

WORKSDESIGN *Sustainability Communications and Reporting Trends and Best Practices*

Feed Your Senses



We've taste-tested 100 best in class companies, taking a sampling of topics ranging from global standards and integrated reporting to storytelling and digital strategy, and we're ready to share a full menu of the latest trends to help you level up your sustainability communications in 2024.

A Recipe for Success

CONTENT

How can companies deliver their purpose and align with global standards?



CREATIVE

How can companies tell stories that engage us and focus on what matters most?



EXPERIENCE

How can companies reach others where they are and want to be, to drive positive change?



100

COMPANIES REVIEWED

670

HOURS OF RESEARCH

12

SECTORS RESEARCHED

88

METRICS COVERED

12

YEARS

12

COLLEAGUES

THE PROOF IS IN THE PUDDING

For the last 12 years, colleagues from across our studio have dug into researching the endless smorgasbord of sustainability reporting. What began as a 52-page PDF has expanded to include websites, videos, topic-specific insights, and social media to inform, engage and empower. Here, we've compiled the cream of the crop, to let you know what's cooking for communicating imperative information across the value chain. The ever-evolving challenge to be better and to do more, and the growing field of possibilities to do so, is what drives our curiosity and ups our expectations of ourselves and others.

7 CORE RESEARCH TOPICS

-  **TELLING YOUR STORY**
-  **LEADERSHIP AND GOVERNANCE**
-  **WHAT MATTERS MOST**
-  **FRAMEWORKS**
-  **TARGETS AND PERFORMANCE**
-  **COMMUNICATIONS TOOLBOX**
-  **DIGITAL STRATEGIES**



Dear Friends,

Thank you for your keen interest in our annual trends research. We appreciate your dedication to staying on top of ever-changing standards, stakeholder priorities and technology landscapes and to continuing to pursue excellence in your sustainability communications and reporting.

As we are a design and communications agency immersed in sustainability, it has always been imperative that colleagues from across our studio critically review and discuss what is happening across various media in order to learn (and share) what's working, what isn't and what's coming soon.

This year, we've seen some movements splintering away from the conventional (boring) drivers of "ESG" that we've been acquainted with for several years, which is enabling us to make a better case for intentional, purpose-driven strategy, action and outreach.

PURPOSE

Purpose is trumping strategy, pushing companies in all sectors to make their role in society abundantly clear, with value (and values) shaping their path and reputation.

REGULATORS

Regulators have joined analysts, investors and agencies in demanding – and in many cases requiring – greater transparency and ambition.

MATERIALITY

Materiality is shaping the sustainability agenda and pushing companies to be more inclusive when factoring in their impacts, risks and opportunities, and to conduct these assessments more frequently.

ARTIFICIAL INTELLIGENCE

AI is posing risks and opportunities for those applying related tech solutions to their measurement, management, collaboration and communications.

TRANSPARENCY

Transparency is now not only encouraged but expected in all forms of communications, leading to an increase in employee-focused storytelling across social media and the web.

There's never been a more exciting or vital time for us all to stay informed, inquisitive, true to our values and quick on our toes so that we can adapt and thrive on this next wave of corporate communications.

A tremendous thanks goes out to each and every colleague who has taken a role on the trends team over the last 12 years. They committed their time and talent and were always actively engaged during our weekly "geek out" meetings. And at the end of the day, none of this would be possible without our studio's early commitment to exploring sustainability communications – recognizing our unique lens and voice in this space.

I truly look forward to hearing what our colleagues, clients and peers think of this year's research, and encourage everyone to continue having creative, candid and challenging discussions that keep us thinking boldly, acting kindly and delivering great work.

Best regards,



WESLEY GEE, M.Sc.
**CHIEF SUSTAINABILITY
OFFICER AND PRINCIPAL
WORKS DESIGN**

ABOUT OUR METHODOLOGY

Our team reviews primary sustainability publications (including integrated reports) along with sustainability-focused content available on each company's corporate website and social media channels. We track activities against content- and design-related metrics such as materiality, frameworks and format, and log our findings into a database so that we can identify trends and commonalities over time.

IN FULL TRANSPARENCY

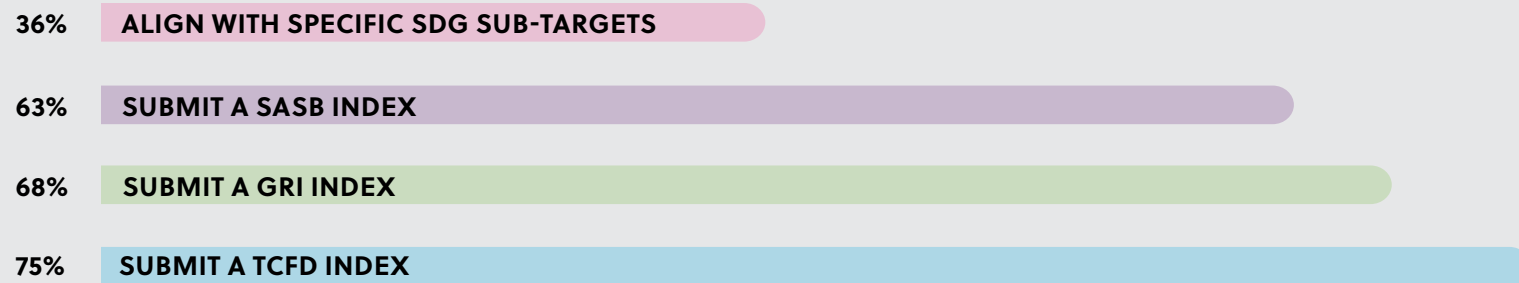
Our primary goal is to identify and highlight the very best practices. Consequently, we highlight reports we did not design to draw attention to excellence on the part of reporting companies (and their suppliers, when that applies). We also highlight work we consulted on, which is marked with the following icon:



Trends in Numbers

ALIGNING WITH GLOBAL FRAMEWORKS

Companies are improving how they are responding to frameworks in their corporate reporting:



PAGINATION

Reports continue to be robust to meet the needs of audiences that demand transparency:

53%

COMPANIES
RELEASING REPORTS
OF MORE THAN
100 PAGES

21%

COMPANIES
RELEASING REPORTS
OF BETWEEN 81 AND
100 PAGES

17%

COMPANIES
RELEASING REPORTS
OF BETWEEN 51 AND
80 PAGES

57%

COMPANIES RELEASING
AN INTEGRATED SUITE
OF REPORTS (RELEASED
AT THE SAME TIME)

↑36%

COMPANIES
RELEASING AN
INTEGRATED REPORT

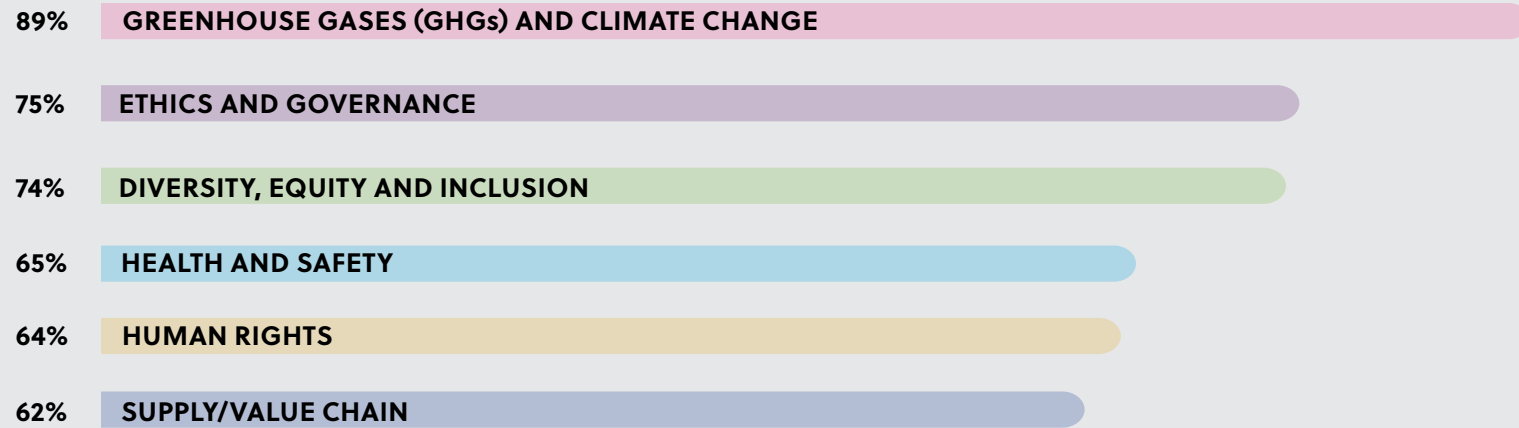
64%

COMPANIES
RELEASING TOPIC-
SPECIFIC REPORTING



MATERIALITY MATTERS

What topics matter most:



The lens is shifting from importance to impact:

80%
COMPANIES DESCRIBING
A CREDIBLE ASSESSMENT
APPROACH WITHIN THE
PAST THREE YEARS

↑24%
COMPANIES REFERRING
TO DOUBLE MATERIALITY

↑81%
COMPANIES ILLUSTRATING
THEIR MATERIALITY OUTCOMES

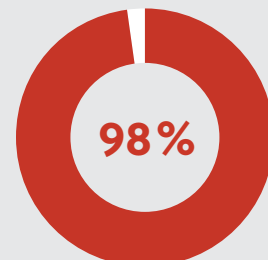
↓19%
COMPANIES REFERRING
TO IMPACT MATERIALITY

LONG-TERM CORPORATE AND CLIMATE TARGETS

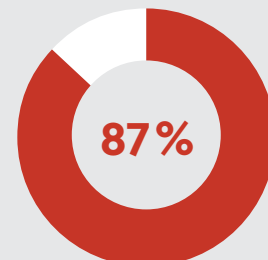
Increased overall and climate targets:



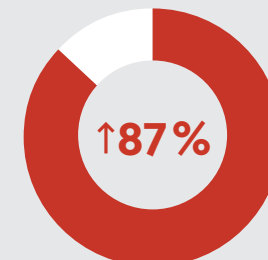
COMPANIES DISCLOSING
ONLY SHORT-TERM TARGETS
(1-2 YEARS)



COMPANIES DISCLOSING
MID- AND LONG-TERM
TARGETS (3+ YEARS)



COMPANIES WITH A
FORMAL NET ZERO
COMMITMENT OR TARGET



COMPANIES OBTAINING
EXTERNAL ASSURANCE FOR THEIR
SUSTAINABILITY REPORTING



Telling Your Story

Fresh content will help you tell your story. Choose a variety of examples that highlight and reflect upon your work and how it's influenced by current trends and critical issues. Be creative and complement your raw data with stories.

↑72%

COMPANIES WITH DIAGRAMS OR INFOGRAPHICS AS A MAJOR COMPONENT OF THEIR REPORTING

(2022: 52%, 2021: 52%)

↑80%

COMPANIES WITH A REPORT THEME ALIGNED WITH THEIR PURPOSE

(2022: 62%, 2021: 41%)

↑96%

COMPANIES USING CASE STUDIES TO EXPLAIN CONCEPTS OR SUPPORT THE OVERALL NARRATIVE

75%

2022

67%

2020

96%

2023

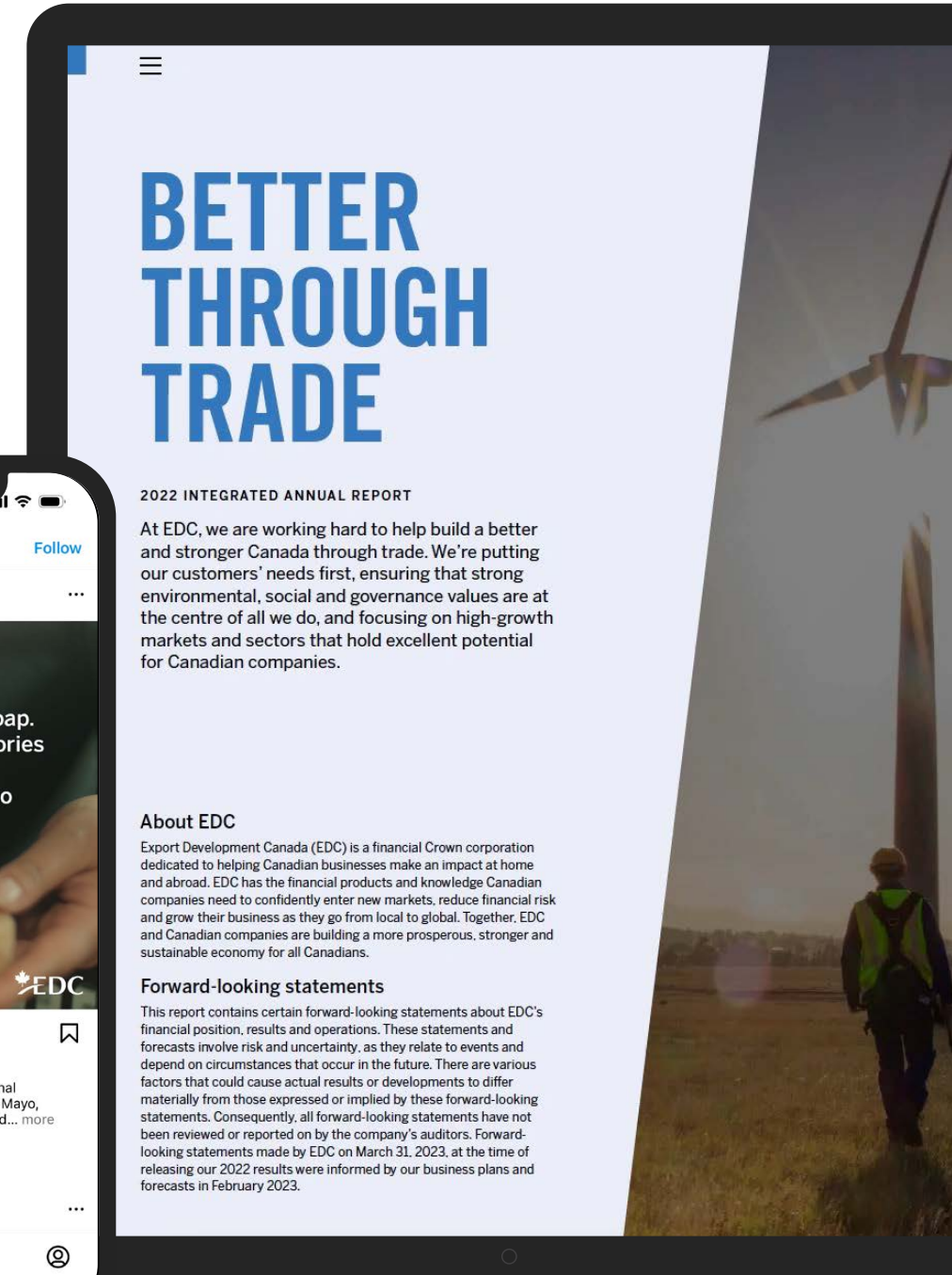
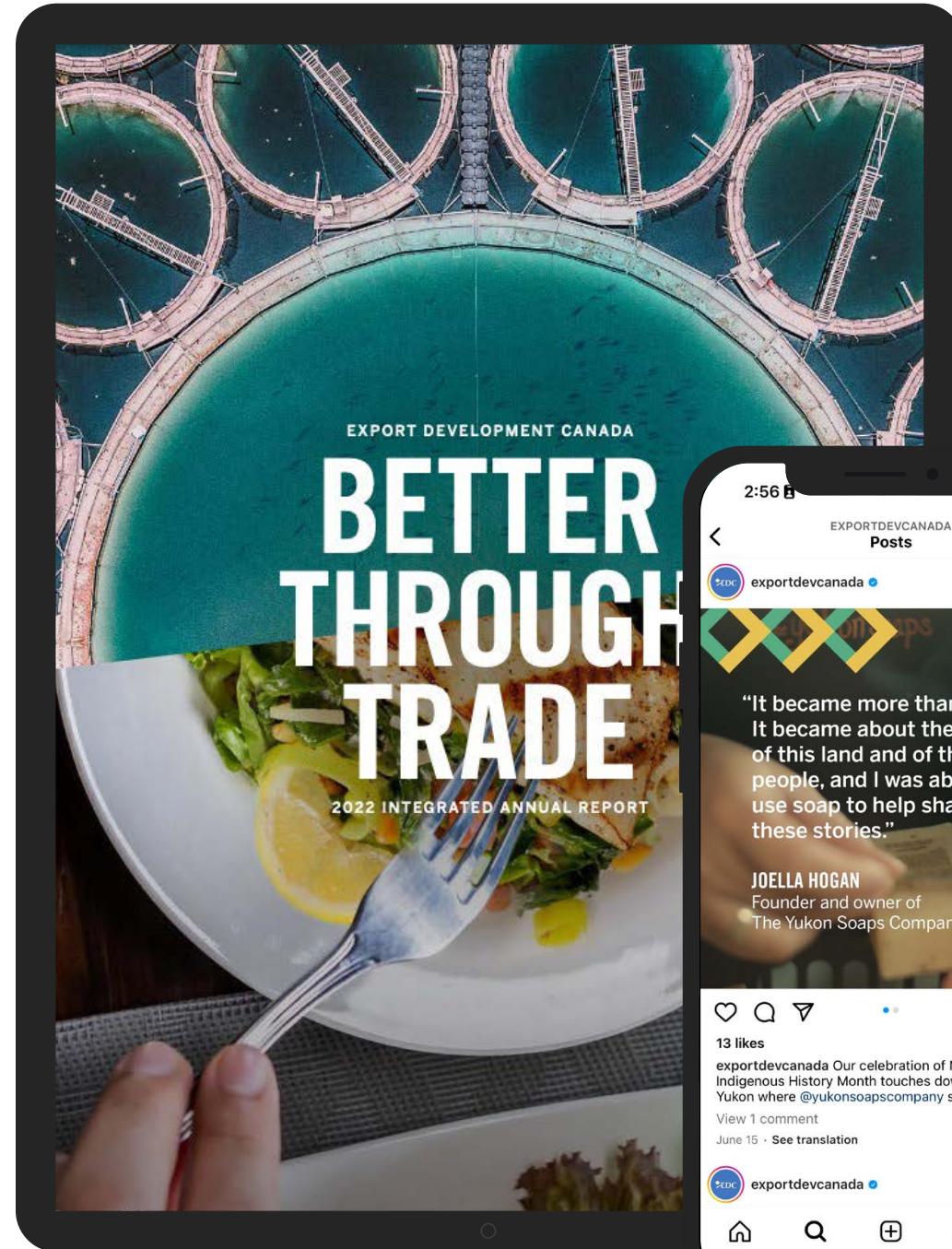




EXPORT DEVELOPMENT CANADA

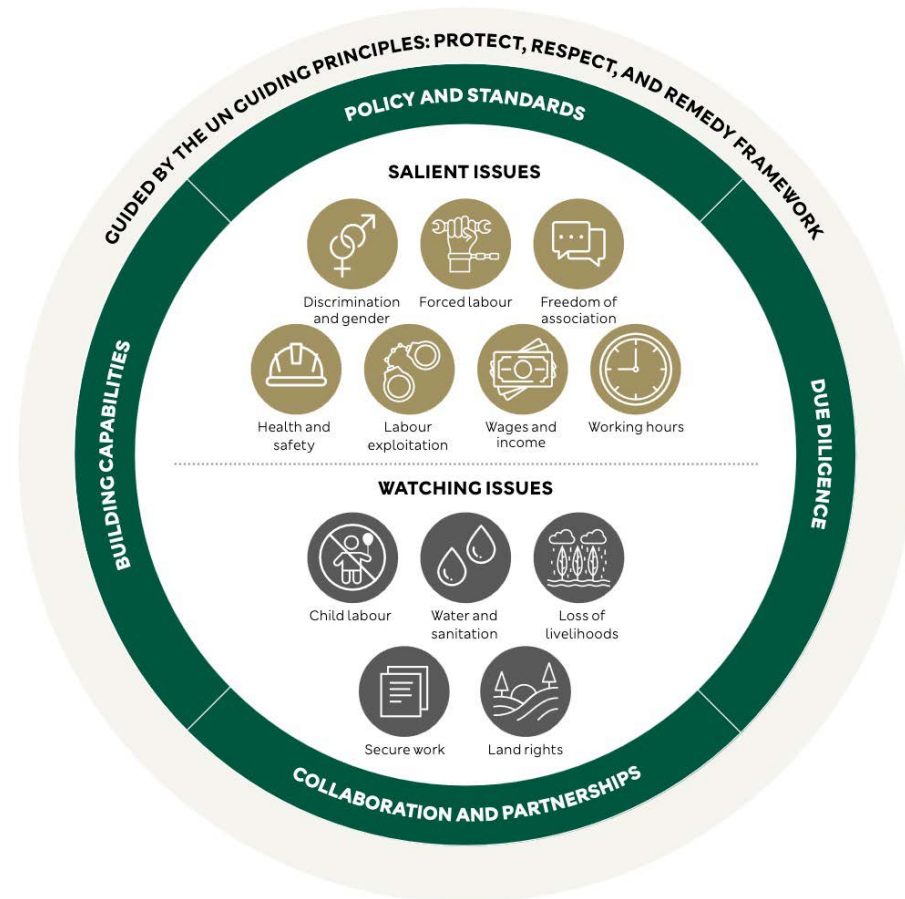
2022 Integrated Annual Report

EDC explains what “Better Through Trade” means on the inside front cover and how it fits in with its 2030 corporate strategy and impact framework. This is threaded through its leadership messages and themed stories, and is supported with metrics and targets for inclusive trade.



Sustainability Report 2023

To further highlight its efforts as an ethical business, M&S uses case studies to solidify its stance on various human rights and supply chain issues.



ETHICAL TRADE CONTINUED

UPHOLDING OUR STANDARDS: INDUSTRY-WIDE ISSUES

2022/23 highlights: Food

Decent work for seasonal workers in Turkey
Dried vine fruit from Turkey are key to a number of M&S customers' favourites, from mince pies to hot cross buns. Understanding the challenges, particularly for migrant workers in this supply chain, M&S has worked with the Fair Labor Association and other brands since 2019 to support our key suppliers. Every summer, tens of thousands of seasonal workers move across Turkey to work in agricultural production. They travel as families, moving from crop to crop for six to eight months each year. The Harvesting the Future programme delivers training for suppliers and producers on decent work principles and responsible recruitment and facilitates the registration of labour contractors with the Turkish Employment Agency. Our continued participation in the programme allows us to support our supply chain partners to ensure good working conditions for the seasonal workforce in our supply chain.

Human Rights Impact Assessment
As part of our Food Human Rights Strategy we have committed to undertake Human Rights Impact Assessments (HRIA), which provide an in-depth analysis of the salient risks to people in our supply chains.

Read about the findings and actions from our Human Rights Impact Assessment of the Kenyan smallholder tea supply chain in the case study.



CASE STUDY HUMAN RIGHTS IMPACT ASSESSMENT OF THE KENYAN SMALLHOLDER TEA SUPPLY CHAIN BY

partner Africa

CHALLENGE
Kenya is the world's third largest tea-producing country, where around 650,000 smallholders account for more than 55% of the country's total tea production. The industry has come under pressure from climate change, the Covid-19 pandemic, rising production costs and falling tea prices amid depressed global demand in the smallholder sector. This has compounded well-publicised human rights challenges across the tea sector.

M&S ACTION
In partnership with Waitrose, we completed and published our Human Rights Impact Assessment (HRIA) of the Kenyan smallholder tea supply chain. As an important origin for both brands, this study ensured we were able to gain a deeper understanding of our shared supply chain in Kenya, hearing the views of smallholder farmers, hired labourers and factory workers in the industry. The findings have been publicly shared along with an action plan that was developed in consultation with the Kenya Tea Development Agency (KTDA) and our supplier, Ringtons.

In 2023, we will be working towards completion of the action plan and will be reporting on our progress. We will collaborate with the Kenyan Tea Development Agency and other stakeholders to develop projects and initiatives that deliver improvements across the areas highlighted in the HRIA. We will assess where we have existing models and frameworks in place with other stakeholders that can be adopted by this group of suppliers and we will also share learning to facilitate scaling these up.



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ATCO

Sustainability Report 2022

ATCO's net zero roadmap is simple and easy to follow and links to relevant pages in the report.

ATCO

ROADMAP TO NET ZERO

In addition to our 2030 ESG targets, we announced a commitment to achieve net-zero GHG emissions by 2050. This means that by 2050, we will either emit no GHGs from our operations or through our customers' use of our products and services, or we will offset residual emissions.

Achieving net zero by 2050 is a societal challenge that no individual, business, or government can solve on their own. It will require unprecedented collaboration among all constituents, as well as an informed, pragmatic, and affordable roadmap from policymakers to unlock the necessary scale and pace of private sector investment and expertise.

With operations across the energy value chain, ATCO will be a leader in driving the energy transition toward cleaner fuels and electricity, without sacrificing the safety, reliability, and affordability of energy that our customers rely on. For more information on our progress in these strategic areas, please click on the links below.

- Cleaner Fuels**
 Supporting the transition to a low-carbon energy system by enabling the switch to cleaner fuels.
[For 2022 progress, please see page 12 of this report.](#)
- Renewable Energy**
 Developing and integrating renewable energy and storage solutions.
[For 2022 progress, please see page 14 of this report.](#)
- Energy Infrastructure and Storage**
 Developing and modernizing infrastructure and storage solutions, including the integration of carbon capture utilization and storage (CCUS).
[For 2022 progress, please see page 15 of this report.](#)
- Energy Efficiency**
 Implementing solutions for more efficient energy use to reduce emissions while also creating economic benefit.
[For 2022 progress, please see page 16 of this report.](#)
- Carbon Credits and Offsets**
 Evaluating carbon offset opportunities.
[For 2022 progress, please see page 16 of this report.](#)

CCUS H₂ % H₂ / GAS RNG / GAS

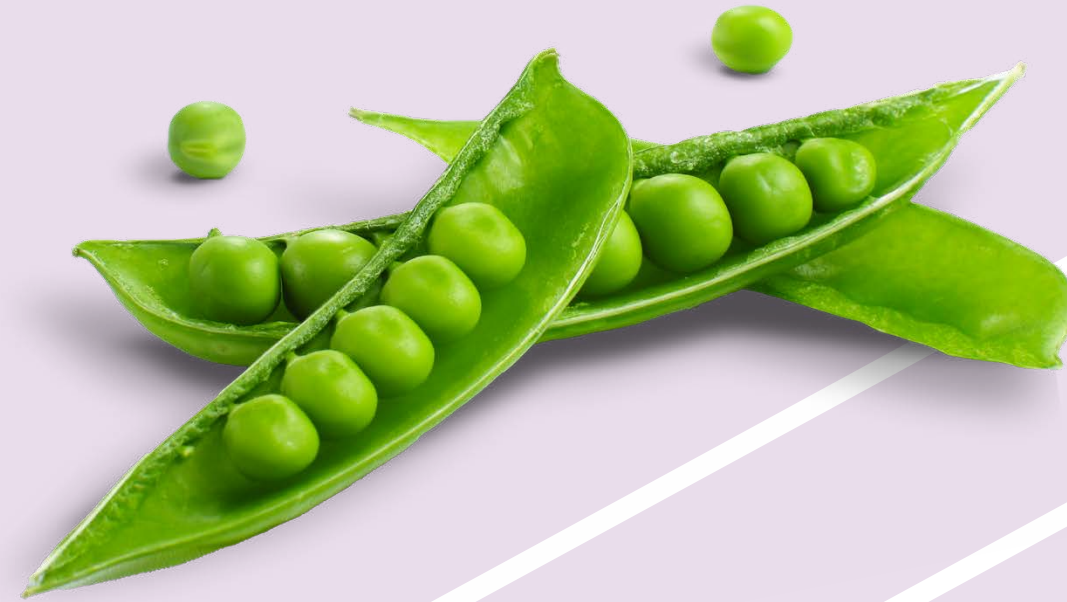
10

Leadership and Governance

Companies that embrace sustainability into their culture can create a very appealing working environment, especially if their leaders think outside the pod and adopt a well-defined strategy and inclusive initiatives.

↑ 93%

COMPANIES WITH A WELL-DEFINED SUSTAINABILITY STRATEGY



↓ 32%

COMPANIES WITH A SUSTAINABILITY-FOCUSED LEADERSHIP MESSAGE FROM THE CSO OR EXECUTIVE(S)
(2022: 50%, 2021: 41%)

↑ 63%

COMPANIES WITH AN ILLUSTRATED GOVERNANCE STRUCTURE
(2022: 60%, 2021: 44%)

93%

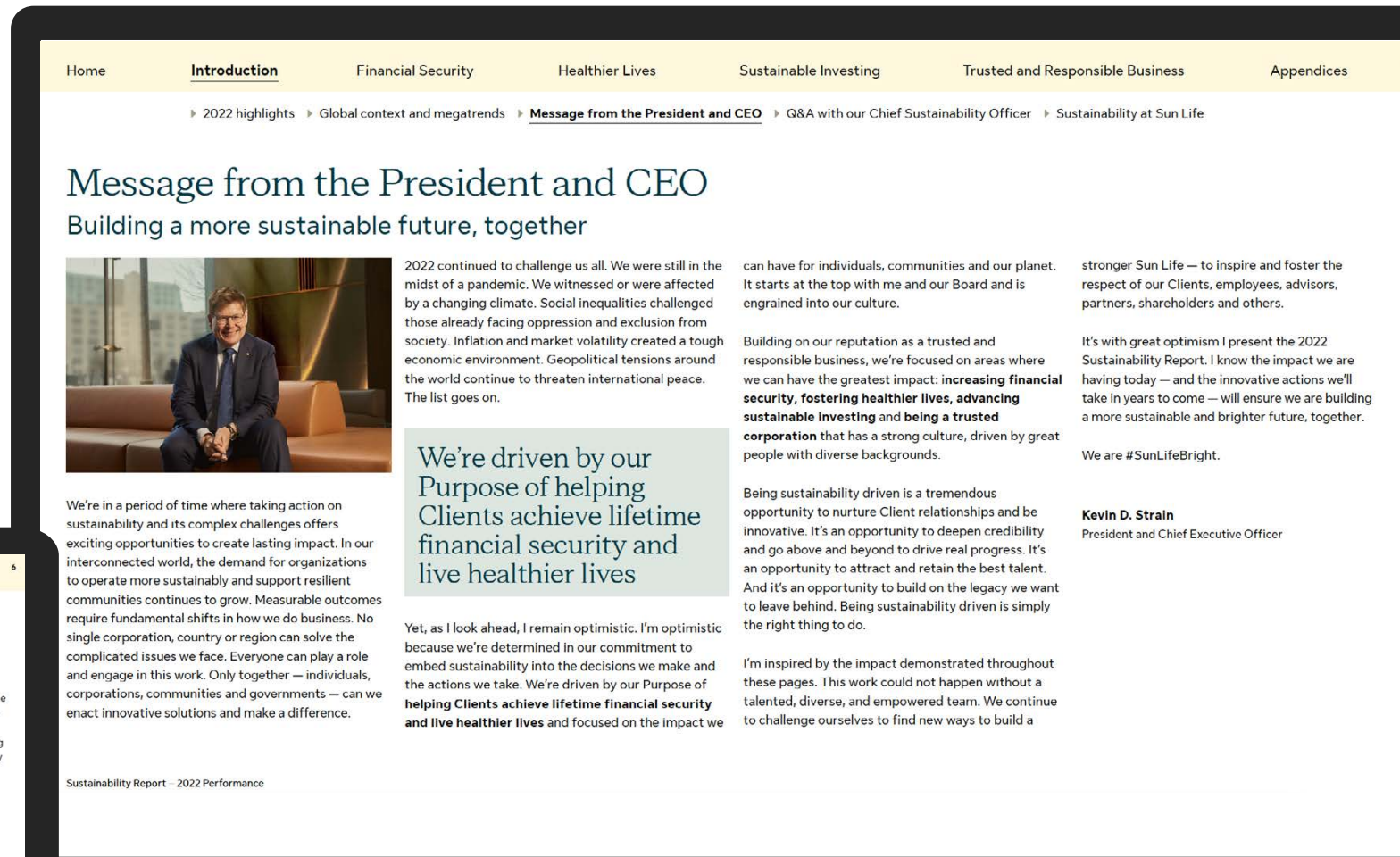
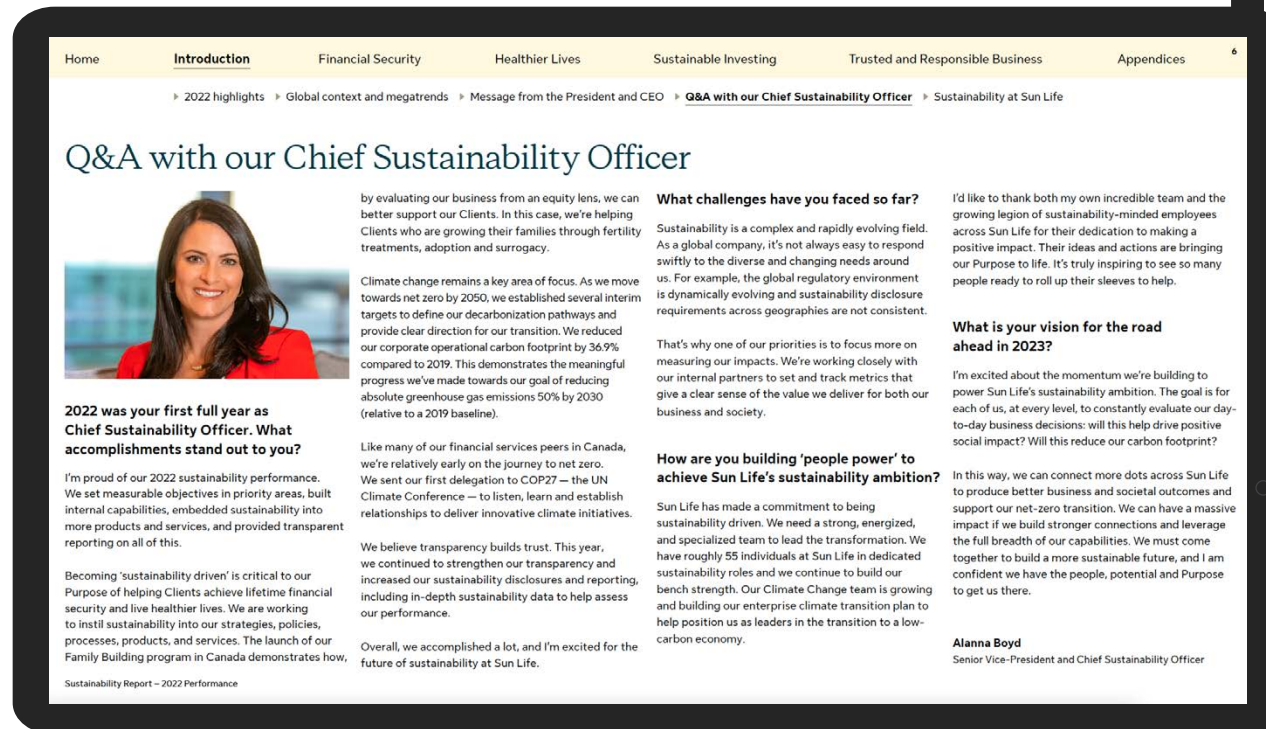
2023

75%

2022

Sustainability Report – 2022 Performance

In addition to presenting engaging Q&A-style messaging from Sun Life’s CSO, the report’s theme – “Life’s brighter under the sun” – ties in well with the CEO’s letter.

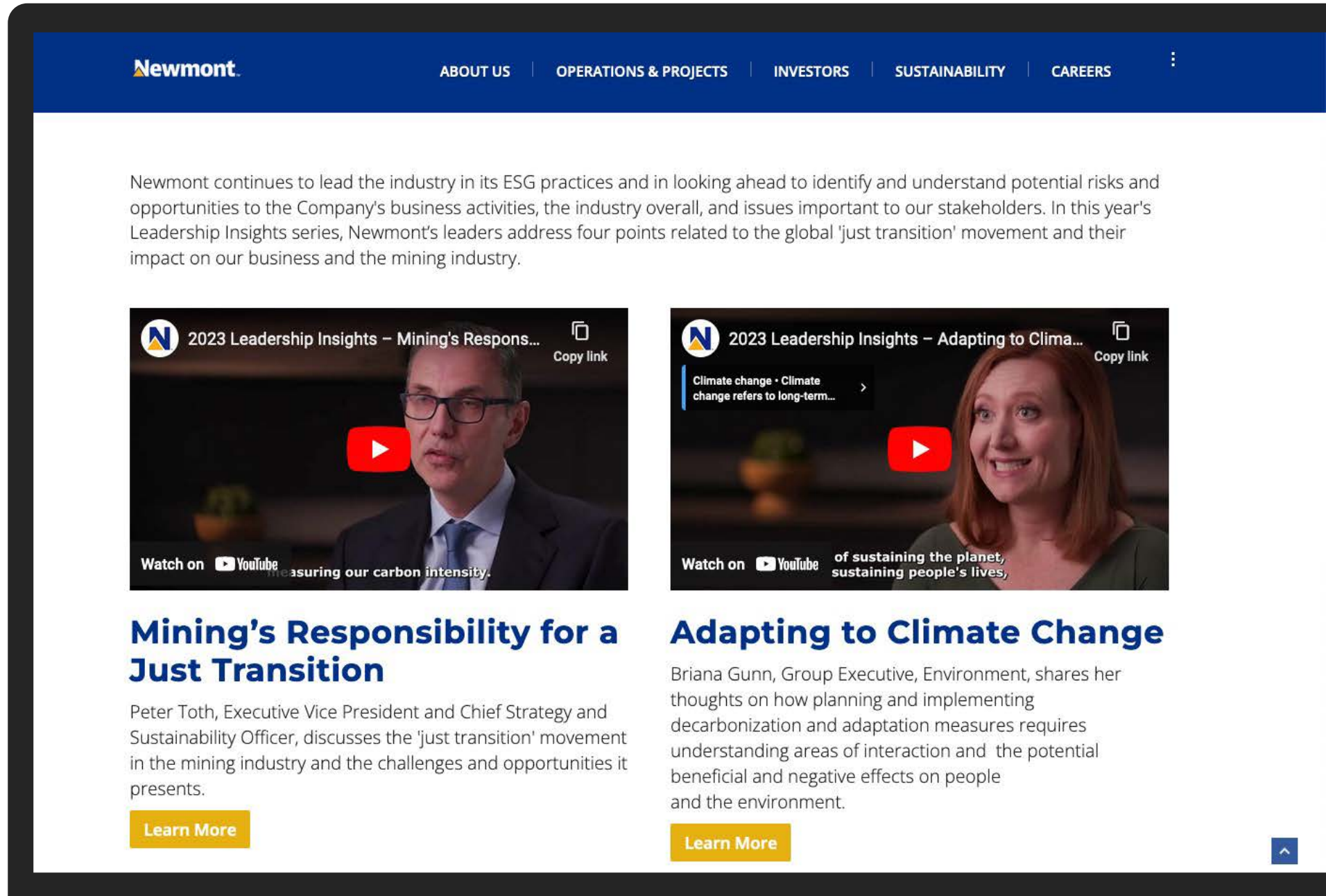


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NEWMONT

2023 Leadership Insights

Newmont includes leadership messaging in video format from various executives focusing on critical environmental and social topics.



Newmont.

ABOUT US

OPERATIONS & PROJECTS

INVESTORS

SUSTAINABILITY

CAREERS

Newmont continues to lead the industry in its ESG practices and in looking ahead to identify and understand potential risks and opportunities to the Company's business activities, the industry overall, and issues important to our stakeholders. In this year's Leadership Insights series, Newmont's leaders address four points related to the global 'just transition' movement and their impact on our business and the mining industry.



Mining's Responsibility for a Just Transition

Peter Toth, Executive Vice President and Chief Strategy and Sustainability Officer, discusses the 'just transition' movement in the mining industry and the challenges and opportunities it presents.

Learn More



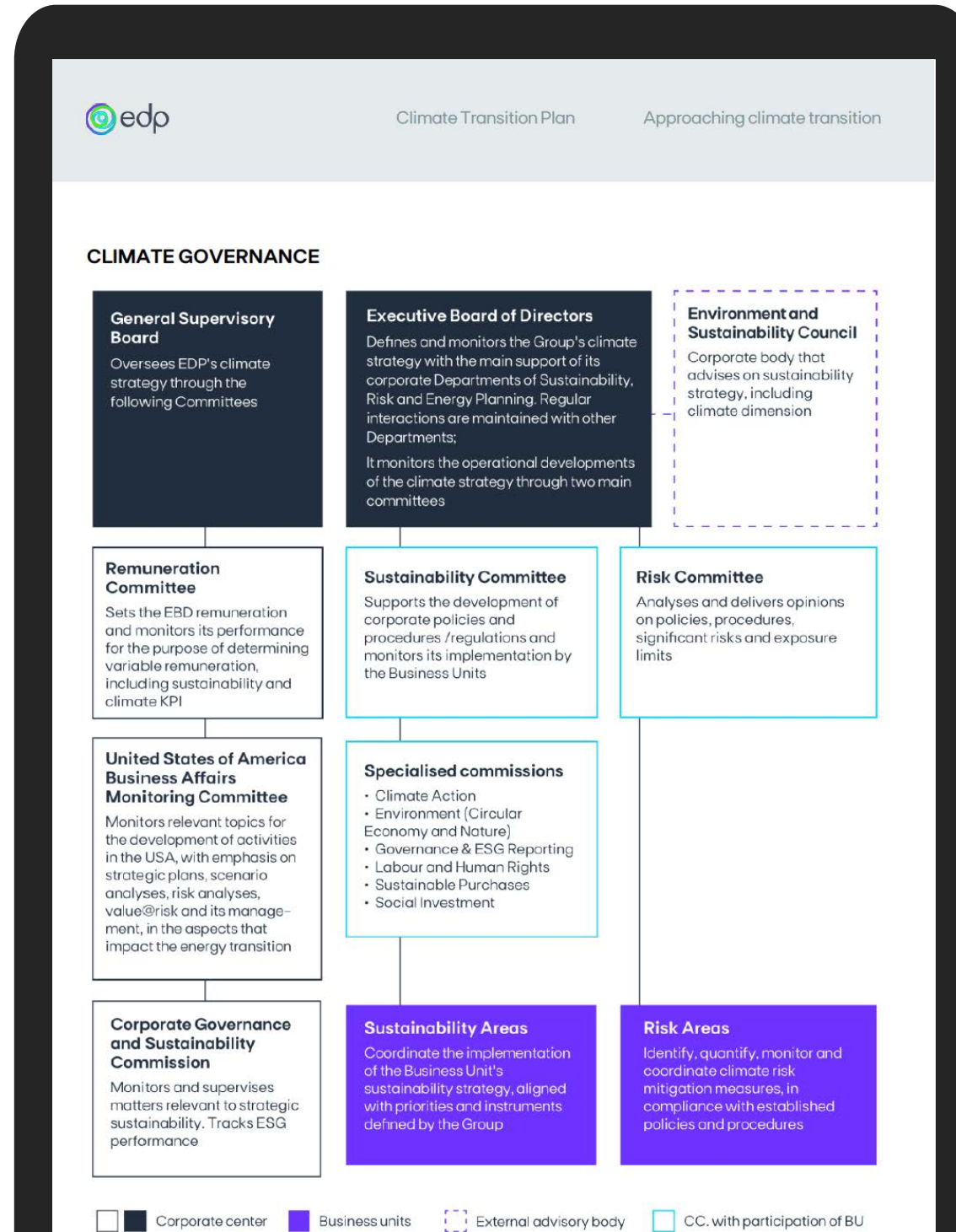
Adapting to Climate Change

Briana Gunn, Group Executive, Environment, shares her thoughts on how planning and implementing decarbonization and adaptation measures requires understanding areas of interaction and the potential beneficial and negative effects on people and the environment.

Learn More

Climate Transition Plan

EDP gives details on the roles and responsibilities of its board, executive and external committees for climate-related matters.



Communications Toolbox

There's nothing like the satisfaction that comes with finding the right mix of tactics, because how you communicate your information to your community needs to be pleasing to the tastebuds and easy to digest.

↓ **74%**

COMPANIES WITH A REPORT SILO

↑ **20%**

COMPANIES WITH A REPORT MICROSITE

↑ **59%**

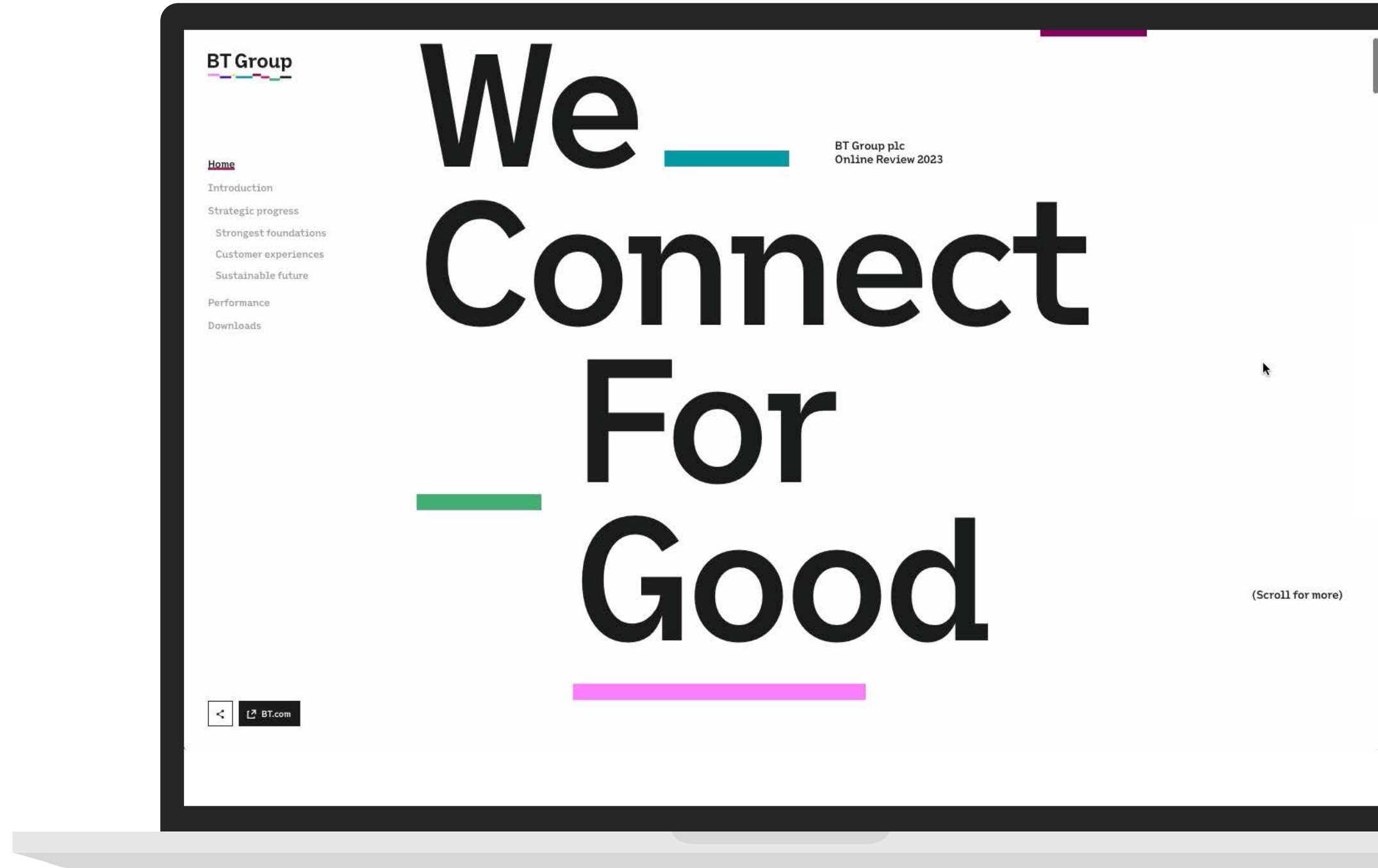
COMPANIES WITH AN ESG HUB ON THEIR WEBSITE
(2022: 53%, 2021: 48%)



BT GROUP

Annual Report 2023 Silo Website

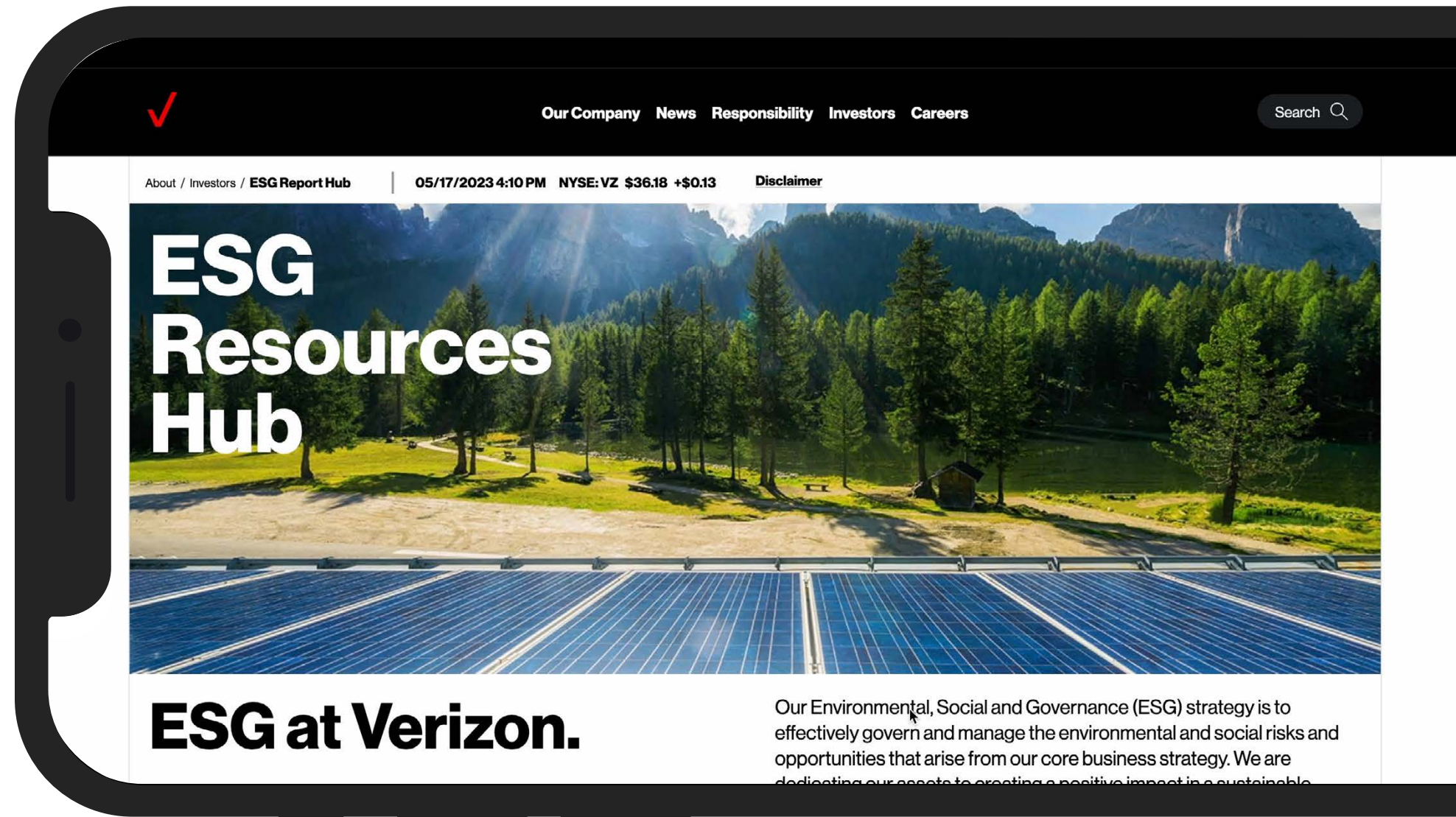
BT Group includes a video in which executives discuss the annual report in a roundtable, which serves as a summary report video.



VERIZON

ESG Resources Hub

Verizon has an ESG Hub that makes it easy for the audience to find all ESG-related publications.



2022 Indigenous Reconciliation Action Plan (IRAP)

Enbridge releases a separate report that serves as its roadmap to advancing its journey towards Indigenous truth and reconciliation, which is also summarized in the company's sustainability report.



Indigenous Reconciliation Action Plan (IRAP) commitment progress

Pillar 1: People, employment and education

| Focus | Commitment | Target/Gol | Timeline | Progress since September 2022 |
|----------------------------------|--|---|----------------|---|
| Talent attraction and recruiting | Establish flexible work placements and opportunities for Indigenous peoples that account for regional and cultural considerations across Canada and the U.S. | <ul style="list-style-type: none"> Update Indigenous engagement employment program to account for Indigenous culture, regional/remote considerations and legal considerations, as appropriate Explore establishing a cultural leave program | 2022 - Ongoing | Established Indigenous internal team which is responsible for implementing the Indigenous Employment Program and have mechanisms in place to help support these commitments. Continue to work with HR and Legal to help develop a cultural leave program in the jurisdictions where we operate. |
| | Continue to seek and strive to increase Indigenous representation in Enbridge's permanent workforce | <ul style="list-style-type: none"> Continue to report metrics and provide annual disclosure Identify key growth areas for employment and skills development Establish partnership with Indigenous employment agency Attend at least eight Indigenous-focused career fairs throughout Canada and the U.S. Attempt to reach our previously established goal of a minimum of 3.5% of proportional Indigenous representation¹ | 2025 | At the end of 2022, 2.5% of our employee workforce are Indigenous (self-identification). You can read further in our Indigenous Inclusion section of the report and find further metrics in our ESG Datasheet. Developed five external partnerships with Indigenous education and employment agencies in the U.S. and Canada. Will continue to explore various agencies as we progress on this commitment. Attended 15 career fairs and employment events in both Canada and U.S. Dedicated Indigenous recruitment advisor put in place in 2021 to focus on recruitment from Indigenous communities. |
| | Continue to review internal hiring processes and develop human resource capability to ensure all perspectives are reflected through the attraction/retention lifecycle | <ul style="list-style-type: none"> Review and, where appropriate, update internal hiring processes Conduct ongoing and regular training with Talent Acquisition team related to hiring practices Explore development of policies/procedures to support Indigenous attraction/retention programs | 2022 - Ongoing | Dedicated Indigenous recruitment advisor put in place in 2021 to focus on recruitment from Indigenous communities. Posted full-time employee positions seeking Indigenous preference in instances where allowed by employment law. |
| Work experience and training | Increase representation of Indigenous employees within Enbridge's Leadership Development Program to support the retention and advancement of Indigenous employees | <ul style="list-style-type: none"> Explore expansion of programs and opportunities for the growth of Indigenous employees/employee base | 2023 - Ongoing | Working group established and development work is underway. |

that bargaining unit employees are subject to the terms and conditions of their collective bargaining agreement.

or specific goals regarding inclusion, diversity, equity and accessibility are aspirational goals that we intend to achieve in a manner compliant with state, local, provincial and federal law, including, but not limited to, U.S. federal regulations and Equal Employment Opportunity Commission, Labor and Office of Federal Contract Programs guidance.

Indigenous engagement and inclusion

Working for meaningful reconciliation

Enbridge is committed to respectful and productive collaboration with Indigenous peoples. While we have worked to expand Indigenous inclusion within our projects and operations and across our company, we recognize that there is more work to do.

In September 2022, Enbridge was proud to release our first Indigenous Reconciliation Action Plan (IRAP). Informed by extensive engagement and consultation with Indigenous peoples across North America, the IRAP extends our longstanding commitment to advancing reconciliation in the communities where we live and work. The plan expresses our intention to be an even stronger partner and employer in the years ahead. As we work to achieve new levels of economic inclusion and respectful engagement with Indigenous peoples, we will continue to report publicly on our results, including as they relate to the specific commitments expressed in our IRAP. It reflects our commitment to facing the complex history of Indigenous peoples across Turtle Island¹ and to building a shared future on new foundations of respect and recognition.

IRAP foundations and process

Our projects and operations span Treaty and Tribal lands, the National Métis Homeland, unceded lands and the traditional territories of Indigenous nations, Tribes, Governments and Groups (Indigenous groups) across Turtle Island.

Enbridge's IRAP was developed:

- In recognition of Call to Action #92 from the Truth and Reconciliation Commission of Canada and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- With respect for and acknowledgement of Indigenous rights and title, treaties, and sovereignty across Turtle Island.

- Through engagement with more than 50 Indigenous individuals from across Canada and the U.S. who participated in intensive early engagement to inform our thinking and shape our commitments.

Our journey so far

Enbridge has worked to foster respectful, collaborative relationships with Indigenous peoples for many years. Over the past several years, we have deepened our efforts in this area by further formalizing our commitments, enhancing our policies and practices, and reporting our results.

In 2017, we committed to expanding our reporting on the implementation of our Indigenous Peoples Policy, including the steps we are taking to integrate Indigenous rights and knowledge into our business across Turtle Island.

In 2018, we began to fulfill that commitment with the release of a discussion paper, [Indigenous Rights and Relationships in North American Energy Infrastructure](#).

In 2019, we finalized our [Indigenous Lifecycle Engagement Frameworks](#), which guides our engagement with Indigenous nations, governments and groups over the life of our assets through direct, regional and landscape-level engagement in areas such as environmental stewardship, cultural protection, training and Indigenous rights and interests.

From 2018 through 2021, our sustainability reports have provided an annual overview of our plans, commitments and outcomes concerning Indigenous inclusion.

By the end of 2022, all Enbridge employees had completed Indigenous awareness training. This requirement will remain in place for all future team members, ensuring that our entire team has an understanding of the history, rights, culture and knowledge of Indigenous peoples.



Looking ahead

Our [Indigenous Reconciliation Action Plan](#) is the roadmap for our continued journey to create stronger connections with Indigenous partners and to advance truth and reconciliation. It is the mechanism by which we will remain accountable for executing our commitments to our partners, including Indigenous peoples.

This is our first Sustainability Report since the IRAP's release. Although the plan has only been active for a few months, and some commitments are scheduled to commence in 2023, we report on each of our commitments in the appendix on [pages 75-78](#).

Throughout this report, the symbol below appears when we report on initiatives that are connected to the pillars and goals of the Indigenous Reconciliation Action Plan.



¹ Some Indigenous peoples often refer to the continent of North America as Turtle Island. Both terms appear in the IRAP and our 2022 Sustainability Report, where appropriate. 2022 Sustainability Report

Digital Strategies

Variety is the spice of life, so fortunately, the range of opportunities available to communicate your message in the digital sphere is significant. Share what makes you unique and how you stand out from other organizations, and feast on the results.

↑98%

COMPANIES PROMOTING THEIR REPORT ON SOCIAL MEDIA CHANNELS
(2022: 91%, 2021: 76%)

↑49%

COMPANIES SHARING PODCASTS
(2022: 37%)

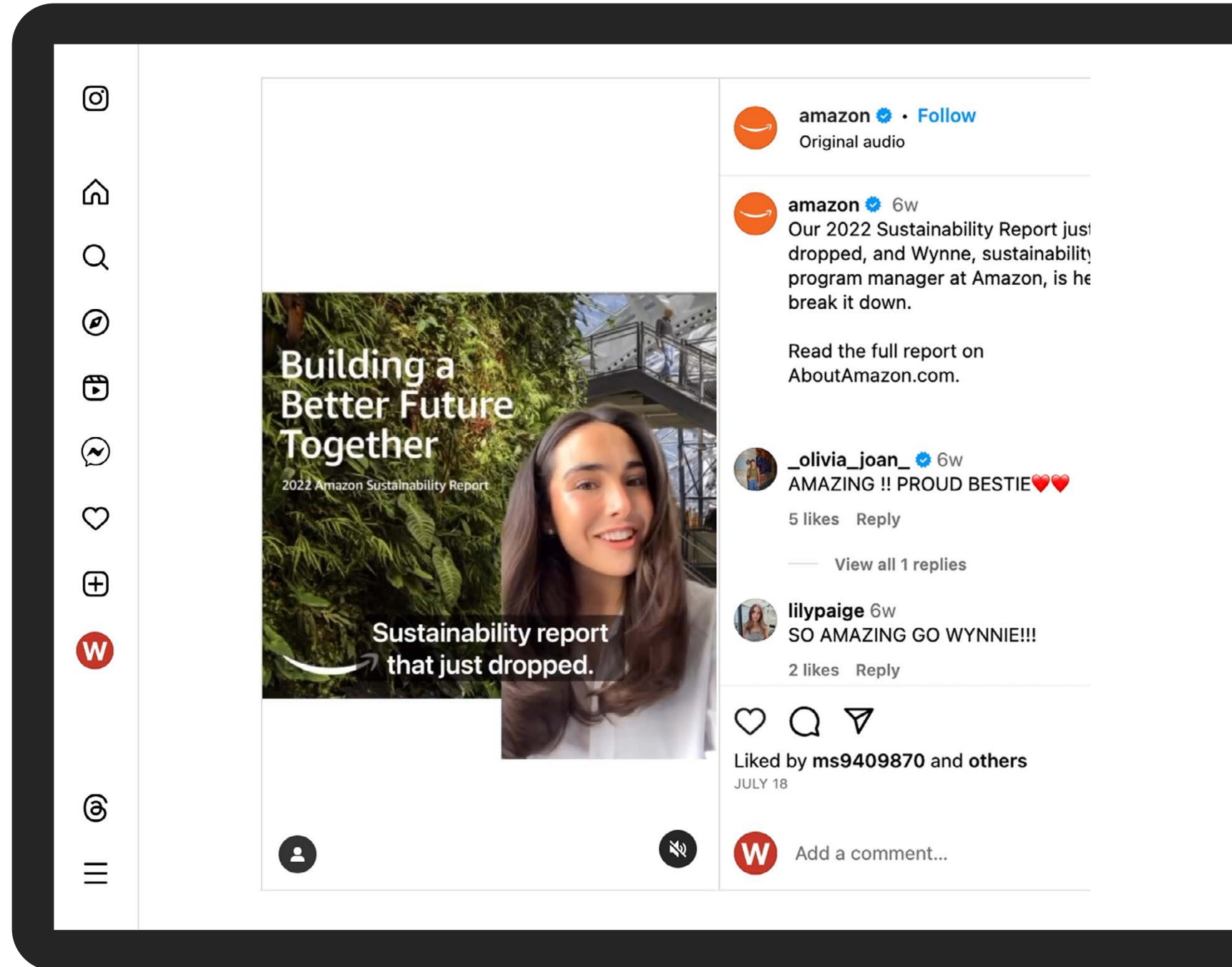
↓58%

COMPANIES OFFERING SUSTAINABILITY THOUGHT LEADERSHIP ON EXTERNAL CHANNELS
(2022: 70%, 2021: 51%)

AMAZON

Sustainability Report Highlights Video

When announcing the release of its 2022 Sustainability Report on Instagram, Amazon shares a video featuring its sustainability program manager discussing key aspects of the report. By having an individual responsible for the content explain the report directly to users, Amazon makes it easier for the audience to understand and retain the key highlights of the report. Amazon also opts to use a lighter, more conversational tone when speaking with Instagram users.

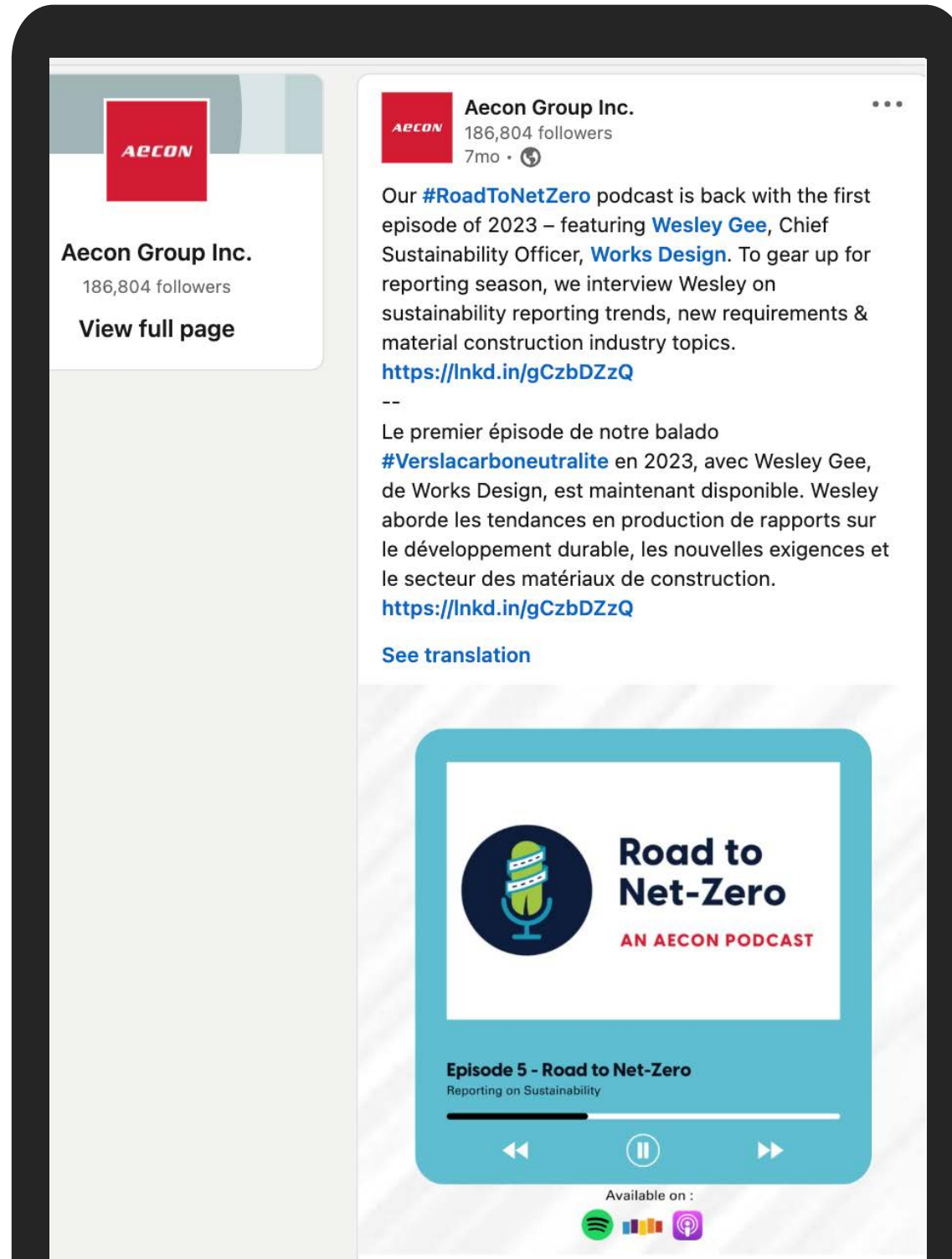




AECON GROUP

Sustainability Podcast

Aecon has a podcast titled *Road to Net-Zero*, which is hosted by two of its employees. In this episode, Aecon interviews Wesley Gee, chief sustainability officer at Works Design, about the latest sustainability reporting trends, new requirements and material construction industry topics. By discussing these initiatives in a podcast and sharing episodes on its social media, Aecon Group encourages users to listen and learn more about its sustainability initiatives and positions itself as a thought leader.

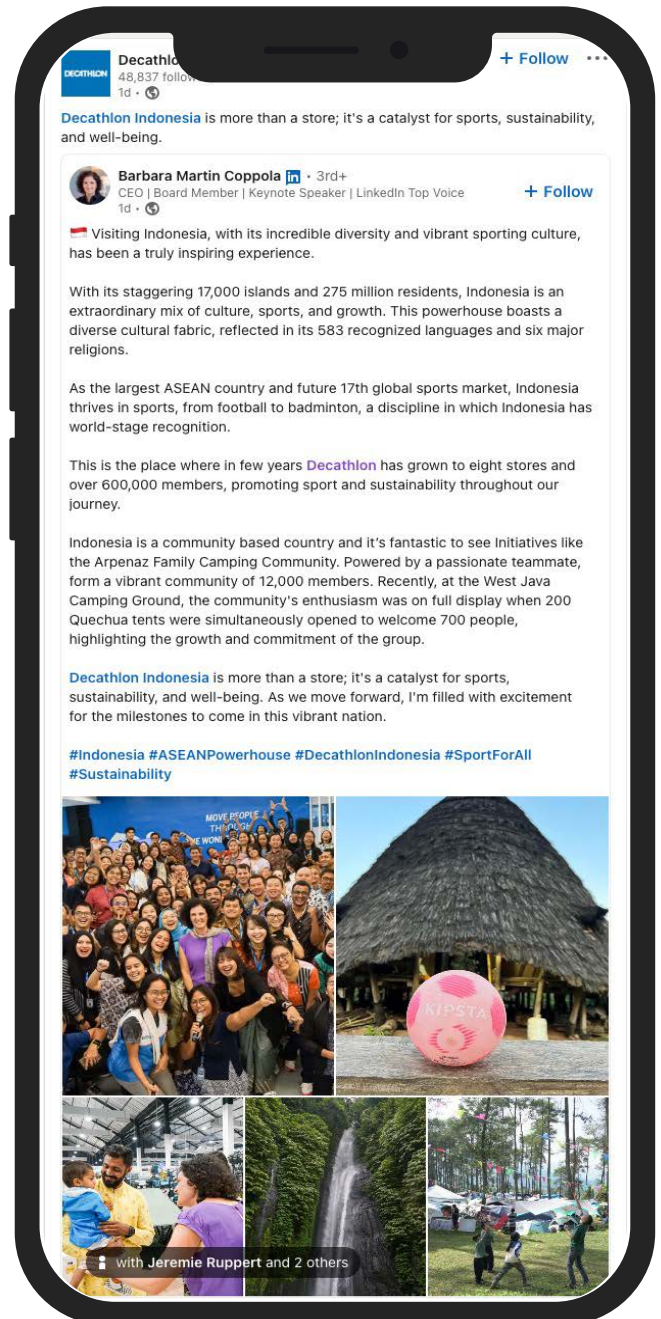
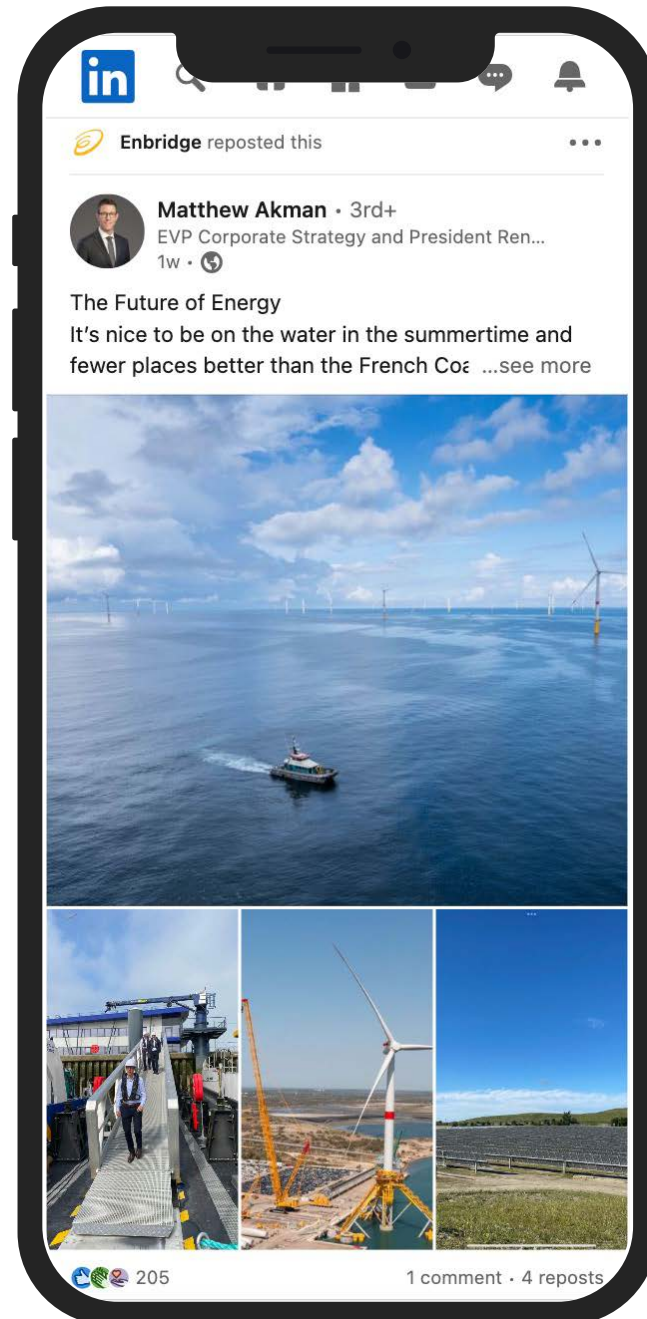
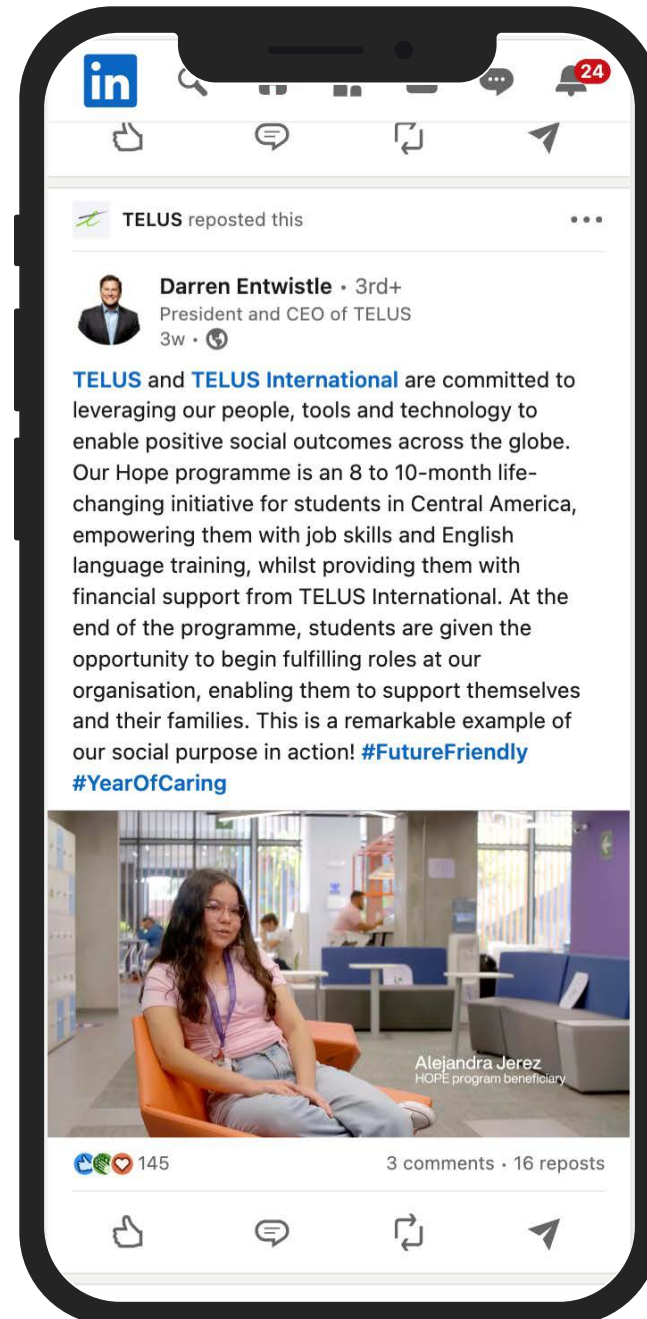


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TELUS, ENBRIDGE AND DECATHLON

Executive Content Sharing

On their social channels, these companies share posts from different executives or thought leaders. This brings another level of personality and transparency to the content and shows users that the executives are in touch with the company's day-to-day activities and are actively participating in different ESG-related initiatives.



Meet the Sous-Chefs

This research would not be possible without the support of the entire team at Works Design. We also thank our production and editorial teams, including Andrew Wreakes, Stacey Hellas and Julie Cooper, for supporting the publication of our findings. And, finally, we thank our digital team, including Minh Hoang and Joe Zingrone, for making our findings available to the world.

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Chief Sustainability
Officer and Principal

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PEARL MAGUIRE
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PHILIP MARRIOTT
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TAYLER MICHAELSON
Project Manager

MICHAEL TOMASONE
Marketing Manager



Ready to Fill Your Plate?

Works Design is an integrated design studio and communications agency with a focus on sustainability. We're a pioneer in sustainability and corporate responsibility communications. For over 20 years, we've helped companies deliver effective narratives and reporting by providing a unique setting where great design, subject matter expertise and sustainability strategy all intersect. Based in Toronto, we serve clients across Canada, the United States, Europe and Australia.

For more information, visit: sustainability.worksdesign.com

BOOK A PRESENTATION

With a global, best in class sample and an extensive focus on topics ranging from materiality and ESG standards to integration and digital strategy, we've identified significant shifts in sustainability communications. Contact us now to schedule a session.

VISIT OUR WEBSITE

Our studio does more than just sustainability. As experienced corporate communicators, we have a lot of industry knowledge to share. Let us share it with you. Check out our case studies and our blog (In Scope) or sign up for our newsletter for all the latest insights.

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