



2025 SUSTAINABILITY REPORT

Driving Growth Through Governance,
Environmental and Social Responsibility



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INTRODUCTION

LAND ACKNOWLEDGEMENT

In the Spirit of Truth and Reconciliation, on behalf of Bridgemarq, we want to acknowledge that our office is situated on the lands of the Mississaugas of the Anishinaabe, the Haudenosaunee, the Chippewa, and the Wendat Peoples known as Tkaronto. We also acknowledge Toronto Purchase Treaty 13 with the Mississaugas of the Credit and the enduring presence of many First Nations, Métis and Inuit Peoples living on this land today.

ABOUT THIS REPORT

This report provides an overview of Bridgemarq's strategic approach and operational outcomes concerning environmental, social, and governance (ESG) matters that may influence our organization, society, and environmental sustainability throughout the fiscal period ending December 31, 2024.

A MESSAGE FROM THE CEO

On behalf of our Board of Directors and employees, I am proud to present Bridgemark's 2025 Environmental, Social, and Governance (ESG) Report. This report reflects our ongoing commitment to corporate responsibility and our efforts to drive meaningful change in the communities we serve. Grounded in our purpose, our ESG strategy continues to shape our business decisions, guide how we engage with stakeholders, and reinforce our responsibility to deliver long-term value.

For more than 110 years, Bridgemark has helped Canadians meet their housing needs – a role we regard as both a privilege and a responsibility. We recognize that a home is more than a physical space; it is a foundation for safety, belonging, and shared experiences.

With that understanding, we established the Royal LePage® Shelter Foundation™ over 25 years ago. We're pleased to say that as Canada's largest public foundation dedicated exclusively to supporting women's shelters and domestic violence prevention, we've raised over \$52 million and currently support more than 200 local shelters and national partners across the country.

We are also proud to be recognized as The Voice of Canadian Real Estate™, a reflection of our industry leadership and our steadfast support for housing consumer advocacy and education.

Ultimately, as a service-driven organization, we recognize that our success depends on the strength of our people. This understanding fuels our commitment to fostering a workplace where top talent is attracted, supported, and empowered to thrive.

Thank you for taking the time to review our progress. We remain committed to advancing our ESG priorities and making a positive impact where we live and work.



SPENCER ENRIGHT
Chief Executive Officer
Bridgemark Real Estate Services Inc.



ABOUT BRIDGEMARQ®

Bridgemark Real Estate Services® is a leading provider of services to real estate brokers and their agents across Canada. Bridgemark generates cash flow primarily from fixed and variable franchise fees earned from a national network of approximately 21,000 REALTORS® operating under the Royal LePage® brand name across Canada, under the Via Capitale® Real Estate Network, Proprio Direct® and Les Immeubles Mont-Tremblant brands in the province of Quebec, and under the Johnston & Daniel® banner in upscale neighbourhoods in Ontario.

Approximately 76% of Bridgemark's franchise fees are fixed in nature, providing revenue stability and helping insulate cash flows from market fluctuations. This recurring, fixed revenue structure combined with strong brands and a successful growth strategy position Bridgemark to continue generating stable, long-term cash flows and paying growing dividends to shareholders.

Franchise fee revenues are protected through long-term franchising agreements, with royalties predominantly driven by fixed fees based on the number of agents in the network, mitigating the impact of market downturns.

Growth is produced both organically and through acquisition. Company offices are diversified geographically across Canada, and within a trading area, across culturally distinct markets.

The Company is listed on the TSX and trades under the symbol BRE.

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THE COMPANY'S BRANDS – FRANCHISE BUSINESS



ROYAL LEPAGE

Serving Canadians since 1913, Royal LePage is the country's leading provider of services to real estate brokerages, with a network of more than 19,000 real estate professionals in over 640 locations nationwide. Since the mid-1990s, Royal LePage has more than tripled the size of its sales force. It offers its network of brokers and agents strong support with state-of-the-art marketing and lead generation tools, sophisticated business services, timely market data and analysis, as well as professional development through on-line and in-person training. Royal LePage is the only Canadian real estate company to have its own charitable foundation, the Royal LePage Shelter Foundation, which has been dedicated to supporting women's shelters and domestic violence prevention programs for more than 25 years.



VIA CAPITALE

Via Capitale's mission is to deliver the best possible service by focusing on the human aspect of each transaction, professionalism and innovation. Via Capitale has more than 900 real estate professionals in 35 locations across the province of Quebec. It has launched numerous innovative, client focused programs into the Quebec market through specialized web platforms and has been a leading developer of real estate insurance programs for more than 20 years – making it the pioneer in this field and keeping the company at the forefront of the industry. Today, the Via Capitale name is synonymous with protection and innovation in the province of Quebec.

THE COMPANY'S BRANDS – OWNED BROKERAGES



ROYAL LEPAGE REAL ESTATE SERVICES LTD.

As the oldest corporately-owned real estate group in the country, our unmatched size and productivity place us at the forefront of Canada's real estate market. The Corporate Brokerages are comprised of Royal LePage Real Estate Services Ltd. and Johnston & Daniel in the Greater Toronto Area, Les Immeubles Mont-Tremblant in Quebec, and Royal LePage Sussex and Royal LePage West Real Estate Services in the Greater Vancouver Area.



JOHNSTON & DANIEL

Founded in 1950, Johnston & Daniel is a leading residential real estate boutique firm with approximately 175 real estate professionals selling distinctive homes in southern Ontario. Johnston & Daniel operates as a division of Royal LePage Real Estate Services Ltd. and maintains its market leadership through a combination of rich training and development opportunities, strategic partnerships, in-house marketing services and powerful brand awareness.

THE COMPANY'S BRANDS – OWNED BROKERAGES



PROPRIO DIRECT

Established in 1987, Proprio Direct operates one of the largest real estate brokerages in the province of Quebec (based on REALTOR® count) from a single office located in the Greater Montreal Area. With approximately 700 real estate professionals, this unique, consumer-centric digital brokerage has established itself as a market leader by offering a unique business model that combines the visibility and support of a traditional brokerage with the flexibility today's consumers expect.



LES IMMEUBLES MONT-TREMBLANT

Les Immeubles Mont-Tremblant's professional team of real estate specialists offers sales and marketing services for luxury estates, country homes, condominiums, building lots and commercial properties throughout the region. As a division of Royal LePage Real Estate Services Ltd., its strength lies in over 30 years of experience and expertise serving the Mont-Tremblant area. Its diversity, large number of satisfied clients, and ability to deliver new and exciting services position it at the top of the market.

INTEGRITY

We are reliable, honest, and trustworthy. We are uncompromising in our adherence to ethical principles and values.



PASSION

We love what we do, and this fuels our desire to consistently go above and beyond for our network and consumers.



LEADERSHIP

We benefit from a highly-engaged leadership team who strive to positively influence the industry. We dream big, and we're not afraid to challenge the process.



INNOVATION

We are the long-standing leader of Canadian real estate and we're proud of our first-to-market innovations. We offer leading edge tools and services to best support our network and consumers.



CORE VALUES



GOALS

INCLUSIVITY

We welcome diversity and offer a positive and respectful environment in which people can flourish.



COMMUNITY

We are a family of professionals from coast to coast, dedicated to serving and giving back to the communities in which we live and work.



BRIDGEMARQ'S APPROACH TO ESG AND THE PRINCIPLES THAT GOVERN OUR EFFORTS

At Bridgemark, good corporate citizenship is a cornerstone of our operational policy. By actively integrating the interests of the communities we serve into our business strategy, we help ensure their success, welfare and safety.

ENVIRONMENTAL

Mitigate the Impact of Our Operations on the Environment

- Strive to minimize the environmental impact of our operations and improve our efficient use of resources over time.
- Support the goal of net-zero greenhouse gas (GHG) emissions by 2050 or sooner.



SOCIAL

Ensure the Well-Being and Safety of Employees and Those in Our Communities

- Foster a positive work environment that respects human rights, values diversity and does not tolerate workplace discrimination, violence or harassment.
- Operate with health and safety practices to support the goal of zero serious safety incidents.
- Support philanthropy and volunteerism.



GOVERNANCE

Uphold Strong Governance Practices

- Operate to the highest ethical standards by conducting business activities in accordance with our Code of Ethics and Business Conduct.
- Maintain strong stakeholder relationships through transparency and active engagement.



ENVIRONMENTAL RESPONSIBILITY

We recognize that climate change and its impacts represent an urgent global challenge. At Bridgemark, we believe that building a sustainable future is a shared responsibility – one that requires collective action.

As part of our commitment, we continuously strive to reduce our environmental footprint while responsibly supporting economic growth for our company, our customers, and the communities we serve.





THE ENVIRONMENTAL IMPACT OF HOUSING

According to Natural Resources Canada, the residential housing sector accounted for eight percent of Canada's greenhouse gas emissions in 2022, the most recent year reported. While this represents a relatively modest share of national emissions, we believe it is critical that our industry actively contributes to emission reduction efforts, particularly as population growth drives increased housing demand.

We are committed to working alongside governments, organized real estate, and the insurance industry to raise awareness among consumers, practitioners, and stakeholders about the benefits of energy conservation. This includes supporting the implementation of effective regulations and incentive programs, as well as advocating for improved environmental disclosure related to housing.

We endorse policies and initiatives that promote resilient, adaptable communities and aim to reduce the carbon footprint of the places we call home.

RESPONSIBLY MANAGING OUR ENVIRONMENTAL FOOTPRINT



A Hybrid Workplace

- Reducing employee commutes, in turn reducing carbon emissions.
- Reducing our office space requirement and the resources associated with office use, such as water usage and energy for heating and cooling.



Energy Efficient Lighting

- Utilizing LED energy-saving ballasts and tubes.
- Reducing the number of light fixtures through use of U-tube 2x2 fixtures.
- Employing light timers to turn off all unnecessary lighting after hours.



Electric Car Charging

- Providing electric car charging stations to promote environmental responsibility and sustainability.

RESPONSIBLY MANAGING OUR ENVIRONMENTAL FOOTPRINT



HVAC

- Upgraded, environmentally friendly HVAC systems.
- Cooling system uses a chlorine-free refrigerant (HFC-134a) that meets the Kyoto guidelines.
- Direct digital control system for all boilers, chillers, fans and pumps prevents unnecessary use of equipment.



Garden & Lawn

- No pesticides policy.
- Created a butterfly garden and plant perennials and annuals to attract helpful insects.
- Plant and grass areas are maintained in accordance with standard landscaping and IPM best practices.



Water Usage

- Employing water filters in all kitchens, eliminating the need for bottled water.
- Sprinkler system on timers/water sensors to prevent unnecessary water usage.

RESPONSIBLY MANAGING OUR ENVIRONMENTAL FOOTPRINT



Purposeful Corporate Travel

- Leveraging digital meeting technologies whenever possible to connect with colleagues, prospects and clients from across the country, in an effort to limit emissions from corporate travel.



Electronic Waste Disposal

- Electronic waste recycling and disposal conducted in a secure and sustainable manner to reduce CO2 emissions and extend the life cycle of devices through repurposing materials and refurbishing devices.



Cloud-based Data Centre

- Leveraging an energy-efficient, cloud-based data centre

SOCIAL RESPONSIBILITY

We are dedicated to fostering an inclusive and diverse workplace that supports, develops, and recognizes our people, while prioritizing their overall health and well-being. We understand that cultivating a strong workplace culture is essential to building meaningful connections, enhancing engagement, and delivering value to our stakeholders.

We are equally committed to making positive, lasting contributions to the communities where we live and work.





A CULTURE OF GIVING BACK

Since 1998, the Royal LePage Shelter Foundation has been driven by the belief that a house is only a home when the people who live there feel safe. Over the past 27 years, we have proudly become the largest public foundation in Canada exclusively dedicated to funding women's shelters and intimate partner violence prevention.

As the only Canadian real estate company with its own charitable foundation, we have raised more than \$52 million to support over 200 local women's shelters and national partners. Every dollar raised by passionate and big-hearted Royal LePagers helps women and children access safe shelter and essential support services. In 2024 \$4,537,974 was raised and granted, nearly doubling our fundraising since 2020 and surpassing our 2024 target. Highlights include nearly \$1.75M raised through the Commission Donor program; the National Sales Conference and the introduction of SHELTERpalooza! raised \$450,000; the Royal LePage Shelter Foundation Night Light Walk, presented by TD, and held in ten communities raised over \$315,000, and finally credit to so many Royal LePage brokerage events, from coast to coast, which raised significant dollars to fund vital supports and services for women and children.

By funding women's shelters in communities across the country, Royal LePage professionals ensure that survivors have a safe, trauma-informed space to escape intimate partner violence and rebuild their lives. Never has our work been more important.



A CULTURE OF GIVING BACK

Via Capitale, with a network of brokers across Quebec, is focused on giving back to the communities it serves. Its employees, franchisees and brokers come together to support families who are going through difficult times, through its support of the Ronald McDonald House Charities of Quebec and Montreal.

Each year, Via Capitale participates in and organizes several fundraising activities in support of this cause. Our teams also help prepare and serve meals at the Ronald McDonald House, providing families with nourishing food and a moment of relief during challenging times.





VOLUNTEERISM AND COMMUNITY CARE

At Bridgemarq, we proudly support community involvement by offering employees four volunteer days each year, empowering them to give back in ways that are personally meaningful.

For the past nine years, we've also been proud participants in Clean Toronto Together's annual community clean up, a reflection of our ongoing commitment to environmental stewardship. Our dedicated employees come together each year, not only to bond and have fun, but also to make a tangible difference in our community by cleaning up and preserving our local environment. It's a meaningful way for us to demonstrate our dedication to sustainability and corporate social responsibility, while fostering team spirit and community engagement.

Additionally, during the 2024 holiday season, the company and its employees embraced the spirit of giving by working with the Royal LePage Shelter Foundation to support women and children in need. Through a combination of fundraising efforts and heartfelt contributions, we proudly raised much needed funds to help provide essential resources and safe shelter for those in need. This initiative reflects our shared commitment to making a meaningful impact in the lives of vulnerable members of our communities.

OUR NATIONAL WORKFORCE



➤ **269**
employees



A WORKPLACE WHERE PEOPLE THRIVE

At Bridgemarq, we are committed to fostering a diverse, inclusive, and high-performing workplace where every voice is valued. By investing in our people's well-being and growth, we empower them to deliver the exceptional results our stakeholders expect.

ONBOARDING

Helping new hires integrate into the company culture and understand their roles and goals sets them up for success and helps make them productive sooner and more connected.



EMPLOYEE EXPERIENCE

Providing meaningful work and the programs, tools and experiences to support our employees' professional and personal well-being not only makes happier, healthier, more engaged employees, but also aids employee acquisition and retention.



PERFORMANCE MANAGEMENT

Setting SMART (specific, measurable, achievable, relevant and time-bound) goals that align with the company's priorities, with review and feedback throughout the year, helps our employees successfully deliver against their goals. It also provides a tool for leadership to identify high-potential employees.



GROWTH

Investing in the professional and personal growth of our employees, to ensure they are equipped with the knowledge and tools they need to excel, grow and innovate as meaningful, new opportunities arise for the business and our stakeholders.



INVESTING IN OUR WORKFORCE

At Bridgemark, we are dedicated to fostering a corporate culture that encourages our employees to bring their best selves to work within a safe and respectful environment. We believe that when our people thrive, their dedication to upholding our corporate values and achieving our goals strengthens. That's why we provide our employees with tools that foster personal and professional growth.

In 2024, we delivered targeted leadership training aimed at supporting the ongoing growth and development of our employees. These sessions were designed to enhance leadership capabilities, foster emotionally intelligent management practices, and equip our leaders with practical tools to navigate workplace dynamics with confidence and empathy. Investing in leadership development reflects our commitment to building a people-centered culture.





PERFORMANCE MANAGEMENT

To ensure strong engagement and alignment of business objectives, all employees are required to prepare annual personal letters of commitment with a focus on each employee's objectives for the year. In addition to documenting goals for the year, this tool also documents each employee's personal strengths and capabilities. Personal letters of commitment are aligned with the company's overall objectives as goal alignment is critical to the achievement of our organizational objectives, and for the employee's understanding of how they contribute to the success of the business.

CARING FOR OUR EMPLOYEES' HEALTH AND WELLNESS

At Bridgemarq, we pride ourselves on caring for our employees' well-being. We engaged regularly with Workplace Options in our Employee Assistance Program to deliver workplace initiatives designed to support employees with various personal or work-related challenges that may affect their well-being and performance. We also provided the following health and wellness resources and support to our employees.





ACCESSIBILITY AND AODA

At Bridgemark, we provide exceptional customer service to everyone in a dignified and respectful manner. We are committed to providing easily accessible services to people with disabilities to provide them with the same opportunities and benefits from the same services, in the same place, and in a similar way as other customers.

Our Integrated Accessibility Standards Policy fully complies with the “Integrated Accessibility Standards” established under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) - legislation that was passed with a goal to make Ontario accessible for people with disabilities by 2025. Our policy applies to all employees and business lines across Canada.

All employees have received training on the Integrated Accessibility Standards, our website meets the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 at level AA, and we engage in continuous enhancements to remain in compliance with the AODA.

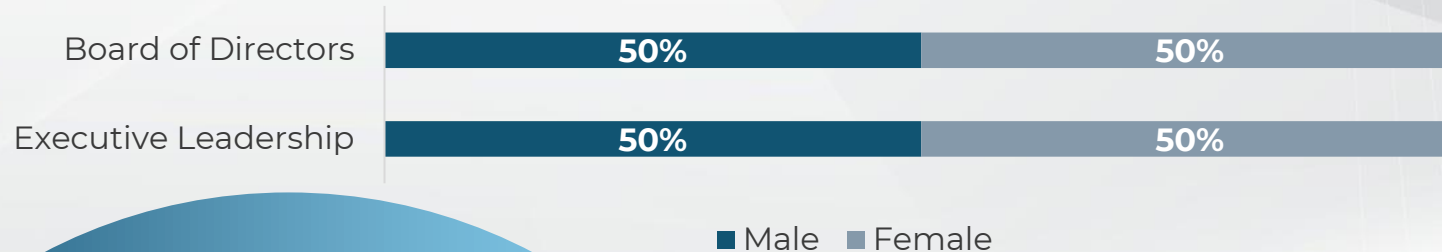
STRENGTHENING DIVERSITY, INCLUSION AND BELONGING

At Bridgemark, we are committed to fostering a diverse, inclusive, and respectful workplace where all employees are treated fairly and have equal opportunities. We uphold human rights, embrace diversity, and maintain zero tolerance for discrimination, violence, or harassment. Our goal is to ensure a safe, positive environment where everyone feels valued, respected, and heard.

We want to ensure our people work well together and feel a strong sense of belonging. To aid in this, our employees are required to take diversity, equity, inclusion, and belonging (DEIB) training, to educate them on fostering a diverse and inclusive workplace.

Our executives and leadership lead by example, actively promoting diversity and inclusion throughout the organization.

Diversity by Gender





ENGAGING OUR EMPLOYEES

Bridgemarq is dedicated to creating a workplace where employees can thrive, be fully engaged, and realize their fullest potential. We believe that engagement is not something that occurs once a year, it is forever evolving.

In 2024 we piloted and launched Workleap Officevibe to Royal LePage Canada employees. Workleap Officevibe is our employee engagement platform built to strengthen workplace culture through real-time feedback, deliver meaningful and actionable insights, and foster open communication via monthly pulse surveys and peer recognition. This powerful tool enables managers to monitor employee satisfaction, enhance team communication, and build stronger, more trusting relationships across the organization.

80%



Thanks to the active participation across our teams, we proudly achieved an 80% engagement score in 2024, reflecting a workplace built on trust, connection, and recognition.

GOOD VIBES RECOGNITION PROGRAM

The company recognizes the contributions of employees and managers through our Good Vibes program. Good Vibes digital cards are sent by colleagues in real time to commend each other on their positive behaviours, teamwork and impactful contributions. The total number of Good Vibes cards received by each employee is tallied for each award, after which the Senior Leadership Team reviews the nominations to select a winner for each category. Winners are recognized at a Town Hall meeting and in company communications.



EDUCATING AND ADVOCATING FOR HOME BUYERS AND SELLERS



Consumer Advocacy

Bridgemarq believes that putting consumers first ultimately strengthens the real estate industry. Transparency and accountability are central to our approach, with our brands promoting data openness to improve the customer experience. Our senior leaders engage with regulators and private sector stakeholders to advocate for consumer needs, and address key issues through media outreach. Together with our brokerages, Bridgemarq also helps shape industry governance by supporting initiatives led by provincial associations.



Consumer Education

Buying a home is the largest financial decision most Canadians will make. In today's complex market, buyers and sellers need clear, reliable information to reduce stress and make informed choices. Bridgemarq, through its brands, offers comprehensive resources and campaigns to support Canadians at every stage of home ownership. These data-driven tools are widely accessible and include the award-winning Royal LePage House Price Survey and Market Forecast, which has provided national and regional market insights for 50 years. Royal LePage is also the most quoted real estate company in Canada and a trusted source of expert guidance.



The 2024 Most Affordable Canadian Cities Report earned several communications awards for its data-driven storytelling and ability to spark meaningful conversations about housing affordability in Canada

- Canadian Public Relations Society (CPRS) Toronto ACE Awards Gold Award for Best Use of Media Relations Under \$50,000
- North American SABRE Award for Campaign of the Year in the Real Estate and Construction category
- Société québécoise des professionnel(le)s en relations publiques (SQPRP) Silver Award in the category of Strategic Excellence Component – External Public Relations Program.

GOVERNANCE

We recognize that strong governance is fundamental to sustainable business practices and are committed to upholding the highest ethical and legal standards.

Our commitment to high ethical standards is reflected in our robust Code of Ethics and Business Conduct, ongoing ethics training, and executive leadership that fosters a culture of accountability and trust.

We prioritize effective oversight, transparency, and risk management across all levels of the organization to ensure long-term resilience and the preservation of stakeholder value.



COMPANY OVERSIGHT AND STEWARDSHIP

2024 marked an important transformation year in Bridgemark's history. On March 31, 2024, Bridgemark completed a strategic transaction to acquire several best-in-class brokerages, including one of the largest real estate brokerages in the country, operating in three provinces under our flagship Royal LePage brand, and become independently managed. Following the completion of the transaction, the company effected several key changes to the company's Board of Directors and management team to increase the operational effectiveness of the business while maintaining continuity of operations.

- Lorraine Bell, who has been a valuable member of the Board since 2003, has succeeded Spencer Enright as the independent chair of the Board;
- Spencer Enright, who for the past decade has been the Chief Executive Officer of the Manager and responsible for overall leadership and oversight over operations of the target entities, was appointed Chief Executive Officer of Bridgemark and will continue as a director on the Board; and
- Phil Soper continues in his role managing all agent and franchise relationships as the President of Bridgemark, and Glen McMillan continued in his role as Chief Financial Officer of Bridgemark.

Board of Directors

The Company is governed by a Board of Directors with six members, five of whom are independent of the Company. The Board oversees the business and affairs of the Company. The Directors have adopted formal terms of reference regarding their responsibilities and all matters of governance. The Company has three standing committees: the Audit Committee, the Governance Committee and the Human Resources & Compensation Committee.

Colum Bastable FCA (IRL), LL.D

Independent Director and Chair of the Audit Committee²

Lorraine Bell CPA, CA

Independent Director and Chair of the Board^{2,3}

Jitanjli Datt ICD.D

Independent Director^{1,2}

Spencer Enright CPA, CA

Director and CEO of the Company

Joe Freedman J.D. MBA

Independent Director²

Gail Kilgour ICD.D., MBA

Independent Director and Chair of the Governance Committee and Chair of the Human Resources & Compensation Committee^{1,2}

¹ Member of the Audit Committee

² Member of the Governance Committee

³ Member of the Human Resources & Compensation Committee

BOARD OF DIRECTORS' MANDATE

The Board of Directors assumes explicit responsibility for the stewardship of the company directly and through its committees. The responsibilities of the Board and each Committee of the Board are set out in written charters, which are reviewed and approved periodically.

MAINTAINING INTEGRITY

Reviewing and monitoring the controls and procedures within the company to maintain its integrity, including its disclosure controls and procedures, its internal controls and procedures for financial reporting and compliance with the company's Code of Ethics and Business Conduct.



OPERATIONAL OVERSIGHT

Reviewing the operations of the company, including the franchise operations and the brokerage operations.



RISK MANAGEMENT

Assessing the major risks facing the company and reviewing, approving and monitoring the manner of managing those risks.



HUMAN RESOURCES

Overseeing the company's human resources strategy, including talent and total rewards and alignment with the company's strategy, risk management and controls.



STRATEGIC PLANNING

Overseeing the strategic planning process for the company and reviewing, approving and monitoring its strategic plan.





DEVELOPMENT OF HUMAN RESOURCES & COMPENSATION COMMITTEE

The Human Resources and Compensation Committee (HRCC) was established in 2024 to provide dedicated oversight and strategic guidance on matters related to total compensation, people, and culture. As part of its foundational development, the committee focused on reviewing existing company practices and aligning them with industry best standards. A key priority was the development of a comprehensive compensation policy that supports both organizational objectives and employee engagement. The HRCC also played a pivotal role in setting the groundwork for future governance by defining its mandate, establishing regular review cycles, and ensuring that people and culture remained central to the company's long-term strategy.

Responsibilities: The HRCC is responsible for assisting the Board in its oversight of the Company's human resources and organizational strategies. Its primary responsibilities include: advising on the key elements of compensation arrangements; establishing the framework for compensation of Senior Leadership Executives reporting to the CEO; setting the terms and conditions of employment for the Chief Executive Officer (CEO); advising on organizational restructuring, including any additions or deletions to the list of positions designated as Senior Leadership Executives; and monitoring compliance with applicable human resources laws and regulations.

BOARD DIVERSITY

Bridgemark is committed to ensuring the diversity of its Board. This includes such factors as diversity of business and management expertise, education, functional area of expertise, ethnicity and gender. To achieve the Board's diversity goals, it has adopted the following policy:

- a) Board appointments will be based on merit, having due regard for the benefits of diversity on the Board, so that each nominee possesses the necessary skills, knowledge and experience to serve effectively as a Director; and
- b) in the Director identification and selection process, diversity on the Board will be a key criterion in recommending new members to the Board.

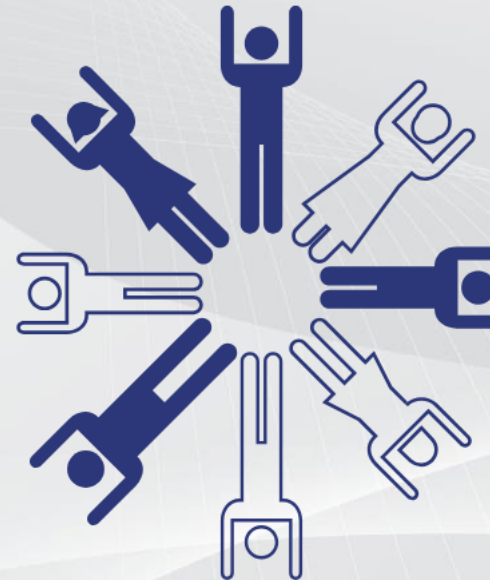


50% of Directors are women

60% of Independent Directors are women

75% of members of the Governance Committee are women

67% of members of the Audit Committee and Human Resources & Compensation Committee are women



33% of Board Committee Chairs are racially/ethnically diverse

ACCOUNTABILITY PRINCIPLES AND POLICIES



Code of Conduct

Bridgemarq's Code of Ethics and Business Conduct guides all business dealings, ensuring we operate with honesty, integrity, and full compliance with legal and regulatory standards. It upholds our commitment to ethical conduct and fosters a culture of trust, transparency, and professionalism.



Anti-Bribery and Corruption Policy

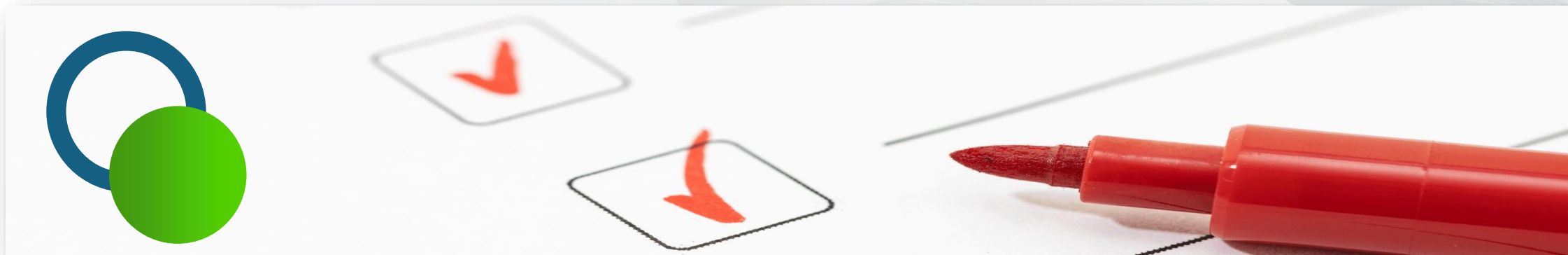
We have a zero-tolerance approach to bribery and corruption. It is every employee's responsibility to protect the company's reputation from associated risk. To support this mandate, every employee is required to complete annual anti-bribery and corruption awareness training.



Cyber Security

Bridgemarq has implemented cyber security programs that ensure the availability, integrity, and security of information and technology.

ACCOUNTABILITY PRINCIPLES AND POLICIES



Ethics Hotline

Bridgemarq maintains a whistleblower hotline and ensures that every employee is aware of its existence and purpose. The whistleblower hotline allows stakeholders to report any breaches of the Code of Ethics and Business Conduct.



Respect in the Workplace

Prevention of workplace violence and harassment is in place to give clear guidance on building and preserving a safe, productive, and healthy working environment based on mutual respect. The company does not condone or tolerate acts of violence, harassment, or bullying to protect staff and create a safe environment.



Health and Safety

Bridgemarq targets zero serious safety incidents within our business by working towards implementing consistent health and safety principles across our operations. We have not had a serious safety incident in 2024.

ACCOUNTABILITY PRINCIPLES AND POLICIES



Disclosure Policy

Bridgemarq aims to protect against and prevent the improper use or disclosure of material or confidential information about the company as well as to ensure that material information about the company is disclosed in a timely, consistent manner in accordance with applicable law.



Anti-Fraud Policy

Our Anti-Fraud Policy is intended to educate employees about fraud and outline responsibilities for the prevention, detection and investigation of instances of fraud. Bridgemarq is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk through the establishment of a comprehensive system of internal controls.

DATA AND CYBERSECURITY

At Bridgemarq, maintaining stakeholder trust, protecting privacy, and ensuring information security are fundamental priorities. We proactively manage security and privacy risks by implementing industry best practices, deploying robust programs, and conducting regular threat and vulnerability assessments and response measures.



DATA RESPONSIBILITY AND SECURITY



Information Security Policies

At Bridgemark, we actively manage security and privacy risks. We maintain information security policies, procedures, standards, and guidelines that have controls to protect the information of our brokerages, agents, and employees. Our security team oversees our cybersecurity and privacy practices and provides updates to the Board regularly. Our proactive and multi-faceted approach underscores Bridgemark's dedication to maintaining a secure and trustworthy environment for all stakeholders.



Measures and Frameworks

Our security measures include firewalls, data encryption, anti-malware, and monitoring to help maintain the quality of our technology systems and help identify unusual activities. We continue to improve our maturity level being measured against the National Institute of Standards and Technology Cybersecurity Framework (NITS) and ISO 27001. By aligning with these recognized frameworks, we ensure a comprehensive and adaptable approach to managing cybersecurity risks and continually strengthening our defenses against evolving threats.



DATA RESPONSIBILITY AND SECURITY



Training

All employees are required to complete mandatory information security and privacy training courses twice a year. Brokerages and agents are also offered the security training options based on their needs.



Technology Governance

We implement formal technology request in-take processes, secure software development lifecycle management, and change management processes to ensure the stability, security and functionalities of our systems and applications to support business development.



Assessments

We are committed to maintaining a robust security posture through the implementation of industry-accepted best practices. This includes proactively engaging in regular third-party threat and vulnerability assessments to identify potential weaknesses in our systems and infrastructure. Upon identification of any vulnerabilities, we have established protocols and dedicated resources for timely and effective response and remediation, ensuring the ongoing security and integrity of our data and operations.



Bridgemarq Real Estate Services® is a leading provider of services to real estate brokers and their agents across Canada. Bridgemarq generates cash flow primarily from fixed and variable franchise fees earned from a national network of approximately 21,000 REALTORS® operating under the Royal LePage® brand name across Canada, under the Via Capitale® Real Estate Network, Proprio Direct® and Les Immeubles Mont-Tremblant brands in the province of Quebec, and under the Johnston & Daniel® banner in upscale neighbourhoods in Ontario.

For more information, go to www.bridgemarq.com.