



Social Responsibility Report 2015-2016



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for double-sided printing.

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www.cima.ca

Cover page: HORIZON+ Program cohorts for 2015 and 2016, photo by CANU

It is my great pleasure to present this Corporate Social Responsibility (CSR) Report, guided by the Global Reporting Initiative G4, which is the highest applicable standard in terms of CSR reporting. Our social, financial and environmental performance is measured against a series of performance indicators, for rigorous and transparent disclosure that can be compared from year to year. In addition, PricewaterhouseCoopers (PwC) has been chosen to perform a limited assurance engagement on selected key performance indicators for five material aspects, in order to demonstrate the thoroughness of our approach, and our determination to be considered among the most socially responsible firms in our industry across North America.

This report presents an overview of the corporate social responsibility strategies that have been implemented, and indicates the results that were obtained during the 2015-2016 fiscal year. CSR is defined as “the voluntary activities undertaken by a company to operate in an economic, social and environmentally sustainable manner.”¹ From an economic perspective, it is up to us to ensure client satisfaction and the financial health of our organization. During 2015-2016, revenues totalled \$186 million, and we consolidated our presence in our primary fields of expertise, added an office in Bowmanville in order to provide our Ontario-based clients with better service, acquired Standard Consulting Inc. (SCI) in order to have a presence in Newfoundland and Labrador, and continued our ethics training program for our employees and managers. Within the past year, we implemented a three-year plan based on the following four priorities with a view to support and guide our growth:

- + Accentuating our activities in Canada and penetrating new markets in North America
- + Providing support for innovation and the upgrading of skills in our fields of expertise
- + Providing our clients with services based on excellence and attentiveness to their needs
- + Developing leaders in order to provide for our succession

¹ Government of Canada. Global Affairs Canada. Corporate Social Responsibility.
<http://www.international.gc.ca/trade-agreements-accords-commerciaux/topics-domaines/other-autre/csr-rse.aspx?lang=eng>

Message from the President

Sharing our success with our employees and the communities in which we operate has always been an integral part of our values. Currently, nearly 58% of our personnel hold shares in the company. We are especially proud of the work that we have done to help improve the well-being of the less fortunate, whether through financial contributions or free engineering consulting services provided to two non-profit organizations: the *Institut Pacifique* and *Partage St-François*.

A socially responsible organization also has the obligation to provide its clients with solutions based on sustainable development. For example, the projects that are outlined in this report led to the provision of renewable energy to 57,000 homes, provided 2,000 residents of Cree communities access to drinking water, and reduced transportation-related greenhouse gas emissions. Our expertise in sustainable buildings was also integrated into many of our infrastructure developments, including the six projects that are described in this report, which represent direct investments totalling \$113 million.

As an engineering firm, our social concerns also encompass the well-being of our employees, including working conditions, training, promoting diversity, and health and safety. Toward this end, we have instituted policies aimed at promoting the hiring of Aboriginals and preventing workplace violence. We have also been awarded Certificates of Recognition (CoR) in five Canadian provinces, which are conferred upon employers that respect the provincial health and safety standards. Our environmental record bears witness to the efforts that we have invested to reduce the ecological footprint of our activities.

During 2015-2016, we initiated a dialogue with our clients and our personnel via two online surveys with the goal of ensuring that our actions reflect the primary concerns of our main stakeholders. A number of the initiatives that were recommended are already in place, such as providing a more stimulating and motivating workplace environment that offers some of the best working conditions in the industry. In fact, this is one of the reasons why our employees rank **CIMA+** among Canada's best employers year after year. Our stakeholders also rely on us to provide leadership in terms of health and safety in our sector, to reduce the ecological footprint related to our activities, to promote volunteer work, and to integrate

sustainable development more thoroughly into the projects entrusted to us. Our CSR/SD Steering Committee is currently working to develop an action plan that will be introduced to all of our personnel within the coming year. In order for us to attain our objectives, CSR must be more than just a management concern, but rather, it must be integrated into every level of our organization. That is why we established the President's Awards for Sustainable Development last year, to acknowledge the commitment shown by our employees to CSR.

In addition to the Audit Committee, in 2014, we established a Board of Directors that includes three partners and two independent members who are models of success, integrity and entrepreneurship in the Canadian business world. In 2015, our Governance and Ethics Committee surveyed our employees, partners and associate partners in order to ensure that our business practices are in compliance with our ethical standards. Becoming a model as a socially responsible organization requires commitment to a continuous improvement process. We live out our commitment on a daily basis through increased awareness of the impacts of our activities, and our continued efforts to assume a leadership position in our industry.



François Plourde, Eng.
Chairman and CEO

Our firm

Promoting business partnership and human values

Founded in 1990, **CIMA+** is a multidisciplinary Canadian firm that specializes in consulting engineering, project management, urban planning, and the environment. As of January 31, 2016, **CIMA+** employed a total of 1,611 staff members, 1,478 of which work in Canada, and generated consolidated sales of \$186 million. Our firm offers services in Canada with 36 offices from coast to coast, while our **CIMA International** subsidiary serves clients in Africa from five offices, and produces 4% of our total revenues. Given the fact that our operations outside Canada are minimal, this report only covers **CIMA+**'s Canadian operations.

Our mission consists of being a real business partner for our clients, instead of a mere service supplier. Our corporate structure is comprised of 129 partners and 91 associate partners in Canada, which represents 15% of our Canadian workforce being entrusted with decisional power. This ratio of one leader for six employees allows for efficient supervision and project delivery on a daily basis. Our structure allows for building long-term relationships with our clients, based on excellence and teamwork, and is supported by strong values in terms of ethics and sustainable development.

CIMA+ offers a full range of services in energy and hydroelectricity, urban infrastructure, buildings, transportation, industry, telecommunications and ITS, computer science and geomatics. Our clientele is comprised of provincial and federal ministries and agencies, cities and municipalities, semi-public organizations in the health, education, transportation and energy sectors, as well as several private organizations, a number of which are involved in the natural resources and energy industry.



Our commitment to corporate social responsibility

Thorough and transparent reporting

In order to demonstrate its leadership in the area of sustainable development, **CIMA+** has chosen to produce a Corporate Social Responsibility Report guided by the Global Reporting Initiative (GRI), which requires the reporting of some mandatory items, along with a number of optional items (Material Aspects) that are relevant to the company and the industry. The material aspects were selected following numerous meetings among members of management.



Scope of the report

This report discusses the environmental, economic and social performance of **CIMA+** for the fiscal year beginning on February 1, 2015, and ending on January 31, 2016 (the 2015 calendar year is used in some cases). The data presented includes all subsidiaries of **CIMA+** in Canada, and do not include the activities of **CIMA International Inc.** in Africa, because of the low percentage that these revenues represent within the group's revenues (4.4%). The subsidiaries that are included are listed in indicator G4-17 of the scoreboard.

Data collection

The data is drawn from the company's finance and human resources data systems. In order to produce a report that better follows the GRI principles, we have reviewed the data collection process since the previous report. A committee comprising members who work in finance, human resources, health and safety and sustainable development, was tasked with documenting the data-gathering process and developing a precise framework for securing reliable, accurate data that can be compared from year to year.

Independent audit

The first Corporate Social Responsibility Report, which covered the 2013-2014 fiscal year, was submitted to analysis by an outside firm in order to identify any variances from GRI standards. For this report, PwC was chosen to perform a limited assurance engagement on selected key performance indicators for five material aspects.

Our commitment to corporate social responsibility

Sustainable development policy

Conscious of the fact that our activities bear significant economic, social and environmental impacts, **CIMA+** developed a sustainable development policy in 2011, and integrated sustainable development into our corporate values in 2012. This commitment expresses **CIMA+**'s desire to become a leader in the development of innovative projects that meet our business partners' needs, and positively contribute to local communities, while minimizing environmental impacts.

In order for our vision to become a reality, we work at implementing actions around the four areas of intervention described below:

- + Integrating sustainable development expertise into our sectors of activity to meet and exceed our business partners' expectations on the environmental, social and economic fronts;
- + Reducing the environmental impacts of our activities through an efficient and durable use of resources;
- + Being an exemplary employer by offering our staff the opportunity to develop and thrive under optimal work and safety conditions, and by putting our employees at the heart of our sustainable development approach;
- + Promoting **CIMA+**'s positive contribution to society by taking into consideration the impacts our projects have on the communities in which we operate and by committing to supporting social or environmental organizations.

The application of the sustainable development policy at **CIMA+** is the responsibility of each individual in the organization. We will follow up on the implementation of this policy in a transparent manner, by publishing a biennial sustainable development report.

Sustainable development committees

We have decided to integrate sustainable development into our service offer in order to provide clients with eco-responsible solutions. The Buildings sector has been particularly active over the years, particularly through the creation of two excellence centres in Mechanical/Electrical/Architecture and Structure/Site design. The purpose of these centres is to establish and implement various means of action for maintaining, acquiring and promoting sustainable development expertise. More particularly, it consists of:

- + Holding regular meetings to promote the sharing of information;
- + Promoting **CIMA+**'s skills in terms of sustainable development through the presentation of projects during conferences and the publication of articles in magazines and other types of media;
- + Establishing relationships with organizations that are renowned for their sustainable development expertise;
- + Ensuring the continuous update of sustainable development knowledge through training programs, conventions, conferences, seminars and webinars;
- + Conducting a press review;
- + Suggesting the acquisition of material (manuals, status, standards) and subscription to organizations or associations in the sustainable development field;
- + Building a reference document bank on sustainable development for the Intranet.

We have also re-examined the role and structure of the Sustainable Development Steering Committee. Most participants are partners and associate partners across Canada who can endorse a leadership role in order to integrate sustainable development principles in their respective offices.

Contribution of our projects to sustainable development

As an engineering firm, we have an opportunity to model the landscapes that we create by designing and building infrastructure that pave the way for economic development, while simultaneously minimizing the impacts on society and the environment (G4-EC7). In many of our engineering disciplines, this translates into informed choices in terms of design and materials that consider the global life cycle, including optimization of construction, maintenance and operating costs, and improvement in the quality of life for users and residents.

By type of services rendered

	Structural/Civil Engineering	Mechanical/Electrical Engineering	Basic commissioning	Advanced commissioning	LEED coordination	LEED assistance to contractors	Total
Projects in the process of obtaining LEED certification	9	12	11	5	15	4	56
LEED-certified projects	9	24	6	1	12	1	53
Total	18	36	17	6	27	5	109

As of January 31, 2016, **CIMA+** had delivered, either partially or completely, 109 LEED projects. As you will see in the following pages, our role as an agent of socio-economic and environmental change is evidenced in many ways within our various areas of expertise, by:

- + Delivering building engineering projects that integrate sustainable development components, which alone represent more than \$43 million in direct investments (construction costs)
- + Designing a \$70 million carbon capture test centre, which will help to reduce emissions attributable to the burning of coal by 120 tonnes of CO₂ per day
- + Implementing a local transportation plan for the borough of Montréal-Nord, which includes access to public transit for 84,000 residents, resulting in a reduction in GHG emissions
- + Carrying out renewable energy projects that provide electricity from wind, solar and hydroelectric sources to some 57,800 homes in Canada and Cameroon
- + Supporting Cree communities in order to give them access to high-quality drinking water
- + Conducting environmental impact studies that focus on the conservation of species and the rehabilitation sites that may pose a danger to health and safety
- + Applying new technologies, such as drones and 3D digitization, which allow clients to spend wisely, based on more reliable information



Industry

Designing a carbon capture test centre

Construction costs: \$70 million

Coal-burning power plants provide nearly 18% of Canada's total energy production, but they also produce approximately 14% of the country's total greenhouse gas (GHG) emissions². The carbon capture test centre that was developed by SaskPower in partnership with Hitachi, is located near the town of Estevan, Saskatchewan, and employs technology that allows for CO₂ emissions from the burning of coal to be reduced by 120 tonnes per day. This centre will help to advance knowledge related to the carbon capture process by validating the efficiency, long-term stability, operability, maintainability and reliability of this innovative technology, which could become a model for the entire world.

The contribution that **CIMA+** made to this cutting-edge sustainable development project involved producing drawings and specifications, and defining the technical specifications. Our specialists in Sherbrooke, Kelowna and Saskatoon designed a configuration that provides a great deal of flexibility in terms of testing different methods for reducing greenhouse gases.



² Natural Resources Canada. Clean coal, under Energy, Energy Sources and Distribution, Coal and CO₂ Capture & Storage (December 22, 2015). <https://www.nrcan.gc.ca/energy/coal/clean-coal/4279>



Photo credit: Monastère des Augustines



Photo credit: Monastère des Augustines

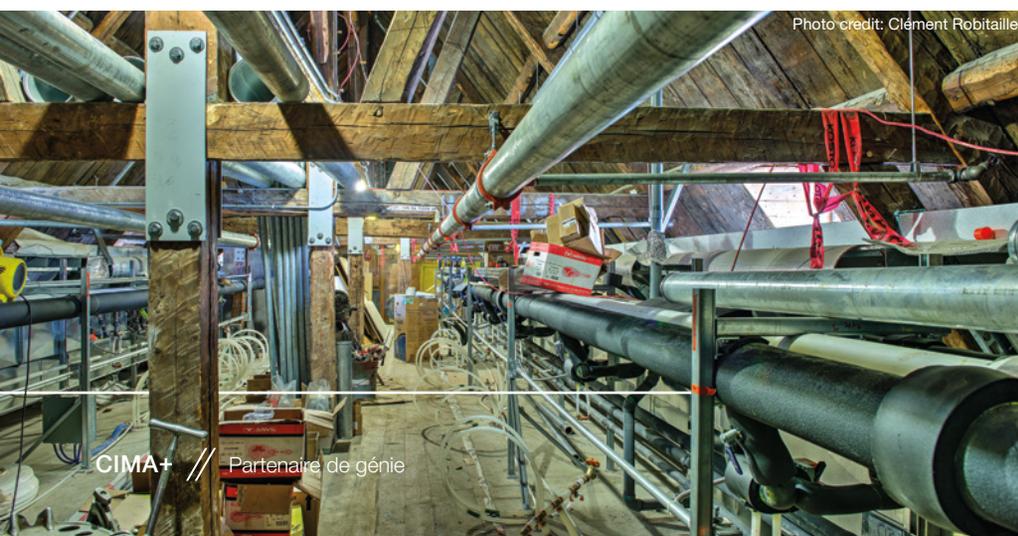


Photo credit: Clément Robitaille

Contribution of our projects to sustainable development

Buildings

Restoration of North America's oldest monastery

Construction costs: \$24 million

There were two objectives in restoring the *Monastère des Augustines*: gather all of the archives and collections from the twelve monasteries and hospitals founded by the Augustinians under one roof; and reconfigure the hospitality infrastructure for visitors who wish to experience the lifestyle of these nuns.

In essence, the project focused on respecting the cultural heritage and delivering an authentic structure that complies with current standards, especially in terms of comfort. Contemporary concepts were blended with historical features in many ways, including discreetly integrating new electromechanical systems in keeping with the existing architectural elements and building a new, contemporary, glassed-in lobby with a walkway that connects the historical monastery with the Augustinians' current residence.

The project was fraught with complications namely due to: the presence of asbestos, especially in the plumbing, which led to an increased risk of fire; the proximity of the nuns' residential area and the *Hôtel-Dieu du Québec* hospital; and the necessity of maintaining access to certain areas (including the prayer sites).

In addition to the historical nature of this restoration project, a number of sustainable development elements were integrated into the design. Namely, this included increasing energy efficiency via a geothermal temperature control system that cools the residence in the summer and heats it in the winter. Throughout the project, efforts were made to reuse and recycle a variety of construction materials.

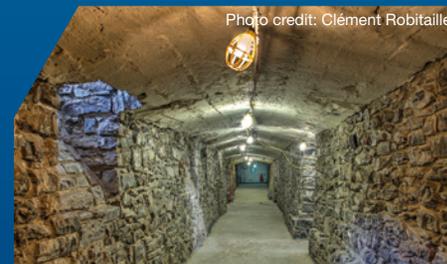


Photo credit: Clément Robitaille



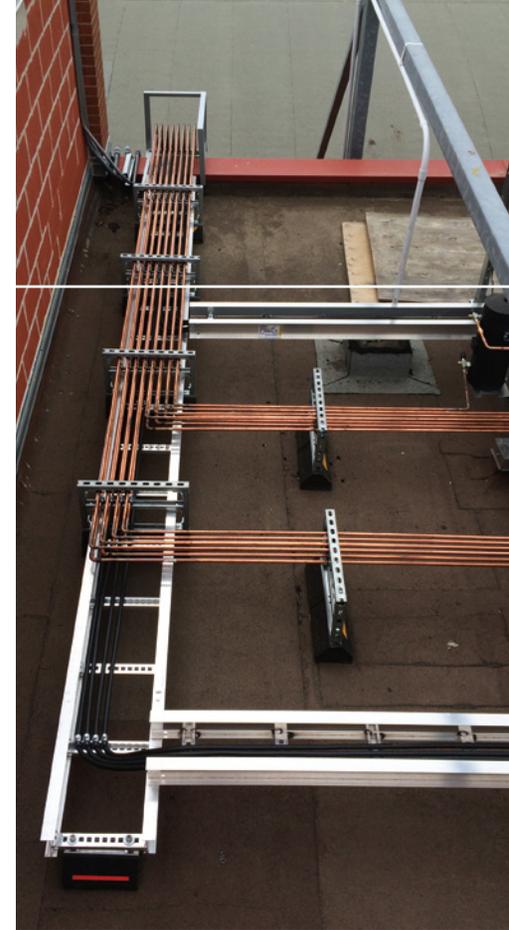
Photo credit: Monastère des Augustines

SCADA Data Centre

Construction costs: \$1.83 million

Based in Edmonton, EPCOR provides drinking water, wastewater treatment services and electrical power to one million customers. **CIMA+** was tasked with renovating and upgrading EPCOR's SCADA Data Centre, a mission-critical control centre. More specifically, the mandate included identifying and designing improvements to the centre's support infrastructure, with a focus on energy efficiency. One example was the use of LED lighting, which saves on energy by producing more light and less heat than conventional lighting. The Data Centre houses a large number of computers that produce a significant amount of heat, and therefore, the project engineers designed an optimized air-conditioning system.

The technical solutions that were applied to the cooling system will generate substantial savings for the client, both economically and environmentally. Throughout the life cycle of the site, the design will reduce the carbon footprint caused by the cooling and energy-distribution system by approximately ten years. In addition, the increased reliability of the SCADA Data Centre will translate into a considerable decrease in the number of unscheduled shutdowns for EPCOR customers.





Contribution of our projects to sustainable development

Firehouse 59, Pierrefonds-Roxboro

Construction costs: \$6.5 million

The town of Pierrefonds-Roxboro's purpose for building a new environmentally efficient firehouse in 2012, was two-fold. Firstly, the town wanted to reduce the response time to the numerous residential neighbourhoods in the area, and secondly, provide firefighters with an exceptional level of comfort. Inaugurated in March 2014, the firehouse is architecturally innovative in a setting that, at first sight, didn't seem appropriate for such a purpose. In fact, the site was a former snow dump and dry material disposal site, but was repurposed by replanting native plant species that do not require irrigation, which helps to protect the nearby wetland. From an architectural perspective, the firehouse's living quarters has a unique layout that favours the use of natural light and provides a view of the nearby woodlot. The building's tower also boasts a visual feature, with service access to the roof, which highlights the building and its civic vocation.

Among the sustainable development elements that were integrated, it is worth mentioning the eight-well geothermal system that will generate energy savings in the realm of 43% in comparison with a benchmark building. In light of this, the investment will be recouped in less than 20 years. In addition, the building's garage section has radiant floor heating, a fresh air supply system equipped with a rotary heat exchanger and advanced controls, and windows that can be opened for increased comfort. Thanks to carefully selected environmental measures that focus on the training needs of the occupants, Firehouse 59 provides a healthy living space that houses nine firefighters, 24 hours a day.

The city of Montreal's Firehouse 59 was awarded LEED-NC Gold certification, with the highest score available for this type of building in Québec (66 out of 110).

Institut des sciences de la forêt tempérée (ISFORT – Temperate forest science institute)

Construction costs: \$2.51 million

The pavilion that houses ISFORT at the *Université du Québec en Outaouais* was honoured with the **2014 CECOBOIS Award of Excellence** in the Exterior Cladding category. The building makes good use of a number of tree species that are native to North America, and stands out for its exterior cladding of eastern white cedar.

The use of panelized cladding was an innovative and effective solution, because it is easy to install and extremely strong. It allows for the fasteners to be concealed and for the wooden cladding to remain above ground level, which ensures the structure's longevity. The electromechanical system controls are centralized in order to optimize energy use.

The panel of judges for the 2014 CECOBOIS Award of Excellence underscored the work done by the structural, civil and electromechanical team from **CIMA+** in terms of erecting a sustainable building that features a sensible and thoughtful design. Our contribution involved defining the design details for the architectural cladding and the fasteners for the wooden panels, as well as designing the structure that supports the wooden panels.

Des Aventuriers elementary school

Construction costs: \$8.6 million

CIMA+ was tasked with creating the electromechanical design for a new two-storey elementary school in the City of Sherbrooke. A number of measures were implemented in order to improve energy efficiency, reduce energy needs and integrate renewable energy. These measures included the installation of energy-recovery systems and low-energy LED lighting devices, along with geothermal heating and cooling, which increases efficiency and minimizes maintenance costs. The designers also included charging stations, with the objective of encouraging the use of electric vehicles.



Photo credit: Marc Cramer



Contribution of our projects to sustainable development



Infrastructure

Feasibility study: Drinking water exploration Cree First Nation in Whapmagoostui

The Cree community of Whapmagoostui was faced with a very specific problem. There was only one single water well supplying two communities comprised of nearly 2,000 residents. In addition, the location and composition of the well made it vulnerable to seawater contamination from Hudson's Bay. In fact, depending on the season, groundwater recharge is sometimes interrupted due to harsh climatic conditions, which poses a risk of salt water infiltration. In order to secure the drinking water supply for the two communities, **CIMA+** conducted a feasibility study to determine the critical threshold for the existing well, and to propose potential sites for the construction of a second well.



An alternative design for an industrial zone

Espace innovation Michelet is a site that is zoned for industrial and technological use, and exemplifies the optimum integration of best practices in terms of responsible development. This large-scale project, carried out on behalf of the City of Québec, included opening approximately 900 metres of road, the construction of waterworks, sanitary and storm-sewer infrastructure assets, underground utilities networks, street lighting and public roadways, including sidewalks and a bicycle paths, along with trails and recreation sites within the wooded area, as well as a 4,000 m³ storm-water retention basin.

CIMA+ had multiple objectives including: maximizing the use of green space, managing storm-water run-off, promoting the use of public transit and attenuating nuisance factors (noise, poor air quality, traffic, etc.). In order to design a hydraulic network that was as unobtrusive as possible and that blended well with the site's natural conditions, especially in terms of integrating a small pond, the team analyzed a number of storm-water management models before designing a hybrid system that combines a naturally vegetated ditch for the flat section of the site with storm sewer pipes for the sloped section. This solution took into consideration the impermeable nature of the soil native to the site, the presence of a shallow bedrock, the significant slope of the terrain, and a number of requirements dictated by road maintenance operations.





Contribution of our projects to sustainable development

Facilitating year-round active transportation

The multi-purpose interpretation trail on Québec City's Gilmour Hill is considered a heritage site. The woodland path has been closed during the winter for many years, due to the risks related to maintenance and snow removal. In 2014, the trail was rebuilt in order to allow for safe year-round access for cyclists and pedestrians.

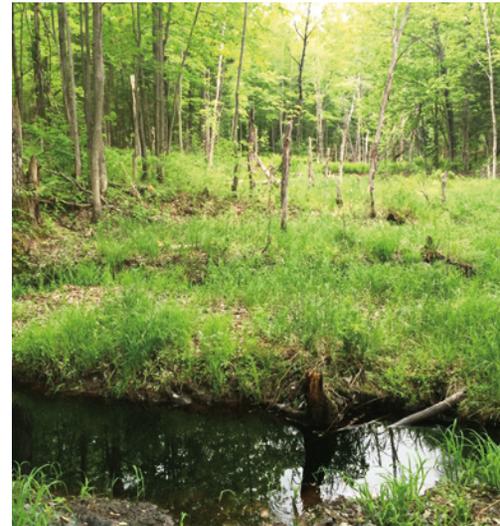
There were a number of issues that complicated this project, including the need to protect the natural environment and to enhance the site's historical potential, the sloping topography and the presence of friable and unstable bedrock. The construction of gabion walls presented a technical challenge due to the length of the trail (1.19 km) and the height of the walls, which exceeded standards, making it a first in Québec. Using this type of material gives the structures a historical look by providing a visual link between the top and bottom of Cap Diamant. There were many mature trees on the cliff and throughout the site, and therefore, special measures were required in order to preserve this vulnerable and fragile asset while rebuilding the trail.

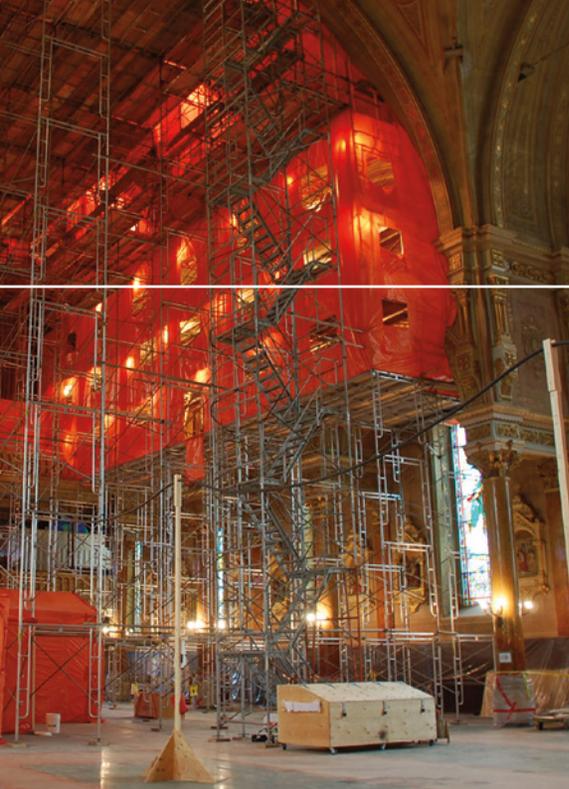
Environment

Promoting conservation

In 2015, **CIMA+** was tasked with updating an inventory at the former St-Maurice firing range in Terrebonne, Québec. The objectives of the mandate were to document the changes in the size of the wetlands, add new observations pertaining to any special-status flora and fauna, and ultimately, validate the functions and value of the wetlands, and delineate both the critical and protective zones with the goal of ensuring proper maintenance.

The inventory of the 361-hectare territory demonstrated that the wetlands act as a retention basin for surface water, thus helping to prevent damage caused by sudden high-water incidents, such as flooding and stream erosion. It also revealed that the site is home to 18 special-status animal species and 5 special-status plant species, 3 of which are endangered and another 3 of which are threatened. In light of the density of the nearby urban development, this site boasts exceptional ecological characteristics, and deserves to be protected for the sake of ensuring the survival of the plant and animal species it contains.





Contribution of our projects to sustainable development



Decontamination and rehabilitation of industrial and institutional sites

The sources of energy that are most sustainable and also most acceptable from an environmental standpoint have been more clearly defined over the past 30 years. This is the reason why Hydro-Québec decided to close the Gentilly-2 nuclear power plant and the *La Citière* thermal power plant in favour of renewable sources of energy (i.e.: hydro and wind power) that generate fewer greenhouse gases (GHG). In 2014-2015, **CIMA+** was tasked with carrying out the dismantling and environmental rehabilitation of the *La Citière* thermal power plant. The work was carried out in order to reduce the site's ecological footprint and maximize the reuse and recycling of materials recovered during the dismantling. **CIMA+** also plays a role in the steps leading up to the dismantling of the Gentilly-2 nuclear power plant.

CIMA+ is also working on the rehabilitation of a number of institutional sites, primarily by carrying out upgrades to schools and churches, some of which present a high risk of asbestos. This work includes the removal of mould and the restoration of plaster and wood mouldings. In light of the fact that inhaling asbestos fibres is hazardous to people's health, **CIMA+** ensures that all workers assigned to the various sites have received the proper training, that they are qualified to perform this type of work, and that the work complies with applicable regulations.

Impact studies on large-scale transportation projects

CIMA+ is taking part in the impact studies for a number of major transportation projects in the Greater Montreal Area. This includes the new Champlain Bridge crossing the Saint Lawrence River, and the construction of a light rail transit (LRT) system linking Montreal's South Shore to the downtown core, which is now being merged into the *Réseau électrique métropolitain* (REM – metropolitan electric network) project sponsored by the *Caisse de dépôt et placement du Québec* (CDPQ). The project team comprises approximately 50 experts in transportation (traffic engineering, road engineering, bridges and tunnels), urban planning, buildings, the environment, urban infrastructure, architecture, and project management. The REM impact study is being conducted according to an accelerated schedule with the objective to address growing public transit needs.

The objective of the REM project is to solve traffic congestion issues and problems with the saturation of roadways and public transit in the region, as well as to reduce the environmental impact of transportation. This engaging project, whose 67-kilometre route will be the third-longest automated transportation system in the world, represents an investment of \$5.5 billion, 1,000 permanent jobs, and is estimated to reduce greenhouse gas emissions by close to 16,800 tonnes annually.³

³ CDPQ Infra. *Réseau électrique métropolitain*.
https://www.cdpqinfra.com/fr/Reseau_electrique_metropolitain

Transportation

A local transportation plan in a high-traffic borough

Given the borough of Montréal-Nord's 62,630 morning rush-hour commutes and the 133,305 commutes per 24-hour period, the construction of major, new infrastructure assets, including the train and bus rapid transit (BRT) service, transportation in the area is slated for big improvements.

In 2015, **CIMA+** developed the *Plan local de déplacement* (PLD – local transportation plan) under the direction of the borough, which is among the largest in the city, with approximately 84,000 residents. Producing a PLD is a requirement within the context of Montreal's transportation plan (2008), but it also reflects a determination “to promote better sharing of roads among the various users, which would distinguish Montréal-Nord as a place with a welcoming, safe, pleasant and inclusive lifestyle that relies on public transit and active transportation (train, bus, cycling, walking), a harmonious blending of its various uses (residential, commercial, industrial and institutional), and the integration of sustainable development practices,”⁴ especially focused on reducing the dependence on automobiles.

Carried out in cooperation with multiple local stakeholders representing retailers, major institutions, community groups, public transit users and administrators, the PLD inspired a consensus with respect to the borough's commuting issues. Particular attention was also paid to consultations with citizens through a public forum.



⁴ Ville de Montréal, Plan local de déplacement (PLD) Arrondissement Montréal-Nord, p.11 (April 16, 2016)



Contribution of our projects to sustainable development

Energy

Designing Canada's largest solar farm

Once completed, this solar farm project in Kingston, Ontario will generate 100 MW of renewable energy, which is enough to power 17,000 households. **CIMA+** is proud to have played a part in this achievement by preparing and reviewing the technical specifications for the request for proposals, preparing electrical studies, and providing electrical design and civil engineering services.

Wind energy project to provide power for 13,800 households

The Témiscouata wind farms are located at two sites that house 32 wind turbines and generate a total of 75.2 MW, which is enough to power 13,800 homes in Québec. The first farm was a community project developed in partnership with the local RCM, delivering 23.5 MW of power. As of October 2014, 200 employees (40% of whom were local) had worked on the project, producing an estimated \$3.5 million in direct spinoffs within the community, not accounting for salaries⁵. The second wind farm project, which is fully private, became a reality in November 2015. **CIMA+** acted as the project manager for both of these projects, from the preliminary studies to commissioning.

Access to hydroelectricity for 27,000 households and businesses in Cameroon

CIMA+ International was tasked with validating the drawings and supervising construction work for the hydroelectric power station to be built at the foot of the Lom Pangar dam. The contract also included overall supervision of the construction of the high, medium and low-tension networks, the installation and connection of the street lighting system, the development of a master plan for Cameroon's electrical transmission networks, and a review of the management plan with the objective to minimize the environmental impacts and anticipate aspects of social infrastructure to be implemented in the region (e.g.: health centres).

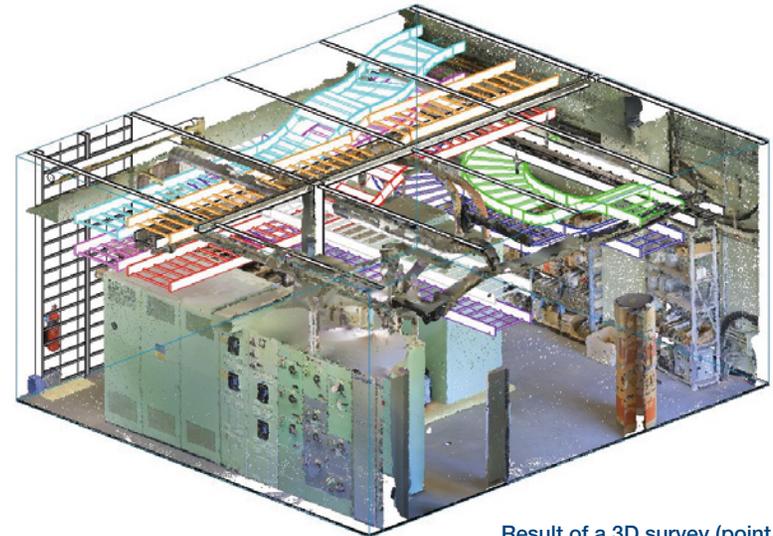
⁵ Pelletier, Mario. Les parcs éoliens au Témiscouata – Plus de 3,5 millions en retombées jusqu'à maintenant. InfoDimanche.com, (October 3, 2014).

Complementary services

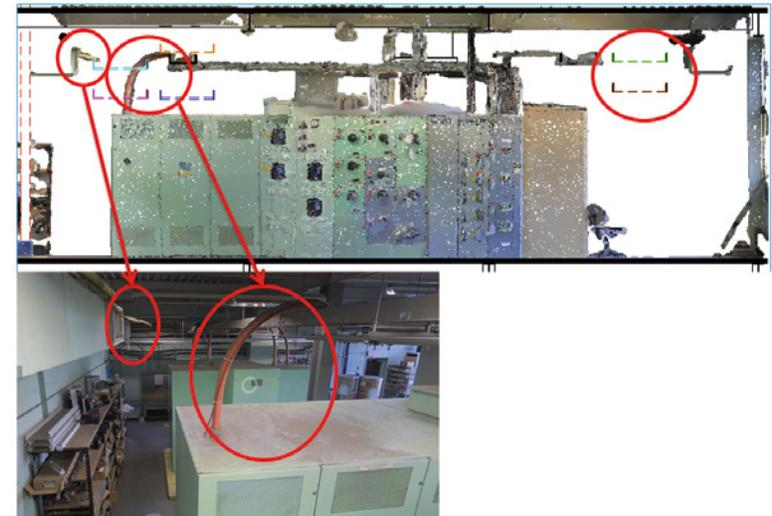
Providing technological solutions for better investment opportunities

We often forget that sustainable development also serves to support economic growth. By developing and using the four technologies described below, **CIMA+** provides its clients with the ability to reduce their financial and human investments when carrying out projects.

- + **TEMPUS** is a new tool that allows users to migrate their industrial control systems to a new platform, or an improved version of an existing platform, without having to interrupt production. This type of online migration allows users to conduct preliminary tests before migrating, and to bring the new system online without interruption, which means that the process generates savings in terms of the time, energy, resources and materials related to production shutdowns.
- + **3D digitization** allows for highly complex environments to be inventoried very quickly. The result of 3D digitization is a cloud of several million points that form a realistic CAD-ready three-dimensional model. This technology may prove to be very useful, as it allows users to conduct reliable, detailed, non-intrusive, and safe surveys in hazardous or confined spaces before designing a new concept, or during or after construction. By generating accurate and comprehensive data on the condition of structures, this new tool helps to reduce the cost of reconstruction.
- + The new **Matterport** tool can generate digital scans remotely, which leads to the more efficient use of resources. The data that are collected are digitized in the form of point clouds that can be referred to at any time. This tool can be particularly useful when a site is not accessible or when the design site is far away from the work site.
- + The **UX5 drone** is a technological solution that is relevant in certain situations, and is much faster and less expensive than static, land-based LIDAR technology. In areas where detailed information is required, combining surveying results from LIDAR and the UX5 drone saves on costs.



Result of a 3D survey (point cloud)



Our social and environmental involvement

When preparing a sustainable development report based on the Global Reporting Initiative guidelines, it is necessary to identify the “material” aspects, those that are likely to have a significant impact on the longevity of our organization, and on the consulting engineering industry as a whole. For the purpose of the current report, we have used the same material aspects that were selected by the Executive Committee for the 2013-2014 CSR report:

- + Employment
- + Occupational health and safety
- + Diversity and equal opportunity
- + Anti-corruption
- + Training and education
- + Direct economic value generated and distributed

We have also initiated a dialogue with our primary stakeholders, namely our clients and members of our staff, to collect their opinion regarding the material aspects that **CIMA+** should take into consideration. First, the members of the CSR/SD Steering Committee have established a list of 14 environmental, social and economic initiatives, regardless of whether they have already been implemented or not. In November 2015 and February 2016, questionnaires were sent out to 600 employees, partners and associate partners, and to 250 of **CIMA+**'s top revenue-generating clients across various sectors of expertise in Canada. We asked them to rate and rank each initiative, and to note any other expectations they may have had in terms of social responsibility.

The results of these online surveys were presented to the Executive Committee in April 2016. The CSR/SD Steering Committee is currently working on the development of a priority action plan (with objectives and targets) that will be implemented in the next few years. Meanwhile, the following table contains the five primary concerns expressed by our stakeholders.

Priority order for CSR initiatives	Clients	Francophone Employees	Anglophone Employees
Systematically propose SD solutions to clients	1	2	6
Be considered a leader in terms of OHS	2	6	2
Offer working conditions among the best in the industry	11	1	1
Develop an SD guide for building owners who rent office space to CIMA+	4	3	10
Reduce the primary sources of GHGs associated with our operations	7	4	7
Develop a responsible procurement policy	5	5	8
Promote employee participation in a local SD activity (one day/year)	6	9	4
Compensate employees for volunteer work (one day/year)	10	8	5
Develop an online tool to simplify training requests	12	10	3
Develop tools and evaluate employees annually with respect to ethics	3	12	11

Employment

We work at maintaining a long-term relationship with our employees by offering them a stimulating work environment, based on the recognition of their performance and their well-being. Year after year, our employees have ranked **CIMA+** among the “Best Employers in Canada,” as a result of the annual AON Hewitt survey. In 2015, the **CIMA+** employee engagement level was 83%, compared to an average of 77% for all firms ranked on the Best Employers list. This allowed **CIMA+** to reach the Platinum Level; the highest ranking category that can be achieved.

Furthermore, since 2014, we have implemented several initiatives in the area of human resources management based on the results of this survey.

Recognizing excellence

Since 2015, the President’s Awards have been given to individuals and teams who, through their achievements or attitude, showcase our values in terms of excellence, teamwork, entrepreneurship and sustainable development. We have also implemented the Hat’s off! Program in order to support daily recognition. This program consists of sending a printed or electronic post-it message to our peers, employees and managers to express praise for their merits.

Promoting internal mobility

CIMA+’s growth in some sectors of activity or regions, generates an increased number of employment opportunities. Since 2014, we have organized planning meetings and utilized internal job postings, through our Intranet, to promote better allocation of the available workforce.



President’s Award for Sustainable Development



Participants in the Défi Entreprises Gatineau/Ottawa Challenge

Improving employee engagement and work satisfaction

Each year, upon receiving the Aon Hewitt survey results, we organize meetings with the groups of employees with the lowest engagement rate. The information we gather is valuable because it helps us implement targeted action plans for the groups who are less engaged. It is with this same objective in mind that we have developed an online survey for termination of employment interviews. The information collected allows us to quickly identify flaws and establish an action plan to correct them.



Promoting well-being

In 2014, **CIMA+** launched the HARMONI+ program, with the objective of increasing employee awareness and accountability with respect to their overall health, and by promoting healthy work and lifestyle habits. A spokesperson was nominated and took part in a video on the importance of physical activity and stress management. In 2015, the program expanded with 30 regional ambassadors who work at implementing local initiatives. An annual budget of \$9 per employee has been allocated to the program. As of December 31, 2015, a total \$34,283 has been invested in activities such as: smoothies sampling, delivery services for locally produced fruits and vegetables, a friendly soccer tournament, distribution of inflatable exercise balls to be used as desk chairs to improve posture, etc. The Gatineau office entered the Défi Entreprises Gatineau/Ottawa 2016 challenge that rewards the organization that is the most “physically fit,” and won the trophy in the “mid-size company” category.

Evaluating leaders' performance

In order to maintain our technical excellence standards and the values upon which our corporate culture rests, we have developed a structured, thorough and fair process to evaluate the performance of partners, and ensure follow-up of any performance gaps.

Fostering know-how for the next generation

Hiring technicians is a challenge throughout the engineering industry, due to a shortage of qualified candidates. In 2015, **CIMA+** initiated discussions with a college offering technical training in civil engineering in the Laval region (Quebec), in order to conduct a pilot project aimed at ensuring a better alignment between the needs of engineering firms in terms of skills and student training programs.

Occupational health and safety

Objectives and targets

The Health and Safety team has implemented several processes to better control dangers in the work environment. In the area of prevention, three objectives are established on a yearly basis. We have achieved the set targets for two of these three objectives: project safety plans and emergency response plans.

In 2014, we established a risk analysis process which called for the preparation of safety plans for all projects involving work conducted on construction sites. In 2014, we were unable to achieve our 50% target for the number of completed risk analyses, whereas in 2015, not only did we reinforce this process, but we increased the target to 80%, which we achieved. Our results for 2016 look just as promising.

Emergency response plans, in case evacuation is required, have been developed and tested in all our offices in 2015. In 2016, we will concentrate on updating and maintaining all relevant documents, training all employees on their respective office emergency response plans, as well as completing training for all emergency response coordinators. New procedures will be implemented to facilitate access to first-aid attendants in our various offices.

Reporting of near-miss accidents still poses a challenge, and although there has been an increase in the number of reports for these types of accidents compared to 2014, it still remains below the set objective. We will therefore simplify the process in 2016 and allow employees to report such incidents as observers.

In 2016, in addition to these three objectives, we intend to ensure a better follow-up in terms of workplace inspections, and ensure that work instructions are reviewed by both an employee and a manager.

Among other achievements, as of December 31, 2015, **CIMA+** had successfully completed the external audit for the renewal of its Certificate of Recognition (CoR) delivered to employers who develop an OHS program compliant with the standards established by the Alberta Construction Safety Association. We also obtained the same certification in Manitoba,

British Columbia, Newfoundland and Labrador, and Saskatchewan. We are currently in the process of obtaining a certification in Ontario. We have also implemented a policy to prevent workplace violence in addition to the existing one on harassment.

Several communication campaigns in order to prevent accidents have been launched in 2015 and will continue in 2016. Namely, these include the goal to reduce the number of falls, through stressing the importance of wearing appropriate footwear based on weather conditions (winter, etc.), tasks performed (work on a construction site, etc.), and of taking the necessary precautions when walking on slippery or damaged surfaces. Furthermore, following the accident involving one of our employees on board an ATV, we implemented a task safety analysis process and conducted an analysis of this particular case. Other such analyses will be conducted in 2016 and 2017 for high-risk tasks.

N°	Objective	Target	Result
1	Prepare a safety plan for each project involving work conducted on construction sites.	80%	81%
2	Encourage employees to report near-miss accidents, with a minimum objective of 50 reports for the current year.	50	33
3	Develop an emergency response plan for all offices where it is required, and conduct a general evacuation drill.	25	25

Occupational health and safety performance

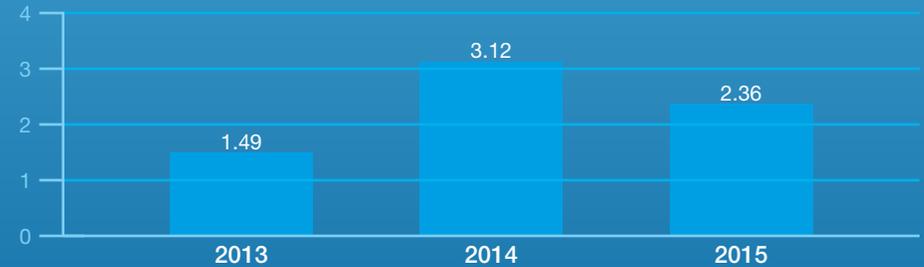
CIMA+ believes that it is possible to offer its personnel an accident-free work environment. In order to live up to this commitment, we introduce and maintain stringent programs in the areas of health, safety and environment, with the primary objective of protecting our staff, the public and the environment. At CIMA+, no task is urgent enough to justify compromising one's safety or the safety of others.

The increase in accident frequency in 2014 can be associated with three major factors. First, the introduction of awareness-building activities for our employees and managers on the importance of reporting all accidents they witness; second, a more stringent follow-up of work-related accidents by the HSE team; and lastly, a decrease in the number of hours worked, compared to previous years. A slight decrease in the accident frequency has been noticed in 2015, however, it remains well over the 0.6 objective. As mentioned in the previous report, tripping and slipping remain the primary causes of accidents.

During the period ending on December 31, 2015, a total of six work-related accidents occurred. Of these, three were lost-time accidents resulting in at least one day of absence from work (in addition to the day on which the worker consulted a health professional), and three were accidents for which medical consultation and treatment were necessary (without a day of absence from work in addition to the day on which consultation and treatment were provided). Three of these accidents were related to falls, one occurred on the road and another resulted from excessive physical effort.

In general, the absenteeism rate is higher than the one published in the previous report, but the two sets of data are not comparable since we reviewed, and documented, our calculation method.

Accident frequency*



* Number of lost-time accidents x 1,000,000 / Number of hours worked

GRI indicators	By region				By gender		By status		Total
	Quebec	Ontario	Western Canada	Atlantic Provinces	M	F	Employee	Supervisor	
Number of lost-time accidents	1	0	2	0	2	1	3	0	3
Number of lost days of work	28	0	21	0	21	28	49	0	49
Number of medical consultations (excluding lost-time accidents)	3	0	0	0	2	1	3	0	3
Fatalities	0	0	0	0	--	--	--	--	0

Absenteeism rate

Status	Gender	Maritimes	Ontario	Ouest	Quebec	Overall total
Employee	M	7.10%	2.89%	3.29%	4.17%	3.98%
	F	0.62%	3.34%	5.15%	5.67%	5.31%
Supervisor	M	0.00%	1.62%	1.05%	1.48%	1.42%
	F	--	--	--	1.57%	1.57%
Overall total		4.62%	2.90%	3.47%	4.36%	4.12%

* (Hours planned minus hours worked / hours planned) x 100

Innovation in health and safety

A team from the Transportation/Bridge Department at **CIMA+** demonstrated leadership in regards to health and safety for a mandate involving Quebec's Ministry of Transportation (MTQ). During the planning stages of the project, which included inspection, inventory and preventive maintenance for 54 overhead sign structures within the territory of *Est-de-la-Montérégie*, employees identified an opportunity to improve the work method that was prescribed in the terms of reference.

In addition to the client's requirement to generate as little traffic disruption as possible while carrying out the work, the access method had to involve the use of a pole to position the safety rope in order to protect workers from falling as they climbed the structure. This method was very strenuous for the person doing the handling, and in our opinion, was hazardous in two distinct ways.

First, there was a risk of injury or material damage for road users in the case of any mishaps involving the pole. Second, there was a considerable risk of injury for the person handling the pole, as it was approximately twenty feet in length.

According to the initially proposed method, the handling required to accurately position the rope above the upper chord truss brace of the structure was quite tedious, especially in windy conditions or when there was not enough space to find a suitable position, due to the fact that the rope had to be lowered in order to be attached to the vertical support.

In light of this, the team set out to find an alternative to using the pole. After analyzing the situation, consulting with experts and conducting field tests, our team recommended a method that is considered safer in terms of accessing the structure, namely vertical access by the lead climber using a choker web. This solution was approved by the client.

CIMA+ then devised a specific work method for climbing up overhead sign structures. This document, which was appended to the client's method, describes the steps to be followed for attaching and detaching the temporary safety rope that our workers require in order to get to the top of the sign structure and move around safely on the structure while carrying out their inspection and maintenance work.

This initiative enabled us to achieve our objective of remaining productive while working safely, by reducing both the public hazard and the time required to climb up the structure.



Our social and environmental involvement

Diversity and equal opportunities

As of January 31, 2016, **CIMA+** employed 1,478 employees, partners and associate partners in Canada, 94.7% of whom held a permanent position, while others filled casual (3.7%), temporary (1.1%) and part-time (0.5%) positions. In order to promote, support and improve employment equity, **CIMA+** adheres to the Legislated Employment Equity Program (LEEP), and the *Programme d'accès à l'égalité du Québec*. This means that when hiring, nominating or promoting employees, **CIMA+** gives preference to competent individuals from one of the designated groups (women, Aboriginals, people with disabilities and visible minorities), until 50% overall representation is attained.

In August 2014, **CIMA+** adopted a policy designed to facilitate the integration of Aboriginal people within our permanent workforce and to promote partnership opportunities with qualified Aboriginal suppliers and subcontractors. When appropriate, **CIMA+** will enter into agreements with Aboriginal people in the areas of training support, environmental management, community investment and other initiatives aimed at supporting their communities and promoting their development. In December 2015, we also implemented a religious accommodation policy in order to take into consideration cultural differences with respect to religious holidays and associated obligations.

Job categories by age

Age Groups	Clerical	Administrative	Semi-professionals and Technicians	Professionals	Middle Managers	Senior Managers	Total
Less than 30 years	14 (0.9%)	11 (0.7%)	87 (5.9%)	121 (8.2%)	0 (0.0%)	0 (0.0%)	233 (15.8%)
30-49 years	12 (0.8%)	82 (5.5%)	304 (20.6%)	335 (22.7%)	51 (3.5%)	61 (4.1%)	845 (57.2%)
50 years and over	18 (1.2%)	46 (3.1%)	137 (9.3%)	68 (4.6%)	29 (2.0%)	102 (6.9%)	400 (27.1%)
Total	44 (3.0%)	139 (9.4%)	528 (35.7%)	524 (35.5%)	80 (5.4%)	163 (11.0%)	1 478 (100.0%)

Job categories for the four designated groups

	Clerical	Administrative	Semi-professionals and Technicians	Professionals	Middle Managers	Senior Managers	Total
Aboriginals	--	1 (0.1%)	3 (0.2%)	2 (0.1%)	2 (0.1%)	1 (0.1%)	9 (0.6%)
Women	26 (1.8%)	126 (8.5%)	124 (8.4%)	133 (9.0%)	12 (0.8%)	20 (1.4%)	441 (29.8%)
People with disabilities	1 (0.1%)	1 (0.1%)	6 (0.4%)	2 (0.1%)	--	1 (0.1%)	11 (0.7%)
Visible minorities	--	9 (0.6%)	30 (2.0%)	45 (3.0%)	2 (0.1%)	--	86 (5.8%)
Sub-total	27 (1.8%)	137 (9.3%)	163 (11.0%)	182 (12.3%)	16 (1.1%)	22 (1.5%)	547 (37.0%)
Non-designated	18 (1.2%)	12 (0.8%)	374 (25.3%)	351 (23.7%)	65 (4.4%)	141 (9.5%)	961 (65.0%)

* The total for the designated and non-designated groups is 102%, because some individuals may be part of more than one designated group.

Governance composition

Board of Directors

Age	M	F	Total
40-49 years	0		0
50-59 years	1		1
60 years +	4		4
Total	5		5

Executive Committee

Âge	M	F	Total
40-49 years	2	1	3
50-59 years	10		10
60-69 years			
Total	12	1	13

Governance and Ethics Committee

Age	M	F	Total
30-39 years	1	0	1
40-49 years	3	1	4
50-59 years	0	0	0
60 years +	1	1	2
Total	5	2	7



HORIZON+ Program cohorts for 2015 and 2016

Training

At **CIMA+**, only 27.1% of the workforce is 50 years of age or over. However, in order to prepare the next generation of leaders, the HORIZON+ program was launched in 2015, and offered to a small group of 20 persons who receive 50 hours of training to develop their leadership qualities and management skills.

It is paramount for any organization involved in a knowledge-based industry to maintain the highest level of technical skills in order to offer quality services and meet clients' requirements in all of its fields of expertise, as well as in terms of sustainable development. In 2015-2016, the 1,765 members of our staff who worked during the period received a total of 21,302 hours of training, or an average of 12 hours for men and 11 hours for women (G4-LA9).

CIMA+'s team includes 35 engineers and professionals who hold one or several environmental certifications, such as LEED, Envision and HQE. (Our systems do not allow us to identify expenses related to environmental certifications or training; our data collection methodology is currently being reviewed to obtain this information for the next report.) In order to facilitate access to the various training programs offered at **CIMA+** and accelerate the approval process, we have developed an online training request tool.



Project engineer providing site supervision services in Kitchener, Ontario

Average number of training hours by job category

Clerical	3
Administrative	8
Semi-professionals and Technicians	9
Professionals	17
Middle Managers	11
Senior Managers	12
Overall average	12

Hours of training	Total hours	Number of employees	Average by gender
Men	15,312.25	1,235	12
Women	5,989.55	530	11
Total	21,301.80	1,765	12

Anti-corruption

In 2014, we reviewed our Code of Ethics and created a compliance program in order to reaffirm our commitment to conducting our activities in an ethical manner. Since then, every year, employees, partners and associate partners, as well as the members of the Governance team, must confirm in writing that they have read the Code (available in French and English), and that they agree to behave in compliance with the principles it contains. In November 2015, the Governance and Ethics Committee surveyed 600 employees in order to collect their suggestions and understand their perception of ethics at CIMA+. The information gathered is essential to continue improving our practices.

During 2015-2016, we completed, in all or in part, several initiatives to ensure sound governance and observance of ethics in our business activities (details are provided on the next page). Follow-up on training provided with respect to ethics indicates that 99.7% of our permanent, temporary and casual employees on staff as of January 31, 2016 had completed the general training when this report was published, and 68.8% of partners, associate partners, and some managers, had received a more advanced training, adapted to their decisional role.

Ethics and governance action plan	2015-2016
Ethics	
Ensure periodic update of the Code of Ethics	●
Evaluate strengths and weaknesses in terms of ethics (survey), sufficiency of the Code and associated procedures	●
Communication	
Create and launch a "Frequently Asked Question" (FAQ) section on the Intranet	●
Promote the utilization of available communication modes to inform employees and clients	●
<ul style="list-style-type: none"> + Concerns regarding ethical behaviour + Information/awareness-building on ethical behaviour 	
Conduct additional awareness-building activities when necessary (based on the results from the survey on ethics)	●
Publish case studies and testimonials to support ethical decision-making and observance of the code	●

Ethics and governance action plan	2015-2016
International affairs	
Explore ethical issues related to international operations and certain types of contracts	●
Ensure follow-up of the policy on international commercial agents (review of contracts and training)	●
Ensure follow-up of training on ethics for employees, as well as for partners	●
Application of policies in terms of ethics	
Ensure sound management of cases reported by our independent supplier (Clearview Connect) or by other means of reporting	
<ul style="list-style-type: none"> + Recommend conducting an inquiry and arbitration sessions + Ensure stringent follow-up of cases reported and implement mitigation measures + Analyze potential shortcomings in the reporting system 	● ● ●
Implement a process to ensure that the required registrations are made in the Registry of Lobbyists	●
Training	
Identify sectors of activity where more targeted actions or training is required	●
Ensure follow-up of Module II of the training program for Quebec partners – Winter 2016	●
Contribute to the creation of Module II of the training program for all CIMA+ partners outside of Quebec: Conflicts of interest, lobbying and ethical decision-making	●
Update the online training for employees	●
Governance	
Comment on HR's proposal for a senior manager performance evaluation form	●
Comment on the procedure for the validation of partners' and senior managers' expenses	●
Evaluate the works of the Board of Directors, Executive Committee, and Audit Committee	●
Training program on governance for directors and leaders	●
Validate monitoring of compliance of ethical measures	●

● Completed as of January 31, 2016 ● Ongoing

Giving back to communities and employees

CIMA+ has generated almost \$186 million in revenues during the reporting period. The G4-EC1 indicator measures **CIMA+**'s contribution to the development of its stakeholders, and more specifically our employees, and communities in which we have offices.

In addition to salaries and fringe benefits, **CIMA+** offers its employees an ownership plan that allows them to invest in the organization, and enjoy the same dividends as other shareholders. As of January 31, 2016, 630 employees held 55,930 units and, with our 220 partners and associate partners working in Canada, a total of 850 staff members share ownership in the organization, a participation rate of 57.5%.

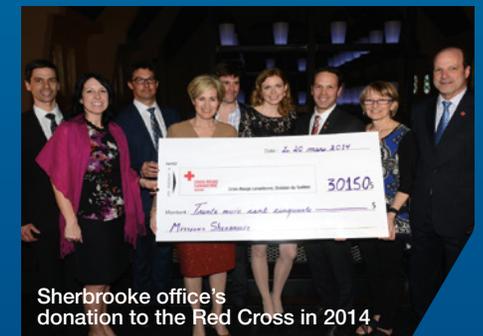
Since our foundation, philanthropy has been embedded in the organization's culture. Charitable organizations that are of specific interest for us are related to poverty, health and education. In 2015-2016, the primary beneficiaries were:

- + United Way which supports hundreds of community organizations who help individuals and families escape poverty (145 k).
- + Organizations involved in the health sector, such as Opération Enfant Soleil (9.4 k), McGill University Health Centre (5 k), and Fondation du CHU de Québec (3.5 k).
- + For several years, **CIMA+** has also sponsored the Tour CIBC Charles-Bruneau cycling challenge (10 k), which contributes to financing the research to find a cure for child cancer; several of our employees partake in this initiative, as cyclists or fundraisers.
- + **CIMA+** builds relationships with the engineers of tomorrow by participating in various school initiatives including classroom meetings to explain the engineer's role, contributions to student challenges (concrete canoe race, Popsicle sticks bridge construction), in addition to supporting various college and university organizations, namely Université de Sherbrooke (7.5 k), Polytechnique Montréal (7.5 k), Fondation de l'Université Laval, and Chaire de leadership en enseignement sur les charpentes métalliques (5 k), as well as a number of school boards.
- + Donations and sponsorships in the regions where we have offices also translates into support to various community activities, such as Town of Petrolia (12.5 k).

CIMA+'s contribution to supporting community organizations is also done through the provision of engineering services. In 2015-2016, two non-profit organizations benefitted from such services:

- + Partage St François in Sherbrooke - An organization that provides shelter and support to men and women struggling with a variety of difficulties (homelessness, drug, alcohol and gambling addictions, etc.). **CIMA+** engineers have prepared construction drawings for mechanical and electrical engineering, a value of \$10,000 in fees;
- + Institut Pacifique - A Montreal community organization whose mission is to prevent the emergence of psychosocial problems in children aged 6 to 12. **CIMA+** is currently working on all the engineering aspects for the construction of a new centre, a value of \$85,000 in fees.

During the period covered by the current report, donations and sponsorships totalled \$378,783, including a \$78,444 contribution from our employees to the United Way. This information is published for comparison purposes with the previous CSR report. We are currently reviewing our accounting systems in order to refine the definition of donations and sponsorship within the organization, for our next CSR report.



Environmental protection

We are determined to reduce our ecological footprint as much as possible through various means over which we exercise control.

Recovery of recyclable materials

An annual expenditure of \$30,000 is allotted for the recovery and shredding of confidential printed documents, in compliance with our ISO 9001 certification. Our offices are equipped with recovery bins for recyclable materials; which is managed by the owners of the buildings where we rent office space.

Reduction of paper consumption

As with all organizations in our industry, we use a lot of paper, namely for traceability purposes. In 2015-2016, we recorded 14,228,878 printouts, compared to 16,126,286 in 2013-2014. All printers are set for double-sided printing, and at the client's request, we also offer the possibility of digitally signing drawings and other official documents. This not only allows us to reduce paper waste, but also to save time and reduce costs, which translates into efficient document management and better employee productivity.

Reduction of transportation-related GHG emissions

Transportation is one of the primary sources of GHG emissions. As a result, we aim to limit commutes required to attend our business meetings. Across Canada, we have 27 conference rooms with permanent videoconferencing equipment and 3 with mobile equipment, allowing us to easily interface between offices, eliminating the need for commuting.

In 2015, **CIMA+** installed four charging stations for electric vehicles at its Gatineau office. We also offer employees in the Greater Montréal region a public transportation program, sponsored by **CIMA+** and two transportation networks – Société de transport de Montréal (STM) for Island of Montréal residents, and Agence métropolitaine de transport (AMT) for northern and southern suburb residents. In 2015-2016, 53 employees enrolled in this program, which represents a \$2,377 expense for **CIMA+**. For the time being, the number of people interested is not sufficient to implement a similar program in other large urban centres, since public transportation providers require a minimum number of participants.



This table presents the mandatory GRI indicators, (4th edition), as well as an indicator for each selected material aspects. The information related to these indicators is contained in the following table or on the page indicated, when applicable.

Code	Global Reporting Initiative (GRI) Indicator	Page
G4-1	Statement from the most senior decision-maker of the organization	1
G4-3	Name of the organization: CIMA+	
G4-4	Primary brands, products, and services: Consulting engineering	
G4-5	Location of the organization's headquarters: 3400, du Souvenir Blvd, suite 600, Laval, Quebec	
G4-6	Number and name of countries where the organization operates: CIMA+ and its subsidiaries listed under G4-17 operate in Canada.	
G4-7	Nature of ownership and legal form: CIMA+ is a general partnership. The other entities (G4-17) are companies.	3
G4-8	Market served in Canada (the type of customers is not specified because this information is not accounted for in our client database. No CRM is planned at this time.) By region: Quebec (79.3%), Ontario (11.5%), Western Canada (8.6%) and Atlantic Provinces (1.1%) By sector of expertise: Transportation (28.7%), Energy (18.0%), Infrastructure (17.8%), Buildings (16.7%), Industry (8.6%), Project Management (5.5%) and Communications Systems (4.7%)	
G4-9	Scale of the organization in Canada: Total workforce (based on headcount), including partners, associate partners and full-time, part-time and casual employees, but excluding students and trainees (1,478), Offices (36); Net sales: \$185.9 million; Ownership: (see page 28). No partner holds more than 5% of shares; Debt and equity: (Data not disclosed in order to avoid providing information regarding the firm's profitability, a competitive factor in our industry)	
G4-10	Employment: Total number of employees in Canada, by employment category, gender, region, self-employed (N/A);	
	By gender	Women: 442 (30%) Men: 1,036 (70%)
	By region	Atlantic Provinces: 20 (1%) Ontario: 168 (11%) Western Canada: 121 (8%) Quebec: 1,169 (79%)
	By category	Page 25
	Number as of January 31	2016: 1,478 2015: 1,539 2014: 1,533 2013: 1,890
	Variation	-4.0% (2015-16) -0.4% (2014-15) -18.9% (2013-14)
G4-11	Percentage of total employees covered by collective bargaining agreements No employee is covered by a collective bargaining agreement.	

Code	Global Reporting Initiative (GRI) Indicator	Page
G4-12	Organization's supply chain: + Data is currently not available as there is no supplier database. Such a database is being implemented at this time, and the data will be provided in the next report.	
G4-13	Changes in the organization's size, structure, ownership or supply chain over the period covered by the report: + Addition of three offices: Bowmanville, Labrador City and St. John's. + Share capital has grown by 5.9% between January 31, 2015 and January 31, 2016. + There has been no change to the organization's size or supply chain.	
G4-14	Precautionary principle (risk management)	5, 29
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses: + Canada Green Building Council, ISO 9001, CoR (Alberta, BC, Saskatchewan, Manitoba), LEED, OQM (British Columbia), Canadian Society of Safety Engineering (CSSE), Avetta, Cogninnox, Complyworks, Contractor check, ISN, CQN	
G4-16	Membership in associations (such as industry associations) and national or international advocacy organizations: + For all of CIMA+: AFG, AFIC, FIDIC, SCGC, PMI + For specific sectors: ATC, ISA, ASHRAE, Canada BIM Council, Canada Green Building Council, U.S. Green Building Council, Envision, HQE	

Identified material aspects and boundaries

G4-17	Entities included in the organization's consolidated financial statements: + CIMA s.e.n.c., CIMA Canada Inc., CIMA Info Inc., CIMA Construction Inc. TEKA Construction Inc., CIMA Geomatics Land Surveying Inc., Soleweb Inc., Spectrum Automation Ltd., 9264-8047 Québec (CIMA International inc. is excluded.)	
G4-18	Process for defining the report content and the aspect boundaries: + Material aspects were selected by the members of the Executive Committee and the Director, Sustainability. They are part of the topics discussed during the Executive Committee's monthly meeting. The aspects selected by our stakeholders will be included in our next CSR report, and will be covered in an action plan developed by the Sustainable Development Steering Committee.	19

Note: The indicator descriptions have been shortened for simplicity purposes.

Sustainable development scoreboard

Code	Global Reporting Initiative (GRI) Indicator	Page																				
G4-19	Material Aspects identified in the process for defining report content																					
G4-20	Indicate whether they are material for all of the organization's entities (internal or external)																					
G4-21	<table border="1"> <thead> <tr> <th>Social</th> <th>Aspects</th> <th>Management</th> </tr> </thead> <tbody> <tr> <td></td> <td>Working conditions</td> <td>x</td> </tr> <tr> <td rowspan="2">Labor practices and decent work</td> <td>Occupational H&S</td> <td>x</td> </tr> <tr> <td>Training and education</td> <td>x</td> </tr> <tr> <td></td> <td>Diversity and equal opportunity</td> <td>x</td> </tr> <tr> <td>Society</td> <td>Anti-corruption</td> <td>x</td> </tr> <tr> <td>Economy</td> <td>Direct economic value generated and distributed</td> <td>x</td> </tr> </tbody> </table>	Social	Aspects	Management		Working conditions	x	Labor practices and decent work	Occupational H&S	x	Training and education	x		Diversity and equal opportunity	x	Society	Anti-corruption	x	Economy	Direct economic value generated and distributed	x	
Social	Aspects	Management																				
	Working conditions	x																				
Labor practices and decent work	Occupational H&S	x																				
	Training and education	x																				
	Diversity and equal opportunity	x																				
Society	Anti-corruption	x																				
Economy	Direct economic value generated and distributed	x																				
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements: None																					
G4-23	Significant changes from previous reporting periods: None																					
Stakeholder engagement																						
G4-24	Stakeholders with whom the organization has initiated a dialogue, and basis for identification and selection of stakeholders. The stakeholders were identified by the Director, Sustainability; these groups are considered stakeholders because they demonstrate an interest in our organization or because they are liable to influence our business objectives and strategies. Stakeholders include employees, partners and associate partners, clients, local communities, subcontractors, suppliers, the civilian population, and governments.																					
G4-25																						
G4-26	Organization's approach to stakeholder engagement	19																				
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.	19																				
Report profile																						
G4-28	Reporting period: Financial year from February 1, 2015 to January 31, 2016																					
G4-29	Date of most recent previous report (if any): April 2014																					
G4-30	Reporting cycle: Biennial																					
G4-31	Contact point for questions regarding the report or its contents: Elaine Tassoni, Director, Marketing and Sustainability																					
G4-32	'In accordance' option the organization has chosen: This report is guided by the Global Reporting Initiative G4.																					

Code	Global Reporting Initiative (GRI) Indicator	Page
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report: The President and CEO, the Vice President HR and the Director of Marketing and Sustainability have participated in seeking assurance from an independent third party. PricewaterhouseCoopers (PwC) has been chosen to perform a limited assurance engagement on selected Key performance indicators for five material aspects.	
Governance		
G4-34	Governance structure of the organization, including committees of the highest governance body, as well as committees responsible for decision-making on economic, environmental and social impacts: The Board of Directors is comprised of the president, two partners and two independent members. It oversees the Executive Committee which is comprised of the president and the vice-presidents representing our fields of expertise, as well as the Legal Affairs, Human Resources and Finance departments. Annually, the Board reports to the shareholders during the general meeting. Four committees provide operational support, namely the Governance and Ethics Committee, the Audit Committee, the Health and Safety Committee and the Quality Committee.	
Ethics and integrity		
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	2, 27
Selected material aspects		
G4-LA2	Employment * Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, for all CIMA+ offices in Canada: We provide group insurance with three coverage levels, allowing employees to customize their coverage based on their needs and those of their family; Employee assistance program (EAP); Pension plan: The employer contributes 4% of the employee's base salary provided the employee also contributes to the plan; Employee ownership plan; Sick days (24 hours per year); Discounts to fitness centres.	
G4-LA6	Occupational health and safety *	22-24
G4-LA9	Training and education *	26
G4-LA12	Diversity and equal opportunity *	25
G4-SO4	Anti-corruption *	26-27
G4-EC1	Direct economic value generated and distributed Salaries constitute a large part of operating expenses; Such data is not disclosed in order to avoid providing information regarding the firm's profit margin; this is a competitive factor in our industry.	28

* This indicator was independently verified by PwC to a limited level of assurance, in order to validate the calculation methods used and the accuracy of published data. The PwC assurance report is available for consultation on our Web site.

Our offices in Canada and abroad



- Alberta**
- Calgary
- Edmonton
- Fort McMurray
- British Columbia**
- Kelowna
- Vancouver
- Manitoba**
- Winnipeg
- Ontario**
- Bowmanville
- Burlington
- Kitchener
- Mississauga
- Ottawa
- Saskatchewan**
- Regina
- Saskatoon
- Newfoundland and Labrador**
- St-John's
- Labrador City

- Québec**
- Chandler
- Chibougamau
- Drummondville
- Gatineau
- Granby
- Laval
- Lévis
- Longueuil
- Montréal
- Québec
- Rimouski
- Rivière-du-Loup
- Rouyn-Noranda
- Sainte-Agathe-des-Monts
- St-Hyacinthe
- Saint-Jérôme
- Sept-Îles
- Sherbrooke
- Terrebonne
- Trois-Rivières
- Vaudreuil-Dorion

- Africa**
- Gabon
- Niger
- Democratic Republic of the Congo
- Republic of Cameroon
- Republic of Rwanda



Architectural lighting of a heritage bridge



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