



Engineering for people

Social Responsibility Report

2019–2020



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Responsible engineering starts with people

At CIMA+, we strongly believe that engineering exists to improve and advance the lives around us, within our own company and our communities.

It all begins by understanding the needs of our clients. That means collaborating, working one-on-one and side-by-side to thoroughly evaluate how we can deliver the best projects. This process leads to innovative, sustainable ideas designed to meet our greatest challenges, including climate change and limited resources.

For us, it has always been about engineering innovative solutions that will enhance lives, enrich communities, and exceed client expectations.

Because when you engineer for people, you engineer for a better world.



Engineering
for **people**

Message from the President and the Senior Vice-President, Sustainability

Not surprisingly, the COVID-19 pandemic that transpired in the early part of 2020 had a major impact on our company and employees. Fortunately, we rapidly transitioned to teleworking, which enabled us to maintain our activities and continue providing services to our clients. Throughout it all, we were able to effectively support our employees during this time of unprecedented upheaval.

The expert guidance and vision put forth by our Human Resources, IT and Finance departments played an essential role in maintaining a work/life balance and reducing the level of stress and uncertainty we all experienced. The indispensable support offered by our HR staff, managers and senior management minimized the isolating effect of teleworking and its impact on the mental health of our employees.

What's more, the excellent leadership and proactive approach adopted by the management team and individual managers enables an effective risk management to ensure service continuity and healthy financial management.

Despite the challenges, the pandemic provided an opportunity to accelerate our planned transition toward sustainable development. With solid support from the Board of Directors and the Executive Committee, sustainability will undoubtedly be a central focus of our operations as we move forward.

In 2020, we turned this commitment into action by launching the Centre of Excellence for Sustainability (CES) to provide leadership, best practices, research, support, and training for sustainable development to all employees. More specifically, we published a Sustainable and Responsible Engineering Guide to provide best practices on the integration of sustainability into all of our projects.

2020 also marked the 30th anniversary of the creation of the CIMA+ brand – 30 years of serving our clients and the community by leveraging the talent, expertise, and passion of our people. This commitment reflects the very essence of the engineering profession: fostering innovation and improving the quality of life for those around us.

With this in mind, we proudly introduced our new slogan: **“Engineering for people”**. These three words have captured the unwavering heartbeat of CIMA+, and they effectively encompass our strong beliefs, guiding values, and corporate culture.



In an era where climate change, limited resources, and global challenges are redefining our existence, it is crucial that we work together to meet the needs of our clients and the people around us, because we believe engineering that serves people will shape the way we live today and prosper tomorrow.

Climate change innovation

In 2020, we introduced the *Innovation Challenge*. This call to propose solutions to address climate change and improve the climate resiliency of our infrastructure was extremely popular, and attracted a large number of compelling ideas from our employees. In the end, six were selected for further development into a service offering with the support of the CES and the innovation committee.

LEEDing the way

When negotiating leases or undertaking major retrofits, CIMA+ has established a practice of systematically assessing its offices for green building rating systems, such as LEED-Commercial Interiors (CI) and WELL. The Laval office, for example, has obtained a LEED-CI v4 certification, and future projects involving retrofits and new offices will follow the same approach.

In line with sustainable mobility, electrical charging stations are being installed in many of our office parking spaces, and the aging fleet of service vehicles in the Montréal Metropolitan Area has been replaced with electric models.

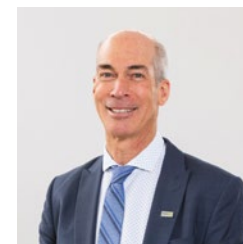
We believe that responsible companies must be committed to offering their clients solutions that incorporate sustainable development. That's why we are very proud that many of our projects have earned awards of excellence during the period covered by this report, especially for their contributions to sustainable development. These achievements include *Place des Canotiers* in Québec City, along with the expansion and infrastructure improvements for the *Assemblée Nationale* in Québec City.

Finally, we would like to mention that, during the 10th edition of the EnviroLys Gala, CIMA+ received the **"Job creation and investment"** award for the implementation of new work practices (collaborative spaces) that reduce environmental impacts and improve productivity and multidisciplinary teamwork.

As we pursue our progress toward greater maturity in the areas of social responsibility and sustainable development, we are proud of the positive steps our firm has taken over the last two years. We firmly believe that the next few years will be remarkable, as we transition to greater mastery and integration of these issues throughout all aspects of our organization.



François Plourde, P. Eng.
President and Chief Executive Officer



Luc Jolicoeur, P. Eng.
Senior Vice-President, Sustainability

About CIMA+

Founded in 1990 through the merger of three Québec engineering firms with over 30 years of experience, CIMA+ has become one of the largest private consulting engineering firms in Canada, with 2,429 employees¹ in more than 25 offices from coast to coast.

This report only covers the Canadian activities of CIMA+ and its affiliated companies, which generated total net revenues of 289 million dollars as at January 31, 2021. The activities of CIMA International, which represent 3.5 million dollars (or 1.2% of consolidated revenues), are excluded.

Our mission is to create business partnerships with our clients instead of being a mere service supplier. Our corporate structure is comprised of 333 partners and associate partners in Canada. This represents 14% of our Canadian workforce entrusted with decision-making power. This ratio of one leader for seven employees means efficient supervision and project delivery on a daily basis. Our unique structure builds 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 and resources, buildings, and communication systems. We also offer a large selection of complementary services, namely in project management, geomatics, environment, and sustainability. Our clientele is comprised of provincial and federal ministries and agencies, cities and municipalities, para-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.

Over
30
years of experience

2,429
employees

More than
25 offices
from coast to coast

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, 2021.



About this report

This sustainability report is the fourth 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 February 1, 2019 and ending January 31, 2021. 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 Solutions Inc.
- > C2 Architecture

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

Data collection

The data presented is drawn from the company's finance and human resources data systems. A committee consisting of members who work in finance, human resources, health and safety, the environment, and sustainability 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 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 used the same performance indicators as outlined in the report provided by the independent firm PwC covering the 2015-2016 period, with limited assurance on the performance indicators used for five material aspects.



Vision and policy

We understand that our activities bear significant economic, social, and environmental impact. That's why 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 impacts on the environment.

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

A Centre of Excellence for Sustainability (CES) was launched in 2020 to ensure a seamless environmental and social approach throughout our offices and sectors via the execution of a strategic sustainability action plan.



Integrating sustainability strategies into our everyday practice is the responsibility of each individual in the organization, and the objective of the CES is to provide the necessary tools and resources to support this transition. The CES action plan is based on three strategic pillars:

1. Responsible engineering practices
2. Community engagement
3. Sustainable operations

A chapter of this report will be dedicated to each pillar to provide details on the objectives and implementation of the strategic action plan in a transparent manner. We will continue to report on the evolution of this action plan by publishing an annual sustainability report.

Management of material aspects

Since the first Corporate Social Responsibility report in 2015, CIMA+ has disclosed information on its performance regarding six “material” aspects. Materiality is a term borrowed from accounting audits, and is used to pinpoint sustainable development issues (called “material aspects”) that are liable to have a significant impact on the longevity of the firm and the industry.

Selection of indicators

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

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

We do not know specifically which stakeholder group raised each of the key topics and concerns identified. However, an updated materiality assessment exercise is planned for 2021, and we will provide this information in our next sustainability report.

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 with sustainable development. This same initiative was ranked second on a total of 14 by a sample of 600 employees. The CES corporate social responsibility action plan was developed in light of these results. The next stakeholder engagement with clients, employees, and peers is scheduled for completion by fall of 2021.

Responsible engineering practices

Engineering projects can represent powerful engines for social and environmental change. However, for this to happen, we must rethink the way we work, remain open-minded, and focus on innovation. In the fall of 2020, we published a Sustainable and Responsible Engineering Guide to help our employees integrate sustainability at every stage of a project.

Here are the five principles underlying our approach:



Innovate

Go beyond mere compliance with the applicable laws, codes, and regulations to explore and adopt sustainable options and solutions for our clients.



Collaborate

Work with stakeholders to find an integrated sustainable development approach built on viable solutions that will benefit society.



Enhance

Conduct comprehensive impact and opportunity assessments of our service offering throughout the infrastructure life-cycle, starting at the proposal stage.



Educate

Promote sustainable products and the efficient use of resources by adopting strategies aimed at reducing, reusing, recycling, ease of maintenance, and deconstruction. Each approach must take into account the costs and impact over the full life-cycle.



Influence

Contribute to building a sustainable, safe, and equitable society based on protecting the environment.

By putting these principles into practice, our teams can act as agents of change to ensure sustainable solutions for our clients. The following projects will provide you with a better understanding of how we've integrated sustainability into each of the sectors.

Responsible engineering practices

Productivity and Innovation Centre, Edmonton: LEED Gold certified state-of-the-art design

The Productivity and Innovation Centre (PIC) of the Northern Alberta Institute of Technology (NAIT) is an applied research centre and educational institution that offers solutions related to commercial innovation.

With a total surface area of 17,650 m², the PIC consists of a one-storey wing with high-ceilinged laboratories and a four-storey wing with laboratories and research, teaching, and administrative spaces. A brightly illuminated atrium joins the two wings to promote collaboration and interaction among the researchers.

CIMA+ was responsible for the mechanical engineering component of this project, which the client envisioned as a model of sustainable development.

The PIC has 226 solar panels on its southern and eastern façades and 149 on the glass of the atrium, which generate annual outputs of 67 MWh and 51 MWh of electricity respectively. It also has a dedicated outside-air ventilation system with heat recovery.

The heating, ventilation, and air conditioning systems serving the laboratories are of modular design and can be reconfigured to suit a new research program without the need for renovations.

A number of HVAC technologies were used to achieve dynamic reduction of air change rates in the laboratories, including specialized variable volume control systems that reduce the amount of air evacuated while ensuring containment of the hoods and maintaining the relative pressurization inside the laboratory. The hoods are equipped with heat-recovery systems to condition the replacement air.

Energy savings of 40% were achieved relative to an ASHRAE 90.1-2007 reference building, and water

consumption was reduced by more than 30%. The project earned LEED-NC Gold certification.





Responsible engineering practices

Lac-Mégantic: A model microgrid intended to lead the way to a greener future

After the rail disaster involving crude oil tanker cars that struck Lac Mégantic in 2013, the City needed to plan the rebuilding of its central core. With a desire to look to the future as it launched its comeback, it took advantage of the opportunity to refashion itself as a model of an eco-responsible City in terms of renewable energy.

Toward this end, the City retained the services of CIMA+ to conduct a prefeasibility study, which identified the steps to be taken to complete this ambitious microgrid construction project. In 2018, Hydro-Québec provided financing, with support from Natural Resources Canada, because the project was in perfect alignment with its energy transition initiative.

This led to the most advanced energy technologies being incorporated at a community level in order to turn Lac Mégantic into a hub for technological innovation.

The Lac Mégantic microgrid supplies 30 buildings in the downtown area with electrical power from 2,000 solar panels that are installed on six different buildings and connected to batteries with a storage capacity of up to 1 MWh. This installation allows the power supply to the downtown area to be maintained for several hours in the event of an outage. The microgrid can also store any surplus energy it produces and then feed it into the Hydro-Québec grid.

The isolated nature of the grid allows the City to serve as a living laboratory for testing the equipment used and for improving our understanding of these technologies. The ultimate goal is to eventually be able to deploy them elsewhere in Québec in order to decarbonize remote stand-alone power systems that currently depend on fossil fuels.

Home automation components were also installed in a number of downtown buildings to allow the occupants to optimize their energy consumption.



Photos: © Hydro-Québec

Whapmagoostui Cree First Nation: Climate change resilience and partnership with the community

Located at the mouth of the Great Whale River and Hudson Bay, the First Nation Cree of Whapmagoostui are on the front lines when it comes to encountering extreme weather phenomena related to climate change, which are more pronounced in northern regions.

This isolated community of approximately 980 people has been experiencing increasingly frequent episodes of heavy rains in the fall and spring (combined with snow melt). The resulting significant accumulations of runoff water in certain sectors interfere with pedestrian and vehicular mobility, accelerate the deterioration of gravel roads, and damage foundations that are already under severe stress from freeze and thaw cycles.

The Cree Nation Government wanted to develop a master drainage plan for the Whapmagoostui community in order to resolve its storm water management problems. It retained the services of CIMA+ to carry out this work and to propose a comprehensive and customized solution that is well suited to the extreme conditions to which the site is exposed, and that would allow the work to be carried out by the members of the Cree Nation.

The design that was retained combines traditional drainage techniques with the use of HDPE pipes to minimize weight and facilitate handling, taking into account the available workforce and equipment. This reduces both the cost and the carbon footprint associated with the transportation of materials and equipment. Components such as manhole covers and catch basins were selected based on their ruggedness and durability in a severe northern environment. The quantities of all materials were carefully calculated to prevent accumulation

of surpluses in the already overburdened dry deposits in the northern region. Climate change was taken into account in calculating the materials requirements.

The project was carried out by a team of Cree workers using the equipment on hand. The production capacity of the Cree team was maximized through continuous support and close guidance by engineering and supervisory teams from CIMA+. The individual phases were planned so as to be functional upon completion. The professional staff charged with supervising the construction had to be capable of imparting knowledge related to the installation of components specific to construction of the infrastructure assets. The synergy that developed quickly between the CIMA+ employees and the Cree members of the team was essential to the success of the project.

There are long-term social and economic benefits associated with this project. The earnings generated by the use of locally available equipment were reinvested into the purchase of new, higher-performance equipment. The trained workers were able to take part in other projects that were carried out in parallel by contractors seeking local workers. In addition, the project represented an opportunity for the First Nation Cree of Whapmagoostui to demonstrate their ability to carry out works of this kind. In short, the project promoted a local and independent economy that enhanced the quality of life for the entire population within the community.



Responsible engineering practices

Lac Beauchamp, Gatineau: Eco-responsible facilities that favour biodiversity

Located in Gatineau, Lac Beauchamp Park is a 213-hectare eco-territory that offers a variety of leisure activities throughout the year.

The Park was in a state of premature decline, with erosion problems and facilities that were poorly suited to its ecological mission.

The project involved enhancing the experiential, aesthetic and functional nature of the facilities. Lac Beauchamp is the only natural water body in the eastern part of the City (apart from the Ottawa River), so the objectives of the project included ensuring the survival of the lake, giving the public the opportunity to enjoy high-quality recreational water facilities, making the Park accessible in an eco-responsible and safe manner, and offering a range of activities in summer and winter.

By reducing its ecological footprint, the City intended for the Park to serve as a model for other development projects in both the public and private sectors.

Close cooperation among engineering, environmental and landscape design experts during this multidisciplinary project facilitated the efficient and safe stormwater discharge management in order to improve the water quality in Lac Beauchamp, and thus favour biodiversity. Particular attention was paid to develop a design that would be in harmony with the site's natural features.

Erosion was generating large quantities of sediment, pollutants, and organic materials, which were suffocating the lake and its fish habitat. Eutrophication was curbed by improving stormwater drainage and adopting a number of optimal management practices (OPM) aimed at eliminating or reducing inputs, including nutrient materials. The water that flows into the lake is now much cleaner, resulting in better oxygenation levels. The measures that contributed to the lake's improved water quality included sodded water meadows and trenches, rain gardens for bio-retention, and rock-fill infiltration trenches. Users can now swim in higher quality water, and the beach is accessible for a longer period. This has also enhanced the life of both land and aquatic species on the site.

A diverse plant cover acts as a filter against pollution. The native plants, including trees, shrubs, and flowers, help to increase the biodiversity of the site by supporting the presence of small mammals, birds, butterflies, and insects, which benefit from the food and shelter that they provide.

The Park currently welcomes more than 100,000 visitors per year, who can take advantage of congenial, eco-responsible, accessible, and safe facilities. In addition, after one year of use, the pollution reduction goals for the lake have been achieved, and biodiversity has been increased.



Rehabilitation of 3420 McTavish – Desautels Faculty of Management expansion – Project targeting LEED Gold certification

The rehabilitation project for the building located at 3420 McTavish is currently in the process of applying for LEED Gold certification, after having initially targeted LEED Silver certification.

This project was executed for the Desautels Faculty of Management at McGill University, and entailed a full renovation of the building located at 3420 rue McTavish. Formerly housing a library, the building had to be converted into classrooms, collaborative spaces, work and study spaces, and administrative offices. The renovation work involved three floors, a basement, and the underground garage.

The various spaces and offices are equipped with technologically advanced security and audiovisual equipment in order to provide a studying and learning environment that is conducive to the well-being of students. The building's electromechanical systems were completely overhauled to comply with their new vocation, and the building envelope was modified to facilitate the use of natural light for the spaces.

CIMA+ has provided a diversified range of services in project management from design to closure phases, including project support and management, planning and control of work schedule, risk analysis, procurement and contract administration, claims analysis, as well as validation of sustainable development requirements and objectives.

CIMA+ acted as External Project Manager for McGill University throughout the life-cycle of the project (preliminary design and preparation of RFPs for professional services, design management, construction management, and administrative closure).

The quality of the services provided by the CIMA+ team resulted in the submission of a LEED Gold certification file totalling 63 credits, divided as follows: Sustainable Sites (17), Water Efficiency (3), Energy and Atmosphere (21), Materials and Resources (6), Indoor Environmental Quality (9), Innovation and Design Process (4), and Regional Priority (3).

The sustainable design of this project has had an impact on the environment and the quality of life for students by providing them with a stimulating, modern, and dynamic studying and learning environment.



Photo: Marc Cramer & Thomas Miau

Melocheville tunnel:

A second life for the structure and increased safety for users

This large-scale project involved modernization of the electrical, automation-control, and telecommunications systems serving the Melocheville tunnel, which was originally built in 1957.

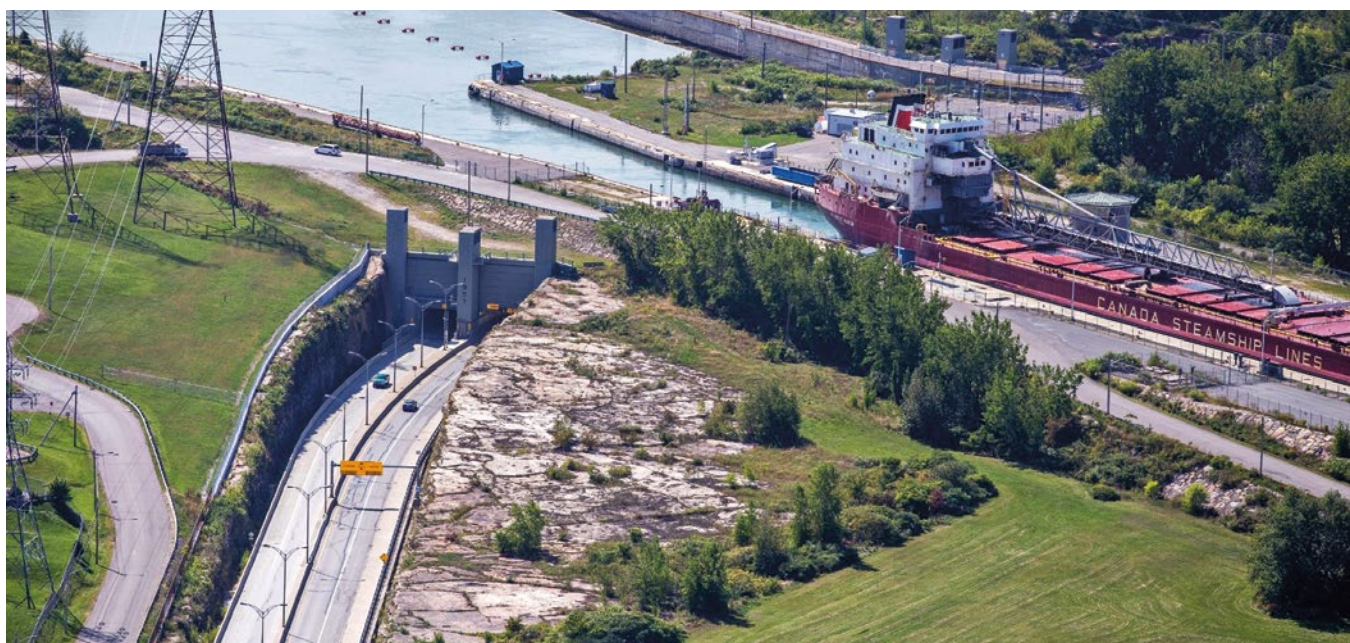
The objectives of the work were to ensure continued operation of the tunnel during power outages, to facilitate remote supervision and control of the tunnel systems, and to replace systems that were at the end of their service lives. The tunnel also presented a number of problems, including water infiltration, the formation of ice on the rock walls and pavement, fire-protection issues, and damage to ceiling-mounted equipment caused by over-height trucks.

CIMA+ provided services involving multiple disciplines: electrical power, automation-control, instrumentation, programming, telecommunications, intelligent transportation systems, information management, lighting, ventilation, traffic management, structures, roadway engineering, drainage, and public utility services. The project design allowed for the tunnel to remain in service during the construction work, thus eliminating the need for users to take detours and reducing GHG emissions.

One improvement to the ventilation system was that carbon emissions are now evacuated from the pumping station, which reduces the impact on the health of maintenance workers. A fire-protection analysis led to a significant reduction in ventilation costs for the project compared to the solutions that were initially envisaged. In addition, the tunnel's electrical power consumption was optimized.

In order to alleviate the problems associated with winter conditions, CIMA+ improved the drainage and the heating-cable system to prevent ice from forming. This technology improved user safety and reduced the use of de-icing salt.

The construction made it possible to extend the service life of the tunnel, estimated at 75 years, and to ensure the long-term survival of the structure. In addition, solutions proposed by CIMA+ contributed to the implementation of the first automatic incident detection (AID) system in Québec tunnels and the design of a detection system for over-height vehicles.



Candiac: Active mobility and development of a TOD (Transit-oriented development) community

A TOD community is a medium- to high-density real-estate development structured around a high-capacity public transit station.



The idea is to create integrated environments where people can live, work, consume, and engage in leisure activities while living in the same community. This helps to reduce greenhouse gas (GHG) emissions by limiting the use of gasoline-powered vehicles, improves people's health by encouraging them to favour active mobility over motorized mobility, and stimulates the local economy by concentrating economic generators and attractors.

Ville de Candiac wants to develop a TOD community around Candiac Station. This sector presents major accessibility issues, because it is tightly hemmed in by highways and a rail line.

CIMA+ was mandated to conduct a traffic study and identify which facilities would be required at the strategic intersections in the area. A geometric analysis and an update of the traffic impact study were also carried out. This was a major challenge, especially since the population of the sector is expected to increase ten-fold over a period of 15 years.

A great deal of work was carried out in the area of active mobility with a view to reducing the dependence of new residents on motorized modes of transportation. Both geometric and operational solutions were developed to manage the increased automobile traffic on the major arteries and key intersections within the sector. Additional solutions were designed to incorporate traffic-calming measures on some streets and to enhance safety at intersections for the benefit of pedestrians and cyclists.

Community involvement

Since our foundation, philanthropy has been embedded in the organization's culture, particularly in terms of health, education, and environment. Over the last reporting period, donations and sponsorships across Canada amounted to over \$600,000, including a contribution of more than \$200,000 from our employees. In 2019-2020, the primary beneficiaries were:

- > United Way (Centraide), which supports hundreds of community organizations that help individuals and families escape poverty;
- > Several Hospital foundations;
- > The Breakfast Club of Canada;
- > Tour CIBC Charles-Bruneau cycling challenge, which contributes to financing research to find a cure for cancer among children;
- > Opération Enfant-Soleil for sick children;
- > Several Universities foundations;
- > Donation to the foundation de l'Ordre des Ingénieurs du Québec to facilitate education of the next generation of engineers.

We have also been involved in several pro bono projects in delivering free engineering services for Institut Pacifique, Moisson Québec, or Jeunes Musiciens du Monde. Lastly, some of our employees also volunteered for many causes, such as planting trees in the regions of Ottawa and Brampton, Ontario.

More than **\$600,000**
in donations and sponsorships across Canada,
including more than **\$200,000**
from our employees



Support for student-athletes

Sustainable operations

At CIMA+, we strongly believe that our day-to-day actions must correspond to the aspirations we have for clients and stakeholders. As responsible corporate citizens, it's important to deliver on our core message and vision.

The objectives that make up our third pillar focus on our internal activities and the impact of our operations on achieving our sustainability goals. To follow through on our ambitious objectives of social responsibility and sustainability throughout CIMA+ offices, our efforts are concentrated on actions that will have a major long-term leverage effect. Our internal initiatives could be regrouped through six principal projects:

- > Sustainable Office Layout Design Guide
- > Internal practices such as ban on single-use water bottles, paperless environment and composting
- > Measurement of our carbon footprint
- > Sustainable procurement
- > Diversity and inclusion
- > Employee well-being



Sustainable operations

Employment

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, 2021, 930 employees held 80,284 shares. With 333 partners and associate partners working in Canada, that adds up to a total of 1,263 staff members who share ownership in the organization, which represents a participation rate of 52%.

For almost two decades, employees and partners have participated in an annual survey on engagement, conducted by Kincentric (formerly AON), which is an anonymous evaluation covering employers across Canada. Year after year, employees have ranked CIMA+ among the “Best Employers in Canada”. In addition, CIMA+ was the only firm to maintain Platinum level for three consecutive years, with rates of 77% in 2017 and 80% in 2018. This represents the highest level of engagement. The survey results are meticulously analyzed to identify strengths to be cultivated and areas that should be developed further, and to implement initiatives aimed at those areas in need of improvement.

In recent years, the focus has been on developing training programs that employees said they wanted in the Kincentric survey (see the Training section). There was also dissatisfaction with respect to their salary. Our analyses of both internal and market data indicated that salary was lagging market value for a number of groups within the organization. Several adjustments were made over the last year to address this issue, which had an overall positive impact. In fact, a one-point improvement in satisfaction related to compensation was achieved in 2018.

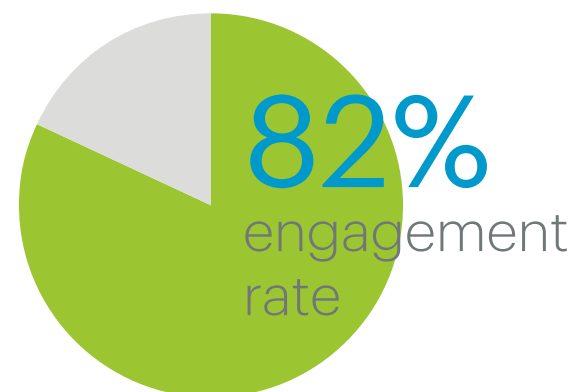
Moreover, the introduction of an information system to automate and optimize human resource information system (HRIS) was imperative in terms of responding to the needs of employees and providing them with added-value services. The system was rolled out in October 2018.

In 2019, the Kincentric engagement rate was 82%, an increase of two points over the previous year. Results indicated that the following five broad areas required improvement to increase employee engagement:

1. Talent management and acquisition;
2. Employer branding;
3. Collaboration;
4. Management skills and work infrastructure;
5. Efficient tools and processes.

KINCENTRIC
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CANADA 2019





Engineering
for **people**



In response to the survey, and specifically pertaining to **collaboration** and **efficient tools and processes**, a number of initiatives have been launched, including the implementation of Office 365 and the use of Teams. These software tools enabled us to facilitate collaboration between employees from different teams, sectors, and offices, and to interact with clients even when working remotely.

With respect to **talent management and acquisition**, we expanded the team in order to respond to our rapid growth, and launched our employer branding project in January 2021. More specifically, we launched a technical training platform for planning and design tools to support employees in their work. We also developed and offered training courses on sustainable development to raise awareness among all employees, as well as technical training on guidelines and best practices pertaining to sustainability strategies.

As for **management skills and work infrastructure**, a number of initiatives were implemented to effectively support our managers, including welcoming new staff remotely within the context of a pandemic and teleworking environment. Our management training programs and the informal leadership training program also continued in 2019 and 2020-2021. We also modified our performance management processes to encourage more employee feedback. More specifically, it involves a dedicated meeting to discuss job satisfaction and career path. This gives employees an opportunity to communicate their ambitions and review their goals and identify concrete measures for achieving them.

2020 also marked the 30th anniversary of the creation of the CIMA+ brand – 30 years of serving our clients and the community by leveraging the talent, expertise and passion of our people. This commitment reflects the very essence of the engineering profession: fostering innovation and improving the quality of life for those around us.

With this in mind, we proudly introduced our new slogan: **“Engineering for people”**. These three words have captured the unwavering heartbeat of CIMA+ and effectively encompass our strong beliefs, guiding values, and corporate culture. The launch of our employer brand is slated for the fall of 2021.

Finally, we also made the decision to participate in the engagement survey every two years in the future, rather than annually. This decision will provide us with sufficient time to carry out a proper analysis of the areas where improvement is required and identify initiatives that will deliver a real positive impact on the degree of engagement. The 2021 survey was submitted to our employees in August.

Sustainable operations

Training and education

As of February 1, 2021, 2,429 staff members who had worked during the previous year received a total of 62,705 hours of training – an average of 37.6 hours for men and 20.5 hours for women.

These results are lower than those for 2019. At that time, employees had received 82,885 hours of training – an average of 42.4 hours for men and 32.4 for women. These discrepancies are due to the COVID-19 pandemic, which forced us to put several training activities on hold. We also had to reorganize some of these activities and offer them entirely online. With that being said, we still deployed and held many training initiatives during the 2019-2020 period.

Average number of training hours by job category	2019	2020
Administrative	89	104
Technical	29.7	18
Professional	40	31
Engineering	27.8	17
Management	24.5	13
Overall total training hours	82,885	62,705

	2019		2020	
	Female	Male	Female	Male
Number of employees trained	661	1,452	624	1,326
Total hours	21,388	61,555	12,814	49,890
Average by gender	32.4	42.4	20.5	37.6

VISION 360

In the Kincentric 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 inundated with requests from leaders who wanted to enroll some of their managers in the program. During 2020, there were a total of 11 participants for this program, and 26 for 2019.

Perspective

In a matrix environment such as ours, there are a high number of employees who are required to lead and engage teams of peers without having the formal authority to do so. The Perspective program addresses this topic. Comprised of five modules delivered over an eight-month period, it focuses on the acquisition of management skills for “non-management” staff, and covers issues such as managing diversity and emotional intelligence. The total number of participants for 2019 was 24. For 2020, three cohorts were created for a total of 30 participants.

Talent+, CAMPUS CIMA+, and Intellex

Since 2018, we have implemented our human resource information system (HRIS) to enhance performance in the management of HR processes. In conjunction with this, we have launched the online training platform, CAMPUS CIMA+. This Learning Management System (LMS) is aimed at all employees, and offers a variety of courses and webinars. From a strategic point of view, this system allows us to manage training more effectively, standardize our processes, and centralize our data. We have also implemented a platform dedicated to the management of HSE activities.

Operational excellence training

This training aims to familiarize the participant with Operational Excellence. More specifically, the participant is presented the CIMA+ vision in terms of operational excellence, the scope and quality of its policy, the roles and responsibilities of the stakeholders, the CIMA+ Management System and its advantages, as well as the tools and resources available. This online course was launched in 2019, and is mandatory for every employee at CIMA+.

Sustainability awareness training

The sustainability awareness training online course, developed as part of our CES initiatives, was also launched in 2020, and is also mandatory for every full-time employee. The first part presents the issues and opportunities related to sustainability, more specifically the environmental issues we are facing in Canada, the basic concepts of climate change, and our role as an engineering firm. The second part reviews the United Nation's 17 Sustainable Development Goals, and presents examples of how these goals have been applied in our projects. After taking this training, our employees gain a better understanding of the implementation of sustainability in our projects, within our communities, and in our internal practices.

Pinnacle Training platform

The Pinnacle platform combines all the courses offered in connection with the development of technical skills and competencies, such as CAD-BIM tools. It contains courses on the use of Office 365, Autodesk, Revit, Blue beam, Enscape, Bentley, BIM, etc. Providing easy access to these courses is important, because the way we build and manage our assets is rapidly evolving and the implementation of tools, such as BIM, is crucial for keeping abreast of the new innovative technologies used within the construction industry. To achieve our objectives of operational excellence and sustainable development, we must keep up with this rate of change.

Office 365 training

In 2019, CIMA+ implemented Office 365 in the company, and provided training on how to use this platform to many employees. We trained champions and leaders from the various sectors to master Teams, One Note, and SharePoint. These champions shared and continue to share their knowledge with other employees. We also provided access to online courses on Office 365 thanks to our Pinnacle platform, and developed a guide to work with Teams in an engineering project mode.

Appreciation of the contribution

For many years now, managers have been required to complete the performance evaluation process with their employees. In 2019, we started reviewing this process to further encourage ongoing feedback and emphasize the development of our employees. The new process was implemented in 2021. This overhaul involves a specific meeting to discuss employee satisfaction in their position, their ambitions, career path, and development objectives.

Project management training

To promote the responsible management of its projects, CIMA+ has initiated training for project management and cost control. This training program is divided into two modules (Introduction and Project control). The introduction module is aimed at junior employees who need to familiarize themselves with the roles and responsibilities of a project manager at CIMA+. The second module is for more senior employees who have responsibilities related to budgets or schedules that have an impact on the profitability of a project.

Sustainable operations

Training and education

What's next?

Over the next year, we plan to start several training initiatives. These will allow us to meet the needs of our customers and employees, and prepare us for the challenges of sustainable engineering that lie ahead.

Unequivocally, the issues associated with climate change will need to be addressed. Therefore, CIMA+ has planned a comprehensive training program in sustainable development. For example, training courses on climate change, resilient infrastructure, and responsible sourcing will be made available. This program encompasses all of the means and techniques used to design projects with reduced impact on the environment. The goal is to design projects that are resilient to climate change and train CIMA+ employees to make informed decisions that are consistent with corporate social responsibility and sustainable development.

This year, we will also deploy our new Enterprise Resource Planning (ERP) system to manage and integrate business processes through a single system. Considerable effort will therefore be made to train all CIMA+ employees on the use of this ERP to manage projects, budgets, and responsible procurement, among other things.

Finally, the growing needs of all business lines will accentuate the labour shortage in the province, and more specifically, in the sustainability and environmental services sectors. To respond to this problem, CIMA+ intends to focus on training managers and employees with high potential. This will allow us to increase employee retention, strengthen everyone's engagement, and build careers. With this idea in mind, CIMA+ will develop an onboarding program to equip new managers in the various aspects of their role (recruitment, performance evaluation, compensation, etc.) so that they have a basic knowledge of their responsibilities and specific HR processes. Additionally, we plan to enhance our three leadership programs (HORIZON+, Perspective, and Vision 360). More specifically, we will create cohorts and update our programs by incorporating new trends in leadership.

Finally, to better equip our managers, we also plan to train them to manage teams remotely in a hybrid mode. This will help CIMA+ face the challenges of this new normal.



Sustainable operations

Occupational health and safety

As with most industries, CIMA+'s focus since March 2020 was on preventing the spread of COVID-19 at our worksites and our offices.

Fortunately, our IT team responded quickly and set up teleworking capability for all staff in less than 2 weeks. An Emergency Coordination Committee was rapidly put into place to assess the situation, communicate pertinent information, and provide guidelines for the organization. Internal epidemiological tracking was implemented to support public health initiatives and ensure that we correctly managed any potential outbreak.

Since the beginning of the pandemic, no transmission has occurred within our worksites. A few employees tested positive, but they were rapidly isolated and their contacts advised. COVID prevention measures and guidelines were developed in collaboration with our employees and implemented for both office and field work. Training was provided to ensure our people had the right information in a timely manner, and all sectors of the organization were represented within the crisis management committees. Health and safety are fundamental values within the organization, and everyone complied with the public health initiatives to ensure we stayed safe and continued to provide the quality services that our clients are accustomed to.

As always, being in an industry where employees are our most important asset, mental health has always been a priority for our organization. This is why we have developed a strategic 3-year mental wellness plan featuring various initiatives, such as:

- > **Surveys to measure our employees' mental health** – Survey for all employees and managers in October 2020 + focus groups on the sources of stress (with employees and managers) in June 2021
- > **A paid "mental health day" for each employee** – One paid "personal day" that employees can take when they feel the need, without having to justify the reason why they want to take the day off
- > **Toolkits for managers to help them support their teams** – New intranet section that contains tools for managers and employees and a summary of all the programs that are available to them
- > **Employee Assistance Program (EAP)** – Program that has been in place for more than 20 years and that offers free and confidential 24/7 counselling
- > **Training, webinars and focus groups** – Several training programs available, including training on the detection of early signs of burnout for both employees and managers

Objectives and targets

At the end of 2018, a five-year HSE strategic plan was developed, presented, and approved by the Executive Committee. The focus was to ensure that health, safety, and the environment are fully integrated into our operations, and that our stakeholders are safe when present in CIMA+'s work environment. The plan is divided into four main pillars:

- > Safety leadership
- > Employee HSE commitment
- > HSE risk management
- > HSE performance measurement

At the end of 2020, CIMA+ decided to pursue ISO 45001 Occupational Health and Safety certification in 2024.

N°	Objective	Target	2019	2020
1	Increase safety leadership	100%	75%	75%
2	Increase employees' HSE commitment	100%	100%	100%
3	Improve HSE risk management	100%	60%	0%
4	Improve the measurement of CIMA+'s HSE performance	100%	0%	100%

Sustainable operations

Occupational health and safety

Under each pillar, several activities were identified for each year, and will be tracked and evaluated accordingly. During the first two years of CIMA+'s strategic deployment plan, all activities identified for safety leadership were accomplished, with the exception of manager safety training. The reason for this delay was the impact of the pandemic on CIMA+ HSE team workload, as they are responsible for developing and providing the training.

All activities pertaining to employee commitment were evaluated, and included training field employees on the HSE platform. We also established a joint health and safety committee (JHSC) in all of our main offices (even if not required by law), and we trained committee members on their role. During the first year of the plan, all activities previously identified under HSE risk management were implemented, and include:

- > Establishing simplified Essential Safety Rules
- > Putting together a robust process to review our documents
- > Ensuring diffusion of documents to employees
- > Ensuring all high-risk tasks have a proper job safety analysis

During the second year of the plan, none of the objectives were accomplished, since the organization's priorities were focused on managing the COVID crisis. At this time, our HSE training shifted from in-class with an external vendor to a hybrid model of virtual classes through external vendors. We have also adjusted certain sections of our training so they can be held internally with one or two people at a time. This important change put a lot of pressure on CIMA+'s HSE team, but they were able to adjust and adapt accordingly. Given the positive response from participants, this new model will likely remain in practice after the pandemic.

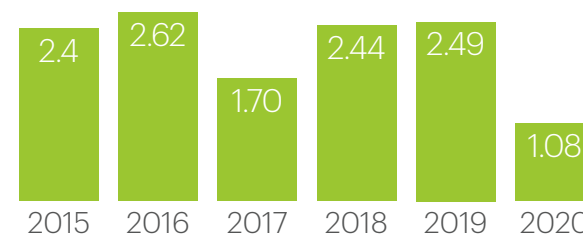
CIMA+ also reduced its office activities to a minimum. To keep employees as safe as possible, all tasks that could be performed by teleworking were eliminated from the workplace. This accounts for approximately 97% of the organization's work.

The plan's last objective was to improve how HSE performance is measured. We struggled during the first year to figure out how to get the appropriate data, and finally succeeded in the second year. Since 2014, CIMA+ has decided not to use incident rates as an indicator of performance, since they are lagging indicators and the organization wants to proactively promote management of health and safety. Conversely, CIMA+ continues to measure its injury frequency rate, which decreased from 2.49 in 2019 to 1.08 in 2020. This progress can be attributed to a reduction in slips and falls, which mainly occur in our office parking lots, and are a common cause of injury.

Not surprisingly, men experience a higher proportion of injuries in the company, except for 2019, where the majority of incidents involved women. This can be explained by the fact that our industry is dominated by male employees, especially on construction sites.

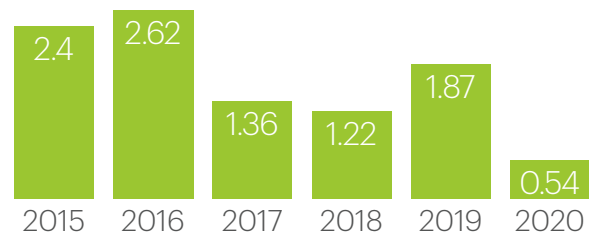
This situation has helped raise awareness of gender diversity at CIMA+. The potential value women can bring to all aspects of the organization, including health and safety, cannot be overstated. For that reason, CIMA+ has put measures in place to encourage women to join the company. On Women's Day, for example, we initiated a "virtual coffee break", where women could discuss their roles, their work, career achievements, and anything else they wished to share with other women who are in leadership positions, or being prepared for such, within the organization.

Total injury frequency rate²

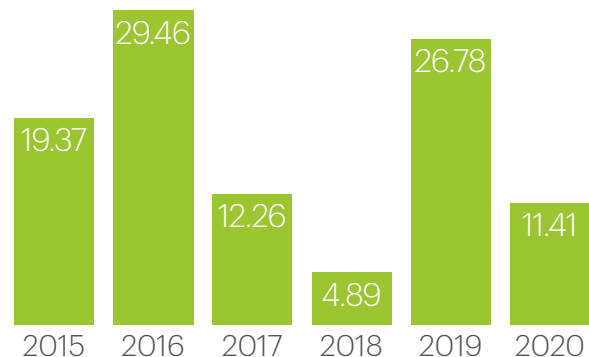


² (Number of lost-time injuries + number of medical aid) x 1,000,000 / Number of hours worked.

Lost-time injury frequency rate³



Severity rate⁴



GRI Indicators

		2017				2018				2019				2020			
		# of lost-time accidents	# of lost days of work	# of medical consultations (excluding lost-time accidents)	Fatalities	# of lost-time accidents	# of lost days of work	# of medical consultations (excluding lost-time accidents)	Fatalities	# of lost-time accidents	# of lost days of work	# of medical consultations (excluding lost-time accidents)	Fatalities	# of lost-time accidents	# of lost days of work	# of medical consultations (excluding lost-time accidents)	Fatalities
By region	Atlantic Provinces	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ontario	0	0	0	0	2	3	0	0	0	0	0	0	0	0	0	0
	Québec	4	36	1	0	1	12	3	0	6	86	2	0	1	36	3	0
	Western Canada	0	0	0	0	1	1	1	0	0	0	0	0	1	6	0	0
By gender	Male	3	17	0	0	4	16	4	0	2	38	2	0	2	42	2	0
	Female	1	19	1	0	0	0	0	0	4	48	0	0	0	0	1	0
By status	Employee	4	36	1	0	4	16	4	0	6	86	0	0	2	42	3	0
	Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total		4	36	1	0	4	16	4	0	6	86	2	0	2	42	3	0

Absenteeism rate⁵

	2017			2018			2019			2020		
	Employee	Supervisor	Overall total	Employee	Supervisor	Overall total	Employee	Supervisor	Overall total	Employee	Supervisor	Overall total
Atlantic Provinces	0.26%	1.15%	0.29%	0.44%	0.00%	0.43%	0.78%	1.51%	0.80%	0.90%	1.00%	0.90%
Ontario	0.86%	0.63%	0.83%	2.01%	1.39%	1.95%	1.76%	2.18%	1.81%	1.02%	1.64%	1.13%
Québec	5.68%	1.17%	5.01%	2.34%	1.57%	2.25%	3.04%	2.54%	2.98%	2.58%	1.66%	2.45%
Western Canada	0.98%	0.46%	0.91%	1.72%	1.72%	1.72%	1.70%	2.44%	1.80%	2.09%	3.78%	2.36%

³ (Number of lost-time injuries) x 1,000,000 / Number of hours worked.

⁴ (Number of days lost) x 1,000,000 / Number of hours worked.

⁵ (Hours planned – hours worked / hours planned) x 100

Sustainable operations

Anti-corruption

The GRI indicator that was selected to measure the performance of CIMA+ in the fight against corruption is based on the number of hours devoted to training in ethics. In 2019 and 2020, a total of 2,365 hours were allocated to three types of activities. Every year, all staff must reread the Code of Ethics and Conduct and renew their commitment to applying its principles. In addition, all new employees must take a training course designed to help them master the content of the Code. Because they are exposed to a greater number of risks, managers undergo more comprehensive training.

The focus in recent years has been on implementing the tools required for ethical governance and behaviour. An evaluation of existing tools and behaviours was conducted in 2020. Among the findings, the analysis indicated that employee training needed to be updated. As well, a new training program for team managers advocating ethical leadership would need to be initiated. We used these results as an opportunity to revise our Code of Ethics.

Ethics evaluation

- > Updating the Code of Governance and Ethics on a regular basis and as required
 - Renewal of the commitment
 - Modification of the media relations policy
- > Maintaining an ethical risk dashboard
 - Evaluation of the awareness level, judgment, and ethical actions of management, partners, and employees
 - Evaluation of ethical issues specific to CIMA+: Establishing and analyzing an inventory of priority issues
 - Evaluation and characterization of the organizational culture
- > Ensuring vigilance with various types of conflicts of interest and their disclosure
 - Identifying and assessing recurring ethical dilemmas and possible solutions by following-up on our donations and sponsorships policy, etc.
- > Assessing the adequacy of the Code and related procedures

2,365 hours
of training in ethics

Application of the Code of Ethics and Conduct

- > Ensuring proper management of reported cases through the use of Clearview Connect

Evaluation of governance

- > Strategy: Analyze the ability of the Board of Directors (BoD) and Executive Committee (EC) to carry out the mission in the higher interests of CIMA+ and its partners
 - Consistency between the mission statement and expectations
 - Consistency between the strategic vision statement and expectations
 - Process for analyzing opportunities and threats
 - Diagnosis of internal and external strengths and weaknesses
 - Consistency of policy directions
- > Operations: Analyze and ensure the capacity for effective management of operations
 - Consistency in the profiles of the members of the EC, BoD, and BoD subcommittees with the expertise required to tackle strategic issues
 - Tracking the EC's action plan using performance indicators
 - Consistency in the decision-making processes to ensure successful execution of the mission
- > Control
 - Follow-up on achievement of objectives through proper management using performance indicators
 - Ensuring transparency between the BoD and EC
 - Monitoring of the risk assessment process (financial, operational, reputational, etc.)
- > Competence
 - Evaluating the capability of the BoD and EC to provide support for the implementation of the strategy
 - Effectiveness of the consulting role of members of the BoD
 - Development of a plan for a renewal of the Board of Directors and Executive Committee
 - Reassessment of the mandates and responsibilities of subcommittees (GEC, Audit Committee)

Sustainable operations

Diversity and equal opportunity

As of January 31, 2021, CIMA+ employed 2,429 employees, partners, and associate partners in Canada. 88.06% had a permanent position, while others filled casual/part-time (5.31%) and temporary (6.63%) positions.

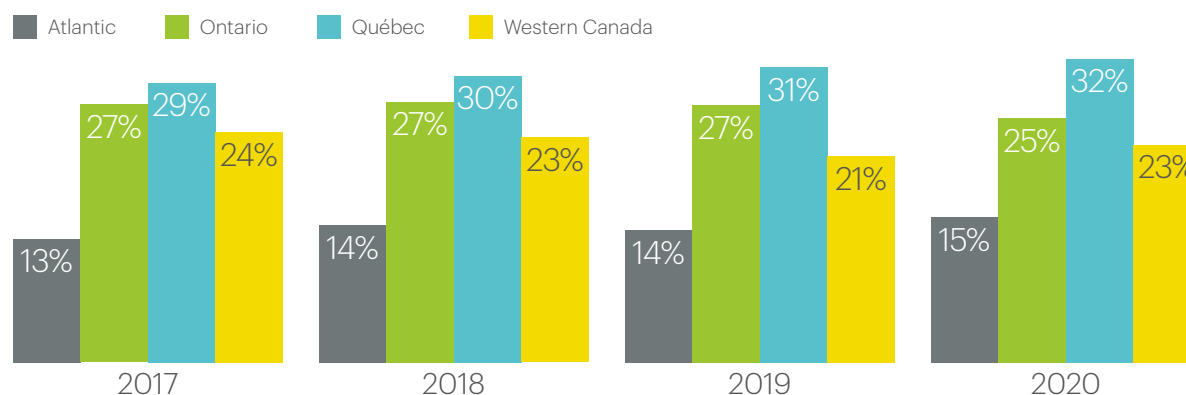
Age distribution shows that our overall staff is younger now than it was two years ago. As of January 31, 2021, the “under 30” category represents 19.3% of the total workforce (compared to 15.8%), whereas the “50 and over” category represents 26.2% of the total workforce (compared to 27.1%).

Furthermore, we noticed a greater diversity in the Executive Committee with the arrival of new female vice presidents (a total of three in 2018). However, we see a slight decrease in the representation of the four groups within the overall workforce, now accounting for 33.8% of the staff. This is compared to 37.0% in 2016.

In order to give equal opportunities to competent individuals from each of the four groups, CIMA+ subscribes to the Legislated Employment Equity Program (LEEP) and the Programme d'accès à l'égalité du Québec. Our Human Resources department is also implementing better practices to attract more women, including the use of gender-neutral forms in job postings. In addition, part of the Perspective training program addresses diversity to improve managers' awareness in this area.

2,429
employees
as of January 31, 2021

Percentage of women per year and per region



Number of employees per year and per region

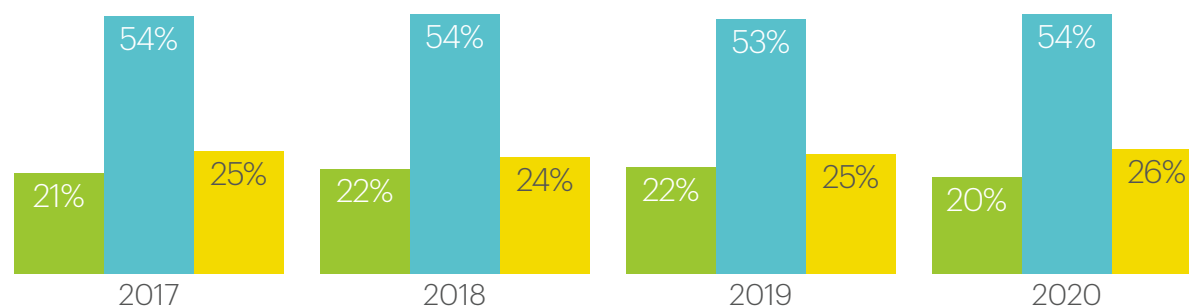
	2017			2018			2019			2020		
Region	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Atlantic	4	27	31	4	24	28	4	25	29	5	28	33
Ontario	61	166	227	75	201	276	85	232	317	84	246	330
Québec	411	999	1,410	468	1,100	1,568	509	1,147	1,656	546	1,179	1,725
Western Canada	53	168	221	45	147	192	49	179	228	51	174	225
Total	529	1,360	1,889	587	1,445	2,031	647	1,583	2,230	686	1,627	2,313

Number of employees who are a visible minority, a person with a disability or an indigenous person per job family

	2017				2018				2019				2020			
Job Family	Visible minority	Disabled	Indigenous	Total	Visible minority	Disabled	Indigenous	Total	Visible minority	Disabled	Indigenous	Total	Visible minority	Disabled	Indigenous	Total
Engineering	73	2	3	599	105	5	6	686	141	7	7	717	162	8	6	688
Management	12	4	1	210	11	4	1	216	17	4	1	248	21	3	2	313
Professional	22	1	0	168	36	2	0	201	52	3	0	248	70	4	2	277
Support	22	3	2	312	38	3	5	304	65	5	7	319	101	6	7	349
Technical	55	6	4	600	81	10	3	626	101	10	5	698	119	10	7	686
Total	184	16	10	1,889	271	24	15	2,031	376	29	20	2,230	473	31	24	2,313

Employees per age group per year

■ Less than 30 ■ 30 to 49 ■ 50 and over



Age group	2017	2018	2019	2020
Less than 30	395	444	493	465
30 to 49	1,013	1,096	1,181	1,249
50 and over	481	491	556	599
Total	1,889	2,031	2,230	2,313

Sustainable operations

Diversity and equal opportunity

Job categories by age group

	2017				2018				2019				2020			
	Less than 30	30 to 49	50 and over	Total	Less than 30	30 to 49	50 and over	Total	Less than 30	30 to 49	50 and over	Total	Less than 30	30 to 49	50 and over	Total
Clerical	44 2.7%	17 1.0%	26 1.6%	87	56 2.9%	23 1.2%	20 1.0%	99	54 2.7%	16 0.8%	20 1.0%	90	60 2.6%	26 1.1%	21 0.9%	107
Administrative	14 0.9%	60 3.7%	30 1.8%	104	16 0.8%	64 3.3%	41 2.1%	121	14 0.7%	67 3.3%	38 1.9%	119	16 0.7%	72 3.2%	36 1.6%	124
Semi-professional and technician	99 6.1%	305 18.7%	151 9.3%	555	108 5.6%	340 17.6%	186 9.6%	634	129 6.4%	342 16.9%	167 8.2%	638	115 5.0%	406 17.8%	207 9.1%	728
Professional	157 9.6%	399 24.5%	111 6.8%	667	213 11.0%	485 25.1%	165 8.5%	863	241 11.9%	523 25.8%	147 7.3%	911	308 13.5%	544 23.8%	175 7.7%	1,027
Middle manager	1 0.1%	111 6.8%	88 5.4%	200	1 0.1%	125 6.5%	79 4.1%	205	1 0.0%	139 6.9%	112 5.5%	252	0 0.0%	158 6.9%	119 5.2%	277
Senior manager	0 0.0%	3 0.2%	13 0.8%	16	0 0.0%	4 0.2%	9 0.5%	13	0 0.0%	6 0.3%	9 0.4%	15	0 0.0%	7 0.3%	11 0.5%	18
Overall total	315 19.3%	895 54.9%	419 25.7%	1,629	394 20.4%	1 041 53.8%	500 25.8%	1,935	439 21.7%	1,093 54.0%	493 24.3%	2,025	499 21.9%	1,213 53.3%	569 24.9%	2,281

Job categories for the four groups

	2017						2018						2019						2020					
	Indigenous people	Women	People with disabilities	Visible minorities	Sub-total	Total	Indigenous people	Women	People with disabilities	Visible minorities	Sub-total	Total	Indigenous people	Women	People with disabilities	Visible minorities	Sub-total	Total	Indigenous people	Women	People with disabilities	Visible minorities	Sub-total	Total
Clerical	0	49	1	3	53	87	0	43	0	2	45	99	0	42	0	1	43	90	1	49	1	12	63	107
	0.0%	3.0%	0.1%	0.2%	3.3%		0.0%	2.2%	0.0%	0.1%	2.3%		0.0%	2.1%	0.0%	0.0%	2.1%		0.0%	2.1%	0.0%	0.5%	2.6%	
Administrative	1	96	2	9	108	104	1	112	2	6	121	121	1	110	1	7	119	119	1	117	0	18	136	124
	0.1%	5.9%	0.1%	0.6%	6.6%		0.1%	5.8%	0.1%	0.3%	6.3%		0.0%	5.4%	0.0%	0.3%	5.9%		0.0%	5.1%	0.0%	0.8%	5.9%	
Semi-professional and technician	3	114	6	29	152	555	2	133	4	49	188	634	2	133	5	25	165	638	4	149	7	67	227	728
	0.2%	7.0%	0.4%	1.8%	9.3%		0.1%	6.9%	0.2%	2.5%	9.7%		0.1%	6.6%	0.2%	1.2%	8.1%		0.2%	6.5%	0.3%	2.9%	9.9%	
Professional	0	165	2	42	209	667	0	227	2	26	255	863	0	258	1	59	318	911	5	311	9	152	477	1,027
	0.0%	10.1%	0.1%	2.6%	12.8%		0.0%	11.7%	0.1%	1.3%	13.2%		0.0%	12.7%	0.0%	2.9%	15.7%		0.2%	13.6%	0.4%	6.7%	20.9%	
Middle manager	1	32	2	5	40	200	1	34	2	8	45	205	1	41	2	4	48	252	0	54	4	15	73	277
	0.1%	2.0%	0.1%	0.3%	2.5%		0.1%	1.8%	0.1%	0.4%	2.3%		0.0%	2.0%	0.1%	0.2%	2.4%		0.0%	2.4%	0.2%	0.7%	3.3%	
Senior manager	0	1	0	2	3	16	0	1	0	1	2	13	0	3	0	0	3	15	0	4	0	0	4	18
	0.0%	0.1%	0.0%	0.1%	0.2%		0.0%	0.1%	0	0.1%	0.1%		0.0%	0.1%	0.0%	0.0%	0.1%		0.0%	0.1%	0.0%	0.0%	0.1%	
Overall total	5	457	13	90	565	1,629	4	550	10	93	657	1,935	4	587	9	96	696	2,025	11	683	21	264*	979	2,281
	0.3%	28.1%	0.8%	5.5%	34.7%		0.2%	28.4%	0.5%	4.8%	34.0%		0.2%	29.0%	0.4%	4.7%	34.4%		0.50%	29.9%	0.9%	11.6%	42.4%	

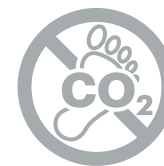
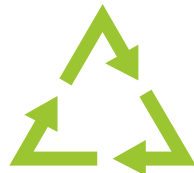
* This significant variation is explained by the implementation in 2020 of a self-reporting form to be completed by new hires

Sustainable operations

Reducing our environmental impact

The reduction of our environmental footprint will be achieved through the following initiatives:

- > Update of our Sustainable Office Layout Design Guide to include the hybrid work model and increase collaborative spaces;
- > Establishment of a green retrofit policy: When negotiating leases or undertaking major retrofits, CIMA+ has established a practice of systematically assessing its offices for green building rating systems, such as LEED-Commercial Interiors (CI) and WELL;
- > Review of our procurement practices for consumables and creation of a sustainable procurement policy;
- > Continually update internal practices, including:
 - Ban all single-use water bottles
 - Switch to paperless environment
 - Improve recycling rates
 - Introduce organic material collection in our offices
 - Review of eco-friendly products the CIMA+ online boutique offering promotional items
- > Conduct a GHG inventory:
 - Our aim is to carry out a carbon footprint assessment for scope 1 and 2 (office operations, vehicles owned by CIMA+, and employee trips) that will be completed in 2021. CIMA+ has implemented a plan to measure, reduce, and offset greenhouse gas emissions from all offices with incremental objectives over subsequent years. The base year for the GHG inventory is 2019, and the emissions calculated from that data will be used to compare our carbon footprint over time.
 - The goal is to align the objectives of the action plan with clear carbon reduction measures and regularly monitor and report on the impact of the strategies implemented.
 - With the implementation of a hybrid work policy in 2021 (working at the office and remotely), a strategy is in place to reduce the overall square footage required for our offices.



Sustainability scoreboard (GRI)

This table presents the mandatory GRI indicators (4th edition), as well as an indicator for each of the 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 CEO and the Senior VP sustainability	2																																
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: Group CIMA+ Inc., namely the holding of CIMA+ group of companies, is a corporation. It holds all G4-17 entities, which are all corporations with the exception of CIMA + s.e.n.c., which is a general partnership. G4-17 refers to consolidated results.																																	
G4-8	Markets served in Canada: 63% of fees come from ministries and public agencies and 37% come from private companies.																																	
	<table><tr><th>Region</th><th>% of sales</th><th>Sector of expertise</th><th>% of sales</th></tr><tr><td>Québec</td><td>72.9%</td><td>Transportation</td><td>23.1%</td></tr><tr><td>Ontario</td><td>14.8%</td><td>Infrastructure, including Environment</td><td>20.1%</td></tr><tr><td>Western Canada</td><td>10.2%</td><td>Energy and Resources</td><td>25.7%</td></tr><tr><td></td><td></td><td>Buildings</td><td>19.2%</td></tr><tr><td>Atlantic Provinces</td><td>2.1%</td><td>Project Management</td><td>7.6%</td></tr><tr><td></td><td></td><td>Communication Systems</td><td>4.2%</td></tr><tr><td></td><td></td><td>Total</td><td>100.0%</td></tr></table>	Region	% of sales	Sector of expertise	% of sales	Québec	72.9%	Transportation	23.1%	Ontario	14.8%	Infrastructure, including Environment	20.1%	Western Canada	10.2%	Energy and Resources	25.7%			Buildings	19.2%	Atlantic Provinces	2.1%	Project Management	7.6%			Communication Systems	4.2%			Total	100.0%	
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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 (2,429); Offices (34); Net revenues (\$289,900,228); 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.																																	

Code	Global Reporting Initiative (GRI) Indicator					Page
G4-10	Employment: Total workforce in Canada (2,429), by gender, region and employment category; Self-employed (N/A.); Variation in employment over three years					
	By gender	Women: 702 (28.9%)	Men: 1,727 (71.1%)			
	By region	Atlantic Provinces: 39 (1.6%)	Ontario: 352 (16.1%)	Western Canada: 249 (10.3%)	Québec: 1,778 (73.5%)	
	By category	Page 32				
	Number as of January 31	2020 : 2,429	2019 : 2,286	2018 : 1,880	2016 : 1,478	2015 : 1,539
	Variation	+57.8% between 2015 and 2020				
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 3,223 suppliers, which represents expenses of more than \$117.4M, mainly incurred in Québec (63%), Alberta (11%), and Ontario (14%), as well as in the United States (4%).					
G4-13	Changes in the organization's size, structure, ownership or supply chain: > There have been important changes in the organization's structure, as described under G4-7 (from s.e.n.c to Inc.)					
G4-14	Precautionary principle (risk management)					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, British Columbia, Ontario, Saskatchewan, Newfoundland and Labrador), LEED, OQM (British Columbia), Canadian Society of Safety Engineering (CSSE), Avetta, Cogninox, Complyworks, Contractor Check, ISN, CQN					

Sustainability scoreboard (GRI)

Code	Global Reporting Initiative (GRI) Indicator	Page																					
G4-16	Membership in associations (such as industry associations) and national or international advocacy organizations: <ul style="list-style-type: none"> > 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 and ISI, HQE, Well International 																						
Identified material aspects and boundaries																							
G4-17	Entities included in the organization's consolidated financial statements	6																					
G4-18	Process for defining report content and aspect boundaries: <p>Material aspects were selected by the members of the Executive Committee and the Senior VP, 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 Sustainability report, and will be covered in an action plan developed by the Center of Excellence for Sustainability and the ESG and CSR Steering Committee.</p>	8																					
G4-19	Material aspects identified in the process of defining report content, and relevance thereof (indicated by an "x") for the organization, both internally and externally:																						
G4-20																							
G4-21																							
	<table> <tr> <th>Social</th><th>Aspects</th><th>Management</th></tr> <tr> <td></td><td>Working conditions</td><td>x</td></tr> <tr> <td></td><td>Occupational H&SI</td><td>x</td></tr> <tr> <td>Labour practices and decent work</td><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> </table>	Social	Aspects	Management		Working conditions	x		Occupational H&SI	x	Labour practices and decent work	Training and education	x		Diversity and equal opportunity	x	Society	Anti-corruption	x	Economy	Direct economic value generated and distributed	x	
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	Diversity and equal opportunity	x																					
Society	Anti-corruption	x																					
Economy	Direct economic value generated and distributed	x																					

Code	Global Reporting Initiative (GRI) Indicator	Page
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements: Middle and Senior Manager job categories were reviewed.	
G4-23	Significant changes from previous reporting periods: None	
Stakeholder engagement		
G4-24	Stakeholders with whom the organization has initiated a dialogue: 8.	
G4-25	Basis for identification and selection of stakeholders: <p>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.</p>	8
G4-26	Organization's approach to stakeholder engagement	8
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.	8
Report profile		
G4-28	Reporting period: <p>Financial year from February 1, 2019, to January 31, 2021</p>	
G4-29	Date of most recent previous report: April 2019	
G4-30	Reporting cycle: <p>Biennial for the last 6 years, and will be reported annually starting 2021.</p>	
G4-31	Contact point for questions regarding the report or its contents: <p>Luc Jolicoeur, Senior Vice-President, Sustainability</p>	

Code	Global Reporting Initiative (GRI) Indicator	Page
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 composed of a minimum of five and a maximum of nine members, of which at least two must be independent. 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 is supported by two Board committees, namely an Audit committee and Human Resources and Compensation Committee. In addition, the following committees provide operational support: the Ethics 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).	

Code	Global Reporting Initiative (GRI) Indicator	Page
Selected material aspects		
G4-LA2	Employment: Benefits that 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.	
G4-LA6	Occupation health and safety	25
G4-LA9	Training and education	22
G4-LA12	Diversity and equal opportunity	30
G4-SO4	Anti-corruption	28
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.	18



Engineering for **people**

At CIMA+, we strongly believe that engineering exists to improve and advance the lives around us, within our own company and our communities.



Engineering
for **people**