Social Responsibility Report

2017–2018

CIMA+

Founded in 1990 through the merger of three Quebec engineering firms with over 30 years of experience.

34 offices
from coast to coast

More than
1,800
employees

Platinum Level
for the **100** top infrastructure projects in Canada

Today, CIMA+ is one of the largest private consulting engineering firms in Canada, and therefore, we have a social, economic and environmental responsibility towards our employees, clients and communities.

Message from the President

Moving towards a better integration of sustainable development in our business model

In order to develop a managerial approach to sustainable development, as required by the Global Reporting Initiative (GRI v4), which is the highest reporting standard internationally, it was important to better understand the place sustainable development occupies in our clients' expectations, and engineering services, at CIMA+ but also at the national and international levels. To follow up on this diagnosis, in 2018 we have developed a strategy comprised of 10 initiatives aimed at increasing the integration of sustainable development into our operations, services and communities in which we carry out our activities. A new committee specifically dedicated to sustainable engineering was created with representatives from all sectors, in order to support and standardize the integration of sustainable development and widen the array of services we offer in this area.

Our visual identity was reviewed in 2018, in an effort to faithfully reflect our corporate culture namely based on excellence and social responsibility. Offering excellence is key to building long-term partnerships with our clients, and remain at the forefront of an industry such as ours. Social responsibility is a value that was integrated into our business model in 2011. Today, it is governed by a strategy that encompasses the services offered to our clients, as well as our offices' operations.

A strong economic driver

In 2017-2018, we have achieved 251 million dollars in revenues, consolidated our presence in our primary fields of expertise, and pursued our growth plan, namely through the acquisition of two Alberta firms, BSEI and KFR Engineering, respectively involved in municipal and building engineering. In order to ensure CIMA+'s longevity, it is important to ensure its financial health, and have engaged and motivated employees, whose knowledge is at the cutting edge of technologies. To achieve these goals in a constantly evolving world, we have launched several initiatives:

- Over the past two years, we made significant investments for the modernization of our tools, technologies and processes, in the context of digital transformation.
- In 2018, we launched an innovation strategy, with the rolling out of an Ambassador Network responsible for the dissemination of innovations, as well as an Intelligence Network to remain abreast of emerging technologies, processes and products.
- We also implemented a stringent employee and manager training program in preparation for obtaining and maintaining the ISO 9001-2015 certification.

A positive social impact

Giving back to communities in which we carry out our activities has always been part of our values. Thanks to the generosity of our employees (both through volunteering and monetary contribution), CIMA+ was able to contribute an amount of $348,000 to various organizations, mainly United Way (Centraide) and Fondation Charles-Bruneau, and make donations in the form of pro bono engineering services to Institut Pacifique.

For nearly twenty years, CIMA+ has maintained its position among the best employers in Canada, and is the only consulting engineering firm to have achieved the Platinum level for three consecutive years. Since it is our employees who partake in the AON survey, CIMA+'s ranking says a lot about our personnel's level of engagement. Therefore, sharing profits with our employees makes sense. Thanks to the Employee Ownership Plan offered by CIMA+, 52% of our employees hold shares in the organization and enjoy the same annual return on their investment as partners and associate partners.

Several "material aspects" pertaining to our employees are covered in this report, such as training, diversity, employment and occupational health and safety.

The number of employees has increased by 27% in two years, and diversity and training remain important material aspects to attract and retain talents. In 2018, two new female vice presidents joined the Executive Committee, bringing to three the number of women sitting on the committee. Furthermore, specific measures have been undertaken in order to better promote diversity in our recruitment efforts. In the framework of CIMA+'s succession planning and for manager training purposes, several development programs were offered to staff members. Over the next year, training activities on sustainable development are scheduled, in order to increase employees' awareness on the subject, and perfect our project managers and leaders' skills in terms of sustainable engineering.

In the area of occupational health and safety, the highest number of near misses were reported in 2017, allowing us to better control some of the hazards our employees are exposed to. Several communication campaigns have been rolled out in 2018, with the objective of pursuing employee awareness, which remains a priority issue, as is the analysis of risks related to projects. A new digital technology will shortly be implemented, in order to facilitate the completion of safety plans.

Concerted efforts to protect the environment

CIMA+ has implemented a measure for the systematic evaluation of all its offices with the objective of obtaining a LEED-Commercial Interiors (CI) certification, upon negotiation of a lease. Our largest rental space, the Montreal office, was LEED-CI v1.0 certified in 2017, and the Laval office is in the process of obtaining an even more stringent certification (LEED-CI v4).

The installation of charging stations for electric vehicles continued, and the fleet of aging service vehicles in the Greater Montreal area has been replaced by electric models.

A responsible firm must offer its clients solutions that integrate sustainable development. Several of our projects have earned awards of excellence over the period covered by this report, namely through their contribution to sustainable development, such as the redevelopment of Jacques-Cartier Street in Gatineau, and the Saint-Joachim hydroelectric dam.

We are still evolving towards greater maturity in terms of social responsibility and sustainable development. I am proud to see the progress our firm has made over the past two years, and I firmly believe that 2019 will be an outstanding year in achieving greater mastery and integration of theses issues in all aspects of our organization.

François Plourde, P. Eng.
President and CEO

About CIMA+

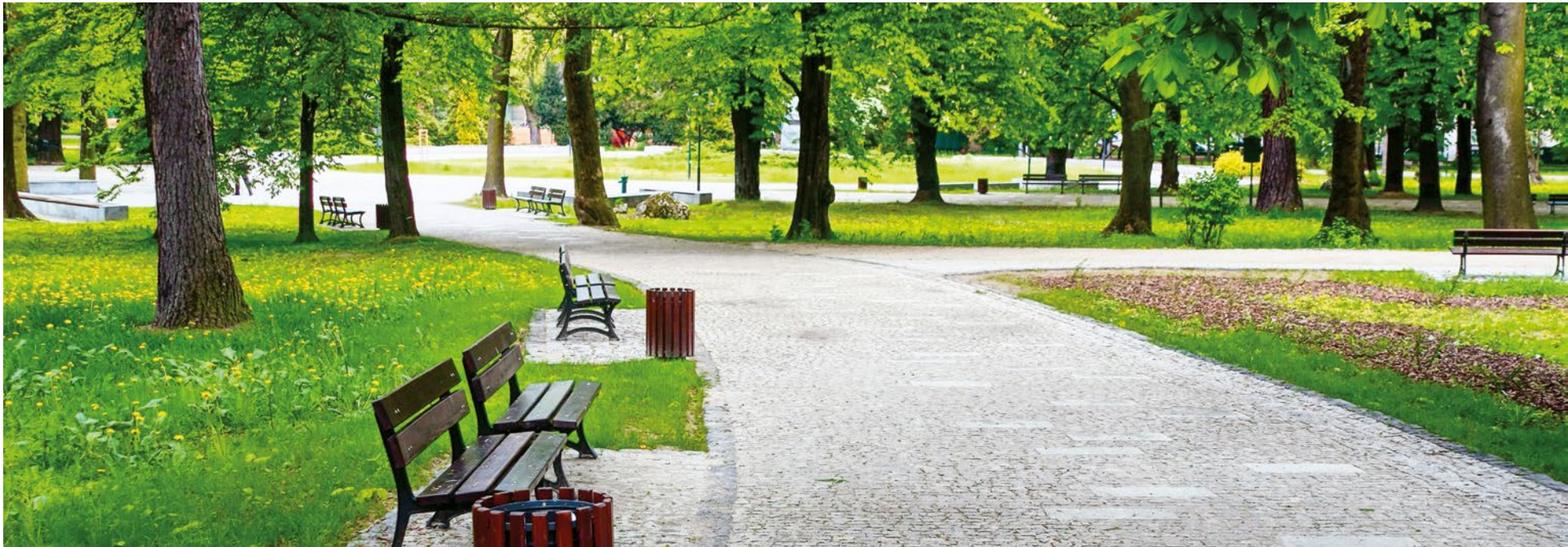
Founded in 1990 through the merger of three Quebec engineering firms with over 30 years of experience, today CIMA+ is one of the largest private consulting engineering firms in Canada with 1,880 employees[1] in 34 offices from coast to coast.

This report only covers the Canadian activities of CIMA+ and its affiliated companies that generated total revenues of 251 million dollars, as of January 31, 2018. The activities of CIMA International, which represent 12.7 million dollars (or 4.7% of consolidated revenues) are excluded.

Our mission consists of being a real business partner for our clients, instead of a mere service supplier. Our corporate structure is comprised of 262 partners and associate partners in Canada, which represents 14% of our Canadian workforce being entrusted with decision-making 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 comprehensive range of consulting engineering services in the areas of transportation, municipal infrastructure assets, energy, buildings, industry and communication systems, as well as a large selection of complementary services, namely in project management, geomatics and the environment. Our clientele is comprised of provincial and federal ministries and agencies, cities and municipalities, semi-public organizations in the health, education, transportation, energy and infrastructure sectors, as well as large-scale private organizations, a number of which are involved in the natural resources, energy, and construction industries.

[1] The word "employees" designates partners, associate partners and salaried staff members in permanent or temporary positions. Unless otherwise specified, data is calculated as of January 31, 2018.



About this report

This corporate social responsibility report is the third published by CIMA+ since 2015. To ensure that communication on sustainable development is credible for our stakeholders, this report is guided by the Global Reporting Initiative (GRI), the most stringent international standard in terms of sustainable development. The scoreboard included at the end of this document presents the mandatory information items, and those pertaining to material aspects.

Scope of the report

This report presents the environmental, economic and social performance of CIMA+ for the fiscal year beginning on February 1, 2017, and ending on January 31, 2018 (the 2017 calendar year is used in some cases). The data presented includes all active CIMA+ subsidiaries in Canada, namely:

- CIMA+ s.e.n.c.
- CIMA Canada Inc.
- CIMA Info Inc.
- CIMA Geomatics and Land Surveying Inc.
- CIMA Construction Inc.

CIMA International is excluded because of the low percentage (4.7%) that its revenues represent within the group's overall revenues (Indicator G4-17).

Data collection

The data is drawn from the company's finance and human resources data systems. A committee comprising members who work in finance, human resources, health and safety, the environment, and sustainable development has developed a stringent data-gathering framework for securing reliable, accurate data that can be compared from year to year. Should the information provided not meet the GRI requirements, either because of limitations in data availability or the absence of a management strategy regarding some aspects that are subject to disclosure in this report, a special mention will be made.

Independent audit

No independent audit was conducted, because we have used the same performance indicators as in the report covering the 2015-2016 period; the independent firm PwC provided CIMA+, with limited assurance on the performance indicators used for five material aspects.

Global Reporting Initiative™

Vision and policy

Our activities bear significant economic, social and environmental impacts. CIMA+ is committed to becoming a leader in the development of innovative projects that meet our business partners' needs, and positively contribute to local communities, while minimizing environmental impacts.

This engagement began in 2011 with a sustainable development policy, and the integration of sustainable development into our corporate values in 2012.

In order for our vision to become a reality, we work at implementing actions around the four focus areas 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 the 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 follow up on the implementation of this policy in a transparent manner, by publishing a biennial sustainable development report.

Management of material aspects

Since the first Corporate Social Responsibility report, CIMA+ discloses information on its performance regarding six "material" aspects. Materiality is a term borrowed from accounting audits, and is used to select sustainable development issues (called "material aspects") that are liable to have a significant impact on the firm's and the industry's longevity.

Selection of indicators

An indicator defined by the Global Reporting Initiative is used to measure performance on each of the six material aspects below:

- **Employment** (G4-LA2)
- **Training and education** (G4-LA 9)
- **Occupational health and safety** (G4-LA 6)
- **Anti-corruption** (G4-SO 4)
- **Diversity and equal opportunit** (G4-LA 12)
- **Direct economic value generated and distributed** (G4-EC1)

Some of our achievements in various fields of expertise are presented to illustrate our contribution to the development of communities. Lastly, we present some recent initiatives implemented to reduce the environmental impact associated with our activities.

Establishing a diagnosis

In 2016, a survey was conducted with a sample of our major clients regarding their primary concerns in terms of corporate social responsibility. Results showed that they wanted us to systematically provide them with solutions aligned on sustainable development. This same initiative was ranked second on a total of 14 by a sample of 600 employees. In light of this, in 2017, CIMA+ tasked PwC with providing a diagnosis on the following aspects:

- Obtaining information on our major clients' expectations and concerns in the short-term and on a three-year horizon
- Comparing ourselves to other engineering firms worldwide, including those that are recongnized internationally as leaders in the field of sustainability
- Understanding how sustainable development is integrated in each practice sectors, both currently and potentially

A strategy comprised of 10 initiatives was subsequently developed around three focus areas, in order to:

- Document and consolidate sustainable development services throughout the organization in our various fields of expertise
- Enhance our commitment as a socially responsible firm, in order to better contribute to communities' development
- Ensure operational excellence in terms of sustainable development

In 2018, a Sustainable Engineering Committee was created with champions representing each sector, in all the regions where CIMA+ is conducting business. The members of this committee attended a training program, along with the members of the Innovation Committee and its Ambassador Network, as sustainable development can relate to innovations in terms of technological advances as well as improvement of business processes and models. During the upcoming year, two new types of training will be developed: a webinar for all employees, and workshops for leaders, project managers and employees who need to master sustainable development applications in the framework of service delivery.

Employment

For nearly two decades, employees and partners have completed an annual survey on their satisfaction at work.

Managed by AON, this anonymous survey targets employers across Canada. Year after year, our employees have ranked CIMA+ among the "Best employers in Canada". Furthermore, for the last three consecutive years, CIMA+ is the only consulting engineering firm to achieve the Platinum Level, which is associated with the highest level of employee engagement (77% in 2017 and 80% in 2018). The survey results are analyzed in depth, in order to determine strengths that should be cultivated and areas that should be developed further, and implement initiatives corresponding to areas in need of improvement.

Over the past few years, priority was given to the development of training programs in response to the expectations stated by employees in the AON survey (see Training section). Another eloquent message from employees related to their dissatisfaction with their salary. Our analyses of internal and market data revealed that they were not entirely wrong. In fact, several groups within the organization were lagging compared to the market. In the last year, we made some adjustments that had a positive impact, as we noted a one-point improvement in the satisfaction level regarding compensation in 2018.

Lastly, in order to offer employees more added-value services that better meet their needs, it was imperative to implement a Human Resources Information System (HRIS) for the automated and optimized management of human resources. The system was rolled out in October 2018.

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Training and education

As of February 1, 2018, our 1,880 staff members who had worked during the previous year received a total of 13,312 hours of training, or an average of 7.3 hours for men and 6.5 hours for women. This data is comparable to 2016, when excluding workplace internships. Over the last few years, several new training programs have been developed.

VISION 360

In the AON survey on the Best Employers in Canada, managers indicated that they wanted better tools to manage employees under their supervision. Following its launch in January 2017, the VISION360 program was such a success that the Human Resources Department was receiving requests from leaders who wanted to enroll some of their managers in the program. The 2017 AON survey that followed the implementation of the program showed an improvement in terms of the support employees say they receive from their managers (respectively two percentage points for managers in the "Supervisor" category and four percentage points for managers in the "Middle manager" category). In 2018, this index increased by a total of four percentage points.

CAMPUS CIMA+

This program is aimed at all employees and is comprised of 10 general information seminars on a variety of topics, such as financial planning (a concern for individuals between 20 and 30 years old), management of informal caregivers, and resiliency skills.

HORIZON+

Since its launch in 2015, the HORIZON+ program has been delivering training to emerging leaders. Each year, twenty individuals identified in the framework of CIMA+'s succession planning process partake in this 50-hour training program on leadership skills.

Perspective

In a matrix environment such as ours, there is a high number of employees who are required to lead and engage a team of peers, without having formal authority to do so. The Perspective program, which is under development, will address this topic. Comprised of eight modules delivered over an eight-month period, it focuses on the acquisition of management skills for "non-management" staff, and will cover issues such as managing diversity and emotional intelligence. We are currently identifying participants, while working on creating the training material.

Average number of training hours by job category	
Clerical	3.93
Administrative	3.80
Semi-professional and technician	6.27
Professional	9.67
Middle manager	5.39
Senior manager	0.13
Overall total	**7.08**

	Number of employees	Total hours	Average by gender
Female	534	3,454	6.4
Male	1,346	9,859	7.3
Overall total	**1,880**	**13,312**	**7.1**

Participants to the HORIZON+ cohort

Occupational health and safety

Making health and safety a fundamental value within the organization remains a daily challenge. The nature and diversity of the work performed by our employees, and the issues to which we are confronted never cease to evolve.

This forces CIMA+ to innovate and reposition itself, in order to maintain the established OHS standards and comply with its clients' requirements. In order to achieve this goal, a health and safety management system, comprised of several processes, was implemented over the past five years. Our management system is based on a risk analysis process with the primary objective of identifying, evaluating and controlling hazards for all tasks carried out by the firm's employees, and consequently ensure their well-being and safety. CIMA+ promotes health and safety through training and awareness sessions, safety meetings, as well as communication campaigns targeting employees.

Senior management commitment

The implementation of a health and safety management system would be impossible without the involvement and commitment of senior management. Its capacity to influence all staff members is key to ensuring the visibility of health and safety in the various departments and expertise sectors of the organization. Senior management's message in terms of health and safety needs to be constant and consistent to ensure that health and safety remain a fundamental value for CIMA+ as a socially responsible firm.. Over the next few years, CIMA+ wishes to better define the roles and responsibilities of its personnel, and provide its managers with more and better tools in terms of health and safety. The Executive Committee has decided to automate some processes, in order to reduce document handling, simplify data entry for employees, increase data accuracy, and allow managers to perform a more effective follow-up with their staff.

Objectives and targets

In 2017, we focused on enhancing employees' awareness, and several communication campaigns were rolled out, through posters displayed in all offices, pop-up messages on computers, and information sessions.

The project safety plan (analysis of risks related to a project) has remained a priority for the organization, as it is a good tool to inform employees about the hazards related to the projects they are involved in. The percentage of completion has remained the same between 2016 and 2017, which made us question the communication means used to promote this tool. The status quo can be explained in part by the recurrence of similar projects, and the obligation to prepare a project safety plan for each project carried out outside our offices. The risk analysis process was reviewed and transformed in 2018 so that the analysis be based on the tasks involved in a project rather than the project itself.

As far as reporting near misses is concerned, we almost achieved our target of 80, but the overall result is positive. Over a period of three years, the highest number of near misses were declared in 2017. More awareness initiatives are still required in order to educate our personnel on the importance of reporting this type of event. Once again, we are considering the possibility of setting an objective for reporting hazardous conditions and behaviours rather than near

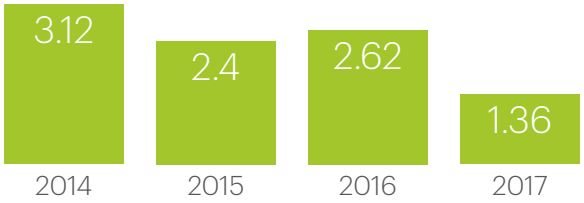
misses, in order to work on the lower part of the Bird pyramid, and because we believe that it will be easier for employees to identify hazardous conditions or behaviours than near misses.

Considering the reconfiguration of several of our offices, and often complex emergency evacuation procedures, employees were provided with training on the emergency response plan specific to their respective office. The participation rate was 94%, which is very positive as our calculations take into consideration the employees who have since left the firm, as well as students and trainees. Going forward, this training program will be part of the onboarding process for new employees. New measures that facilitate first-aid management will also be implemented.

N°	Objective	Target	Result
1	Prepare a safety plan for each project involving work conducted on construction sites	100%	78%
2	Encourage employees to report near-miss accidents, with a minimum objective of 80 reports for the current year	80	77
3	Train all staff members on the emergency response plan for their respective office	100%	94%

During the period ending on December 31, 2017, a total of four 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 one was an accident for which medical consultation and treatment were necessary (without a day of absence from work in addition to the day on which consultation was provided). Two of these four accidents were related to falls, one resulted from excessive physical effort, and the other one resulted from exposure to a chemical product. Slips and falls remain a major issue on which we will need to focus on in the upcoming years.

Accident frequency[2]



GRI indicators	By region				By gender		By status		Total
	Quebec	Ontario	Western Canada	Atlantic Provinces	M	F	Employee	Supervisor	
Number of lost-time accidents	3	0	0	0	2	1	3	0	**3**
Number of lost days of work	50	0	0	0	23	27	50	0	**50**
Number of medical consultations (excluding lost-time accidents)	1	0	0	0	2	1	1	0	**1**
Fatalities	0	0	0	0	-	-	-	-	**0**

Absenteeism rate[3]

Statut	East	ON	QC	West	Overall total
Employee	0.26%	0.86%	5.68%	0.98%	**4.47%**
Supervisor	1.15%	0.63%	1.17%	0.46%	**1.03%**
Overall total	**0.29%**	**0.83%**	**5.01%**	**0.91%**	**3.98%**

[2] Number of lost-time accidents x 1,000,000 / Number of hours worked.

[3] (Hours planned minus hours worked / hours planned) x 100

Anti-corruption

The GRI indicator selected to measure CIMA+'s performance with respect to anti-corruption is based on the number of training hours on ethics. In 2017, a total of 2,365 hours were spent on training, which comprises three types of activities. Every year, all staff members must read the code of ethics and conduct, and renew their commitment to comply with the principles it contains. Moreover, all new employees must attend a training session to help them master the content of the code. Finally, as they are exposed to more risks, managers receive more comprehensive training.

Over the past few years, we have focused on implementing the tools necessary to ensure ethical governance and behaviours. A process for the evaluation of the tools and behaviours was initiated in 2017, and will be pursued in the upcoming years.

Evaluation of ethics

> Update of the governance and ethics code on a regular and as-needed basis
  - Commitment renewal
  - Modification of the policy on relationships with the media

> Maintain an ethical risk dashboard
  - Evaluation of the sensitivity, judgment and ethical actions of management, partners and employees
  - Evaluation of CIMA+'s ethical issues: establish and analyze a directory of priority issues
  - Evaluation of the characteristics of the corporate culture

> Ensure monitoring of the various types of conflicts of interest and disclosure thereof
  - Identify and evaluate recurring ethical dilemmas and possible solutions, where necessary, namely by following-up on the donations and sponsorship policy

> Evaluate sufficiency of the code and related procedures

Application of the code of ethics and conduct

> Ensure sound management of cases reported through Clearview Connect

Evaluation of governance

Strategy

Analyze the capacity of the Board of Directors and Executive Committee to fulfil the mission in the best interest of CIMA+ and its partners

> Consistency between the mission statement and expectations

> Consistency between the strategic vision statement and expectations

> Opportunity and threat analysis process

> Diagnosis of internal and external strengths and weaknesses

> Consistency in directions

Operations

Analyze and ensure the capacity to effectively manage operations

> Consistency between the profile of the members of the Executive Committee, Board of Directors and Board of Directors subcommittees, and the expertise required to tackle strategic issues

> Follow-up on the Executive Committee's action plan, using performance indicators

> Consistency of the decision-making processes to ensure fulfilment of the mission

Control

> Follow-up on the achievement of objectives by ensuring sound management with the help of performance indicators

> Ensure transparency between the Board of Directors and the Executive Committee

> Follow-up on the risk evaluation process (financial, operational, notoriety, etc.)

Competencies

> Evaluate the capacity of the Board of Directors and Executive Committee to support the fulfilment of the strategy
  - Effectiveness of the Board of Directors members' consulting role
  - Development of a plan for the renewal of the Board of Directors and Executive Committee
  - Reassessment of the assignment and competencies of the subcommittees (Governance and Ethics Committee, Audit Committee)

Training

> Develop a training program for the members of the Governance and Ethics Committee, Executive Committee and Board of Directors for 2017-2018
  - Recommendations for updating the employee online training program for 2018-2019, following the evaluation of CIMA+'s ethical issues
  - Continuous training for members of the Governance and Ethics Committee, through capsules presented during committee meetings

Diversity and equal opportunity

As of January 31, 2018, CIMA+ was employing 1,880 employees, partners and associate partners in Canada, 94.2% of which had a permanent position, while others filled casual and part-time (3.7%), and temporary (1.1%) positions.

Age distribution shows that our overall staff is younger than two years ago. As of January 31, 2018, the "less than 30" category represents 19.3% of the total workforce (compared to 15.8%), whereas the "50 and over" category represents 26.2% of the total workforce (compared to 27.1%). Furthermore, we notice a greater diversity in the Executive Committee with the arrival of new female vice presidents, for a total of three in 2018. However, for the overall workforce, we see a slight decrease in the representation of the four groups that now account for 33.8% of the staff, compared to 37.0% in 2016. CIMA+ subscribes to the Legislated Employment Equity Program (LEEP), and the *Programme d'accès à l'égalité du Québec*, in order to give equal chances to competent individuals from one of the four groups. Our Human Resources Department is working on the implementation of better practices to attract more women, namely by the use of the gender-neutral form in the drafting of job opportunity postings. In addition, part of the Perspective training program addresses diversity to improve managers' awareness in this area.

Job categories by age group

Age group	Clerical	Administrative	Semi-professional and technician	Professional	Middle manager	Senior manager	Overall total
Less than 30	36 1.9%	9 0.5%	111 5.9%	215 11.4%	1 0.1%	0 0.0%	**372** **19.8%**
30 to 49	85 4.5%	52 2.8%	319 17.0%	417 22.2%	136 7.3%	7 0.4%	**1,016** **54.0%**
50 and over	52 2.8%	32 1.7%	187 9.9%	96 5.1%	117 6.2%	8 0.4%	**492** **26.2%**
TOTAL	**173**	**93**	**617**	**728**	**254**	**15**	**1,880**

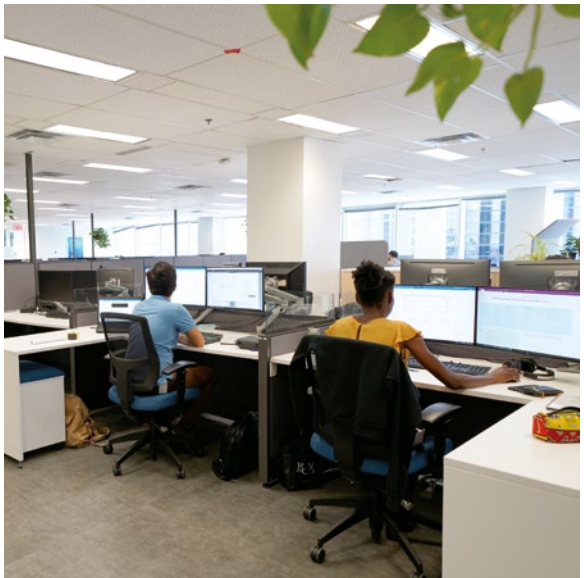
Job categories for the four groups

Groups	Clerical	Administrative	Semi-professional and technician	Professional	Middle manager	Senior manager	Overall total
Indigenous people	1 0.6 %	0 0.0%	2 0.3%	0 0.0%	1 0.4%	0 0.0%	**4** **0.2%**
Women	125 71.4%	64 68.8%	126 20.4%	177 24.3%	41 16.1%	1 6.7%	**534** **28.4%**
People with disabilities	1 0.6%	0 0.0%	4 0.6%	1 0.1%	4 1.6%	0 0.0%	**10** **0.5%**
Visible minorities	5 2.9%	3 3.2%	26 4.2%	47 6.5%	7 2.8%	0 0.0%	**88** **4.7%**
Sub-total	132 75.4%	67 72.0%	158 25.6%	225 30.9%	53 20.9%	1 6.7%	**636** **33.8%**
TOTAL	**173**	**93**	**617**	**728**	**254**	**15**	**1,880**

Reduction of the environmental impact

Adoption of a LEED approach for our office spaces

CIMA+ adopted a LEED-Commercial Interiors (CI) approach to reduce the firm's ecological footprint, while offering stimulating work space for the new generation of workers. In 2017, a pilot project was carried out for the reconfiguration of an entire floor in the Montreal office, integration of shared offices (hotel offices), and virtual and collaborative spaces. A survey was then conducted which revealed that a majority of employees preferred this new configuration to the assigned office concept, and found it more enjoyable to work in the new environment. Given its success, this new office space concept has been formalized; the approach will be evaluated upon lease expiry for existing offices, or during a search for new office spaces. Some of the other floors in the Montreal office are currently undergoing reconfiguration, and the Laval head office is in the process of obtaining an even more stringent certification (LEED CI v4).



Reduction of transportation-related GHG emissions

Transportation is one of the primary sources of GHG emissions. In order to promote the use of more ecological transportation modes, CIMA+ has purchased electrical vehicles for its messengers in the Greater Montreal area, which also represents $10,000 in savings per year. In addition, new charging stations for electric vehicles have been installed at the Laval head office.

In 2017-2018, 77 employees enrolled in a public transportation subsidy program in the Greater Montreal area, which represents a $2,538 expense for CIMA+. For the time being, the number of people willing to enroll is not sufficient to implement a similar program in other large urban centres, since public transportation providers require a minimum number of participants.

Direct economic value generated and distributed

CIMA+ creates and distributes economic value to its employees and communities (G4-EC1). An ownership plan allows the members of our personnel to invest in the organization and enjoy the same dividends as other shareholders. As of January 31, 2018, 717 employees held 80,410 units and, with our 262 partners and associate partners working in Canada, a total of 979 staff members share ownership in the organization, which represents a participation rate of 52.0%.

Since our foundation, philanthropy has been embedded in the organization's culture, namely in terms of poverty, health and education. Over the last reporting period, donations and sponsorships amounted to $346,171, including a contribution of more than $107,447 from our employees. In 2017-18, the primary beneficiaries were:

- United Way (Centraide), which supports hundreds of community organizations who help individuals and families escape poverty ($96.6k), including a contribution of more than $59k from our employees.
- Tour CIBC Charles-Bruneau cycling challenge ($10k), which contributes to financing the research to find a cure for child cancer; several of our employees participated in the cycling challenge and raised an additional $4.6k for the benefit of the Foundation.
- Université de Montréal Hospital (CHUM), with a commitment of $100k over a period of 10 years.

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 Bishop's University ($10k), Université de Sherbrooke ($9.55k), and Fondation de l'Université Laval ($5k).

Donations and sponsorships in the regions where we have offices also translate into support to various community activities, such as the Town of Petrolia in Ontario ($7.5k).

CIMA+'s contribution to supporting community organizations also included the provision of engineering services valued at $58,000, for the construction of the new Institut Pacifique centre, a Montreal community organization whose mission is to prevent the emergence of psychosocial problems in children aged 6 to 12.

Several employees and partners participated in the Tour CIBC Charles-Bruneau cycling challenge

Contribution to the communities' development

One of the GRI indicators selected by CIMA+ consists of ensuring the development of communities. 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. As of January 31, 2018, we had delivered, either partially or completely, 148 LEED certified projects, compared to 109 in 2016, which represents a 35.8% increase.

As you will see in the following pages, our role as a socioeconomic and environmental change agent manifests itself in various ways.. In many of our engineering disciplines, this translates into informed choices in terms of design and materials that take into consideration the global life cycle, including optimization of construction, maintenance and operating costs, and improvement in the quality of life for users and residents. Some projects stand out because of their innovative nature, such as the delivery of the first 100% community-owned wind farm project in Quebec. The construction of renewable energy farms and their integration in an existing network (smart grid), as well as improvement of buildings' energy efficiency remains important fields of expertise for our teams. Other projects aim at ensuring a quality living environment for residents, either by transforming heat islands, ensuring drinking water supply to communities living in remote areas, providing access to healthier and more ecological modes of transportation, ensuring the quality of effluents from wastewater treatment plans or conservation of natural habitats. In compliance with the "4R" strategy (reduce, reuse, recycle, recover), we increased our focus on the reutilization of resources, as demonstrated by our industrial engineering team.

Éric Lemyre, recipient of the 2017 President's Award in the Sustainable development and social responsibility category, accompanied by Marie-Claude Michaud, Senior Director – Bridges.

	S/C engineering	M/E engineering	Basic/advanced commissioning	Support provided by the Sustainable Building team	Energy simulation	Total
Projects in the process of obtaining LEED certification	13	13	8	12	6	52
LEED-certified projects	11	34	14	27	10	96
Total	**24**	**47**	**22**	**39**	**16**	**148**

Buildings

Reduction of the environmental footprint for a new elementary school

Construction cost: $10.1M

In order to minimize the environmental footprint of the de la Croisée elementary school, CIMA+ developed a design that focuses on energy efficiency, reduction of energy requirements and a renewable energy component. A centralized network of heat pumps draws renewable energy from 18 geothermal wells to heat and air-condition the building, which has a total area of 4,110 m² over two storeys, thus combining high-efficiency with minimal maintenance costs. This configuration allows heat to be recovered from the internal air-conditioned zones and used to heat the perimeter zones. A very-high-efficiency exchanger recovers the heat and humidity from the exhaust air for use in preheating the fresh air. All of the water pipe systems are of the variable-flow type with pump speed selectors so as to minimize the energy required for pumping. The gymnasium is equipped with occupancy detectors and variable-speed ventilation. Optimization of the equipment control sequences ensures the comfort of occupants while allowing for monitoring of building performance for the purpose of maintaining and improving the systems. The interior and exterior lighting is LED-based, as is the lighting for the new access roads and the parking areas.

A library designed for the 21st century

Construction cost: $8.8M

The John Bassett Memorial Library, located in the heart of the Bishop's University campus, underwent a major transformation that included demolition of the walls and most of the mechanical and electrical systems. Focused on creating spaces for the exchange of ideas in a well-lit and comfortable environment, the design of the new Learning Commons represents a model for a 21st-century library.

The configuration of the new Learning Commons offers students an open space at the centre of the university campus, along with the surrounding natural environment; a place where they can not only gather information and learn, but also socialize. Sustainable development is at the heart of this design, which focuses on the use of wood, natural lighting, increased user comfort and energy efficiency. The measures taken to reduce the building's energy costs included incorporation of chilled beams powered by the campus geothermal loop, LED lighting, recovery of the energy contained in the air expelled by a ventilation system with a cassette exchanger, the use of natural gas condensing boilers to meet peak demand levels for heating and hot water, low-flow plumbing fixtures and optimized controls that contribute to the comfort and ambience of each space.

Recovery of 95% of total energy for a new armoury

Construction cost: $10M

CIMA+ was given a contract by Defence Construction Canada to carry out the mechanical, electrical, structural and civil engineering works for a two-storey 4,000 m² building within the context of the construction of an armoury for the 35th Combat Engineer Regiment in Quebec City. This project earned **LEED-NC Gold certification**, thanks to numerous energy efficiency measures that made it possible to recover **95% of the total energy, and an energy consumption level that is 52% more efficient than the values prescribed in the Model National Energy Code for Buildings** (MNECB). The measures that were implemented included a high-performance heating plant, ventilators with speed selectors, a heat recovery system (hot water loop, building exhaust air), demand-based fresh air control using CO2 probes, efficient lighting, etc. Achieving such results in energy recovery also required a high-performance building envelope, and therefore, a structural strategy designed to eliminate thermal bridges was implemented.

Finally, the CIMA+ structural team was able to deliver technical solutions that were capable of meeting the architectural requirements: stainless-steel cable-stayed floating marquee, incorporation of long-span engineered wood into a steel skeleton, structural lintels incorporating architectonic elements, etc.

Photo : Clément Robitaille

Implementation of innovative heating and air conditioning measures in a new school

Construction cost: $26.6M

Construction of the new Mackay and Philip E. Layton School in Montreal is an example of innovation in the area of energy efficiency. The new building, with a planned floor space of approximately 5,150 m² and 4,230 m² on its two storeys respectively, includes a double gymnasium, an indoor pool, 33 classrooms and a number of specialized spaces. Four exit staircases and an access ramp leading to the second level were planned, along with four elevator shafts.

An energy simulation was conducted, taking into account the electromechanical systems and the building envelope. A number of measures were implemented, including the use of heating and cooling beams, a central heat pump for heat recovery, and 32 geothermal wells. With a simulated energy intensity of 0.30 GJ/m2, a 56% reduction in energy consumption relative to the National Energy Code of Canada for Buildings (NECB 2011) is expected.

Buildings (continued)

From design to construction of a LEED® V4 BD+C Gold certified workyard

Construction cost: $191M

As part of this turnkey project, CIMA+ carried out all of the mechanical, electrical, structural and civil engineering work, coordination leading to obtaining LEED certification and commissioning of the project on behalf of the contractor.

This workyard unites the activities of the roadwork, water & sewers and parks and horticulture departments under one roof, in order to optimize management of borough operations for the City of Montreal while providing services to the public.

The new complex includes an administrative building, mechanical workshops, heated garages and storage sheds, unheated spaces, serviced open spaces, covered spaces for storage of materials, outdoor storage for municipal equipment and vehicles, parking for staff and visitors, a weighing system and a fuelling station.

The design timetable was extended in order to allow for time to deal with the applicable regulatory requirements (*Commission des normes, de l'équité, de la santé et de la sécurité du travail* [CNESST] and ASHRAE Standard 62.1), which involved reports related to the analysis of contaminants in the workshops and garages, along with special approaches for limiting concentrations of certain contaminants, and a focus on energy recovery.

A high-performance energy-efficient building incorporating geothermal energy

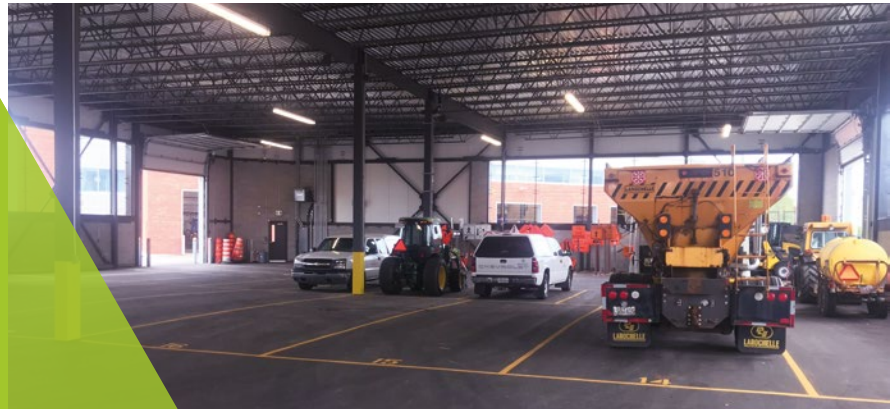
Construction cost: $5M

Thanks to a number of energy measures that affect the efficiency of the envelope, and the incorporation of a geothermal energy system, the new building for Régulvar, a company that specializes in network computing, exceeds the thermal performance standards contained in the National Energy Code for Buildings (NECB). The system both heats and cools the spaces through the use of nine 550-foot deep wells connected to six heat pumps that deliver 109 kW of cooling capacity and 55 kW of heating capacity.

In the summer, the cooling water that is produced during the night is stored in an 8,000-litre reservoir and used for air conditioning during the day. The cooled water is stored in a second 8,000-litre reservoir and channelled through the network toward zones that require heating. The air supply temperature is controlled by multi-zone fan-coil units that can provide heating and cooling simultaneously. A snow-melting system for the main sidewalks improves safety for pedestrians, while radiant heating ensures the comfort of occupants along the perimeter of the building.

Thermal accumulators at the main entrances store heat during off-peak electrical power periods and release it during the day, as needed. A digital control system connected to a central operating station allows for temperature control of the entire building.

Light sensors make it possible to minimize glare and optimize lighting based on natural light conditions.



Energy

Reduction of greenhouse gas emissions using a battery-based energy storage system

Cost of the work: $50k

Remote communities in the Northwest Territories rely on diesel-generated electricity. In an effort to reduce greenhouse gas (GHG) emissions, they have begun to supplement diesel-powered generating stations with renewable energy sources like solar and wind power coupled with battery energy storage systems (BESS). After analyzing the performance of the existing system, CIMA+ developed recommendations for improving the efficiency of the Colville Lake solar farm and its battery energy storage system, in order to reduce GHG emissions. CIMA+ also prepared detailed specifications for the design of future smart grid projects, to ensure that the addition of renewable energy sources to diesel-powered generating stations becomes essential.

A 100% community-owned wind farm

The Pierre-De Saurel wind farm is the first entirely community-owned project in Quebec, with wind turbines in the municipalities of Yamaska, Saint-Ange and Saint-André. The wind farm is connected to Hydro-Québec's 25 kV grid, and therefore, it allows the Regional County Municipality (RCM) to generate significant economic benefits for the community, estimated at $50 million over a 20-year period[4]. The wind farm occupies an area of 5.5 km2 and contains 12 wind turbines with a capacity of 2.05 MW each, for a total of 24.6 MW and an estimated potential output of 59.4 GWh per year. CIMA+ provided the detail engineering and project management, along with technical support and pre-operational tests for construction of the main station and the collector network, including the studies and performance evaluations, both on site and at the factory.

A hydro-electric station built in a natural canyon

Preserving the natural beauty of the site and the integrity of the installations, which are located halfway between two geological formations in a highly seismic area, was a determining factor in the selection of the location and design of the engineering structures for the Hydro-Canyon Saint-Joachim power plant. The plant is embedded within a natural canyon, and enough water remains in the Sainte-Anne waterfall to preserve the site's integrity. Retained by a nine-metre high dam, water travels through a 440 m tunnel that was excavated in the bedrock. The water intake is hidden from the view of hikers by a bend in the river, and the dam gives the impression of being a natural cascade. This hydroelectric development, for which CIMA+ carried out the engineering work (tunnel, structural, civil and geotechnical), was recognized with a Quebec Consulting Engineering award in the "Energy" category in 2018.

[4] Source: http://eoliennespierredesaurel.com/le-projet/

Infrastructure

Waterfront reconfiguration, taking into account environmental and heritage considerations

This project contributed to enhancing the beauty of the Outaouais River banks and provided the local population and the general public with a high-quality functional waterfront development along Jacques-Cartier Street in Gatineau. It also allowed access to two important sites in the region, namely the Gatineau and Outaouais rivers. In 2018, this project received the Quebec Consulting Engineering Award in the "Urban infrastructure" category.

In addition to redefining the road geometry and landscaping work, the project included the incorporation of a multifunctional waterfront cycling path, bank improvement and naturalization, and the development of public spaces such as belvederes, viewing areas, boat ramps, piers and marinas, along with specific construction works. The primary challenges related to creating waterfront public spaces and showcasing panoramic views within a limited environment, without excessively infringing on the Outaouais River banks. Site development themes that respect the character of the area were developed based on the surrounding environments (urban, rural and natural) while maintaining access to the river for waterfront residents. In order to minimize infringement on the fish habitat, a cable-stayed bridge design was recommended for the Quai-des-Légendes. Given the fact that artifacts dating back 3600 to 7000 years were discovered on site, Place Abinan was built to recognize the historic indigenous presence in the region.

The project has generated numerous economic, social and environmental benefits for a neighbourhood that was long considered to be disadvantaged and unsafe. These benefits include private investments in the built environment, in the form of renovations and additions; the creation of a link to the Trans Canada Trail, thus promoting bicycle travel and contributing to reducing GHG emissions associated with automobile traffic; improvements to the quality of the riverbank as a result of the removal of contaminated soils and stabilization work; improved road safety resulting from lower speed limits; and finally, the discovery and development of a rich archeological site for the benefit of current and future generations.

Transformation of a parking lot into a majestic park

Cost of works: $30M

Formerly a large paved open-air parking lot, la Place des Canotiers is now converted into a majestic and welcoming park of 17,500 m² in the heart of Old Quebec in front of the mooring wharf for cruise ships. It hosts a new storied parking with 400 spaces (on 4 levels) as well as amenities including plant areas, ambulatory areas on various hard surfaces (wooden decking, concrete pavers, concrete walkways), a canopy, a portion of the coastal cycling path, fountain jets, misting machines, functional and ambience lighting, street furniture and works of art. All of the fountain mechanics, electrical input and controls are located in a mechanical chamber located in the basement of the storied parking.

The project takes into consideration the importance of developing areas that promote sustained quality of life. Park areas not only provide an environmental boost, but also improve social commitment to sustainability. The Place des Canotiers is a real success of requalification of a vast space located at the edge of the river in a strategic site in the heart of Quebec City.

Extensive downtown redevelopment following major flooding

Cost of works: $15M

Major flooding in the Town of High River in 2013 severely affected the existing downtown infrastructure. After completing 26 kilometres of sewer main CCTV inspections, it was determined that the downtown area was in need of immediate repairs. This entailed: revitalizing streetscapes for pedestrian friendly movements, landscaping and irrigation plans to enhance the downtown core, and the removal and replacement of the old existing infrastructure.

CIMA+ provided engineering services to repair the potable, waste and storm water utilities. Extensive surface infrastructure improvements included wider pedestrian-friendly sidewalks with connections to municipal pathways to encourage walking and cycling, and reduce traffic in the downtown core; traffic calming to allow safer pedestrian movements and reduced speed of traffic; and the installation of trees and shrubs to promote a greener environment.

One roadway included a Woonerf, which is a Dutch design philosophy related to “living streets”. The design promotes a shared space between the flow of traffic and pedestrian movements and provides the town with the ability to close the roadway and host public events, including a weekly farmers’ market during the summer months. This area provides the town with a central location where residents can interact and connect within the community.

Infrastructure (continued)

Improvement of water quality through the commissioning of a tertiary filtration facility

Cost of works: $30M

A ten-year upgrade program estimated at $320M was undertaken at the Kitchener Waste Water Treatment Plant (WWTP), a conventional secondary treatment facility with a rated capacity of 123 MLD and discharges to the Grand River. The goal is to improve performance, effluent quality and reliability of the plant, thus providing adequate treatment to Kitchener residences while protecting the Grand River, classified as a Policy 2 sensitive receiver.

The implementation of the largest tertiary disk filter facility in Ontario at the time of its completion has improved the quality of effluents from the plant and therefore the water quality of the river. A new outfall and diffuser provide much greater dispersion within the Grand River and further improves the water quality in the vicinity of the WWTP. Because it is completely submerged at all Grand River water levels, the diffuser never becomes visible in the landscape. Environmental programs were implemented during construction to protect sensitive aquatic species.

Drinking water supply in the Far North region

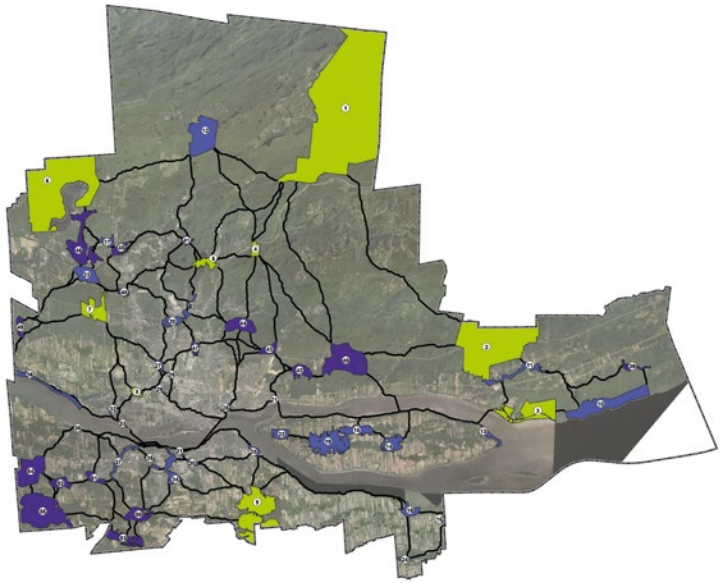
In order to secure the supply of drinking water to Whampagoostui, a Cree community with a population of approximately 2,000, CIMA+ conducted a feasibility study to determine the critical threshold of the existing well and to propose potential sites for new wells. Three new wells have been connected to the drinking water plant since 2017, and the feasibility of digging a fourth well, located approximately 5 kilometres from the village, is under study in order to meet future needs. Drawings and specifications were completed in 2017 to allow for preparation of a cost estimate.

Contribution to the economic development in the northern regions

In accordance with the Master Plan presented by CIMA+ in 2015, the community of Whampagoostui is going ahead with the construction of a storm sewer system and work to rehabilitate systems throughout the Cree territory. Instead of bringing in contractors from the south of Quebec, members of the Cree community are carrying out the work themselves. A CIMA+ site supervisor has been working on location for the past three years, acting as foreman and trainer with a local team that will eventually be able to handle the work of replacing the obsolescent infrastructure assets and carrying out ongoing maintenance of the structures on its own. Over the years, a number of Cree workers have performed especially well, and are now acting as site foremen.

Environment

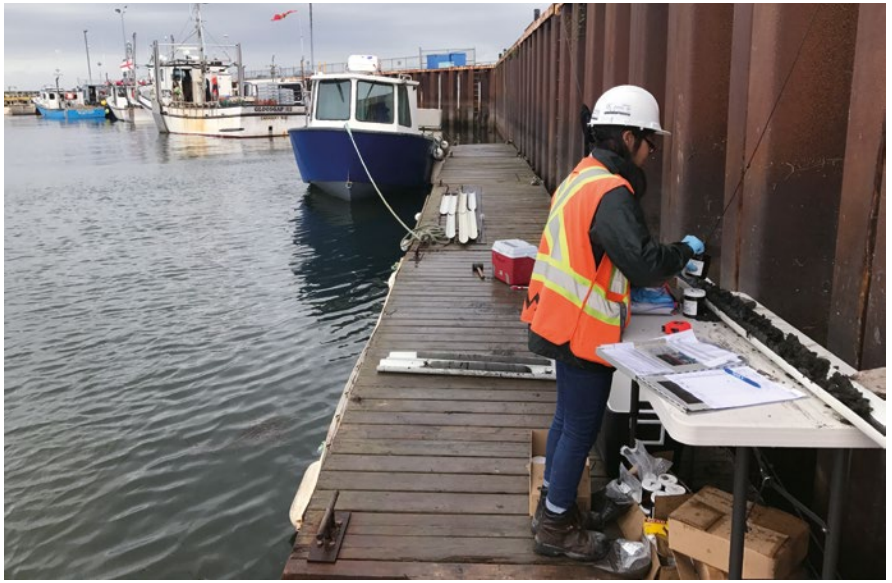
Identification and characterization of ecological corridors



CIMA+ took part in the committee established by the *Communauté métropolitaine de Québec* (CMQ) to identify and characterize ecological corridors in response to structural connectivity issues within two specific territories. The term "connectivity" refers to the degree of connection between the various natural environments within a territory in terms of components, spatial distribution and ecological roles.

The first step was to identify the criteria for the analysis, which included quality indices for the natural environments (in terms of biodiversity and surface and ground water quality), landscapes and recreational activities. Next, geomatic tools were used to assign weight to these indices for the territory as a whole, based on the priorities set by the CMQ and the committee. Finally, connectivity hubs were identified and divided into three categories: natural parks of interest at the metropolitan level, parks or sectors with conservation set-asides and sectors notable for the high quality index of their natural environments.

Environmental characterization of port sites



Transport Canada hired CIMA+ to conduct an evaluation of the environmental condition of sediments at the Chandler, Carleton and Les Méchins port sites. Conducted within the framework of the Ports Asset Transfer Program, the objectives of these studies were to delineate the vertical and horizontal limits of the extent of the contamination, estimate the volumes of contaminated sediments and determine the costs of rehabilitation for the various decontamination options proposed. The work included the development of a supplementary characterization plan for each site, sample collection, physico-chemical analyses, calculation of the volumes and areas of contaminated sediments, preparation of reports and development of plans for rehabilitation by dredging should contaminated sediments be found. More than 380 sediment samples were collected within the context of the project.

Industry

Rehabilitation of the de-dusting conduit support in a mining plant

CIMA+ reviewed a study that presented five options for replacement of the de-dusting conduit support for four smelters at the Rio Tinto Iron & Titanium plant. Instead of replacing the support, which was nearing the end of its service life, at an estimated cost of close to $6M, CIMA+ proposed rehabilitating it through selective reinforcement and painting, at a cost of approximately $2.9M. This approach, which is currently being implemented, will generate positive economic benefits by saving the client more than $3M, and contribute to limiting environmental impacts, because the existing framework is being reused.

Transportation

3D digitization in support of sustainable development

CIMA+ was tasked by the MTMDET with conducting a damage survey inside the travel tubes of the Louis-Hippolyte-La Fontaine Tunnel. Using the conventional method, a damage survey is conducted by manually inspecting surfaces, marking defects, manually documenting each defect in the field, and finally, integrating hand-drawn sketches in AutoCAD. This process can be cumbersome, depending on the size and condition of the structure. In addition, the volume of traffic and the constraints related to closing lanes in a metropolitan area create significant financial, social and environmental impacts.

CIMA+ proposed to the MTMDET that a 3D survey of the travel tubes be conducted in order to speed up the process, thereby limiting the number of closings required, as well as the use of aerial lifts, all of which reduced congestion, and therefore, CO2 emissions. In addition, this type of survey produces increased accuracy in terms of the dimensions and location of defects, which facilitates follow-up. This new approach proved to be beneficial for the client, road network users and the environment.

Construction of a cycling link along the St. Lawrence River

CIMA+ prepared the drawings and specifications, supervised the work site and provided client support during construction of a new cycling link that is considered to be an innovation in Quebec because of the type and width of the right-of-way. Built primarily using steel structural gangways because of the constraints imposed by the steep slopes of the terrain and the proximity of the St. Lawrence River, the path makes it possible to connect the existing bike paths between Longueuil and Boucherville over a distance of 3 kilometres. The concrete slab rests on steel beams assembled atop bored piles. This type of system offers greater flexibility, because the structure can be adjusted to the profile of the route, and prefabricated reinforced concrete slabs can be used if required.

In order to reduce the environmental impacts, the design included no structures below the high-water line. Hibernacula for small animals and snake barriers were incorporated into the design. Ice-breaker walls were installed in order to ensure the structure's durability and protect it against winter conditions. The structure has metal architectural railings with a wooden rail, and a piece of artwork was installed to enhance the visual appearance and ensure the harmonious integration of the path into the built landscape.

Finally, from an economic perspective, the use of 3D modelling technology during the design phase of the project made it possible to reduce the number of staff members required, and to optimize the routing and profiles in order to limit the need for cutting and filling within this sensitive zone.

Sustainable development scoreboard

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, QC	
G4-6	Number and name of countries where the organization operates CIMA+ and the subsidiaries listed under G4-17 are established in Canada.	
G4-7	Nature of ownership and legal form CIMA+ is a general partnership. The other entities (G4-17) are companies.	
G4-8	Markets served in Canada: 63% of fees come from ministries and public agencies, and 37% come from private companies	
G4-9	Scale of the organization in Canada: Total workforce (in number of individuals), includes partners, associate partners and full-time, part-time and casual employees, with the exception of students and trainees (1,880); Offices (34); Net sales ($251,640,502); Ownership (see page 16). No partner holds more than 5% of shares; Debts and equity: Not disclosed to avoid providing information on the organization's profitability, a competitiveness issue in our industry.	

Region	% of sales
Quebec	79.3%
Ontario	11.5%
Western Canada	8.6%
Atlantic Provinces	1.1%

Sector of expertise	% of sales
Transportation	25.1%
Infrastructure	20.7%
Energy	17.8%
Buildings	15.5%
Industry	11.9%
Project Management	5.7%
Communication Systems	3.4%
Total	100.0%

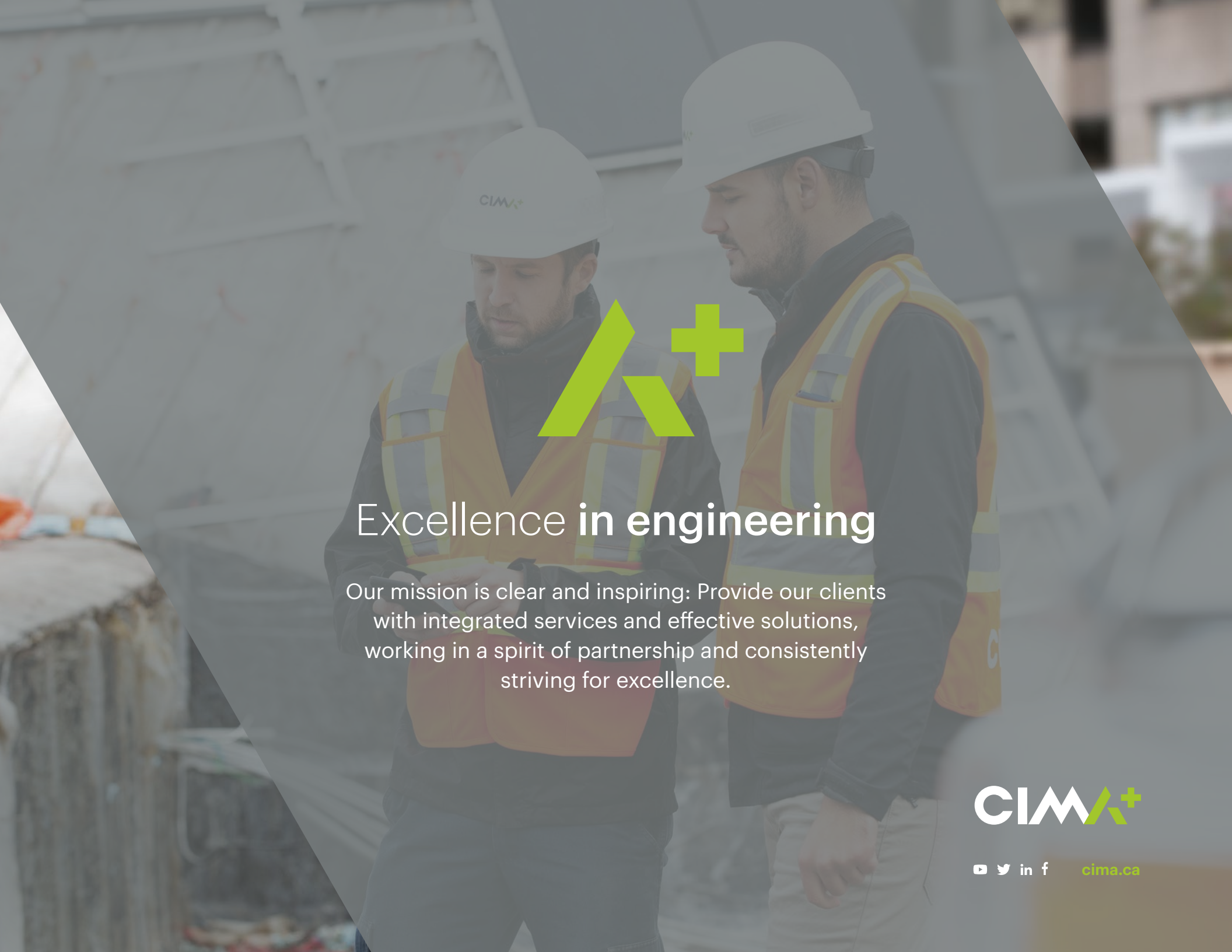
Code	Global Reporting Initiative (GRI) Indicator	Page
G4-10	Employment: Total workforce in Canada (1880), by gender, region and employment category; Self-employed (N/A.); Variation in employment over three years	
G4-11	Percentage of total employees covered by collective bargaining agreements No employee is covered by any collective bargaining agreement.	
G4-12	Organization's supply chain: CIMA+ does business with 2,954 suppliers, which represents expenses of more than $91.2M, mainly incurred in Quebec (58%), Alberta (25%), and Ontario (9%), as well as in the United States (6%).	
G4-13	Changes in the organization's size, structure, ownership or supply chain: > Three offices were added in 2018 in Prince George, Calgary and Edmonton with the acquisition of KFR Engineering and BSEI > CIMA+'s capital stock has increased by $1.99M or 4.8% between January 31, 2016, and January 31, 2018. > There have been no changes in the organization's size or supply chain.	
G4-14	Precautionary principle (risk management)	17
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, British Columbia, Ontario, Saskatchewan, Newfoundland and Labrador), LEED, OQM (British Columbia), Canadian Society of Safety Engineering (CSSE), Avetta, Cogninox, Complyworks, Contractor Check, ISN, CQN	

By gender	Women: 534 (28.4%)	Men: 1,346 (71.6%)		
By region	Atlantic Provinces: 29 (1.5%)	Ontario: 224 (11.9%)	Western Canada: 213 (11.3%)	Quebec: 1,414 (75.2%)
By category	Page 14			
Number as of January 31,	2018: 1,880	2016: 1,478	2015: 1,539	
Variation	+22.2% between 2015 and 2018			

Code	Global Reporting Initiative (GRI) Indicator	Page
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, Well International	
	Identified material aspects and boundaries	
G4-17	Entities included in the organization's consolidated financial statements:	5
G4-18	Process for defining report content and 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 stakeholders will be included in the next CSR report, and will be covered in an action plan developed by the Sustainable Development Steering Committee.	7
G4-19 **G4-20** **G4-21**	Material Aspects identified in the process for defining report content, and relevance thereof (indicated by an "x") for the organization, both internally and externally.	

Social	Aspects	Management
Labour practices and decent work	Working conditions	x
	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 **G4-23**	Effect of any restatements of information provided in previous reports, and the reasons for such restatements: Middle and Senior Manager job categories were reviewed. Significant changes from previous reporting periods: None	
	Stakeholder engagement	
G4-24 **G4-25**	Stakeholders with whom the organization has initiated a dialogue, 7 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: employees, partners and associate partners, clients, local communities, subcontractors, suppliers, the civilian population, and governments.	7
G4-26	Organization's approach to stakeholder engagement.	7
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.	7
	Report profile	
G4-28	Reporting period: Financial year from February 1, 2017, to January 31, 2018.	
G4-29	Date of most recent previous report: March 2017	
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 CSR report is compliant with the Global Reporting Initiative G4.	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report: No external audit was conducted, because the data collection system and the material aspects have not changed since the last report, which underwent an independent certification process.	
	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 the sectors of activities, as well as the legal, human resources and finance departments. The Board annually reports to the shareholders during the general meeting. Four committees provide operational support, namely the Governance and Ethics Committee, Audit Committee, Health and Safety Committee and Operational Excellence Committee.	
	Ethics and integrity	
G4-56	Organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics are available on our web site cima.ca	
	Selected material aspects	
G4-LA2	**Employment:** Benefits which are standard for permanent full-time or part-time employees (at least 20 hours per week) of the organization, for all CIMA+ offices in Canada: Group insurance with several coverage levels, allowing employees to customize their coverage based on their needs and those of their family; Employee assistance program (EAP) for employees and their family; 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; Well-being program; Discounts to fitness centres.	
G4-LA6	**Occupation health and safety**	10
G4-LA9	**Training and education**	9
G4-LA12	**Diversity and equal opportunity**	14
G4-SO4	**Anti-corruption**	12
G4-EC1	**Direct economic value generated and distributed** Salaries represent a large portion of operating costs; this data is not published to avoid providing information on the organization's profit margin; this is a competitiveness issue in our industry.	16



Excellence **in engineering**

Our mission is clear and inspiring: Provide our clients with integrated services and effective solutions, working in a spirit of partnership and consistently striving for excellence.

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