security without providing a barrier for customer interaction.



Enhancing IT security training

With ever-increasing security requirements and the high-level of expectations from our key stakeholders, we're keeping our eyes on continuously improving the information security awareness training for our employees. In 2015, we adopted a global approach to information security awareness training. We now have a single platform that enables us to coordinate IT security training globally while providing the flexibility to customize training to each team, based on the risk profile of their specific roles and responsibilities.

We deployed our first round of global security awareness training in November 2015. According to their role, employees were either trained on the topic of "Mobile Users" or "Social Engineering" and every course included the annual acknowledgment of the applicable IT security policy. By year-end, we achieved an 87% completion rate across our entire employee base, and put in place a structured follow-up process with managers to continuously improve this score and nudge towards our ideal of having every single employee complete the training - whether or not they typically deal with our members or other sensitive data directly.

Supplier Code of Ethics

Following the launch of the Aimia's Code of Ethics in 2014 - that replaced the numerous codes inherited from our growth through acquisitions - we created a new Aimia Supplier Code of Ethics in 2015. Its deployment is progressing well across Aimia and was first focused on rewards suppliers around the world. The Supplier Code of Ethics will become integral to new supplier agreements starting in 2016 and gradually deployed to current contracts throughout the year.

Understanding data-sharing mindset and being part of the dialogue on customer privacy

We engage in collaborative research as an opportunity to gain new insight into privacy-related issues in our markets. In turn, it is also an opportunity to share our knowledge with other interested parties and engage in a constructive dialogue around the evolution of customer behaviour and attitudes towards privacy. 2015 highlights include:

Data privacy roundtable

Irrespective of industry, domain or sector, the vast majority of companies deal with data, and are interested in sharing experiences and learning more about data security and privacy. In this spirit, we brought together business leaders to discuss common issues with the Canadian Chamber of Commerce.

Aimia Loyalty Lens

Our [2015 Aimia Loyalty Lens](#) research identifies a golden moment for marketers around the world as

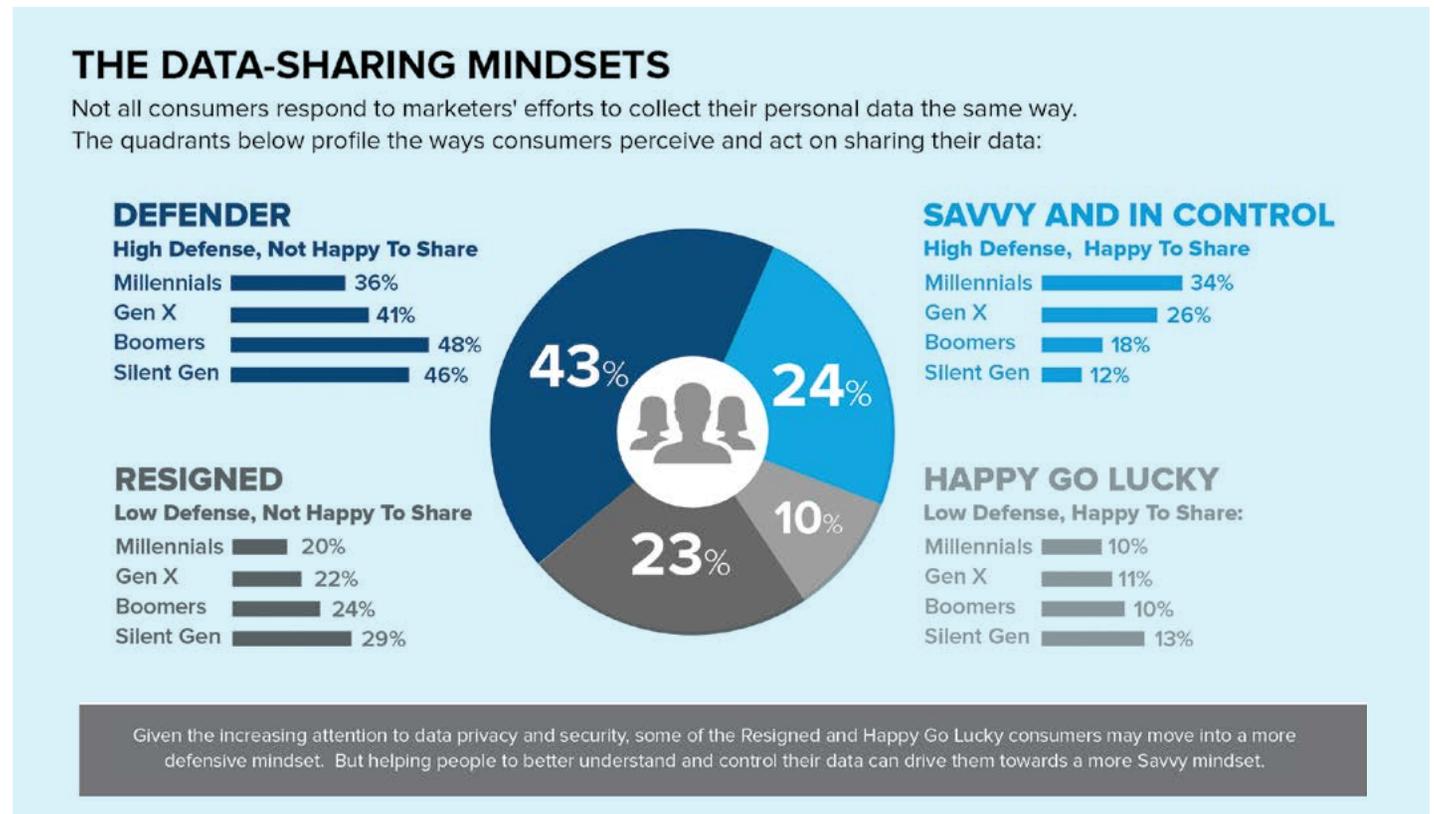
consumers – led by Millennials and Gen Z – share data more openly with companies as part of a value exchange.

Consumers' data-sharing mindsets

In conjunction with Columbia Business School, we surveyed 8,000 consumers from Canada, the U.K., the U.S., France and India, and uncovered four data-sharing

mindsets to better understand how consumers perceive and act on sharing data.

These four mindsets demonstrate the extent to which consumers are willing to share data and whether they take defensive actions to limit online tracking and/or make up names and addresses to avoid giving away true personal information. See the Infographic [here](#).



ENVIRONMENTALLY CONSCIOUS

Aimia has been carbon neutral since 2008. Our carbon management approach is driven by our commitment to operational effectiveness and corporate sustainability.

Aimia leadership in climate change transparency recognized: Top 10% leader in Canada

Aimia has earned a score of 99B and its position on the 2015 Canadian Climate Disclosure Leadership Index (CDLI) by disclosing high-quality data on carbon emissions and energy through the CDP climate change program. CDP works with thousands of companies to tackle climate change and 822 institutional investors holding US\$95 trillion in assets to help reveal the environmental risk in their investment portfolios. Aimia has been carbon neutral

since 2008 and is committed to carbon neutral growth. Since 2010, we adopted increasingly energy efficient office designs, consolidated office space and moved from printed to digital marketing materials. As a result of these initiatives and changes to the business, we reduced our greenhouse gas emissions on a per employee basis by 46% in 2015 when compared to 2010.

We count on a network of 20 colleagues around the world to collect environmental data each quarter. Our carbon management approach is driven by our commitment to operational effectiveness and corporate sustainability:

1. We measure our global carbon footprint annually using best-in-class tools and processes.
2. We work to reduce our footprint by evolving how we do business – moving to greener office space, reducing unnecessary flights, moving printed communications to electronic, and more.
3. We offset the remaining emissions by investing in high-quality offset projects. This makes Aimia carbon neutral.

It is great to see our commitment to carbon neutrality and our collaborative efforts to meet the increasing expectations of environmentally-aware stakeholders

recognized – an unexpected but excellent way to affirm Aimia's global leadership in collecting and using data.

Read the [CDP Climate Change Report 2015: Canada 200 Edition](#). To learn more about the CDP or to view Aimia's detailed environmental and climate change report for 2015 visit www.cdp.net.



Aimia maintained carbon neutrality, ranks in the Top 100 Voluntary Offsets Buyers and is a signatory of the Paris Pledge to Action



Helping the environment, beyond carbon neutrality

When it comes to doing good for the planet, there is always room for improvement:

- In Canada, both our [Tour Aimia headquarters](#) in Montreal and our Richmond office in Toronto earned LEED® Silver certification providing a high-performing, healthy green workspace where energy and water are preserved, recycling is promoted and waste reduced.
- In the U.S., the team implemented a unique no trashcans at workstations approach. Employees in Minneapolis now bring their trash to centralized collection areas. We aim for this small change to help decrease waste and reduce the labour required to service each receptacle.
- Employees working at our London, U.K. office on the Strand have turned their attention to increasing both the percentage of waste that is recycled and ensuring that waste is recycled correctly. Together, the employees and the cleaning team looked at potential waste reductions and optimizing the use of new recycling bins.

2015 environmental performance

Absolute emissions

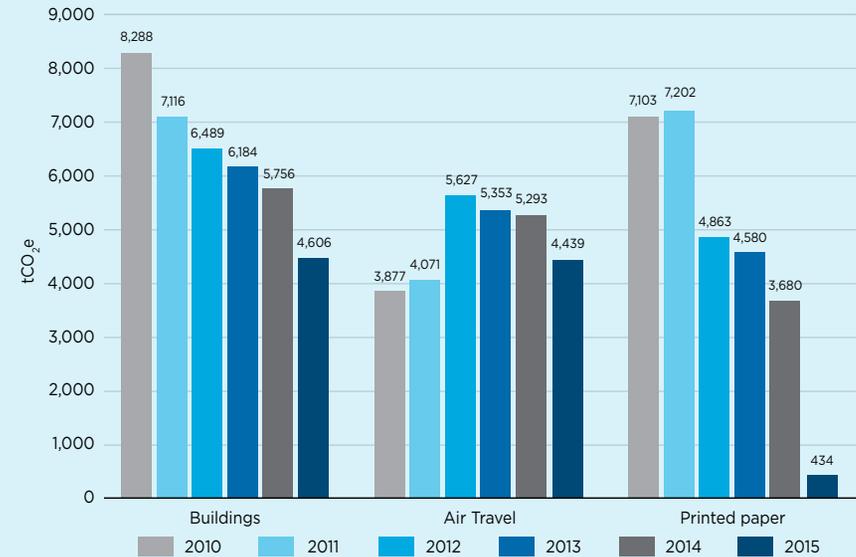
Global scope 1, 2 and relevant scope 3¹ emissions from Aimia's operations amounted to a total of 9,621 tCO₂e for 2015 – a reduction of 51% in absolute numbers over the last five years.

Intensity-based emissions

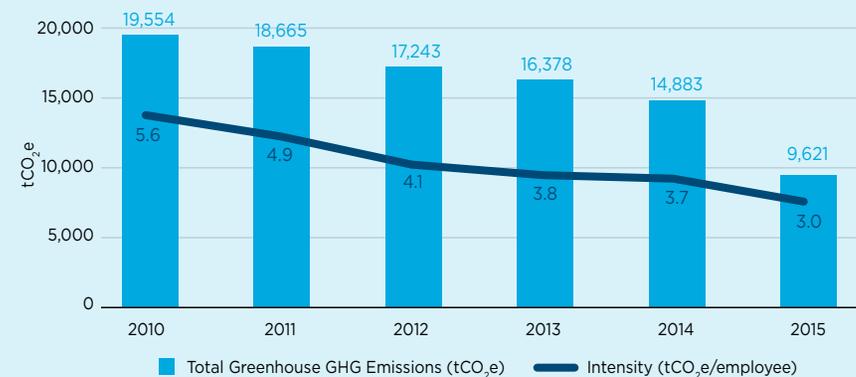
Emissions per employee have dropped to 3.0 tCO₂e in 2015, a 46% reduction since 2010.

¹ Aimia Scope 1 emissions are direct sources including natural gas and fuel for office heat; Aimia Scope 2 emissions are indirect sources of electricity calculated for each individual office in a region during the targeted period (e.g. fossil fuels – US, renewable and purchased steam heat – Canada, gas – Dubai); Aimia Scope 3 emissions comprised all corporate air travel actually flown by employees in the targeted period and emissions from all outsourced promotional material actually printed during the targeted period.

AIMIA GHG EMISSIONS BY SOURCES



AIMIA GHG EMISSIONS 2010-2015



Over \$3 million invested in carbon offset projects since 2010, generating an estimated \$63.2 million¹ in social value

Between 2010 and 2015, more than \$3 million was invested in carbon offset projects through Aimia's annual purchase of carbon credits to offset its own corporate footprint as well as flights from its Aeroplan Beyond Miles founding partners, including Aeroplan members' purchases through the Aeroplan Green it Up program.

We've been working with [Offsetters](#) - Canada's leading provider of sustainability and carbon-management solutions - since 2010. We voluntarily invested in a unique portfolio of high-quality [carbon offset projects](#), including the [Great Bear Forest Carbon Project](#) in Canada and the [Uganda Cookstove Project](#) in Africa. This investment has delivered additional socio-economic and environmental benefits, way beyond greenhouse gas emission reductions.

Offsetters assessed that Aimia's carbon offset investment in the last five years has generated an estimated \$63.2 million in co-benefits - each \$1 invested in our custom carbon offsets portfolio generating approximately \$20 in additional value for communities.

¹ The value was estimated by Offsetters based on research from Imperial College, London, ICROA and The Gold Standard Foundation. This represents the approximate economic co-benefits of the carbon offset projects comprising Aimia's carbon offsets portfolio.



“The Great Bear Forest Carbon Project offers Coastal First Nations the potential for sustainable economic and social development while helping to conserve the largest and most ecologically significant temperate rainforest in the world. The support of innovative companies like Aimia demonstrates their clear commitment toward addressing the climate impact of their operations in a meaningful way.”

**- Jessie Housty
President of Great Bear
Carbon Credit Corporation**

See the Great Bear Forest Carbon Project [video](#)



Great Bear Forest Carbon Project in Canada

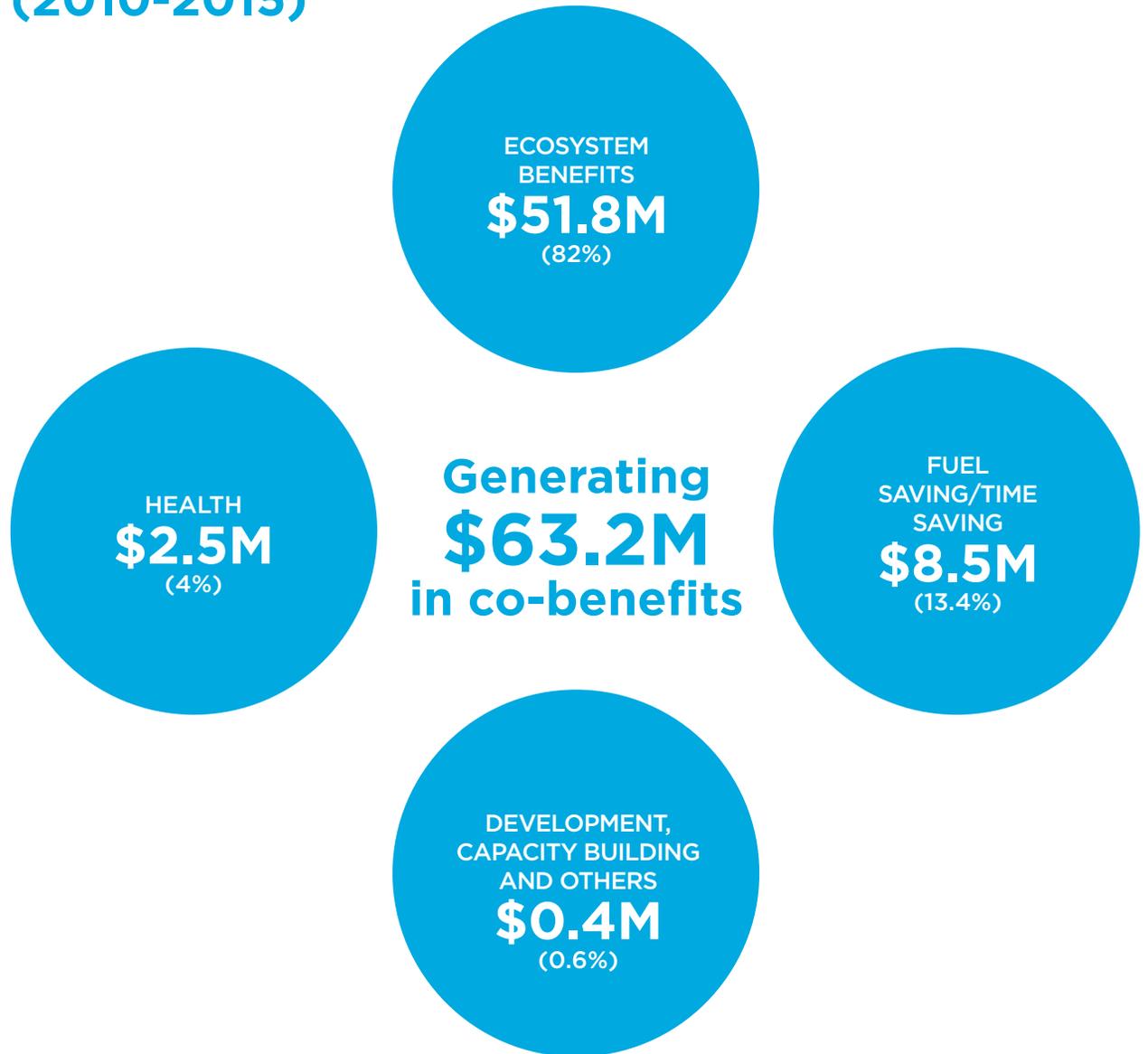
“We are very proud of the results that we have seen in our five years of collaboration with Aimia. Their clear vision and ongoing commitment, as evidenced by their position on the CDP Leadership Index, demonstrates that carbon neutrality is good for both the environment and for business.”

- James Tansey
CEO, Offsetters



Uganda Cookstove Project in Africa

\$3M investment in portfolio of carbon offsets (2010-2015)



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

ARTS

Building a business case for investing in the arts

The arts make the world a more comprehensible place, drawing people into communities of thought and feeling. Given the relational nature of our business, working with the arts is a natural fit for Aimia, and we have long been a patron of the arts and of culture. As a data-driven company, we partnered with Business for the Arts to help companies make a business case for supporting the arts. We consulted studies done by their [sister organizations around the globe](#), and supported a new study through

their research partner, the Strategic Counsel, on the relationship Canadians have to the arts. In the process, we learned more about how the arts can contribute to our business success.

We found that Canadians value businesses which support the arts. Businesses have responded by significantly increasing their support, reporting that they are less interested in the ROI than the social return on their investment (SROI). This [study](#) reinforces the findings of numerous others, which show that arts and culture create dynamic urban centres that are magnets both for the talented and skilled workforce businesses need, and for the affluent consumers who create the demand for their products and services.

As each company builds its own business case for supporting the arts in the right way for them, the arts community benefits and businesses enhance their social returns. Everyone wins.

Why companies invest in the arts

Businesses supporting arts and culture are viewed more favourably by more than half of Canadians

71%

of companies* with revenues over \$25 million invest in the arts

95%

believe arts education assists in the intellectual development of children

88%

argue that it contributes to reducing youth crime and alienation

83%

say that the arts create vibrant places to live and work



HILDEBRAND, Meghan; Vanguard and Passamontagna; 2013

82%

claim that it relates to good health and wellbeing

74%

think that the arts contribute to the economy of a community

* Survey of 239 businesses with up to \$50 million annual revenues; 57 businesses with annual revenues in excess of \$50 million. Survey of public engagement with the arts (1,500 people). Incorporates data from CADAC (Canadian Arts Data/ Données sur les arts au Canada - integrated financial and statistical system for Canadian arts organizations applying for operating funding).

Aimia's business case for supporting the arts

Our workspaces are not merely enhanced by the presence of art; our employees are inspired by the creativity that surrounds them. This inspiration cultivates an atmosphere of inquisitiveness and encourages new ideas.

The arts help create an environment where people know each other, connect with each other and trust each other. In so doing, they contribute to the conditions where our business can thrive. We believe that art in the workplace produces a setting in which creativity, inspiration and innovation are encouraged. We want to inspire curiosity, innovation and imagination.

In 2015, we expanded art to more of our workplaces and borrowed paintings, sculptures and photographs, now on display in our offices in Canada, the U.S. and the U.K. We have focused on illumination by natural light where possible, and emphasized colourful organic shapes and themes, with contemporary energy and verve to offset the cool perpendicular lines and white spaces of our modern open-concept offices.

By working with our institutional partners the Art Gallery of Ontario and the Musée national des beaux-arts du Québec, and local galleries, framers, art installers, art delivery services, printers, graphic designers, arts groups and schools, we support and engage the wider visual arts community. Together with other companies that support art, we hope to foster the success of a vibrant arts community that makes our lives richer.



Art committee for 130 King St. W, Toronto. Taken on the day of the official opening April 27, 2015.



JONES, Janet - Exchange Tower office, Toronto, Canada



WILLIAMS, Anna - Tour Aimia, Montreal, Canada



CHAN, Joanne - Strand office, London, U.K.

THE 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. The prize has a total annual value of \$130,000, with \$50,000 awarded to the winner, \$5,000 awarded to each of the other shortlisted artists, and \$25,000 that supports a national scholarship program for students studying photography at select institutions across Canada.

The remainder funds six-week residencies for all four short-listed artists in partnership with cultural institutions across Canada. The 2015 Aimia | AGO Photography Prize was awarded to [Dave Jordano](#). [Learn more in this interview](#) in Canadian Business.

The Art Gallery of Ontario and Aimia work together, pooling resources and trading expertise to make this prize the best possible experience for the artists, and a supportive, meaningful dialogue about photography.



Maxine Granovsky Gluskin, President of the AGO Board of Trustees, Dave Jordano, winner of the 2015 Aimia | AGO Photography Prize, Matt Galloway, CBC Radio One's Metro Morning and, Vince Timpano, President, Americas Coalitions, Aimia.





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

Contact us at:

[**socialpurpose@aimia.com**](mailto:socialpurpose@aimia.com)