

# My Pledge

My commitment to all those I involve in the development, building, and operation of NuVoWay LifeStyle Centres across the world—beginning in NDG, Montreal.

- I commit to finding an architectural and planning firm who will make the NuVoWay LifeStyle Centres the most beautiful and functional clubs in the world.
- I commit to pursuing excellence in every aspect of design, development, and execution, refusing to compromise on quality where quality matters most.
- I commit to assembling the most talented, principled, and capable professionals in every field required to bring this vision to life.
- I commit to selecting partners, contractors, consultants, and suppliers based on merit, integrity, value, and alignment with our mission.
- I commit to ensuring every NuVoWay LifeStyle Centre is delivered with discipline, precision, and urgency—on time and on budget whenever humanly possible.
- I commit to stewarding every dollar entrusted to this vision with wisdom, responsibility, and respect.
- I commit to relentlessly seeking efficiencies that reduce cost without sacrificing excellence, safety, or long-term value.
- I commit to creating facilities that are not only architecturally exceptional, but operationally efficient, sustainable, and built for enduring success.
- I commit to recruiting and developing world-class leadership and staff in every area of operation.
- I commit to fostering a culture of professionalism, hospitality, performance, and continuous improvement within every NuVoWay LifeStyle Centre.
- I commit to maintaining the highest standards of ethics, transparency, and accountability in all business dealings.
- I commit to listening to wise counsel, welcoming expertise, and remaining teachable in pursuit of the best possible outcomes.
- I commit to protecting and enhancing the reputation of every person, partner, and organization associated with this vision.
- I commit to making decisions not for short-term convenience, but for long-term excellence and legacy.
- I commit to building NuVoWay LifeStyle Centres that enrich communities, elevate lives, and set a new global standard for lifestyle, wellness, and recreation.

To every person who commits their time, energy, finances, expertise, trust, or resources to me for the purpose of building NuVoWay LifeStyle Centres, I solemnly pledge this: I will do everything within my power—honourably, diligently, and relentlessly—in our best and mutual interest, and I will steward your trust as one of my greatest responsibilities.