



**CIM+**

Engineering for people

# Social Responsibility Report

2021



**30+**  
YEARS



Sustainable engineering for future generations **1** / Message from the President and the Senior Vice-President, Sustainable Development **2** /  
About this Report **4** / About CIMA+ **5** / Vision and policy **6** / ESG (governance) strategy **7** / Management of material aspects **8** /  
UN sustainable development goals **9** / Pillar 1 – Engineering for future generations **10** / Pillar 2 – Empowering our employees and our  
communities **26** / Pillar 3 – Leading a sustainable business **43** / Sustainable development dashboard (GRI) **47**



# Sustainable engineering for future generations

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.

We are conscious of the world's limited resources, and we make every effort to optimize our designs for both new and existing infrastructure assets. Toward this end, we apply the circular economy principle or the 3Rs: reduce, reuse and recycle.

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



Engineering  
for **people**



# Message from the President and the Senior Vice-President, Sustainable Development

Our 2021 Corporate Social Responsibility (CSR) Report continues its transition to an Environment, Social and Governance (ESG) Report, which will be issued in 2022. Our slogan, *Engineering for people*, which was launched in 2020, remains at the heart of our approach, and our Centre of Excellence for Sustainability (CES), launched the same year provides leadership, best practices, research, support and training for sustainable development to all employees.

The CES also provides a harmonized sustainability and social responsibility approach throughout our offices and sectors, based on the following three strategic pillars, recently renamed after completion of a materiality analysis:

1. Engineering for future generations
2. Empowering our employees and our communities
3. Leading a sustainable business

In 2021, the COVID-19 pandemic prevailed throughout the year, resulting in continued telework for the majority of our employees. The challenges arising from the lack of in person interactions and balancing work and family life continued to weigh heavily on everyone's morale. Through the continual support and added efforts of our Human Resources, Senior executives and leadership teams, CIMA+ employees felt heard, understood and supported through these unprecedented times.

We must admit that various aspects of our lives tend to overlap, and it is more important than ever to find a balance and remain flexible, in order to foster >a corporate culture that focuses on work-life balance and overall happiness.

In March, we launched the "Felix" mental health portal, intended as a response to growing needs. One of the objectives of this portal is to destigmatize mental health.

In addition to this new program, we also added a personal leave day in with the intent of encouraging work-life balance. An allowance for the purchase of office and IT equipment made it easier for employees to achieve a more ergonomic set-up at home.

A number of initiatives launched by the various regional social clubs should also be highlighted, including the organization of remote Olympiads, which encouraged our people to move, visit interesting sites and engage in friendly competition.

Finally, it is important to mention the extremely positive results of the Kincentric survey, which revealed increased engagement among our employees. Through the results of the survey, it was evident that employee satisfaction and moral had remained high due to the additional incentives and programs implemented throughout 2021, ultimately highlighting the companies continued status as a Best Employer.

## Parity on the Board of Directors

One significant point to mention this year, which we are particularly proud of, is the inclusion of two new women on our BoD. The Board has now achieved parity among external members, with three women and three men.



## Concerted efforts in environmental matters

As part of our sustainable operations, CIMA+ has implemented a plan to measure, reduce and offset greenhouse gas emissions from all our offices with incremental objectives over subsequent years. The base year for the GHG inventory is 2019 and the emissions calculated from these data will then serve as the base year data, against which emissions will be compared over time.

In 2022, we will set carbon reduction targets and propose an action plan for achieving them.

In the fall of 2021, as a contribution toward reforesting Canadian woodlands, CIMA+ purchased a tree in the name of each of its employees to mark the launch of our employer brand. These trees will be planted in various regions of Canada, including northern Canada, Ontario, the Prairies, British Columbia and Québec. The planting of 2,605 trees will help to remove approximately 370 tonnes of CO<sub>2</sub> from the atmosphere.

As part of our carbon reduction strategies, we have developed a sustainability Policy for CIMA+ Office Interior Fit-out which aims at achieving LEED or WELL certifications for all office space greater than 25,000 square feet. A hybrid work policy for teleworking as well as the electrification of our fleet of vehicles are also underway.

A responsible company must offer its clients engineering solutions based on sustainable development and climate resiliency. We take great pride in noting that many of our projects have earned awards of excellence over the course of the period covered by this Report, including a Canadian Consulting Engineering Award for the Whapmagoostui Cree First Nation Drainage Master Plan – *The jury noted the intelligent design model based on using the right technology and innovative engineering to meet the needs and interests of a community that was seeking to adapt to climate change.*

We continue to evolve toward greater maturity in the area of ESG. We are proud to report the advances our firm has made during the last year, and we firmly believe that 2022 will be an important year for enhancing our ESG strategy ahead of some very important coming years in terms of helping those communities we serve in mitigating the negative impacts of climate change.



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



**Luc Jolicoeur, P.Eng., PA LEED BD+C**  
Senior Vice-President, Sustainability

# About this Report

This Corporate Social Responsibility Report is the fifth accountability exercise published by CIMA+, and covers the period from 2013-2021. To ensure that our communication related to sustainable development is credible to our stakeholders, this Report is guided by the Global Reporting Initiative (GRI), the most rigorous international standard in the area of sustainable development.

In 2021, PwC was mandated to revisit our previous Report, analyze the shortfalls in order to identify paths to improvement as well as conduct a materiality analysis. We have also added a number of elements that are included in the GRI dashboard at the end of this document, among others. This dashboard includes all required information items, along with those that deal with the major aspects.

## Scope of the Report

This Report describes the environmental, economic and social performance of CIMA+ for the period from January 1, 2021 to December 31, 2021, with the exception of financial and training components, for which the period covered runs from February 1, 2021 to January 31, 2022. The data presented covers all CIMA+ subsidiaries active in Canada, these being:

- > Groupe CIMA+ Inc.
- > CIMA+ S.E.N.C.
- > CIMA Canada Inc.
- > CIMA Info Inc.
- > CIMA Geomatics Land Surveying Inc.
- > CIMA Construction Inc.
- > CIMA Solutions Inc.
- > CIMA Architecture Inc.
- > Pragtec Inc.

CIMA International is excluded, as its revenues account for only a small percentage of the total for the group (indicator 102-45).

## Data collection

The data used was taken from the databases of the firm's Finance and Human Resources departments.

A committee made up of members from the Finance, Human Resources and Health, Safety and Environment (HSE) departments, the Ethics Committee and the Centre of Excellence for Sustainability adopted a rigorous data collection framework to ensure that the data would be reliable, accurate and comparable from year to year. In the case where the information provided does not meet the GRI requirements, whether this is due to limitations in data availability or the lack of a management strategy, a disclosure is made in this Report.

The Governance Committee of the Centre of Excellence for Sustainability (CES) is responsible for final verification of this Report, in collaboration with the internal and external communication teams.

## Independent audit

No independent audit was conducted, however as mentioned earlier, PwC carried out an analysis on the shortfalls of our last CSR Report based on GRI criteria in 2021, and we have integrated their recommendations in this Report

The review of various standards carried out by PwC in 2021 includes:

- > Basic and advanced criteria used by the GRI (Global Reporting Institute)
- > Key indicators of SASB (Sustainability Accounting Standards Board) sustainable development accounting measures used by engineering and construction firms
- > Key indicators of TCFD (Taskforce on Climate-Related Financial Disclosures) sustainable development financial measures



# About CIMA+

Founded in 1990 through the merger of three Québec engineering firms, and having accumulated more than 30 years of experience, CIMA+ has grown to become one of the largest private consulting-engineering firms in Canada, with 2,683 employees<sup>1</sup> working in 30 offices from coast to coast.

This Report covers only the Canadian activities of CIMA+ and its affiliated companies, which generated total net revenues of \$340 million as of January 31, 2022. The activities of CIMA International, totalling \$3.7 million (1.1% of consolidated revenues), are excluded.

Our mission is to develop business partnerships with our clients rather than simply providing services. Our organizational structure includes 175 partners and 220 associate partners, representing close to 15% of our total workforce. This ratio of one executive per seven employees guarantees efficient day-to-day supervision and successful completion of projects. Our unique structure results in long-term relationships with our clients, based on excellence, innovation and teamwork. This structure is reinforced by strong values related to ethics, equity, diversity and inclusion, along with social responsibility.

CIMA+ offers a comprehensive range of consulting-engineering services in the areas of transportation, municipal infrastructure, energy and resources, buildings and communication systems. We also offer a wide range of complementary services, including project management, geomatics, environment and sustainable development. Our client base includes provincial and federal government departments and agencies, cities and municipalities and public organizations. Such organizations include those within the industries of health, education, transportation, energy and infrastructure, as well as large private organizations, including some that operate in the natural resources, energy and construction sectors.

More than  
**30**  
years of experience

**2,683**  
employees

**30** offices  
from coast to coast

<sup>1</sup> The term "employee" refers to partners, associate partners and salaried employees who occupy permanent or temporary positions. Unless otherwise indicated, the data reflects the situation as of December 31, 2021.

## Vision and policy

We recognize that our activities have significant economic, social and environmental repercussions, which is why CIMA+ is committed to becoming a leader in the development of innovative and sustainable projects that meet the needs of our business partners. These projects will have a major positive impact on local communities by providing them with more resilient infrastructure assets to better equip them to cope with climate change while minimizing environmental impacts.

This commitment took shape in 2011, with the adoption of a Sustainable Development Policy, followed by the integration of sustainable development into our corporate values in 2012.

A Centre of Excellence in Sustainability (CES) was established in 2020 to ensure a consistent approach to environmental, social and governance (ESG) issues across all offices and sectors through the implementation of a sustainable development strategic action plan. Incorporating sustainable development strategies into

our everyday activities is the responsibility of each member of the organization. The purpose of the CES is to provide the tools and resources needed to facilitate this transition. The CES action plan is based on three strategic pillars:

1. Engineering for future generations
2. Empowering our people and communities
3. Leading a sustainable business



One chapter of this Report is devoted to each pillar so that both the objectives and implementation of the strategic plan can be outlined in detail and with full transparency. We will continue to report on the progress of this action plan through the publication of an annual sustainable development report. In addition, we will make the transition from a CSR Report to an ESG Report in 2022.



# ESG (governance) strategy

## Selection and appointment process for members of senior management

In alignment with the shareholder agreement and the CIMA+ articles of incorporation, the Board of Directors is comprised of an odd number of directors (between five and nine), including at least two independent directors. Members of the Board may be elected for a maximum of two consecutive three-year terms, with the exception of the President and Chief Executive Officer, who remains an ex officio member of the Board for as long as they occupy that position. The shareholders elect members of the Board to fill any vacancies during the Annual General Meeting, and the proposed candidates are recommended and approved by the Board. The members of the Board select a Chairman of the Board from among their number.

In accordance with its mandate, the Board must ensure that there is a mixed array of competencies among its members in order to promote the exchange of ideas, and as a result motivate management to excel. The Human Resources and Compensation Committee is responsible for selecting candidates and making recommendations related to the nomination of new directors. Following its mandate, the primary responsibility of this Committee is to establish selection criteria that will ensure that the nominations will ultimately translate into the diversity of experiences, competencies and genders.

## Conflicts of interest (GRI 102-25)

Pursuant to its mandate, the Board of Directors of CIMA+ is responsible for the following:

- > Ensuring the adoption of the Company's main policies related to safety and security, conflicts of interest and relationships with clients and suppliers, along with the creation of a Code of Ethics and Conduct that applies to all employees without distinction, including senior executives and directors, and overseeing compliance with it.
- > Establishing appropriate mechanisms for ensuring proper compliance with the policies respecting ethics and integrity, and processing complaints or inquiries directed to the Company concerning problems of this nature with the highest level of discretion.
- > Pursuant to the CIMA+ shareholder agreement, the Board of Directors has established an Ethics Committee that is charged with taking concrete measures to allow the Board to carry out its above-mentioned role. With respect to conflicts of interest, the following procedures have been implemented:
  - A Code of Professional Conduct (recently reviewed and amended) provides numerous guidelines as to what constitutes a conflict of interest, and outlines how such conflicts are to be reported (via the ClearView anonymous reporting system). The Code applies to all CIMA employees, partners, managers and directors, and everyone must sign an annual commitment to comply with it. In addition, a training course related to the Code has been created and is compulsory for all CIMA+ employees.

- > The compilation and review of all declarations of conflicts of interest by the Ethics Committee, and the submission of an annual report to shareholders during the Company's annual shareholders meeting by the Chairperson of the Committee.

## Role of senior management in establishing the purpose, values and strategy for sustainable governance related to development (GRI 102-26)

A CSR/ESG sub-committee coordinated by the Senior Vice-President, Sustainability and reporting to the Executive Committee is charged with reviewing the purpose, values, mission and governance strategy related to sustainable development and submitting it to the Executive Committee for approval. This exercise is carried out in parallel with the firm's strategic planning to ensure that it is properly aligned with the Company's ESG strategy.

## Training and workshops for senior management

In 2021, all members of senior management (Board of Directors and Executive Committee) took an ESG training course offered by PwC. The members of the CSR/ESG sub-committee also received a presentation on the UN's sustainable development goals and the results from the materiality study, including a survey conducted among our stakeholders, by PwC.

# Management of material aspects

The first materiality analysis among our stakeholders was carried out in 2016, and a second was recently completed by PwC in 2021. The following stakeholders were consulted: the Board of Directors, the Executive Committee, partners and associate partners, employees, clients, suppliers, local and aboriginal communities, educational institutions, non-governmental organizations, partners and collaborators, professional associations and the media.

This Materiality Analysis helped to identify the major components of an ESG approach.

## Selection of indicators

The following indicators were used in the CSR Reports until 2020:

- > Direct economic value created and distributed (201-1)
- > Employment (401-2)
- > Training and education (404-1)
- > Occupational health and safety (403-2)
- > Anti-corruption (205-2)
- > Diversity and equal opportunity (405-1)

The major elements identified in the ESG materiality matrix prepared by PwC in 2021 have been grouped together under the following three pillars:

- 1.** Engineering for future generations
  - Environmental solutions (climate change)
  - Innovative solutions (focusing on people and sustainable development)
  - Operational excellence (technical excellence and quality client experience)
- 2.** Empowering our people and communities
  - People and culture (mobilization and development of employees, equity, diversity and inclusion, culture, health and well-being)
  - Socio-economic impact (development of communities, partnership and collaboration)
- 3.** Leading a sustainable business
  - Responsible management (ethics and integrity, ESG leadership, transparent communications)
  - Sustainable and responsible procurement

These major elements serve as the background for our CSR Report and can be found in the various sections of this Report.

# UN sustainable development goals

In the fall of 2021, we held a workshop that focused on the sustainable development goals (SDGs) established by the United Nations. Although our activities affect all 17 of these SDGs, we have decided to focus our short- and long-term efforts on the following 7 UN SDDs.



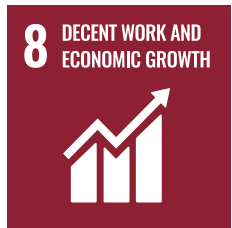
Achieve gender equality and empower all women and girls.



Ensure availability and sustainable management of water and sanitation for all.



Ensure access to affordable, reliable, sustainable and modern energy for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Make cities and human settlements inclusive, safe, resilient and sustainable.



Take urgent action to combat climate change and its impacts.

Beginning in 2022, these SDGs will guide us in the development of our action plan, and our key performance indicators will be aligned with the objectives of the three CES pillars. They will also be used in our internal and external communications to demonstrate that our ESG strategy is indeed solidly incorporated into all of our firm's activities.

To learn more about the United Nations sustainable development goals, please refer to the documentation made available by the [UN Department of Economic and Social Affairs](#).

# Pillar 1 – Engineering for future generations

In 2020, CIMA+ developed an internal guide to sustainable and responsible engineering to ensure that all of its technical staff would build a systematic approach to incorporating sustainable development and climate resiliency into its practices at every stage of a project, from the initial proposal to the operation and maintenance of infrastructure assets. In 2021, we accelerated this transition, which will have a significant impact on our clients by assisting them in achieving their goals for reducing their impact on the environment. In addition, we have enhanced our service offering in the area of sustainable development, highlighting four specialties:

## 1. Sustainable design and performance of infrastructure assets

Gaining a better understanding of the impact of projects on society and the environment to make better decisions early on and optimize infrastructure assets' performance.

Crucial decisions are made at the design stage, including the selection of materials, features, technologies, manufacturing process, potential suppliers, etc. These decisions can affect up to 80% the environmental and social impacts of a project throughout its lifecycle. We can support you in your reflection and decision-making process at this important stage to help you reduce the environmental and social impacts of your project, while optimizing construction, maintenance and operation costs.

## 2. Renewable energy

40+ years of experience in the field of renewable energy.

Our team of more than 150 engineers and technologists has acquired expertise in the areas of hydroelectricity, and the battery storage of wind and solar energy. CIMA+ offers highly specialized services and a design approach that targets the development of effective and economically viable solutions tailored to the needs of our clients and to their goals for reducing carbon emissions and achieving climate change resiliency.

## 3. Active and sustainable mobility

Supporting active transportation while ensuring universal accessibility.

The implementation of measures to incentivize active transportation and promote alternatives to single-occupancy vehicle use is of great importance to stakeholders in both the private and public sectors. Projects and interventions that encourage travel on foot, by bicycle or by means other than single-occupancy vehicle use also influence how our cities develop, and help to create a pleasant and healthy life and work framework. Our team can guide you in the analysis, planning and development of interventions and designs that favour active and sustainable modes of transportation while ensuring universal accessibility.



## 4. Reduction of carbon emissions and climate resiliency

Gaining a better understanding of climate change to mitigate the impact of human activities and reduce carbon footprint.

To allow the transition towards a sustainable way of living and contribute to the development of an economy based on the fight against climate change, it is essential for organizations and businesses to implement concrete measures to reduce their carbon footprint and to increase resiliency in the face of climate change. CIMA+ helps clients understand the environmental impacts of their activities, the applicable mitigation measures, and design principles based on adaptation and resiliency.

### Examples of sustainable engineering projects

The following section presents examples of projects completed by every sector of activity at CIMA+ are presented demonstrating our expertise in sustainable development and climate resiliency.



## Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

# Energy and Resources

Manager: Sébastien Beaudoin

The Energy and Resources sector is at the heart of sustainable development and climate change. For a number of years now, the multidisciplinary teams in this sector have supported their clients by proposing renewable energy, more resilient infrastructure assets or investment in the electrification of transportation. For industrial clients in the sector, CIMA+ provides support in reducing resource utilization by improving manufacturing and transformation processes. Energy efficiency and GHG reduction are at the core of the innovative solutions proposed to our clients.

### Project to reduce corrosion and recover heat from the paper-making machine – Domtar

This project in the pulp and paper industry aligns directly with the principles of the circular economy, and more precisely, industrial ecology, which seeks to optimize resources in an area of activity, namely the reuse of energy and heat recovery.

Our multidisciplinary team (mechanicals, processes, electrical, civil and structural) distinguished itself by identifying synergies with other ongoing projects, including increasing the building's heating capacity. The project was 40% subsidized under Finances Québec's Programme de modernization Tarif L. The Domtar plant (Windsor, Québec) implemented a program to reduce corrosion in its papermaking machines, including reducing the use of chemicals for treating the process water on the one hand, and reducing the humidity level in the dryer hoods on the other. These two factors were identified as having the greatest impact on reducing corrosion in the machinery. As a result, the project helps to extend the useful service life of production machinery.

The work that was performed helped to reduce the rate of corrosion and made it possible to recover 100% of the energy contained in the air in the paper-making machine. The use of an exhauster coupled with a glycol exchanger allows for heating the intake of 100,000 CFM of fresh air to heat the building. The system for cleaning the exchanger plates allows for hot water to be generated from the lukewarm process water. In this way, the plant was able to reduce its steam consumption and GHG emissions.

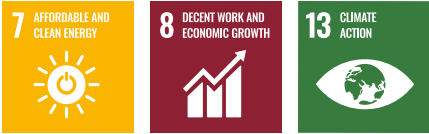




## Innavik Hydroelectric Plant

The Innavik Hydroelectric Plant was initiated in 2008 by *Corporation foncière Pituvik* and Innergex Renewable Energy Inc. The first partnership between an Inuit company and an independent electricity producer, this innovative project will supply the 1,800 inhabitants of the village of Inukjuak with clean and renewable energy, replacing diesel for their basic electricity and heating needs. This run-of-river installation, with an installed capacity of 7.5 MW, fits into the framework of the Government of Québec's 2030 Energy Policy, which targets a 40% reduction in the consumption of petroleum products, among other objectives.

The profits generated by the power station will be leveraged to diversify the community's economy, and will help to create support programs for youth and seniors, develop local initiatives for the benefit of the community and promote local entrepreneurship. In addition, the reduction of GHG emissions improves the air quality in the community by eliminating pollution from the diesel generators while reducing the risk of diesel and oil spills into the river, which supplies the village with drinking water.



# Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

## Buildings

Manager: Julien Jean-Charland



According to a United Nations (UNEP) report, buildings are responsible for 33% of greenhouse gas emissions, 25% of water use and 40% of resource use, and 60% of all electricity is used in residential and commercial buildings. There is great potential for improvement in the performance of the built environment and in the construction of better-performing new buildings.

At CIMA+, we can directly influence these numbers by looking at all possibilities, advising our clients with respect to resilient and sustainable solutions that can be implemented and making the best possible decisions. Our Buildings team sets itself apart through its ability to innovate and push the boundaries of design for each project. Sustainable development is the engine of innovation as we constantly strive to do more with less. Practices that were innovative only a few years ago, such as the use of BIM digital modeling in design and construction, have now become standard, and we continue to enhance our services in order to offer our clients the best.

### Rimouski-Neigette SQ station

After years of sharing space at Sûreté du Québec (SQ) headquarters, the Rimouski-Neigette SQ station has been relocated to a new building.

This new one-storey, 1,850 m<sup>2</sup> police station has a hybrid structure: One section is of light wood frame construction (stud walls, columns, beams and roof trusses), while the administrative section has a conventional steelwork structure. Compared to a steelwork structure, a wooden structure allows for reduction of embodied carbon associated with construction materials. The station has an entrance



hall, secure access, offices, meeting rooms, a command centre, an armory, an equipment room, interrogation rooms with video, a control booth, server rooms, four cells with reinforced concrete walls, a secure parking area, heavy storage, a garage and an unheated evidence storage area.

34 parking spaces have been provided for police vehicles within a fenced-in area (including a charging station for electric vehicles). The outdoor facilities also include 58 staff parking spaces and 9 parking spaces for visitors (including a space for persons with reduced mobility and a charging station for electric vehicles). Specific requirements related to traffic areas were met.

Executed using an integrated design process and BIM, the project is seeking LEED NC v4 certification.







## Granby Aquatic Centre

The Aquatic Centre was designed to meet current needs and those for the next forty years. With the goal of achieving LEED Gold certification, execution of the project required the application of a number of diverse areas of expertise, including 3D modeling, energy simulation, commissioning of the building's systems and guidance through the grant application process.

Following the trend toward having separate pools for recreational swimming and training, the Centre has three pools: two indoors and one outdoor family pool. One of the notable innovations proposed by the CIMA+ team during design of the mechanical systems is the exemplary automation of the water treatment system for the pools, which minimizes the need for chemicals while ensuring excellent water quality. The facility is equipped with a control system for monitoring operation of the equipment in order to maintain the comfort of the users and maximize energy savings and to track building performance for the purpose of maintaining and improving the systems.



Photo : Clément Robitaille

### Contribution to sustainable development

For this project, which earned LEED Canada-NC 2009 Gold certification, CIMA+ demonstrated the full range of its expertise by bringing together a number of elements and executing an exemplary project. This includes the 16 geothermal wells that provide clean and renewable energy recovered by heat pumps from the mechanical equipment and redistributed to the outdoor pool, hot water radiators and radiant heat

flooring in the changing rooms, among other uses. A number of other sustainable building strategies were deployed, including heat recovery using a cassette exchanger, a high-performance curtain wall, a reflective roof and regionally-sourced materials with recycled content.

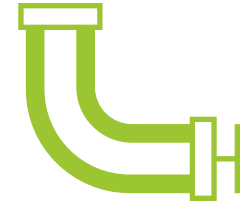


Photo : Clément Robitaille

# Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

## Infrastructure

Manager: Matt Woodbeck



The Infrastructure sector at CIMA+ focuses on environmental protection in executing its numerous projects. From designing upgrades to ensure climate change resiliency to improving the performance of water and wastewater treatment systems, our impact on the world around us is obvious. We are committed to applying our expertise to the benefit of the people and communities we work with by establishing partnerships and promoting equity. We take advantage of pioneering technologies such as virtual reality to reduce construction times.

### Development of the Viau container terminal

CIMA+ built a new container terminal for the Port of Montréal. An innovative and sustainable solution had to be developed to recover and reuse the contaminated soils on the site. Stabilization and solidification of contaminated materials are treatment processes based primarily on two mechanisms: chemical stabilization of the contaminants present in the material to reduce their solubility, and encapsulation of the stabilized contaminated material in a monolithic matrix. This treatment process offers double protection against dissolution of the contaminants into the groundwater. The stabilization and solidification process allowed for class B materials to be used on site. These materials were mixed with cement in a mobile plant and used to build a 300 mm slab as a capping layer under the driving surface, which is comparable to roller-compacted concrete.

Using this technique of soil stabilization and solidification made it possible to reduce the quantity of new quarry aggregates transported to the site, because the monolith replaced the granular sub-base. In total, the Montréal Port Authority estimated a saving of 5,200 tractor-trailer round trips, equivalent to a reduction of 400 tonnes of CO<sub>2</sub> emitted into the atmosphere.

As opposed to dumping them, this process allows for completely safe reuse of contaminated soils directly on site, thus minimizing the ecological footprint of site restoration.



## Energy audit of the Ailsa Craig wastewater treatment plant

Against a backdrop of ever-increasing concern about the environment, and given the anticipated increase in the cost of energy, energy efficiency is more important than ever. Municipal wastewater treatment plants will henceforth be focusing on increasing energy efficiency, and at the same time, reducing the costs associated with energy consumption. CIMA+ was mandated to carry out an energy audit of all individual processes, and to estimate the anticipated energy savings to be gained from the energy efficiency projects proposed for the Ailsa Craig wastewater treatment plant.

The study methodology included the following tasks:

- > Review of reference documents
- > Site assessment
- > Electricity audit
- > Evaluation of solutions for reducing energy consumption



The basic energy analysis revealed that the most energy-intensive processes at the plant were operation of the HVAC units in the screening and filtration works, pumping of the raw wastewater and aeration, which together accounted for approximately 73% of the plant's total energy consumption. A more in-depth study identified possibilities for reducing energy consumption in these processes.

It was recommended that electronic speed regulators be installed on the existing HVAC units to achieve an anticipated payback period of less than two years due to reduced energy consumption. Examination of the wastewater aeration system led to



a recommendation for changing the automated control strategy using existing equipment and instruments. This solution, which was easily implemented, also resulted in a significant reduction in aeration needs and energy consumption.

The recommendations included in this study have the potential to reduce the annual energy consumption of the facility by approximately 30% and significantly reduce the plant's greenhouse gas emissions.



# Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

## Transportation

Manager: Jonathan Corriveau



CIMA+ has been investing in training and development and encouraging multidisciplinary collaboration among its professionals in the Transportation sector for many years with a view to providing its clients and partners with a complete range of sustainable development services.

These cross-sector linkages at CIMA+ also allow clients in various regions of Canada to access complete and diversified services aimed at combatting climate change, offering sustainable adaptive solutions to the risks arising from it, protecting the environment and improving the health, safety and well-being of the public in both urban and remote areas. CIMA+ is also relying on the acquisition and incorporation of new technological tools to speed up, optimize and enhance our study, design and accompaniment services under various project modes. It goes without saying that the agility and active cooperation of the Transportation teams will allow CIMA+ to successfully guide its clients in their future sustainable development projects.

### Lac-Mégantic rail bypass

The project involving the construction of a rail line bypassing the downtown area of Lac-Mégantic is a major project arising from the tragic event that took place on July 6, 2013.

The project entails construction of 11.5 km of rail line outside the downtown area of Lac-Mégantic. This bypass will remove the passage of trains from the daily lives of many residents, and help turn the page on one of the worst railway disasters in the history of the country.

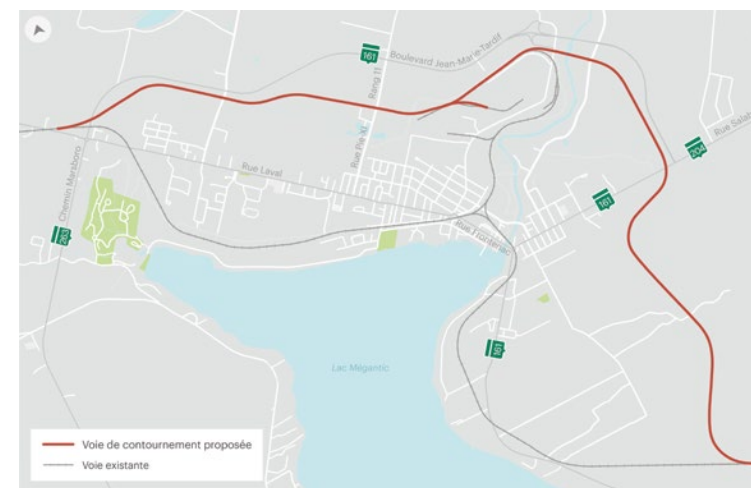
Within the context of its mandate as Crown Engineer, CIMA+ will provide support services to Transport Canada in a number of technical and environmental areas to help fulfill its obligations pursuant to the construction agreement that is currently being negotiated with CP, which will be responsible for the design and construction of the rail line.

Our responsibilities include tracking 138 environmental measures to be applied to the project that were identified under the BAPE process led by the Government of Québec. These measures cover issues related to the natural environment (soil protection, water quality, plant cover, watercourses, wetlands, etc.) and to economic, archeological and other aspects.

As part of this mandate, CIMA+ also conducted an inventory of greenhouse gas emissions associated with construction of the rail bypass. This inventory included



GHG emissions from transportation operations, fixed and mobile worksite equipment, energy acquisition and land-use changes. Among other things, the inventory helped increase awareness among both the client and the project team with respect to the major impact of deforestation on the GHG emissions of the project and ensured that rigorous follow-up efforts would be undertaken to reduce them as much as possible.



## Deconstruction of the original Champlain Bridge (2020-2024)

The original Champlain Bridge, which was commissioned in 1962, was taken out of service on June 28, 2019 after the new Samuel De Champlain Bridge was opened. The dismantling of this original structure, which had reached the end of its useful service life, began in 2020, and will continue into 2024. The deconstruction will free up seven hectares of riverbank lands for the creation of a public-use project. The objective of this component of the project, entitled *Héritage Champlain*, is to enhance the value of the riverbanks and free up the ice control structure that crosses the St. Lawrence River. Seeking to obtain Envision recognition, the Champlain Bridge deconstruction project clearly sets itself apart from conventional industry projects.

Pursuant to its mandate, CIMA+ and its partner have been charged with management of the project during the deconstruction work, with the goal of ensuring that the Design-Build contract, which was awarded to the *Nouvel Horizon sur le Saint-Laurent* consortium, meets all of the contractual requirements related to environmental protection, reclamation of materials, sustainable development, research and development projects and re-employment projects, among other aspects.

Toward this end, CIMA+ has been conducting constant monitoring throughout the project to ensure protection of the environment, in particular by applying work methods that attenuate environmental impacts, such as the implementation of GHG compensation projects. In addition, through its involvement, CIMA+ also ensures the comprehensiveness of materials reclamation activities that are proposed within the context of the project, applying the 3R-RD approach that prioritizes reduction, reuse, recycling and reclamation of materials prior to disposal. Finally, a number of other attenuation measures have been planned to minimize the environmental footprint of deconstruction activities.





## Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

# Project Management

Manager: Christian Berthiaume

The Project Management sector at CIMA+ takes pride in applying best management practices in executing its projects. Continuous improvement and innovation in our processes allow the Project Management sector to excel in terms of its service offer and to build on the relationships of trust and confidence that have been established with our clients.

Our team has more than 150 experienced professionals, including some with LEED® and other certifications. The diverse competencies of our team allow us to offer a range of integrated services complementary to project management in a number of areas (e.g.: lead contracting, management of corporate relocations, management of asset maintenance, BIM/VDC, information governance, etc.). Our sector uses and keeps abreast of the latest available technologies and collaborative project optimization processes in order to ensure that the defined objectives are met at all stages of the life cycle of our projects.

Our values manifest themselves through inclusivity and respect, among other areas, and our team is proud of its parity between men and women, both at the employee level and among the leadership group (partners/associate partners). Social engagement is also a very important value at CIMA+, and we participate in events such as the media food drive, Homelessness Awareness Night, the CIBC Charles-Bruneau Tour, and others.

### New Montréal Justice Complex

CIMA+ was given a mandate by Public Services and Procurement Canada as external project manager for the large-scale project to build the New Montréal Justice Complex (NMJC). CIMA+ is on hand to shepherd the client through the entire process, from design to closing. This new building, with more than 12,000 square metres of space, will accommodate the future premises of the Courts Administrative Service and the Administrative Tribunals Support Service of Canada.

The new complex will be located in the Ville-Marie Borough in the heart of the Old Montréal heritage sector, giving it a certain degree of historical and archeological interest, which provided inspiration for its design. This interest was confirmed by the number of archeological digs carried out in the 2000s. When it purchased the land, PSPC made a commitment to Ville de Montréal that the project would include a heritage aspect to enhance the value associated with the history of the site.

Proceeding from a sustainable and responsible orientation, the design of the NMJC must provide flexibility and adaptability of the spaces with a view to meeting the evolving needs of the federal justice system for more than 40 years. The NMJC will provide a healthy work environment and adheres to the principles of sustainable development, including



attaining LEED Platinum and WELL Silver certification, along with carbon neutrality and exemplary energy efficiency, while taking life-cycle analyses into account.

As is the case at CIMA+, the principles of equity, diversity and inclusion are also a priority for Public Services and Procurement Canada. In order to foster Aboriginal socioeconomic development, this project promotes Aboriginal participation from the design stage to execution of the construction work. In addition, a number of contractual requirements were built into the mandates of the consultants and the construction manager to promote the hiring of women among their key staff.



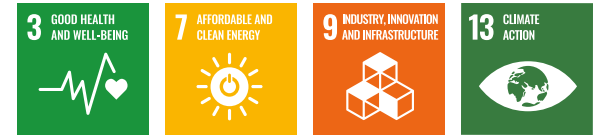
## New Francophone community centre in Orleans

The *Mouvement d'implication francophone d'Orléans* (MIFO) mandated CIMA+ to guide it through managing the construction of its new Francophone multi-purpose centre in Orleans, from selection of the project delivery system to completion of the project. The project is headed by five women, and mainly involves volunteers from the region and MIFO employees.

With a planned 55,000 square feet of space, the new building will occupy the site of the existing MIFO building, which will be replaced. Spaces are designed for various French-language programs and services in support of the arts, culture and community: a theatre, a music school, a gymnasium, a running track, multi-purpose rooms, a studio, a bar, a café and an outdoor garden.

MIFO's social and responsible engagement and its determination to develop a sustainable and responsible project targeting Zero Carbon Building certification meant that CIMA+ could incorporate a number of value-added services into its contribution at this stage of the project (climate resiliency analysis, energy simulation, building life-cycle analysis, to name but a few). Many sustainable development principles have been applied to the design and execution of the project to reduce the ecological footprint of the building and ensure the well-being of its users. The planned strategies include geothermal energy, solar panels, rain gardens, triple-glazed windows and container gardens along the windows.

With the project currently in the design phase, CIMA+ is proud to be a partner in the construction of a building that will be the new cultural and recreational space of choice in Orleans and the Ottawa capital region.



# Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

## Communication Systems

Manager: Hugo Marchand

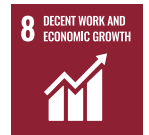


The Communication Systems sector is involved in projects that affect every sector at CIMA+. The use of a variety of technologies generates significant positive benefits for the users of these infrastructure assets: easier communications, increased security, reduced travel time, lower GHG emissions, etc.

In the field of telecommunications, FTTH is a technology that gives the subscriber an end-to-end fiber optic (FO) connection, meaning that the FO cable terminates at the subscriber's home. There are numerous advantages at both the social and environmental levels. Fiber optic offers higher speed with less signal attenuation, there is less electromagnetic interference (EMI), because data are carried by light signals, FO strands are thinner and lighter (allowing for more telephone lines to be run through the same cable), and thus provide greater information carrying capacity and kilometres of fiber optic cable can be manufactured more cheaply than equivalent lengths of copper wire. FO also has a longer service life (100 years). This helps to reduce greenhouse gas emissions and optimize economic development compared to competing approaches.

### Design of a fiber optic network for deployment (3,000 km), RCM of Matawinie

The RCM of Matawinie is building an FTTH network measuring approximately 3000 km in order to provide high-speed internet, television and telephony services. The fiber optic network will serve more than 42,700 homes and businesses throughout the territory. CIMA+ has been mandated by the RCM to oversee completion of this project; which will include review of the design, preparation of detailed construction drawings and specifications, applying for permits and authorizations, coordination of requests for proposals and provision of services during construction of the FTTH fiber optic network. The project has been divided into 2 construction phases with two contractors: Phase 1 covers Rawdon, Saint-Félix-de-Valois and Sainte-Béatrix, while Phase 2 includes Saint-Donat,



Chertsey, Sainte-Émilie-de-l'Énergie, Saint-Michel-des-Saints, Saint-Damien and Saint-Côme. Nearly 30% of the overhead cable in the initial design has been replaced with buried cable during the course of the work in order to alleviate structural problems within the existing network and facilitate more rapid deployment in the sectors. Ultimately, deployment of the fiber optic network will provide high-speed internet access across a territory of 42,700 homes and businesses. High-speed, low-cost, reliable internet access helps combat poverty and promotes economic development in the regions.



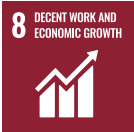




## Deployment of an FTTH network, RCM Antoine-Labelle

The RCM of Antoine-Labelle wants to make quality high-speed internet connectivity available throughout its territory, serving 16,900 homes and businesses, for a total fiber optic deployment of 1,900 km. The RCM has mandated CIMA+ to carry out the detailed engineering for the deployment of its fiber to the home (FTTH) network.

Upon completion of the project, the RCM will have achieved its objective of providing high-speed internet (HSI), television over IP (IPTV) and IP telephony (IPTel) to homes and businesses within its territory. The project has been divided into 2 construction phases with two contractors: Phase 1 includes Rivière-Rouge, Nomingue, La Macaza, L'Ascension, Lac-Saguay, Lac-Saint-Paul, Chute Saint-Philippe, Lac-des-Écorces and Kiamika. Phase 2 covers the municipalities of Mont-Laurier, Saint-Aimé-du-lac-des-îles, Notre-Dame-Pontmain, Lac-du-Cerf, Ferme-Meuve, Notre-Dame-du-Laus and Mont-Saint-Michel.



## Pillar 1 – Engineering for future generations / Examples of sustainable engineering projects

# Environment

Manager: Ann Lussier



The environmental and social aspects of sustainable development at CIMA+ are handled by our Environment team. Our leading-edge techniques for characterization of threatened and vulnerable species, of wetland, riparian and aquatic habitats and of natural environments, combined with the design of innovative protection and mitigation measures, have made CIMA+ a leader in protecting the natural environment. Our expertise in soil characterization, geotechnics and hydrogeology, along with our creativity in the optimal and effective management of rehabilitation projects, makes it possible to improve the world around us while still protecting our environment.

The social dimension of projects is also directed by our Environment team during the urban planning process for residential, commercial, industrial and institutional developments. Through sustainable multidisciplinary project planning, CIMA+ provides its clients with services that take into account the living environment relevant to the project and the ecological and environmental elements that deserve to be protected and enhanced. It is important to add that climate change and the generation of greenhouse gases are also analyzed with a view to developing projects that focus on sustainable development. This approach helps to enhance social acceptability and obtain the government permits required for a project.

### Construction project – Plateau Georges, Gatineau, QC

CIMA+ is applying the social and environmental aspects of sustainable development to this residential development project involving more than 300 units. This project significantly improves the urban, environmental and ecological conditions of the site through the following means:

- > Creation of a shelter for women and children who are victims of intimate partner violence, located near essential services;
- > Partial incorporation of affordable housing units to provide low-income citizens with access to property;
- > Densification of a sector where access to essential services (grocery shopping, banking, pharmacies, restaurants), public transit, the municipal infrastructure and the road network are already present;
- > Minimizing environmental impact through reclamation of a former landfill;
- > Densification of an urbanized sector to reduce urban sprawl and the impact on lands currently in the natural state or used for agricultural purposes.



The CIMA+ Environment team is responsible for the urban planning component, and for conducting environmental studies (ecological study, characterization study, property decontamination plan) and submitting requests for authorization of the project.

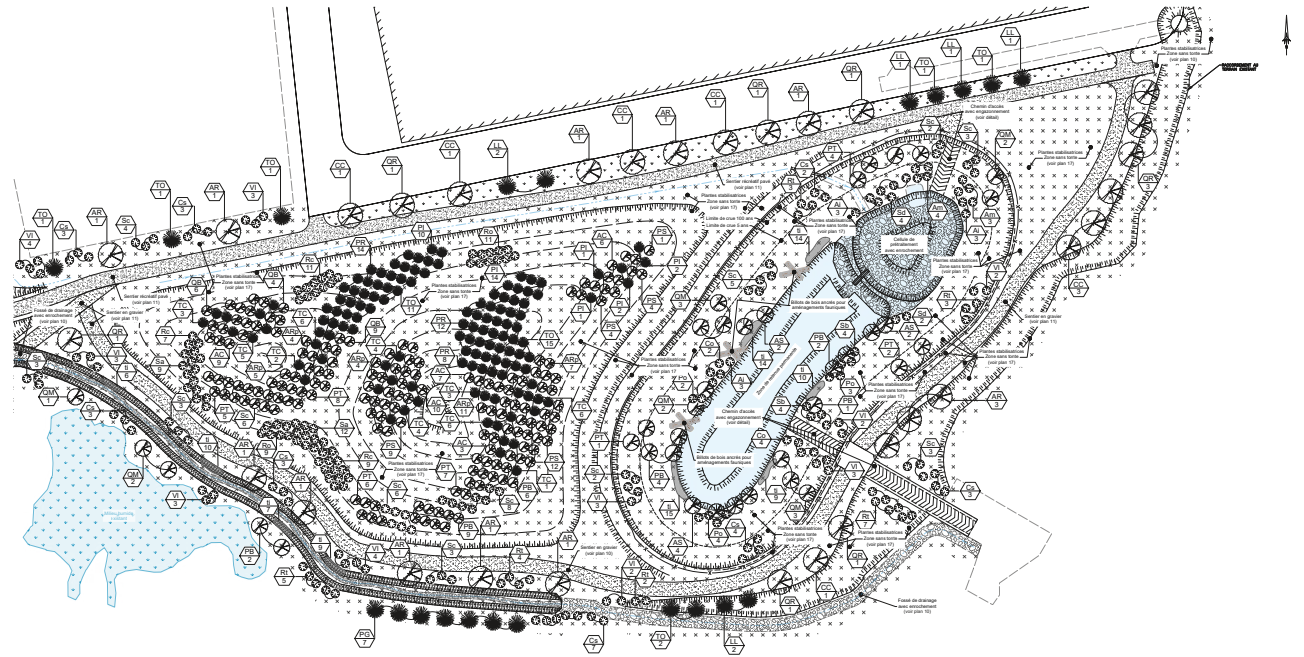


## Creation of a stormwater treatment basin – Plateau Project Phase 70

A real estate development client needed to create a stormwater retention and treatment basin for an extensive residential development within Ville de Gatineau. The targeted site for the basin was subject to a number of constraints in terms of available space and the presence of degraded wetlands and invasive exotic species. The initial design called for a very large basin that would require major excavation work and removal of the soils off site. The CIMA+ Environment team proposed an innovative approach that would reduce costs for the client and enhance the environmental value of the project. Our design had the following aspects of interest:

- > Using the existing wetlands for creation of a retention basin, thus limiting the amount of excavation work required;
- > On-site reutilization of the equivalent of about 40,000 truckloads of soil, eliminating the need to transport it off site and the concomitant generation of GHGs;
- > Enhancement of the ecological value of the area by eliminating the invasive exotic species through the application of various wildlife management measures and by creating a natural environment with greater relief;
- > Naturalization of the retention basin by planting indigenous species attractive to wildlife (birds, butterflies, bats);
- > Creation of a multi-purpose trail connected to the city's network.

Our design helped gain social acceptance for the project and obtain the required government authorizations without the imposition of a compensation requirement by the MELCC.



## Pillar 2 – Empowering our employees and our communities

# Donations and sponsorships

Philanthropy has been deeply-rooted in the organizational culture of CIMA+ since it was founded, especially in the areas of health and well-being, education and the environment. Our philanthropic donations in Canada exceeded \$380,000 for 2021, including a contribution of approximately \$100,000 from our employees.

The main organizations that we have supported are as follows:

- > The United Way
- > The Red Cross, including for the floods in British Columbia
- > Numerous hospital foundations
- > The Breakfast Club of Canada
- > The CIBC Charles-Bruneau Tour cycling challenge, which aids in funding pediatric cancer research
- > *Opération Enfant-Soleil* for sick children
- > Numerous university foundations
- > Donations to the foundation of the *Ordre des ingénieurs du Québec* to assist in training the next generation of engineers

In addition, our employees are actively involved in fundraisers such as Movember and the 24h Tremblant event, helping to collect tens of thousands of dollars for varying charitable causes.

Many of our employees also volunteer with organizations that work to enhance the health and well-being of our communities.

More than **\$380,000**  
in philanthropic donations in Canada,  
including **\$100,000** from our employees



## Pillar 2 – Empowering our employees and our communities

# Education

2,328 employees participated in at least one training activity during the period from February 1, 2021 to January 31, 2022. A total of 103,365 hours of training were delivered, averaging 41.7 hours for women and 45.6 hours for men.

These results are significantly higher than those for 2020. In fact, the relaxation of sanitary measures and the increase in training offered online allowed CIMA+ to relaunch its training initiatives. In 2020, there was an 83% difference between training hours for women and for men, but this gap was reduced to 9% in 2021.

Average training hours by employment category	2019	2020	2021
Administrative*	89	104	152
Technical	30	18	20
Professional	40	31	24
Engineering	28	17	19
Management	25	13	14
<b>Total training hours</b>	<b>82,885</b>	<b>62,705</b>	<b>103,365</b>

\* This category combines all CIMA+ trainees, and their working hours are recorded as training hours.

	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Number of employees trained	661	1,452	624	1,326	734	1,594
Total hours	21,388	61,555	12,814	49,890	30,659	72,706
Average	32	42	21	38	42	46

### HORIZON+ Leadership programs

CIMA+ relaunched its Horizon+ program after reviewing and updating its content. This program is intended for high-level managers, seeking to expose participants to a variety of sources of inspiration and introspection, along with opportunities to communicate more closely with senior management, members of the Board of Directors and prominent guest speakers. The objective is to develop their leadership skills in order to broaden their perspective with respect to the organization's business matters, thus making a significant contribution to the growth of CIMA+.

### ESSOR project

In order to deal with various issues in the engineering field and in the employment market, CIMA+ has set up an ambitious three-year training project that will cover various subjects related to sustainable development and the environment, including climate change, resilient infrastructure and responsible procurement as well as the use of new technologies, such as Building Information Modeling (BIM). Finally, the program will offer training courses related to responsible governance, including project risk management, corporate ethics and document control. The ESSOR project is being offered in partnership with Emploi-Québec, and is intended for all regular employees in Québec.

### Training courses on career development and recognizing employee contributions

A new process for recognizing employee contributions was introduced in 2021. Meetings are held with individual employees to discuss their satisfaction with their work, their ambitions, their career path and their personal development objectives. The process also includes a performance evaluation meeting focusing on the employee's strengths and including a review of their salary. Two courses were delivered to prepare managers for this process, focusing on the principles of compensation and on performance evaluation. A third course reviewing discussions with employees on their development, will be delivered in spring 2022.

## Pillar 2 – Empowering our employees and our communities

# Education

### Cyber security training

In order to combat cyber attacks, CIMA+ launched its *Ne mordez pas à l'hameçon [Don't take the bait]* campaign. Within the context of this initiative, courses on phishing tactics, billing scams and recognizing domains related to malicious emails were delivered throughout the Company. Employees were also trained to detect and report fraudulent emails using test messages sent over the *KnowBe4* platform.

### Ethics training

Finally, CIMA+ deployed a new course on corporate ethics at the beginning of 2022. The objectives of this course are to highlight the strategic role of ethics at CIMA+, to define ethical issues and to identify the competencies required to act ethically.

### LEED cohort

A LEED cohort was held at the beginning of 2021 to accompany engineers who wish to obtain their LEED professional accreditation. Internal training courses were delivered to the group early in the year, and then the cohort continued throughout the exam preparation process, working together to study and clearly understand the requirements for LEED certification. As of the date of this report, ten employees have passed their exam and obtained a LEED professional accreditation.

### Upcoming

Over the coming year, a number of training initiatives will be introduced to support the implementation of numerous changes at CIMA+ and meet the expectations of our partners.

During 2022, CIMA+ will continue the implementation of its ERP and its new business processes. Toward this end, a multitude of online training courses will be launched on the corporate training platform. Among other topics, these courses will cover sound project management practices and the harmonization of numerous practices and processes, including an overhaul of the credit policy and standardization of our service offers. They will help to strengthen the responsible governance of our business practices and improve our operational excellence.

2022 will also see the deployment of our development path for managers. Managers play a key role at CIMA+, both in meeting the organization's goals and ensuring the well-being of all members of our teams. The program for integrating new managers, known as "Management Track", is designed to provide all those who supervise teams with the essential competencies and key knowledge they require to successfully manage employees and to support our initiatives at CIMA+. Emphasis is placed on the acquisition of leadership and team management skills.

Similarly, 2022 will also see the return of our Vision360 and Perspective leadership development programs. We expect to have three cohorts for the Vision360 program and two for Perspective. Over the last year,

the content of the two programs has been adapted to take into account the changes in sound practices and the trends and realities of the employment market, including those related to diversification of the labour force.

Finally, given that the pandemic demonstrated the advantages of telework, CIMA+ has decided to opt for a hybrid work mode. This new work environment will give rise to a number of issues for managers, who will have to operate within a new context. In light of this, courses have been planned to prepare them for efficient management of work and the concerns of employees.

# Pillar 2 – Empowering our employees and our communities

## Indigenous communities

In December 2021, we launched a major project to develop an Action Plan for reconciliation with indigenous communities.

With support from the indigenous firm Creative Fire, this project will last approximately 6 months, and will allow us to review our existing approach and determine how it differs from the desired approach. This project includes re-examining our policies, our training needs, the hiring of more indigenous resources and our collaboration and partnership strategy, among other things. We will then develop a concrete Action Plan that will be closely integrated into our overall ESG strategy.



## Pillar 2 – Empowering our employees and our communities

# Equity, diversity and inclusion

**2,683**  
employees  
on December 31, 2021

On December 31, 2021, CIMA+ had 2,683 employees, partners and associate partners in Canada, including 89.71% in permanent positions.

The age distribution is stable. On December 31, 2021, the under-30 age group accounted for 19% of all employees, while the 50-and-over category represented 26% of our personnel.

In addition, we have noted greater diversity at the senior management level, and we take great pride in pointing out that our Board of Directors has achieved parity among its external members, with three women and three men. Our entire work force continues to develop in a positive direction with respect to diversity. We have seen an increase in the representation of the four groups, which now account for 44.73% of personnel, compared to 34% in 2017.

CIMA+ adheres to the Legislated Employment Equity Program (LEEP) and the *Programme d'accès à l'égalité du Québec* (equal access employment program) to ensure equal access to opportunities for competent members of one of the four groups. Complying with these programs enables us to see where we stand in relation to representation and availability within our markets. The data collection method used is self-declaration at the time of hiring, and updating is continuous. We are pursuing our action plans aimed at promoting recruitment and retention of these four groups. For example, new training modules are under development, and existing portions are being improved.

Employment category by gender

		2017		2018		2019		2020		2021	
		Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Permanent	Atlantic Provinces	3	8	3	24	4	23	4	24	6	25
	Ontario	42	137	57	153	66	164	82	210	91	246
	Québec	334	804	411	940	471	1,103	516	1,070	588	1,207
	Western Canada	35	129	47	148	46	148	47	160	57	187
Contract	Atlantic Provinces	N/A	N/A	N/A	N/A	N/A	N/A	0	2	0	4
	Ontario	N/A	N/A	N/A	N/A	N/A	N/A	0	10	2	12
	Québec	N/A	N/A	N/A	N/A	N/A	N/A	7	30	9	24
	Western Canada	N/A	N/A	N/A	N/A	N/A	N/A	2	14	5	16
Full-time	Atlantic Provinces	3	8	4	27	4	23	4	26	6	30
	Ontario	42	139	59	154	63	151	81	218	91	263
	Québec	343	813	415	954	454	1,051	545	1,102	602	1,239
	Western Canada	38	135	51	157	25	137	46	162	59	201
Part-time	Atlantic Provinces	0	1	0	3	0	0	0	0	1	1
	Ontario	3	10	4	45	3	13	6	15	6	20
	Québec	23	57	13	62	17	52	18	59	35	94
	Western Canada	5	9	4	14	1	11	4	20	7	28



## Job categories for the four groups

	2018						2019						2020						2021					
	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	43	0	2	45	99	0	42	0	1	43	90	1	49	1	12	63	107	1	48	0	11	60	104
	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%	2.8%		0.0%	1.8%	0.0%	0.4%	2.2%	
Administrative	1	112	2	6	121	121	1	110	1	7	119	119	1	117	0	18	136	124	2	94	1	9	106	95
	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%		0.1%	3.5%	0.0%	0.3%	4.0%	
Semi-professional and technical	2	133	4	49	188	634	2	133	5	25	165	638	4	149	7	67	227	728	3	213	10	105	331	835
	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%		0.1%	7.9%	0.4%	3.9%	12.3%	
Professional	0	227	2	26	255	863	0	258	1	59	318	911	5	311	9	152	477	1,027	6	373	9	206	594	1,257
	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%	6.6%	20.9%		0.2%	13.9%	0.3%	7.7%	22.1%	
Middle manager	1	34	2	8	45	205	1	41	2	4	48	252	0	54	4	15	73	277	0	75	3	26	104	360
	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%	3.2%		0.00%	2.80%	0.11%	0.97%	3.88%	
Senior manager	0	1	0	1	2	13	0	3	0	0	3	15	0	4	0	1	5	23*	0	4	0	1	5	32
	0.0%	0.1%	0	0.1%	0.1%		0.0%	0.1%	0.0%	0.0%	0.1%		0.0%	0.2%	0.0%	0.0%	0.2%		0.00%	0.15%	0.00%	0.04%	0.19%	
<b>Overall total</b>	<b>4</b>	<b>550</b>	<b>10</b>	<b>92</b>	<b>656</b>	<b>1,935</b>	<b>4</b>	<b>587</b>	<b>9</b>	<b>96</b>	<b>696</b>	<b>2,025</b>	<b>11</b>	<b>684</b>	<b>21</b>	<b>265</b>	<b>981</b>	<b>2,286</b>	<b>12</b>	<b>807</b>	<b>23</b>	<b>358</b>	<b>1200</b>	<b>2,683</b>
	<b>0.2%</b>	<b>28.4%</b>	<b>0.5%</b>	<b>4.8%</b>	<b>34.0%</b>		<b>0.2%</b>	<b>29.0%</b>	<b>0.4%</b>	<b>4.7%</b>	<b>34.4%</b>		<b>0.5%</b>	<b>29.9%</b>	<b>0.9%</b>	<b>11.6%</b>	<b>42.9%</b>		<b>0.45%</b>	<b>30.08%</b>	<b>0.86%</b>	<b>13.34%</b>	<b>44.73%</b>	

\* Includes board members

## Pillar 2 – Empowering our employees and our communities

# Equity, diversity and inclusion

### Employment

CIMA+ creates economic value and distributes it to its employees and communities (O1-1). A stock-ownership plan allows our team members to invest in the organization and earn dividends like other shareholders.

946 employees held 80,066 shares among them as of December 31, 2021. The addition of the 375 active partners and associate partners in Canada means that at total of 1,321 employees share ownership of the organization, for a combined participation rate of 50%.

For close to two decades, our employees and partners have been taking part in an annual survey related to engagement. This anonymous survey, conducted by Kincentric, covers all employees across Canada. Year after year, employees rate CIMA+ among the “Best Employers in Canada”. More specifically, the level of engagement among our employees is on the rise: 77% in 2017, 80% in 2018, 82% in 2019 and 83% in 2021. The results of the survey are analyzed in minute detail to identify the strengths to be cultivated and areas where further development is required, and to implement initiatives targeting sectors that need improvement. Our next inclusion in the survey is planned for 2023.

The areas where employees expressed concern in the 2021 survey fall under the following headings:

1. Talent and staffing
2. Branding
3. Senior management
4. Accountability and autonomy
5. Compensation and recognition

Afin de répondre aux préoccupations des employé-e-s, nous avons pris diverses actions au niveau de l'acquisition de talent et de la marque employeur, plus précisément.

In response to these employee concerns, we have taken various actions specifically related to talent acquisition and employer branding.

In terms of talent acquisition, the team has been expanded to meet requirements in the areas of attraction and recruitment. One colleague was promoted to the newly-created position of Advisor for talent scouting and the student experience. This individual works to develop procedures and tools aimed at providing students with the best possible experience.

Our employer brand was launched internally and externally in October. The methodology used was a survey of our employees to ensure that the brand image that was developed would correspond to their lived experience. This brand rests on a foundation of 3 pillars.

### Learning

#### ***A variety of challenges that make you grow***

We have a lot of opportunities to learn and develop by working on projects that rally our teams.

### Kindness

#### ***Caring and employee-owned organization***

We have a fundamental human culture — senior management really cares about everyone and shows it in various ways.

### Flexibility

#### ***Freedom of an entrepreneurial culture***

We offer freedom of space for everyone to develop, and balance work and personal life.

With respect to senior management, accountability and autonomy, we understand that our employees wish to make an active contribution to the corporate mission by understanding the strategies that will be deployed to achieve our strategic orientations. Toward this end, the President and Chief Executive Officer will meet with all employees to inform them of the strategic initiatives to be deployed over the coming year. With a clear understanding of the strategies, they will be able to relate their individual goals to the organization's goals. Within this framework, we can provide them with the manoeuvring room they need to perform their role. This also fits in with the implementation of hybrid work within our teams, where autonomy and accountability are essential.

In terms of compensation and recognition, we have developed online training courses focusing on compensation, along with ongoing feedback to provide our managers with a sound understanding of the principles of compensation and their application, and to highlight the importance of giving employees regular feedback to promote skills development. In addition, we conducted rigorous analyses of our market positioning in the area of compensation, and we made some major adjustments in that area in order to remain competitive within the market and to be able to attract and retain the best talent.

In addition, we continue to enrich the modules of all of our training programs in the areas of management (VISION360) and project coordination (Perspective), and are making them more accessible by increasing the number of training groups. We are also creating a program for all managers, which is intended to gather together all of the internal training materials developed so far, and thus serve as a source of reference materials and tools that can guide our managers in carrying out their role within CIMA+ and help to properly integrate new managers who join the organization.

## Recognition of employee contributions

For many years, managers have been required to evaluate the performance of their employees. In 2019, we initiated a review of this process to focus more on ongoing feedback and emphasizing the skills development of our employees. This new process was implemented in 2021. The revised process calls for specific meetings to be held with individual employees to discuss their satisfaction with their work, their ambitions, their career path and their development goals. The training courses accompanying this annual development and recognition cycle are an integral part of the program for the managers in question.

Finally, in an effort to better equip our managers, we plan to train them in remote team management using a hybrid model. This will help CIMA+ meet the challenges associated with this new “normal”.

## New ethics training

We redesigned this training in 2021 with a view to maintaining ethical behaviour and facilitating ethical decision-making, and deployed the revised version in January 2022.

With that in mind, we proudly launched our new slogan: “Engineering for people”. These few words perfectly translate our steadfast focus at CIMA+ and encompass our unshakable convictions, our fundamental values and our corporate culture.

## Talent+, CAMPUS CIMA+ and Intelix

Going back to 2018, we have implemented our Human Resources Information System (HRIS) to improve our performance in the area of managing HR-related processes. This system, which is intended to meet the needs of employees with respect to autonomy and access to information, among other things, continues to evolve and provide new services for both employees and managers. In fact, we added the module on managing the distribution of shares in 2021.

We also launched our online training platform – CAMPUS CIMA+. This Learning Management System (LMS) is open to all employees, offering a variety of courses and webinars. From a strategic perspective, this system allows us to manage training more effectively, standardize our processes and centralize our data. We also introduced a platform dedicated to managing ESS activities. We continue to develop these tools in order to offer more and more functionalities and respond as optimally as possible to the needs of the organization.

## Pillar 2 – Empowering our employees and our communities

# Equity, diversity and inclusion

### Pinnacle training platform

The Pinnacle platform was completely recast in 2021, with a reorganized and simplified training offer. The platform centralizes all of the courses offered on the acquisition of skills and technical competencies, including CAD-BIM (computer-assisted design and building information modeling). It offers courses on the use of Office 365, Autodesk, Revit, Bluebeam, Enscape, Bentley, BIM, etc. It is important to provide easy access to these courses, because the way we build and manage our assets is evolving rapidly, such that the implementation of tools such as BIM is crucial for keeping abreast of the new technologies used in the construction industry. If we are to achieve our goals in the areas of operational excellence and sustainable development, we must keep pace with these changes.

### What's next?

Over the coming year, we plan to launch a number of training initiatives that will allow us to meet the needs of our clients and employees and prepare for the challenges involved in sustainable engineering.

The issues related to climate change in particular cannot be ignored. In light of this, CIMA+ has planned a comprehensive training program on sustainable development. For example, courses on climate change, resilient infrastructure and responsible procurement will be offered. This program covers all of the methods and techniques that can be used to design projects with a reduced environmental impact. The objective is to design projects that are climate change resilient, and to train CIMA+ employees to be able to make informed decisions that are consistent with our corporate social responsibility and sustainable development.

We also plan to launch our new enterprise resource planning (ERP) system this year, resulting in all of our operational processes being managed and integrated under this single system. We will authorize major efforts to teach all CIMA+ employees how to use this system to manage projects, budgets and responsible procurement, among other things.

Finally, the growing needs in all sectors of activity will highlight the labour shortage in the province, and more specifically, in the areas of sustainable development and environmental services. In response to this problem, CIMA+ plans to focus on the training of managers and high-potential employees, which will allow us to increase our employee retention, strengthen engagement among staff members and develop careers.

## Pillar 2 – Empowering our employees and our communities

# Employee health and safety

CIMA+ has a health and safety management system (HSMS) that was originally created based on the OHSAS 18 001 standard. Since being implemented in 2013, it has undergone a number of changes, with the participation of our employees, to meet the requirements of our clients and the regulatory requirements of the individual provinces in which CIMA+ operates.

The HSMS applies to all CIMA+ offices in Canada, to all activities in every technical and administrative sector and to our visitors and subcontractors. In addition, after an in-depth evaluation of the situation last year, the CIMA+ Executive Committee decided to make adjustments to its HSMS with a view to obtaining ISO 45 001 certification in April 2024.

### Strategy and objectives

The vision of CIMA+ in this area is to prioritize the health and safety of people. To achieve this, CIMA+ supports the creation of safer workplace environments through collaboration, innovation and knowledge transfer. Therefore, the organization has adopted a health and safety strategy that is divided into four main objectives.

For each of these objectives, performance indicators are identified, approved and tracked by the Company's Executive Committee.



**Vision:**  
Safety for people



**Mission :**  
Support the creation of safer workplaces through collaboration, innovation and knowledge transfer



## Pillar 2 – Empowering our employees and our communities

# Employee health and safety

### Golden Rules

Some Golden Rules have also been established within the organization. These are fundamental principles aimed at preventing serious and fatal incidents in connection with the Company's activities, and they are not to be circumvented under any circumstances. We believe that they can save lives if they are rigorously applied. They apply to everyone employed by or performing work for CIMA+. In addition, these rules have been developed with participation from the members of the health and safety committees of our establishments. They are easy to remember, simple and accessible to everyone. They are presented to all of our employees upon hiring, and as is the case with the health and safety policy, they must be reviewed annually by all members of our organization.



Be fit for duty



Be trained and competent



Follow procedures



Complete a hazard assessment



Wear, inspect and maintain PPE



Refuse unsafe work



Report immediately



Drive safely

### 10.1.5.3 Procedure for identifying dangers, assessing risks and determining control measures

CIMA+ has developed and implemented a procedure aimed at identifying dangers, assessing risks and determining control measures. We have also developed a risk matrix to define the organization's risk tolerance, prioritize the handling of dangers based on their criticality and effectively manage mitigation efforts. The methods for controlling risks are ranked according to the following hierarchy:

1. Elimination at source
2. Risk substitution
3. Engineering solutions
4. Administrative control measures
5. Personal protective equipment

As a first step, CIMA+ compiled an inventory of all of its activities, and then identified dangers, assessed risks and determined control measures.

Next, all of the activities were broken down into tasks, and a task safety analysis (TSA) was conducted for each task in accordance with general workplace health and safety standards. Based on this analysis, working instructions were prepared to reduce the risk to an acceptable level. A procedure was also defined for updating existing TSAs and creating additional TSAs when tasks involved in CIMA+ activities change. All of the TSAs and working instructions are available to the members of our teams.

The final stage of our risk assessment procedure is the worksite assessment. When work is performed outside of the offices of CIMA+, an assessment of worksite risks is conducted before the work begins, in order to identify the risks and ensure that all of the controls have been properly implemented. The worksite assessment allows employees to perform a final check before proceeding in order to ensure that everything is safe.

A number of measures have been introduced to facilitate the reporting of dangers or dangerous situations. Finally, individuals also have the option of using the ClearView platform to make a completely anonymous report concerning anything related to their work that they are uncomfortable with. This tool is administered by the CIMA+ Ethics and Integrity Committee, and the names of individuals making reports are not known to anyone inside our organization. Although we have many tools, more awareness efforts and positive reinforcements are required to encourage staff members to use the tools at their disposal and help everyone appreciate the added value that these tools provide.

## Pillar 2 – Empowering our employees and our communities

# Employee health and safety

### Incident investigation and analysis procedure

In order to standardize its approach, CIMA+ has established and maintains an incident investigation and analysis procedure. Incidents that require reporting to governmental authorities, as well as incidents or near incidents that are potentially very serious, are subject to investigation and analysis of the underlying causes. The primary goal of the investigation is to determine the causes and take corrective actions to avoid a recurrence. The corrective actions are recorded in Intalex. One individual is put in charge of handling the incident, and a deadline date is identified. The follow-up on the effectiveness of the corrective action is also documented. The Ishikawa or TapRoot™ methodologies are used for causal analysis. Investigation reports are reviewed by the manager and the health and safety committees, and by the Executive Committee in the case of a major incident. De-identified summaries of investigations and reports on the actions taken are distributed through the organization's communication networks.

### Procedure for managing health and safety training

Upon hiring, each individual undertakes a health and safety awareness training course that is divided into five modules. The first module explains the roles and responsibilities of each stakeholder within the internal accountability system, along with the rights and obligations of each individual. The second module covers our risk analysis process and explains the dangers specific to our work environment. The third module explains how to get help, how to report an incident or near incident and the procedure to be followed in an emergency. The fourth module deals with the prevention of workplace violence and harassment. Finally, the fifth module is a tour of the premises to explain where first-aid kits are located, identify first-aid workers, point out muster point is, explain the procedure for obtaining personal protective equipment and identify the members of the health and safety committee. In addition to the awareness training, each new hire must also take our Workplace Hazardous Materials Information System (WHMIS) training course.

The manager of the new resource must then determine the specific training courses required based on the tasks that the individual will be required to carry out. The list of training courses covers a variety of situations related to where the individual will be working and the dangers to which they will be exposed. Examples include working near water; working in confined spaces; contaminant awareness; electrical safety; working near vehicular traffic lanes; the selection, use and maintenance of personal protective equipment; protection against falls, etc.

In the case of individuals or organizations working for CIMA+ but not employees, the person responsible for their work within CIMA+ must ensure that the individuals have the training courses required for the work assigned to them. Management of the health and safety aspects of subcontracting is one area where we hope to improve over the coming years so that we can better manage the day-to-day health and safety performance of our subcontractors in relation to the level of risk associated with their work.





## Critical tasks

After listing all of the activities carried out by members of the CIMA+ teams, the following eight tasks were identified as being critical to the process of identifying dangers, assessing risks and determining mitigation measures:

In collaboration with the members of the teams performing these tasks, a task safety analysis was conducted for each one, along with a set of work instructions. What makes these tasks so highly critical is the fact that a simple misstep by one person during

operationalization of the task, detection of the danger, implementation of control methods or planning of the response in the event of an emergency can result in a serious or even fatal incident. In all these activities, the organization depends on the performance and action of its human resources, who are responsible for ensuring that proper barriers and measures are put into place to prevent an incident from occurring.

A serious incident occurred last year in connection with an entry into a confined space. Some of the mitigation methods required had not been put into place. Subsequent to the incident, a number of communications were issued to increase the awareness of members of our teams with respect to the dangers involved and the importance of implementing the proper control measures. We believe that, if all of the identified measures had been put into place as they should have been, the incident would not have occurred. We have experienced other minor incidents involving the identified critical tasks, and the measures that were put into place showed that, when the measures were properly applied, the consequences were minor.



Working in confined spaces



Working at heights



Working near live electrical systems



Working near or above watercourses



Working in a trench or excavation



Working alone or in an isolated location



Working near vehicular traffic lanes



Operating a vehicle

## Pillar 2 – Empowering our employees and our communities

# Employee health and safety

### Employment injuries and work-related illnesses

The main cause of employment injuries requiring absence from work beyond the day of the event continues to be moving about on slippery surfaces, although there has been a rebound in injuries caused by overhanging structures this year. The frequency and severity of injuries increased significantly in 2021 compared to 2020, which can be explained in part by a greater presence in the field in 2021, increasing the probability of occurrence, and also by a relaxation of certain good practices, such as conducting worksite risk assessments and the need to go to the office to pick up safety equipment when people are working remotely.

With respect to work-related illnesses, there were none that required a work stoppage. Although our resources may sometimes be exposed to noise and certain contaminants, the frequency and duration of this exposure is very limited, and the protective measures that have been implemented to date have been sufficient. The most frequent work-related illnesses that we observe are musculoskeletal disorders of non-traumatic origin. The new reality of remote work has been accompanied by its share of challenges in this area. In order to be proactive and ensure that our people have a properly outfitted workspace, a number of measures were implemented, such as videos with ideas for improving office space

ergonomics using objects present in the home, an allowance for the purchase of certain items of office equipment, interactive tools to adjust certain work postures based on the pain experienced and the services of an ergonomist. Although some individuals experienced musculoskeletal discomfort, there was no case in the last year that degenerated into an occupational illness. Danger in the workplace related to the mental well-being of our people remains a major concern for the organization, and budget allocations have been made for a number of efforts to ensure that these dangers are properly controlled and do not develop into work-related illnesses.

The knowledge industry, in which employees are the most important resource, relies on the general and mental health of its members. That is why we have developed a three-year strategic mental health plan, which includes the following initiatives:

- > Hiring of a full-time resource dedicated to health and wellness initiatives
- > A “Personal mental health day” for all employees – A day of paid leave that employees can use whenever they feel the need, without having to give a reason
- > A new Intranet section containing tools for both managers and employees, along with a summary of all of the programs available to them
- > An employee and family assistance program (EFAP) – A program implemented more than 20 years ago that offers free and confidential consultations 24/7
- > Training courses, webinars and discussion groups – Many training programs for both employees and managers, including training related to detecting the first signs of burnout
- > Assignment of a member of the Executive Committee as program sponsor

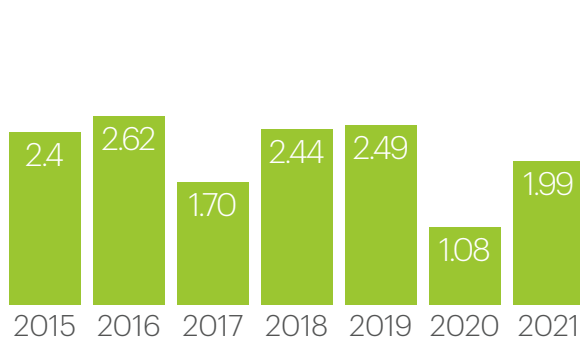
- > Creation of a mental health day (2021) and a mental health week (2022)
- > Preparation of information bulletins
- > Definition of governance of the mental health committee
- > A video to promote and expedite the initiatives proposed by the committee
- > Time- and priority-management tools for all managers and employees
- > A training course for managers related to non-financial recognition
- > Preparation of a policy respecting work/home separation and a charter respecting work-life balance
- > The commitment of senior management, through awareness workshops and conversations pertaining to corporate culture and business practices that could reduce workloads, which are the main source of stress among our employees.

No.	Objective	Target	2019	2020	2021
1	Increase safety leadership	100%	75%	75%	0%
2	Increase HSE commitment among employees	100%	100%	100%	59%
3	Improve HSE risk management	100%	60%	0%	43%
4	Improve the measurement of CIMA+'s HSE performance	100%	0%	100%	61%

## Pillar 2 – Empowering our employees and our communities

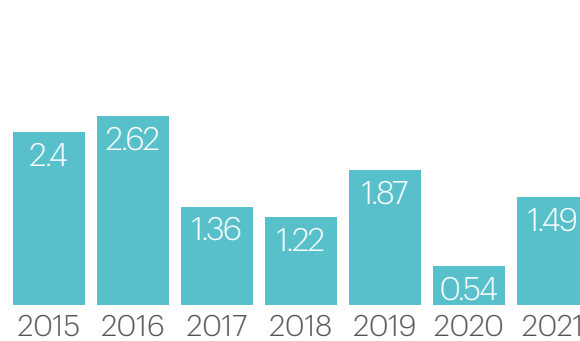
# Employee health and safety

Total injury frequency rate\*



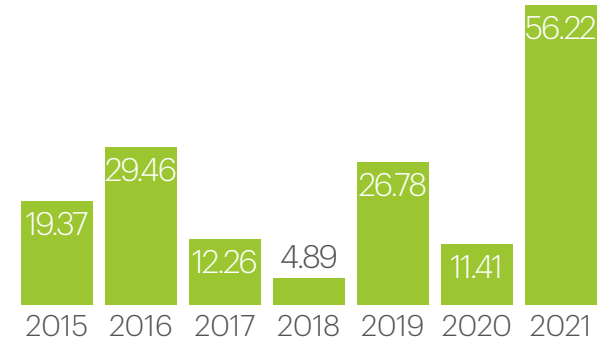
\* (Number of lost-time injuries + number of medical aid) x 1,000,000 / Number of hours worked.

Lost time injury frequency rate\*



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

Severity rate\*



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

### GRI Indicators

		2017				2018				2019				2020				2021			
		# 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	# 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	0	0	0	0
	Ontario	0	0	0	0	2	3	0	0	0	0	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	6	203	2	0
	Western Canada	0	0	0	0	1	1	1	0	0	0	0	0	1	6	0	0	0	0	0	0
By gender	Male	3	17	0	0	4	16	4	0	2	38	2	0	2	42	2	0	1	4	1	0
	Female	1	19	1	0	0	0	0	0	4	48	0	0	0	0	1	0	5	199	1	0
By status	Employee	4	36	1	0	4	16	4	0	6	86	0	0	2	42	3	0	6	203	2	0
	Supervisor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>4</b>	<b>36</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>16</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>86</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>42</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>203</b>	<b>2</b>	<b>0</b>

# Pillar 3 – Leading a sustainable business

CIMA+ firmly believes that its day-to-day activities must reflect the aspirations of its clients and other stakeholders in the areas of CSR and ESG. As a socially responsible enterprise, it is important to translate our message and vision into concrete results.

## Reduction of GHG emissions

CIMA+ is proud to present its first inventory of GHG emissions, with 2019 as the baseline year and 2020 as the first follow-up year. We chose 2019 as the baseline year because it is the most recent year for which we were able to obtain data and for which the normal activities related to our operations are reflected. CIMA+ uses the “GHG Protocol: A Corporate Accounting and Reporting Standard” for calculating the GHG emissions generated by our leased offices, vehicle fleet, business travel by car, train and air, and commuting to work by employees. This inventory represents a first step in our effort to reduce GHG emissions. The carbon budget helps us to develop a clear understanding of the GHG emissions arising from our activities and to establish reduction goals and a concrete action plan for achieving them.

All of our employees were surveyed with respect to their commuting habits in 2019 and 2020, in order to calculate the emissions from this travel in Scope 3. The response rate was 55%.

In 2019, CIMA+ emitted 5,897 tonnes of CO<sub>2</sub> equivalent through its activities, based on the emissions under Scopes 1, 2 and 3.<sup>2</sup>

In 2020, CIMA+:

**38%**

Achieved a 38% reduction in GHG emissions related to reimbursed business travel by air, automobile and train, primarily as a result of the drastic reduction in the number of flights taken in 2020.

**9%**

Reduced GHG emissions from natural gas consumption by 9% due to a warmer winter with 11% fewer heating degree-days than in 2020.



Saw little change in emissions from its vehicle fleet from 2019 to 2020.

**11%**

Recorded a reduction of 11% in GHG emissions related to electricity consumption due to warmer temperatures in winter 2020 with 11% fewer heating degree-days.

**51%**

Recorded a reduction of 51% in GHG emissions associated with employee commuting due to the sanitary restrictions in effect during 2020, because the majority of employees worked remotely beginning in March.

<sup>2</sup> The conversion factors are those used by the United States Environmental Protection Agency (EPA), with the exception of the factor for electrical consumption, which is taken from the 2018 National inventory report. In addition to being based on the “GHG Protocol”, the methodology of the inventory follows the guidelines of the ISO14064-1 standard. Some energy intensity assumptions based on provincial averages were used for buildings where consumption data were not available, and in cases where actual fuel consumption was not available for the vehicle fleet, the average consumption for each model of vehicle was used. The 100-year global warming potentials for each greenhouse gas are taken from the fifth IPCC report on climate change. The inventory was carried out using the operational control approach.

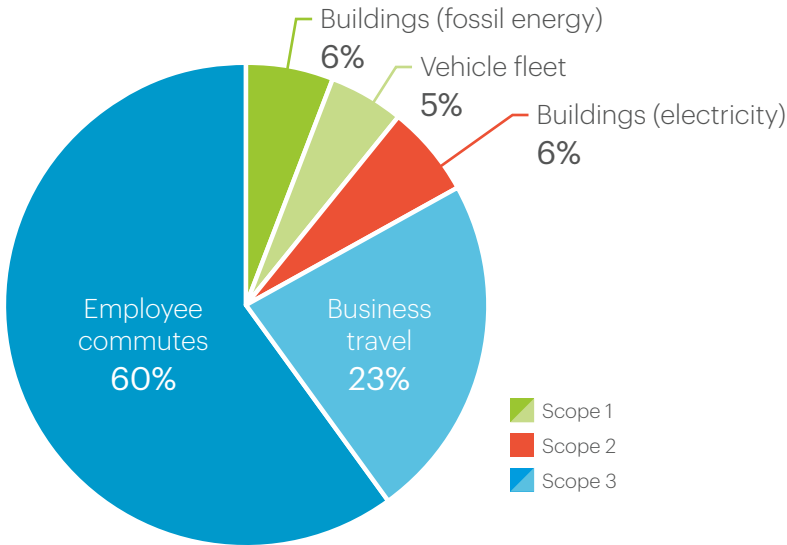
# Pillar 3 – Leading a sustainable business

The data from the 2021 inventory will be included in the 2022 ESG report, because the inventory activities have not yet been completed. Reports for subsequent years will contain the GHG emissions for the year in question.

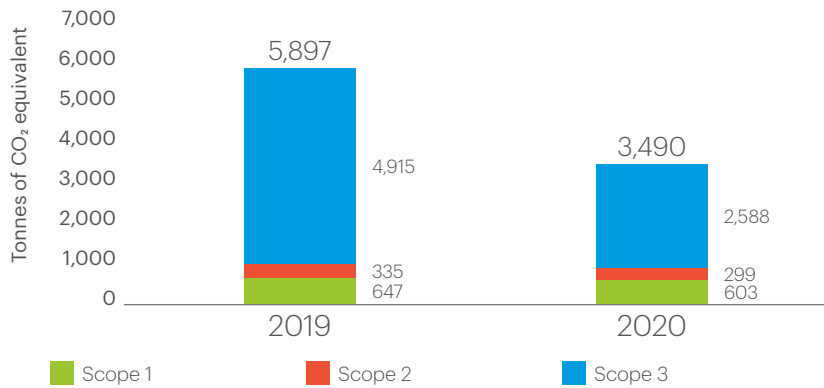
The intensity of GHG emissions per employee decreased from 2.64 tonnes of CO<sub>2</sub> equivalent per employee for all scopes taken together in 2019 to 1.89 tonnes of CO<sub>2</sub> equivalent per employee in 2020, which represents a 43% reduction.

Stay tuned for news from CIMA+, because our reduction targets for GHG emissions will be revealed some time in 2022.

2019 GHG emissions by activity



GHG emissions per year



## Responsible procurement

In 2021, we undertook a reflection process related to our supply chain in collaboration with ECPAR (*Espace québécois de concertation sur les pratiques d'approvisionnement responsable* – Québec discussion space for responsible procurement practices). As a member of ECPAR, and as a first step, we plan to use the barometer that this agency developed to assess our supply chain in 2022. Subsequently, we will prepare an action plan for the coming years.

## Sustainable office design and operations (LEED, WELL)

- > Updating of our Guide for creating sustainable offices to include a hybrid work model and an increase in collaborative workspaces.
- > Establishment of a «green» renovation policy: When renegotiating leases or undertaking major renovation works, CIMA+ systematically evaluates its offices on the basis of green building rating systems such as LEED – Commercial Interiors (CI) and WELL.
- > Ongoing updates of our internal practices, as follows:
  - Prohibiting single-use water bottles.
  - Transitioning to a paperless environment.
  - Improving “recycling and recovery” efforts.
  - Introducing the collection of organic materials in our offices.
  - Reassessing promotional items in the CIMA+ online boutique.
  - Introducing a new hybrid work policy in 2022 to reduce the total floor space required for our offices.

## Ethics and integrity

The GRI indicator adopted for measuring our performance at CIMA+ in the fight against corruption is based on the number of hours of training related to ethics. So far in 2022, a total of 2,371 hours have been devoted to it, mainly encompassing 2 essential activities. Every year, the entire staff must reread the Code of Ethics and Conduct and renew its commitment to abide by its principles. As one of our indicators of success in 2021, 99.8% of employees ratified their commitment to the Code of Ethics. In addition to this, all new employees must undergo training to master the content of the Code. This year, a new version of the Code of Ethics has been made available to all CIMA+ employees. It is accompanied by a situation scenario document, is more user-friendly and better focused. We also introduced an entirely new training course that is better adapted to our current reality. The objective of the Code of Ethics and the training course is to promote an ethical culture throughout the enterprise and provide our managers with the tools they need to provide ethical leadership to their teams. Senior managers must submit an annual declaration of interests to ensure their decisional independence in favour of the interests of CIMA+.

In recent years, our efforts have focused on providing the tools needed for exemplary governance and maintenance of ethical behaviours. Ethics are incorporated into the evaluation process, and good ethical behaviours are recognized.

# Pillar 3 – Leading a sustainable business

From now until the end of 2022, an exercise will be conducted to prepare an overall assessment of ethical risk in order to update the dashboard with a view to targeting the appropriate interventions within the Company by establishing the next three-year plan for the Ethics Committee.

## Evaluation of ethics

- > Update the Code of Governance and Ethics on both a regular and ad hoc basis.
  - Renewal of commitment.
- > Maintain an ethical risk dashboard.
  - Evaluation of the awareness, judgment and ethical actions of management, partners and employees.
  - Evaluation of ethical issues specific to CIMA+: compile and analyze a list of priority issues.
  - Evaluation and characterization of organizational culture.
- > Keep an eye out for various types of conflicts of interest and their disclosure.
  - Identify and evaluate recurrent ethical dilemmas and possible solutions, including by following up on the donations and sponsorship policy.
- > Remain alert with respect to the interests of senior managers and their disclosure.
- > Evaluate the adequacy of the Code and its related procedures.

## Application of the Code of Ethics and Conduct

- > Ensure proper management of cases reported confidentially through Clearview Connect.

## Evaluation of governance

### > STRATEGY

- Analyze the capacity of the Board of Directors (BoD) and the Executive Committee (EC) to accomplish their mission in the higher interests of CIMA+ and its partners.
- Alignment between the mission statement and expectations.
  - Alignment between the strategic vision statement and expectations.
  - Process for analyzing possibilities and threats.
  - Diagnosis of internal and external strengths and weaknesses.
  - Consistency of guidelines.

### > OPERATIONS

- Analyze and ensure the capacity for managing operations effectively.
- Suitability of the profiles of the members of the EC, BoD, and BoD sub-committees, as well as the expertise required to tackle strategic issues.
  - Monitoring of the EC action plan using performance indicators.
  - Consistency among decision-making processes to ensure successful execution of the mission.

### > CONTROL

- Monitor achievement of objectives through sound management using performance indicators.
- Ensure transparency between the BoD and the EC.
- Monitor the risk evaluation process (financial, operational, reputational, etc.).

### > COMPETENCE

- Evaluation of the capacity of the BoD and EC to ensure implementation of the strategy.
- Effectiveness of the members of the BoD in their consultative role.
- Development of a plan for renewal of the Board of Directors and Executive Committee.
- Reassessment of the mandates and responsibilities of sub-committees (Ethics Committee, Audit Committee and Human Resources and Compensation Committee).



# Sustainable development dashboard (GRI)

This dashboard lists the required indicators under version 4 of the GRI and provides the indicators themselves (for each of the major aspects selected). The information associated with the indicators is described in this dashboard or on the page indicated, as applicable.

Code	Global Reporting Initiative (GRI) Indicator	Page																																				
<b>GRI 102</b>	<b>General information</b>																																					
<b>102-1</b>	<b>Name of the organization:</b> CIMA+																																					
<b>102-2</b>	<b>Principal brands and main products and services:</b> Consulting engineering																																					
<b>102-3</b>	<b>Head office of the organization:</b> 3400, boulevard du Souvenir, bureau 600, Laval QC																																					
<b>102-4</b>	<b>Number and names of the countries where the organization has establishments:</b> CIMA+ and the subsidiaries listed under 102-45 are established in Canada.																																					
<b>102-5</b>	<b>Ownership form and legal form:</b> Groupe CIMA+ Inc. is a general partnership; the other entities are corporations. Groupe CIMA+ owns all of the entities listed under 102-45 (companies), with the exception of CIMA + S.E.N.C., which is a general partnership. 102-45 presents the consolidated financial statements.																																					
<b>102-6</b>	<b>Markets served in Canada:</b> 63% of fees come from public sector departments and agencies, and 37% come from private companies.																																					
	<table border="1"> <thead> <tr> <th>Region</th> <th>% of sales</th> <th>Sector of expertise</th> <th>% of sales</th> </tr> </thead> <tbody> <tr> <td>Québec</td> <td>74.0%</td> <td>Transportation</td> <td>22.8%</td> </tr> <tr> <td>Ontario</td> <td>13.9%</td> <td>Infrastructure</td> <td>17.0%</td> </tr> <tr> <td>Western Canada</td> <td>10.3%</td> <td>Environment</td> <td>1.9%</td> </tr> <tr> <td>Atlantic Provinces</td> <td>1.8%</td> <td>Energy and resources</td> <td>27.6%</td> </tr> <tr> <td></td> <td></td> <td>Buildings</td> <td>18.9%</td> </tr> <tr> <td></td> <td></td> <td>Project management</td> <td>7.2%</td> </tr> <tr> <td></td> <td></td> <td>Communication systems</td> <td>4.6%</td> </tr> <tr> <td></td> <td></td> <td>Total</td> <td>100.0%</td> </tr> </tbody> </table>	Region	% of sales	Sector of expertise	% of sales	Québec	74.0%	Transportation	22.8%	Ontario	13.9%	Infrastructure	17.0%	Western Canada	10.3%	Environment	1.9%	Atlantic Provinces	1.8%	Energy and resources	27.6%			Buildings	18.9%			Project management	7.2%			Communication systems	4.6%			Total	100.0%	
Region	% of sales	Sector of expertise	% of sales																																			
Québec	74.0%	Transportation	22.8%																																			
Ontario	13.9%	Infrastructure	17.0%																																			
Western Canada	10.3%	Environment	1.9%																																			
Atlantic Provinces	1.8%	Energy and resources	27.6%																																			
		Buildings	18.9%																																			
		Project management	7.2%																																			
		Communication systems	4.6%																																			
		Total	100.0%																																			
<b>102-7</b>	<b>Scale of the organization in Canada:</b> Total staff strength (in number of persons), including partners, associate partners and full-time, part-time and casual employees, but excluding students and interns (2,683); number of sites (30); net sales (\$340M); share ownership (see page 32). No partner holds more than 5% of the shares; consolidated assets and liabilities: Data not disclosed to avoid revealing information related the profitability of the Company, which is a competitiveness issue in our industry.																																					

Code	Global Reporting Initiative (GRI) Indicator	Page																																										
<b>102-8</b>	<b>Employment:</b> Work force in Canada (2,683) by gender, region, job category; self-employed (N/A).																																											
	<table border="1"> <thead> <tr> <th>By gender</th> <th>Women:</th> <th>Men:</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td></td> <td>807 (30.1%)</td> <td>1 876 (69.9%)</td> <td colspan="2"></td> </tr> <tr> <th>By region</th> <th>Atlantic Provinces:</th> <th>Ontario:</th> <th>Western Canada:</th> <th>Québec:</th> </tr> <tr> <td></td> <td>38 (1.4%)</td> <td>380 (14.2%)</td> <td>295 (11.0%)</td> <td>1,970 (73.4%)</td> </tr> <tr> <th>By category</th> <td colspan="4">Page 30</td> </tr> <tr> <th>Number as of December 31</th> <td>2021:</td> <td>2020:</td> <td>2019:</td> <td>2018:</td> <td>2016:</td> </tr> <tr> <td></td> <td>2,683</td> <td>2,429</td> <td>2,286</td> <td>1,880</td> <td>1,478</td> </tr> <tr> <th>Change</th> <td colspan="4">+81.5% from 2016 to 2021</td> </tr> </tbody> </table>	By gender	Women:	Men:				807 (30.1%)	1 876 (69.9%)			By region	Atlantic Provinces:	Ontario:	Western Canada:	Québec:		38 (1.4%)	380 (14.2%)	295 (11.0%)	1,970 (73.4%)	By category	Page 30				Number as of December 31	2021:	2020:	2019:	2018:	2016:		2,683	2,429	2,286	1,880	1,478	Change	+81.5% from 2016 to 2021				
By gender	Women:	Men:																																										
	807 (30.1%)	1 876 (69.9%)																																										
By region	Atlantic Provinces:	Ontario:	Western Canada:	Québec:																																								
	38 (1.4%)	380 (14.2%)	295 (11.0%)	1,970 (73.4%)																																								
By category	Page 30																																											
Number as of December 31	2021:	2020:	2019:	2018:	2016:																																							
	2,683	2,429	2,286	1,880	1,478																																							
Change	+81.5% from 2016 to 2021																																											
<b>102-9</b>	<b>Supply chain of the organization:</b> CIMA+ deals with 2,498 suppliers, with total expenditures in excess of \$102.1 M incurred mainly in Québec (53.6%), Ontario (30.3%) and Western Canada (11.7%).																																											
<b>102-10</b>	<b>Change in size, structure, capital or supply chain of the organization:</b> > There has been no significant change in the capital structure and the safeguarding of assets for the fiscal year ending January 31, 2022. > There has been no significant change in the supply chain structure and suppliers for the fiscal year ending January 31, 2022.																																											
<b>102-11</b>	<b>Precautionary principle (risk management):</b> In 2021, under the direction of the Senior Vice-President, Legal Affairs, an enterprise risk matrix was created (financial, project, cyber security, ESG, etc.) and a process for monitoring these risks was implemented.																																											
<b>102-12</b>	<b>Principles, charters or other external initiatives (to which the Company subscribes or endorses):</b> Canada Green Building Council, ISO 9001, CoR (Alberta, British Columbia, Ontario, Saskatchewan, Newfoundland and Labrador), LEED, OQM (British Columbia), CSSE (Canadian Society of Safety Engineering), Avetta, Cogninox, Complyworks, Contractor Check, ISN, CQN.																																											

# Sustainable development dashboard (GRI)

Code	Global Reporting Initiative (GRI) Indicator	Page
<b>102-13</b>	<b>Professional associations or national or international advocacy organizations:</b> <ul style="list-style-type: none"> <li>&gt; For CIMA+ as a whole: AFG, AFIC, FIDIC, SCGC, PMI</li> <li>&gt; For the sectors: ATC, ISA, ASHRAE, Canada BIM Council, Canada Green Building Council, U.S. Green Building Council, Envision and ISI, HQE, Well International</li> </ul>	
<b>102-14</b>	<b>Declaration of the President and Senior VP, Sustainable Development</b>	2
<b>102-16</b>	<b>The values, principles, standards and rules of the organization governing behaviour, such as the Codes of Conduct and Ethics, are presented on our website (cima.ca)</b>	
<b>102-18</b>	<b>Governance structure of the organization, including the higher governance authority committees and the committees responsible for decisions related to economic, environmental and social impacts:</b> The Board of Directors has at least five and at most nine members, at least two of whom must be independent. It controls the Executive Committee, which is made up of the President, the Chief Operations Officer, the Chief Business Practices Officer, the Chief Strategic Direction Officer, the 4 Senior Vice-Presidents of the sectors, the regional Senior Vice-Presidents for Ontario and Western Canada, the Senior Vice-President of Human Resources and the Senior Vice-President for Legal Affairs. The BoD is supported by three committees: the Audit Committee, the Human Resources and Compensation Committee and the Ethics Committee. In addition, a sub-committee of the EC heads the CSR/ESG component under the coordination of the Senior Vice-President, Sustainable Development.	
<b>102-24</b>	See page 7	
<b>102-25</b>	See page 7	
<b>102-26</b>	See page 7	
<b>102-40</b>	<b>Stakeholders with whom the organization has entered into a dialogue:</b> See 102-42	
<b>102-41</b>	<b>Percentage of employees covered by a collective agreement:</b> No employees are covered by a collective agreement.	
<b>102-42</b>	<b>Criteria for identification and selection of stakeholders:</b> The stakeholders have been identified by the Senior Vice-President, Sustainable Development. These groups are considered to be stakeholders because they show an interest in our Company or because they can influence our business objectives and strategies: employees, partners and associate partners, EC, BoD, clients, local communities, subcontractors, suppliers, collaborators, the public and governments.	
<b>102-45</b>	<b>Entities included in the consolidated financial statements:</b> See page 4 in Scope of the Report	4

Code	Global Reporting Initiative (GRI) Indicator	Page
<b>102-46</b>	<b>Process for defining the content and perimeters of the aspects:</b> The major aspects were selected by the members of the Executive Committee and the Senior V-P, Sustainable Development. They are included among the subjects dealt with during the monthly meetings of the Executive Committee. The aspects selected by the stakeholders will be included in the next sustainable development report, and will be subject to an action plan developed by the Centre of Excellence in Sustainable Development and the CSR/ESG sub-committee. The gap assessment (GRI gap assessment) and analysis of materiality among stakeholders (Stakeholder engagement report) prepared by PwC in 2021 made it possible to conduct a thorough re-analysis.	8
<b>102-47</b> <b>103-1</b>	<b>For purposes of the ESG materiality matrix, PwC gathered the major elements together under the following three pillars:</b> <ol style="list-style-type: none"> <li><b>1.</b> Engineering for future generations                             <ul style="list-style-type: none"> <li>&gt; Environmental solutions (climate change)</li> <li>&gt; Innovative solutions (focusing on the human factor and sustainable development)</li> <li>&gt; Operational excellence (technical excellence and client experience)</li> </ul> </li> <li><b>2.</b> Empowering our people and communities                             <ul style="list-style-type: none"> <li>&gt; People and culture (mobilization and development of employees, equity, diversity and inclusion, culture, health and wellness)</li> <li>&gt; Socioeconomic impact (development of communities, partnership and collaboration)</li> </ul> </li> <li><b>3.</b> Leading a sustainable business                             <ul style="list-style-type: none"> <li>&gt; Responsible management (ethics and integrity, ESG leadership, transparent communications)</li> <li>&gt; Sustainable and responsible procurement</li> </ul> </li> </ol> These major elements serve as the background to our CSR report and appear throughout the 3 pillars and in the report's various sections.	
<b>102-48</b> <b>102-49</b>	<b>Reasons for and consequences of any reformulation of information communicated in earlier reports:</b> The middle manager and senior executive employment categories were revised. <b>Substantial changes regarding earlier periods covered by the reports:</b> None.	
<b>102-50</b>	<b>Period covered by the report:</b> January 1 to December 31, 2021, with the exception of the financial and training data, which cover the fiscal year from February 1, 2021 to January 31, 2022.	
<b>102-51</b>	<b>Date of the last published report:</b> Fall 2020	
<b>102-52</b>	<b>Report publication cycle:</b> Biannual for the last 6 years, but annual beginning in 2021.	4
<b>102-53</b>	<b>Contact person for any questions concerning the report or its content:</b> Luc Jolicoeur, Senior Vice-President, Sustainable Development.	3

Code	Global Reporting Initiative (GRI) Indicator	Page
------	---	------

**102-54, 55** **“Compliance” option adopted by the organization:**  
This CSR report complies with the Global Reporting Initiative.

**102-56** **Policy and current practice of the organization with respect to obtaining an external audit of the report:**  
No external audit was conducted, because the data collection system and the major aspects are practically unchanged since the last report that was independently certified. The gap analysis (GRI gap assessment) conducted by PwC in 2021 is a good review of the content of our 2021 report.

**GRI 201 Economic performance**

**201-1** **Direct economic value created and distributed:**  
Salaries constitute a major part of our operating expenses, and this data item is not published to avoid providing information related to the firm’s profit margin, which is a competitiveness issue in our industry. 5

**GRI 205 Anti-corruption**

**205-2** **Fight against corruption:**  
Refer to pages 7 and 46 for the description of our Ethics component. 7

**GRI 302 Energy**

The available data collected recently cover the years 2019 (pre-pandemic baseline year) and 2020. 2021, for which data are currently being compiled, should be similar to 2020.

**302-1** **Energy consumption within the Company:**

	2019	2020
<b>Non-renewable fossil fuels</b>	11,464 GJ (3,184 MWh)	10,619 GJ (2,950 MWh)
<b>Renewable fossil fuels</b>	0	0
<b>Electricity consumption</b>	33,155 GJ (9,210 MWh)	28,957 GJ (8,044 MWh)
<b>Total energy consumption</b>	44,619 GJ (12,394 MWh)	39,576 GJ (10,994 MWh)

Note: The methodology and emission factors are described on page 43 of the Report.

**302-2** The energy consumption of the projects of clients being assisted by CIMA+ is not estimated, but our professionals always seek to reduce the energy consumption of proposed solutions.

Code	Global Reporting Initiative (GRI) Indicator	Page
------	---	------

**302-3** **Per-employee intensity of energy consumption:**

	2019	2020
	20.0 GJ (5.6 MWh)	17.1 GJ (4.8 MWh)

Note: Total energy consumption, Scopes 1 and 2.

**302-4** The operations of CIMA+ in 2020 consumed 5,043 GJ (1,400 MWh) of energy, for a change of -11.3% relative to 2019.

**302-5** See 302-2

**GRI 305 Emissions**

**305-1** **GHG emissions at CIMA+ break down as follows:**

	2019	2020
<b>305-2</b>		
<b>305-3</b>		
<b>Scope 1</b>	648 t CO <sub>2</sub> eq.	603 t CO <sub>2</sub> eq.
<b>Scope 2</b>	335 t CO <sub>2</sub> eq.	299 t CO <sub>2</sub> eq.
<b>Scope 3</b>	4,915 t CO <sub>2</sub> eq.	2,588 t CO <sub>2</sub> eq.

**305-4** **Intensity of GHG emissions per employee:**

	2019	2020
<b>Scopes 1 and 2</b>	0.4 t CO <sub>2</sub> eq.	0.4 t CO <sub>2</sub> eq.
<b>Scope 3</b>	2.2 t CO <sub>2</sub> eq.	1.1 t CO <sub>2</sub> eq.

Note: CIMA+ leases all office space it occupies and the fossil fuel consumption and electricity use to operate the company’s office space are included in Scope 1 and Scope 2.

**305-5** The reduction of GHG emissions in 2020 compared to 2019 and the explanations can be found in the GHG emissions reduction section of the CSR report on page 43.

**305-6** CIMA+ does not own any air conditioning equipment, and given the nature of its operations, which take place in offices, it has no emissions of substances that can cause depletion of the ozone layer, or of NOx or SOx.

**GRI 401 Employment**

**401-2** **Employment:**

Employee benefits for full- or part-time (minimum of 20 hours per week) permanent salaried employees, in all of our offices across Canada: A group insurance plan offering several levels of coverage that allows employees to personalize their coverage based on their needs and those of their family; an employee assistance program (EAP) for employees and their families; a pension plan for which the employer contributes 4% of base salary for employees, who also contribute; a voluntary profit-sharing plan; sick-leave days; a wellness program.

# Sustainable development dashboard (GRI)

Code	Global Reporting Initiative (GRI) Indicator	Page																																								
<b>GRI 403</b>	<b>Health and safety</b>																																									
<b>403-2</b>	<b>Workplace health and safety:</b>																																									
	<table border="1"> <thead> <tr> <th>Year</th> <th>Number of hours worked</th> <th>Number of mandatory reporting incidents</th> <th>Frequency rate* of mandatory reporting incidents</th> <th>Number of lost-time incidents</th> <th>Frequency rate* of lost-time incidents</th> <th>Number of work-related illnesses</th> <th>Frequency rate* of work-related illnesses</th> <th>Number of fatalities</th> <th>Frequency rate* of fatalities</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>3,212,454,44</td> <td>8</td> <td>2.49</td> <td>6</td> <td>1.87</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2020</td> <td>3,685,691,06</td> <td>5</td> <td>1.36</td> <td>2</td> <td>0.54</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2021</td> <td>4,020,151,52</td> <td>8</td> <td>1.99</td> <td>6</td> <td>1.49</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Year	Number of hours worked	Number of mandatory reporting incidents	Frequency rate* of mandatory reporting incidents	Number of lost-time incidents	Frequency rate* of lost-time incidents	Number of work-related illnesses	Frequency rate* of work-related illnesses	Number of fatalities	Frequency rate* of fatalities	2019	3,212,454,44	8	2.49	6	1.87	0	0	0	0	2020	3,685,691,06	5	1.36	2	0.54	0	0	0	0	2021	4,020,151,52	8	1.99	6	1.49	0	0	0	0	42
Year	Number of hours worked	Number of mandatory reporting incidents	Frequency rate* of mandatory reporting incidents	Number of lost-time incidents	Frequency rate* of lost-time incidents	Number of work-related illnesses	Frequency rate* of work-related illnesses	Number of fatalities	Frequency rate* of fatalities																																	
2019	3,212,454,44	8	2.49	6	1.87	0	0	0	0																																	
2020	3,685,691,06	5	1.36	2	0.54	0	0	0	0																																	
2021	4,020,151,52	8	1.99	6	1.49	0	0	0	0																																	
	<small>* The frequency rate is stated per 1,000,000 hours worked</small>																																									
<b>GRI 404</b>	<b>Training and education</b>																																									
<b>404-1</b>	<b>Training and education</b>	27																																								
<b>GRI 405</b>	<b>Diversity and equality</b>																																									
<b>405-1</b>	<b>Diversity and equal opportunity</b>	30																																								





## Sustainable engineering for future generations

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

