



SNC • LAVALIN

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CLIMATE CHANGE REPORT
CARBON DISCLOSURE PROJECT
2020

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PREFACE

The Carbon Disclosure Project (CDP) is a charity that runs the global disclosure system for investors, companies, countries, cities, and regions, and manages their environmental impacts. CDP is the industry standard in GHG Emissions reporting; it has the richest and most comprehensive dataset on corporate and city actions, having been in place for 20 years. CDP believes that improving corporate awareness of GHG Emissions through measurement and disclosure is essential to the effective management of carbon and climate change risk.

CDP requests information on climate risks and low carbon opportunities from the world's largest companies on behalf of over 515 institutional investor signatories with US\$106 trillion in combined assets and 150+ major purchasers with over US\$4 trillion in procurement spend.

CDP provides a disclosure platform and a well-established rating mechanism. CDP scoring drives corporate transparency and helps to guide, incentivize and assess environmental action.

Reporting companies now represent over 50% of global market capitalization. By scoring companies from A to D-, CDP takes each organization on a journey of continuous improvement; from disclosure to awareness, through to management, and finally to leadership. Its scoring measures the comprehensiveness of disclosure, awareness and management of environmental risks and best practices associated with environmental leadership, such as setting ambitious and meaningful targets.

CDP is constantly evolving its disclosure and scoring system in response to market needs and the rising urgency of global environmental challenges. Its annual A List includes the most pioneering companies leading the way on environmental transparency and performance.

CO. INTRODUCTION

CO.1

(CO.1) Give a general description and introduction to your organization.

Founded in 1911, SNC-Lavalin* is a fully integrated professional services and project management company with offices around the world. SNC-Lavalin connects people, technology and data to help shape and deliver world leading concepts and projects, while offering comprehensive innovative solutions across the asset lifecycle. Our expertise is wide-ranging — consulting & advisory, intelligent networks & cybersecurity, design & engineering, procurement, project & construction management, operations & maintenance, decommissioning and sustaining capital — and delivered to clients in four strategic sectors: EDPM (engineering, design and project management), Infrastructure, Nuclear and Resources, supported by Capital.

SNC-Lavalin maintains exceptionally high standards for sustainability, health and safety, ethics and compliance and environmental protection, and is committed to delivering quality projects on budget and on schedule to the complete satisfaction of its clients.

* Reference anywhere in this document to “SNC-Lavalin” means, as the specific context may require, either SNC-Lavalin Group Inc. and all, or one or more, of its affiliated companies, subsidiaries, divisions or branches, or SNC-Lavalin Group Inc. or one or more of its affiliated companies, subsidiaries or divisions.

CO.2

(CO.2) State the start and end date of the year for which you are reporting data.

-	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2019	December 31 2019	no	<Not Applicable>

C0.3

(C0.3) Select the countries/regions for which you will be supplying data.

Select country		
Algeria	Denmark	Russian Federation
Australia	India	Saudi Arabia
Bahrain	Ireland	South Africa
Belgium	Kenya	Sweden
Brazil	Kuwait	Trinidad and Tobago
Canada	Norway	United Arab Emirates
Chile	Oman	United Kingdom of Great Britain and Northern Ireland
China	Peru	United States of America
China, Hong Kong Special Administrative Region	Qatar	-
Colombia	Romania	-

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

Currency
CAD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your consolidation approach to your Scope 1 and Scope 2 greenhouse gas inventory.

Operational control



C1. GOVERNANCE

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Director on board	The Safety, Workplace and Project Risk Committee (SWPRC) is a committee of the Board of Directors of SNC-Lavalin Group responsible for overseeing the overall framework for managing project risks and health, safety, sustainability, security, environmental, business continuity and emergency preparedness risks including climate related issues arising from the Corporation's operations and business it undertakes with clients. The mandate of the SWPRC broadly covers "environment issues" which are deemed by Management to include climate-related issues. The SWPRC is composed of 3 to 7 independent directors. Its Chair and members are recommended by the Governance and Ethics Committee and appointed by the Board.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of boardlevel oversight	Please explain
Scheduled – some meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding annual budgets Reviewing and guiding business plans Monitoring implementation and performance of objectives Overseeing major capital expenditures, acquisitions and divestitures Monitoring and overseeing progress against goals and targets for addressing climate-related issues 	<Not Applicable >	The function of the Safety, Workplace and Project Risk Committee (SWPRC) of the Board of Directors is one of governance and oversight. The Corporation's management is responsible for developing, implementing and maintaining frameworks and for monitoring the effectiveness of said frameworks, to manage Safety, Workplace and Project Risks.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Sustainability Officer (CSO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	Both assessing and managing climate-related risks and opportunities	As important matters arise

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate related issues are monitored (do not include the names of individuals).

Since April 2018, SNC-Lavalin's Global Head of Sustainability (GHS) is responsible for sustainability and climate-related issues. The GHS reports directly to the Executive Vice President Strategy, Marketing and External Relations who in turn reports to the CEO and is part of the Leadership Team (the Corporation's executive committee).

The GHS is responsible for developing our strategy, targets and goals relating to Sustainability and driving a cultural change across our corporate functions and sector operations from Board Level down to our workforce on projects.



C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	No, not currently but we plan to introduce them in the next two years	The Company has included two important measures that relate to HSE and Integrity in the Annual Incentive Plan (AIP) for senior management. Those are tied to key components of our sustainability strategy. However, the HR committee is sensitive to the increasing importance of wider Environment, Social and Governance (ESG) measures and will be reviewing these measures in relation with AIP and overall executive compensation in 2020-2021.

C2. RISKS AND OPPORTUNITIES

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) Describe what your organization considers to be short-, medium- and long-term horizons.

	From (years)	To (years)	Comment
Short-term	0	2	-
Medium-term	2	5	-
Long-term	5	99	Long-term 5 99 Beyond 5 years is considered long term

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

SNC-Lavalin defines material financial impact as an event resulting in a financial loss or gain of 5 million CAD.

Strategic impacts are evaluated at the business line (Sector) and enterprise levels, with consideration of impacts to operations, business continuity, reputation and HSE (employee, client, community). At the enterprise level, strategic planning and risk considerations are discussed at the executive level on a regular basis.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

- > Direct operations
- > Upstream
- > Downstream

Risk management process

- > Integrated into multi-disciplinary company-wide risk management process
- > Frequency of assessment
- > More than once a year

Time horizon(s) covered

- > Short-term
- > Medium-term
- > Long-term

Description of process

Risk management at SNC-Lavalin is a continuous and standard process of identification, analysis, prioritization, mitigation, action, monitoring, reporting and improvement.

The process is supported by standard tools and methodologies that are communicated and deployed via the Company's Risk Management Policy and the various risk management Standard Operating Procedures, guidelines, instructions and manuals, and through various internal knowledge transfer efforts.

C2.2c

(C2.2c) Which of the following risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	As an engineering and service company, SNC-Lavalin is not considered a "large final emitter" as per Canadian regulation and is not the direct target of climate-related or emission reduction regulations. However, SNC-Lavalin is a service provider to industries such as oil and gas, mining and metallurgy and power utilities. Therefore, SNC-Lavalin must have a good understanding of laws and legislations that could affect those clients in order to advise them properly. In general, those regulations are seen as opportunities, as our clients often need to retrofit older facilities in addition to completing their new projects in conformity with legal requirements.
Emerging regulation	Relevant, always included	As mentioned above, in order for SNC-Lavalin to advise its main clients and take advantage of new business opportunities, the company must have a good knowledge of emerging legislation in order to propose technologically advanced solutions that will not be outdated once those laws and regulations are adopted. Again, those emerging regulations are seen as business opportunities for SNC-Lavalin to put into practice one of its core values: innovation.
Technology	Relevant, always included	SNC-Lavalin is a service provider to high-emission industries such as oil and gas, mining and metallurgy and power utilities. As such, it must provide clients with best in class and most up to date technologies or risks not being selected when bidding on projects.
Legal	Relevant, always included	As mentioned above, SNC-Lavalin is not subjected to regulations targeting "large final emitters" and, considering its activity and actual GHG emission rate, direct climate-related litigation would be very unlikely. However, such litigation could affect its clients, notably in the oil and gas sector.
Market	Relevant, always included	SNC-Lavalin not only monitors shifts in demand for certain of its own products, and services at the enterprise level, but also keeps an eye for shifts in supply and demand for certain commodities at the project level. Indeed, those could affect the profitability if significant change happens during the realization of projects where SNC-Lavalin is responsible for procurement.

	Relevance & inclusion	Please explain
Reputation	Relevant, always included	SNC-Lavalin's reputational risks could be one of association: as mentioned above, the company has been involved in many projects for clients in the oil and gas sector some of whom have suffered reputational damage and risks to their business model as a result of their alleged contribution to climate change. SNC-Lavalin also wants to keep a reputation of being innovative and knowledgeable experts. As demand for environmentally responsible services rises, SNC-Lavalin must ensure the number of skilled SNC-Lavalin specialists and service offering follow suit.
Acute physical	Relevant, always included	SNC-Lavalin does not need further proof of the increased probability of extreme weather events: such events (floods, wildfires following prolonged droughts) have already disrupted activities in many offices and work sites. Such risks are not only considered in terms of financial risks but also in terms of health, safety, security and environmental impacts. Worst case scenario evaluations are conducted at the bid stage as part of the insurance review which considers potential exposure to extreme events and allows for development of project mitigation plans. To ensure a swift response in the event of extreme weather, SNC-Lavalin significantly reinforced its safety and security procedures and a dedicated team can to respond to such emergencies.
Chronic physical	Relevant, always included	Even though SNC-Lavalin does not require large quantities of water or climate sensitive commodities (such as crops and food staples), it must be able to ensure the health, safety and wellbeing of its employees not only in offices, but on worksites and in workers camps all over the world. Such worksites and workers camps are often located in remote and/ or arid locations. Chronic shifts in climate patterns could mean more difficulty and higher costs to provide potable water in those locations, but also higher workforce-related costs as sites are expected to schedule regular breaks when temperatures rise above (or drop under) certain thresholds.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

- > Chronic physical
- > Rising mean temperatures

Primary potential financial impact

Other, please specify (Specific to each contractual agreement)

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

On O&M contracts (generally 10 to 25-year terms) we are responsible for managing infrastructure and facilities in accordance with performance criteria. Our ability to meet those criteria over the term of agreement may be dependent on climate change impacts over this period. These impacts include changes in seasonal temperature: energy costs related to HVAC system do rise when temperatures stay high through the summer. But Southern Canada has also seen prolonged periods of "polar vortex" during springtime which affects energy expenditure needed to heat those same buildings.

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

Managed at the project level.

Cost of response to risk

Description of response and explanation of cost calculation

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

- > Acute physical
- > Increased severity and frequency of extreme weather events such as cyclones and floods

Primary potential financial impact

Other, please specify (penalties and/or prosecution)

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

Our engineering and design work is based on current industry standards, codes and best practices which may nonetheless result in completed facilities and buildings that are potentially inadequate in terms of their functionality, performance or even integrity due to climate change impacts and could potentially expose us to professional liability.

Time horizon

Medium-term

Likelihood

Unlikely

Magnitude of impact

Medium

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

- > Acute physical
- > Increased severity and frequency of extreme weather events such as cyclones and floods

Primary potential financial impact

Increased direct costs

Climate risk type mapped to traditional financial services industry risk classification

<Not Applicable>

Company-specific description

The company has embarked on a new business direction that involves the exiting of certain markets and contracting models, but still has ongoing commitments on major projects in execution which are at different stages of completion. While we are committed to the successful wind-down of these projects over the next few years, we recognize that there are inherent risks in field execution of projects, including worker productivity and safety, which are directly related to climate change impacts including extreme heat, drought, fires or flooding and weather volatility.

Time horizon

Medium-term

Likelihood

Unlikely

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Products and services

Primary climate-related opportunity driver

Development and/or expansion of low emission goods and services

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

The low carbon and renewable energy markets are growing at an unprecedented rate throughout the world. In delivering turnkey utility scale solutions that include nuclear, solar, onshore and offshore, tidal energy, biomass energy, waste to energy projects and decentralised energy solutions such as district heating networks, we ensure that our clients' transition to low carbon and renewable energy is not only painless but genuinely positive for all stakeholders.

Time horizon

Short-term

Likelihood

Virtually certain

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure – minimum (currency)

<Not Applicable>

Potential financial impact figure – maximum (currency)

<Not Applicable>

Explanation of financial impact figure

SNC-Lavalin does not wish to publish a long-term forecast for these segments.

Cost to realize opportunity

0

Strategy to realize opportunity and explanation of cost calculation

As mentioned in our 2019 annual report, one of SNC-Lavalin's objectives for its Engineering Services business to become recognized as a market leader, or expand its market leadership, in areas such as: > Clean power – Global electrical AC substation projects and renewables engineering services, and > Linxon (A joint venture dedicated to project design, engineering, procurement, construction, management, commissioning and after-sales support of power substations).

Comment

Our strategic focus is to increase revenue from the delivery of low carbon infrastructure projects incorporating energy efficient innovative solutions and increase revenue in renewable and low carbon energy generation and supply.

C3. BUSINESS STRATEGY

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform your business strategy?

No, but we anticipate using qualitative and/or quantitative analysis in the next two years.

C3.1c

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

SNC-Lavalin is neither a "large final emitter" nor does it consider itself as being under significant exposure to transition risks and/or acute physical risks. Furthermore, it considers that its actual business strategy is sufficiently flexible to accommodate the different possible climate-related scenarios. Indeed, SNC-Lavalin already has a very varied range of services in different markets. Those services already aim at reducing carbon or other greenhouse gas emissions, help clients adapt to climate change and, more generally, capitalize on opportunities presented by climate change. We plan to undertake this type of scenario analysis during year 2021.

C3.1d

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	As mentioned above, one of SNC-Lavalin's objectives for its Engineering Services business to become recognized as a market leader, or expand its market leadership, in areas such as Clean power.
Supply chain and/or value chain	Yes	Certain projects are used as pilot projects for tracking energy use and more specifically fuel consumption by contractors and other suppliers. SNC-Lavalin predicts that clients will be routinely requiring a carbon assessment of their projects and we want to be able to respond to these demands efficiently and accurately, with the support of our supply chain.
Investment in R&D	Not evaluated	There is no centralized R & D department at SNC-Lavalin and R & D budgets are entirely managed at the Sector level. Since these investments have not been aggregated, SNC-Lavalin is not in the capacity to evaluate whether climate-related risks and opportunities have had an influence on them.
Operations	Yes	After taking the decision to exit the Thermal Power business, SNC-Lavalin transferred all its remaining construction activities under its Infrastructure EPC Projects Sector. The current projects will be completed as per client's requirements and to their satisfaction, but no new projects will be undertaken in this field. This has resulted in the closing of offices in Poland and the Philippines.

C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Acquisitions and divestments	As mentioned above, in a global effort to de-risk the company, SNC-Lavalin is contemplating different scenarios regarding its Resource Sector (former Oil and Gas and Mining and Metallurgy segments), including divestments. The risks influencing this decision are mainly associated with lump-sum turnkey projects realization, however the general decrease in capital investment in the Oil and Gas market was also taken into account. As more banks and investment firms are modifying their loan and investment procedures to consider climate change risks, this decrease might not only be permanent, but be more rapid in the future.

C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

C4. TARGETS AND PERFORMANCE

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

No target

C41c

(C4.1C) Explain why you did not have an emissions target, and forecast how your emissions will change over the next five years.

	Primary reason	Five-year forecast	Please explain
Row 1	Insufficient data on operations	We foresee a decrease in our emission during the next five years. Although SNC-Lavalin did not have a global target during year 2019, local GHG and/or energy reduction initiatives were still undertaken. In addition, SNC-Lavalin continued to pursue operational efficiency measures, which included merging or reorganizing some offices. Finally, considering our intention to centralize operation in core markets, further office closures are anticipated. These measures and decisions combined could diminish our total scope 1 and scope 2 GHG emissions between 15 to 65% in the next 5 years (compared to 2019). Those decreases might however be offset by increases in activities in other sectors.	After SNC-Lavalin acquired Atkins in August 2017, it was decided not to establish an emission target in 2018-2019. The company wanted to first align both entities' methodologies and established a new GHG emissions baseline.



C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

No

C4.3d

(C4.3d) Why did you not have any emissions reduction initiatives active during the reporting year?

As mentioned above, after the acquisition of Atkins and consequent restructuring, SNC-Lavalin decided to put the priority on aligning methodologies and re-establishing sound baselines, rather than assigning targets based on assumptions or partial data. That being said, local initiatives as well as sector-level initiatives were still encouraged.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation

Company-wide

Description of product/Group of products

In 2019, all of SNC-Lavalin's Sectors offered services that were either considered low carbon and/or that could offer significant opportunities to avoid emissions. Some examples: Nuclear: We believe that nuclear power has the potential to break our reliance on fossil fuels and spearhead our global progress towards a low-carbon future. In 2019, SNC-Lavalin's Nuclear segment represented 10% of the total revenue of the Company. Although our Resources Sector mainly offers services to extractive companies, based on its experience in engineering and designing offshore platforms, is also offers such services for offshore wind projects. In 2019 the Resources sector revenues from Renewables was 53 million CAD. Infrastructure services: following a restructuring, our Clean Power sector was absorbed by Infrastructure services, which now provides Engineering, Procurement and Construction Management services for the realisation of hydroelectric, solar and wind projects. Those services totalled 32.7 million CAD in 2019. Infrastructure services also include our Operation and Maintenance (O&M) business unit (BU). This BU manages a number of buildings and infrastructure contracts, mainly for governmental and para-public entities. In the case of buildings, O&M services include energy audits and the implementation of subsequent energy efficiency programs. EDPM: Services include services from or Acoustics, Air and Climate Change division which provides climate change-related consultancy, as well as air quality monitoring and leak detection services to clients such as refineries.

Are these low-carbon product(s) or do they enable avoided emissions?

Low-carbon product and avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Please select

% revenue from low carbon product(s) in the reporting year

11

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

The 11% figure takes in consideration the revenues mentioned above and not the revenues of smaller divisions within business units, such as Acoustics, Air Quality and Climate Change, as those are not significant and thus not detailed in our financial statements.

C5. EMISSIONS METHODOLOGY

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

- > **Base year start**
January 1 2019
- > **Base year end**
December 31 2019
- > **Base year emissions (metric tons CO₂e)**
55,627.87
- > **Comment**
A new baseline was established following the acquisition of Atkins - which added approximately 50% to our workforce in July 2017- and the subsequent alignment of methodologies which was completed in 2019.

Scope 2 (location-based)

- > **Base year start**
January 1 2019
- > **Base year end**
December 31 2019
- > **Base year emissions (metric tons CO₂e)**
29,400.40
- > **Comment**
A new baseline was established following the acquisition of Atkins and the subsequent alignment of methodologies which was completed in 2019.

Scope 2 (market-based)

- > **Base year start**
January 1 2019
- > **Base year end**
December 31 2019
- > **Base year emissions (metric tons CO₂e)**
0

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions.

The Greenhouse Gas Protocol:
A Corporate Accounting and Reporting
Standard (Revised Edition).

C6. EMISSIONS DATA

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO₂e?

Reporting year

- > **Gross global Scope 1 emissions (metric tons CO₂e)**
55,627.87
- > **Start date**
January 1 2019
- > **End date**
December 31 2019

Past year 1

- > **Gross global Scope 1 emissions (metric tons CO₂e)**
55,869.33
- > **Start date**
January 1 2018
- > **End date**
December 31 2018
- > **Comment**
SNC-Lavalin deemed necessary to restate its scope 1 and 2 2018 emissions. Indeed, two corrections were brought to our attention regarding source data after the initial calculation and disclosure was completed: 1) A missing decimal separator resulted in declared natural gas usage 100x the actual energy consumption for a Canadian office for the month of December 2018; 2) A second facility in Canada erroneously labelled its electricity usage as natural gas for year 2018. It resulted in a decrease of 6,307.41t CO₂e, between the initial 2018 scope 1 GHG emissions disclosure (63,176.74) and the restated information (above).

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

- > **Scope 2, location-based**
We are reporting a Scope 2, location-based figure
- > **Scope 2, market-based**
We have operations where we are able to access electricity supplier emission factors or residual emissions factors, but are unable to report a Scope 2, market-based figure.

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO₂e?

Reporting year

- > **Scope 2, location-based**
29,400.40
- > **Scope 2, market-based (if applicable)**
<Not Applicable>
- > **Start date**
January 1 2019
- > **End date**
December 31 2019
- > **Comment**

Past year 1

- > **Scope 2, location-based**
34,540.92
- > **Scope 2, market-based (if applicable)**
<Not Applicable>
- > **Start date**
January 1 2018
- > **End date**
December 31 2018
- > **Comment**
SNC-Lavalin deemed necessary to restate its scope 1 and 2 2018 emissions. Indeed, two corrections were brought to our attention regarding source data after the initial calculation and disclosure was completed:
1) A missing decimal separator resulted in declared natural gas usage 100x the actual energy consumption for a Canadian office for the month of December 2018;
2) A second facility in Canada erroneously labelled its electricity usage as natural gas for year 2018. It resulted in an increase of 167.89t CO₂e, between the initial 2018 scope 2 GHG emissions disclosure (34,373.03) and the restated information (above).

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Although SNC-Lavalin manages multiple billions worth of goods and services annually for its clients, the company does not have a centralized procurement system. Goods such as construction material are purchased on a per project basis and it has to be noted that SNC-Lavalin does not automatically have procurement mandate on all of its projects. At the moment, SNC-Lavalin does not engage with suppliers or value chain partners in order to evaluate Scope 3 emissions in relation with purchased goods.

Capital goods

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
SNC-Lavalin is not a manufacturer and does not generally produce material goods. By way of consequences, the company owns very little manufacturing or industrial equipment. Considering the scale of SNC-Lavalin, such activities are generally not considered material in our reports. In addition, although machinery and equipment are used during the construction phase of projects, the vast majority of these pieces of equipment are not the property of SNC-Lavalin: they are either rented for the duration of the project or the property of contractors. However, SNC-Lavalin does own (or lease long-term) a considerable number of vehicles in order to conduct its daily activities. As procurement for these vehicles is not centralized but completed on a per project basis, evaluation has not been completed at the time being.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
SNC-Lavalin has not identified any other energy-related activities than those reported.

Upstream transportation and distribution

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
As for procurement, SNC-Lavalin does not engage with suppliers in order to evaluate scope 3 emissions in relation with the transportation of purchased good and services.

Waste generated in operations

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
In 2019, SNC-Lavalin did not aggregate the waste generated during its normal operations and activities. It has to be noted that most construction waste is recycled or otherwise diverted from landfill and that the remainder of waste generated would mainly be associated with food consumption and other daily activities carried in office settings.

Business travel

- > **Evaluation status**
Relevant, calculated
- > **Metric tonnes CO₂e**
54,221
- > **Emissions calculation methodology**
SNC-Lavalin aggregates business travel-related emissions via different travel agencies (HRG, Capita), as well as rail operators (VIA rail, for instance) and rental agencies (Budget, Avis, Enterprise, etc.). Each provider uses a different methodology for calculating GHG emissions.
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100
- > **Please explain**
Includes long-term car leases, short-term car rentals, flights and rail travel booked through SNC-Lavalin's designated travel agents. We estimate that we capture over 80% of our air travel emissions.

Employee commuting

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
SNC-Lavalin has not yet evaluated Scope 3 emissions related to employee commuting.

Upstream leased assets

- > **Evaluation status**
Relevant, calculated
- > **Metric tonnes CO₂e**
4,015
- > **Emissions calculation methodology**
SNC-Lavalin applies the same methodology for its scope 3 emissions associated with rented offices spaces as with the buildings that it owns. Landlords provide information consumption, but SNC-Lavalin does not verify the source data.
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
100
- > **Please explain**
Calculation for upstream rented spaces includes all rented offices spaces, buildings such as warehouse, garage and workers' accommodations where the utilities are paid by the landlord and charged to SNC-Lavalin on a surface-based ratio or other evaluation specified in the lease.

Downstream transportation and distribution

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Apart from its former "Production and Processing Solutions" division, which closed in early 2020 after gradually scaling down its operations through 2019, SNC-Lavalin did not manufacture products. Considering the scale of the company, the Production and Processing Solutions business unit was not considered material to SNC-Lavalin's reporting.

Processing of sold products

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
SNC-Lavalin does not sell any products that would need further processing.

Use of sold products

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Apart from its former "Production and Processing Solutions" division, which was closed in early 2020, SNC-Lavalin did not manufacture products. Considering the scale of the company, Production and Processing Solutions is not considered material to SNC-Lavalin's reporting.

End of life treatment of sold products

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Apart from its former "Production and Processing Solutions" division, which was closed in early 2020, SNC-Lavalin did not manufacture products. Considering the scale of the company, Production and Processing Solutions is not considered material to SNC-Lavalin's reporting.

Downstream leased assets

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
In 2019, SNC-Lavalin owned less than 5% of the area it occupied. In the very few instances where we rented part of an owned building to a third party, we included the associated emissions in the Company's reported scope 1 and 2.

Franchises

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
SNC-Lavalin's business model does not include any franchises.

Investments

- > **Evaluation status**
Not evaluated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Capital, SNC-Lavalin' investment and asset management arm, has raised over \$12B of project financing in the past 10 years, and an Average Fair Market Value as per analysts' calculations (as of May 5th, 2019) of over \$2.3B invested in infrastructure. However, GHG emissions related with said portfolio have not been evaluated yet.

Other (upstream)

- > **Evaluation status**
Relevant, not yet calculated
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
Many project teams are hosted at clients' facilities. Using projections based on the number of employees, it was estimated that Oil and Gas Sector's projects might be associated with about 15,000 tonnes of CO₂ equivalent. SNC-Lavalin has not evaluated whether this type of arrangement with clients is also prevalent in other sectors.

> Other (downstream)

- > **Evaluation status**
Not relevant, explanation provided
- > **Metric tonnes CO₂e**
<Not Applicable>
- > **Emissions calculation methodology**
<Not Applicable>
- > **Percentage of emissions calculated using data obtained from suppliers or value chain partners**
<Not Applicable>
- > **Please explain**
No other potential downstream sources of emissions have been identified.

C6.7

(C6.7) Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO₂e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

1.83

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO₂e)

85,028

Metric denominator

Other, please specify ("Headcount", meaning the actual number of employees (regular and temporary, including contractual employees, casual employees, temporary agency workers and consultants) on pay roll on December 31, 2019. SNC-Lavalin does not calculate its annual FTEs.)

Metric denominator: Unit total

46,490

Scope 2 figure used

Location-based

% change from previous year

4.8

Direction of change

Increased

Reason for change

During the year 2019, SNC-Lavalin's work force decreased by 11.3% (from 52,384 to 46,490 Employees), while our global scope 1 and 2 emissions went down 7.0%. This is in part because while our global emissions associated with offices and other permanent facilities have decreased, it was counterbalanced by an increase in project and other field emissions. The later are more difficult to control, as clients decide the nature and location of projects and SNC-Lavalin's decision is limited to whether or not it bids (and ultimately, executes) said projects.

Intensity figure

0.0000089

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO₂e)

85,028

Metric denominator

unit total revenue

Metric denominator: Unit total

9,515,600,000

Scope 2 figure used

Location-based

% change from previous year

1.4

Direction of change

Decreased

Reason for change

We consider that the decrease is within error margins and thus, not significant.

C7. EMISSIONS BREAKDOWNS

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO ₂ e)	GWP Reference
CO ₂	54,966.54	IPCC Fifth Assessment Report (AR5 – 100 year)
CH ₄	39.83	IPCC Fifth Assessment Report (AR5 – 100 year)
N ₂ O	561.18	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Country/Region Scope 1 emissions (metric tons CO ₂ e)	Country/Region	Country/Region Scope 1 emissions (metric tons CO ₂ e)
Australia	99.83	Romania	7.85
Belgium	36.06	Russian Federation	1,066.82
Brazil	1.61	Saudi Arabia	40,821.50
Canada	3,027.31	South Africa	2,253.76
India	115.34	Trinidad and Tobago	139.39
Ireland	8.85	United Arab Emirates	200.00
Kenya	7.52	United Kingdom of Great Britain and Northern Ireland	866.69
Kuwait	509.67	United States of America	633.64
Qatar	5,824.8	Oman	7.22

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

- > By business division
- > By facility
- > By activity

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric tons of CO ₂ e)
Resources	245.11
EDPM	4,754.59
Infrastructure	798.64
Nuclear	1,318.89
Corporate functions and multiple sectors	520.95

C7.3b

(C7.3b) Break down your total gross global Scope 1 emissions by business facility.

Facility	Scope 1 emissions (metric tons of CO ₂ e)	Latitude	Longitude
Saudi Arabia, Khurais - Southern Area 3b-SA	15,290	-	-
Saudi Arabia, Turaif - N.A.UG Surface Facilities System B	12,498.61	-	-
Saudi Arabia, Khurais - Gas oil separation plant project	6,324.14	-	-
Qatar, Ras Laffan - EPIC for WWRR project	5,699.87	-	-
South Africa, Midrand	2,253.76	-	-
Saudi Arabia, Jubail	1,779.00	-	-
Saudi Arabia, Haradh - Test Suv 1 Project	1,541.68	-	-
Saudi Arabia, Jubail - workers camp	1,390.52	-	-
Saudi Arabia, Ras Tanura - Asphalt RST in CPEA project	1,311.67	-	-
Russian Federation - Sakhalin project	1,066.82	-	-
All other facilities combined	6,471.80	-	-

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons of CO ₂ e)
Production facilities	940.38
Offices and other permanent locations	2,541.09
Oil and Gas projects and other field activities	52,146.39

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO ₂ e)	Scope 2, market-based (metric tons CO ₂ e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Algeria	46.88	-	-	-
Australia	144.64	-	-	-
Bahrain	24.39	-	-	-
Belgium	32.52	-	-	-
Brazil	128.25	-	-	-
Canada	1,312.74	-	-	-
Chile	73.38	-	-	-
China	218.02	-	-	-
Colombia	26.17	-	-	-
Denmark	151.08	-	-	-
China, Hong Kong Special Administrative Region	275.26	-	-	-
India	2,408.80	-	-	-
Ireland	163.84	-	-	-

Country/Region	Scope 2, location-based (metric tons CO ₂ e)	Scope 2, market-based (metric tons CO ₂ e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Kenya	29.49	-	-	-
Kuwait	19.64	-	-	-
Norway	0.98	-	-	-
Oman	175.81	-	-	-
Peru	36.68	-	-	-
Qatar	784.33	-	-	-
Romania	70.82	-	-	-
Russian Federation	12.99	-	-	-
Saudi Arabia	922.27	-	-	-
South Africa	12,339.78	-	-	-
Sweden	9.14	-	-	-
Trinidad and Tobago	25.91	-	-	-
United Arab Emirates	724.22	-	-	-
United Kingdom of Great Britain and Northern Ireland	1,549.54	-	-	-
United States of America	7,689.77	-	-	-
Republic of Korea	3.06	-	-	-

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

- > By business division
- > By facility
- > By activity

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based emissions (metric tons CO ₂ e)	Scope 2, market-based emissions (metric tons CO ₂ e)
Resources	18,656.74	-
EDPM	8,642.51	-
Nuclear	932.99	-
Infrastructure	453.67	-
Corporate Functions or Multiple Sectors	714.50	-

C7.6b

(C7.6b) Break down your total gross global Scope 2 emissions by business facility.

Facility	Scope 2, location-based emissions (metric tons CO ₂ e)	Scope 2, market-based emissions (metric tons CO ₂ e)
South Africa, Upington, Northern Cape - Solar plant project	2,665.11	-
USA, Sealy (Tx) - Assembly plant	2,422.97	-
South Africa, Secunda, Mpumalanga - Oxygen 2014 project	1,304.36	-
South Africa, Lephalale, Limpopo - GI Outage project	1,221.58	-
India, Bangalore	1,017.59	-
South Africa, Secunda, Mpumalanga - Shutdown & Maintenance project	961.16	-
South Africa, Secunda, Mpumalanga - Hotworks project	896.3	-
South Africa, Secunda, Mpumalanga -Refining 2014 project	841.22	-
USA, Houston, (Tx) - Offices	771.47	-
South Africa, Secunda, Mpumalanga - Fine Ash project	684.45	-
All other facilities	16,614.18	-



C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based emissions (metric tons CO ₂ e)	Scope 2, market-based emissions (metric tons CO ₂ e)
Production facilities	233.72	-
Offices and other permanent locations	6,108.59	-
Oil and gas projects and other field activities	23,058.10	-

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year.

Facility	Change in emissions (metric tons CO ₂ e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	0	No change	0	SNC-Lavalin did not initiate any contractual agreement with suppliers to specifically purchase renewable energy. Our renewable energy usage is concentrated in the province of Quebec where 99.6% of electricity from the grid is renewable (hydroelectricity).
Other emissions reduction activities	0	No change	0	There were no initiatives at the corporate level in 2019. However, Sectors were encouraged to foster such initiatives at the local level.
Divestment	0	No change	0	There were no business divestitures in 2019. The Company did announce that it was exploring all options for its Resources activities, particularly its Oil & Gas business, including transition to a services-based business or divestiture. However, those decisions will only have an impact starting in 2020.
Acquisitions	0	No change	0	There were no acquisitions in 2019
Mergers	0	No change	0	No mergers in 2019.
Change in output	1,535.84	Decreased	1.68	After considering different options, the Company decided to exit the unprofitable midstream fabrication business, including its compression and production equipment product lines, which were also known under the Valerus brand. This resulted in a steady decrease of activities and output at its main facilities in Texas.
Change in methodology	4,186.24	Decreased	4.58	In 2018, the average emission factors for Canada and the USA were used (instead of the respective provincial and eGrid factors).
Change in boundary	0	No change	0	No change to disclose.
Change in physical operating conditions	0	No change	0	No change to disclose.
Unidentified	0	No change	0	-
Other	659.90	Increased	0.72	SNC-Lavalin observed an increase in emissions associated to its field operations and a decreased in its permanent facilities emissions. Those 2 opposing trends are resulting in a very slight decrease of emissions overall.

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

C8. EMISSIONS BREAKDOWNS

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertakes this energy-related activity
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	216,069.46	216,069.46
Consumption of purchased or acquired electricity	<Not Applicable>	14,910.95	76,580.38	94,368.15
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	14,910.95	292,649.84	307,560.80

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Diesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

153,806.73

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00268

Unit

metric tons CO₂e per liter

Comment

"Diesel" includes fuels labelled diesel, winter diesel, mineral diesel and diesel oil.

Fuels (excluding feedstocks)

Biodiesel

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

42.72

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.00259

Unit

metric tons CO₂e per liter

Fuels (excluding feedstocks)

Compressed Natural Gas (CNG)

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1,052.33

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

**MWh fuel consumed for self-cogeneration
or self-trigeneration**

<Not Applicable>

Emission factor

0.18385

Unit

metric tons CO₂e per MWh

Fuels (excluding feedstocks)

Natural Gas

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1,9301.27

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

**MWh fuel consumed for self-cogeneration
or self-trigeneration**

<Not Applicable>

Emission factor

0.18385

Unit

metric tons CO₂e per MWh

Fuels (excluding feedstocks)

Biogasoline

Heating value

HHV (higher heating value)

Total fuel MWh consumed by the organization

1,233.33

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

**MWh fuel consumed for self-cogeneration
or self-trigeneration**

<Not Applicable>

Emission factor

0.00221

Unit

metric tons CO₂e per liter



C9. ADDITIONAL METRICS

9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

No additional metrics to provide.

C10. VERIFICATION

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

Scope	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years.

C11. CARBON PRICING

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years.

C12. ENGAGEMENT

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our customers.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with your customers.

Type of engagement

Collaboration & innovation

Details of engagement

Other, please specify (Climate change-related advisory and consultancy)

% of customers by number

100

% of customer - related Scope 3 emissions as reported in C6.5

0

Portfolio coverage (total or outstanding)

<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

Three of the ten measurement categories outlined in our Sustainable Business Strategy relate to carbon emissions: these are "Climate", "Transport" and "Energy". In our Sustainability Policy Statement, we made a firm commitment to increasing awareness of climate change and improving the assessment of climate related risks, including the development of appropriate mitigation measures, across our corporate and project activities. We have set out the following high-level objectives for Climate in our Sustainable Business Strategy: Propose improvements to our clients' projects to develop innovative solutions that adapt and mitigate the effects of climate change.

Impact of engagement, including measures of success

SNC-Lavalin did not tally the impacts of its engagement so far. However, we intend to report more fully against the following measurement categories: Energy; water; transport, materials, health, pollution, biodiversity, diversity, community and finally climate change.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

- > Direct engagement with policy makers
- > Trade associations

C12.3a

(C12.3a) On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Clean energy generation	Support	<p>SNC-Lavalin's CEO as well as other SNC-Lavalin's employees are registered in the Office of the Commissioner of Lobbying of Canada's registry and at the Office of the Clerk for the U.S. House of Representatives. Among the subject discussed with federal representatives, the following issues were raised:</p> <ul style="list-style-type: none"> › Efficient approval processes for major energy projects; › Recommendations on Federal policy regarding nuclear power development in Ontario; › Infrastructure funding at the federal level; › Support for energy work plans that include Candu nuclear power new builds in China and Argentina; › Engagement in the selection process of Ontario Power Generation pertaining to choice of technology toward a small module reactor (SMR) nuclear project; › Support for an SMR development fund to be introduced by the Government of Canada. 	<p>Infrastructure investment and modification to the Canadian nuclear policy related to domestic and international sales. Federal budget appropriation for an SMR development fund. Development work towards a Canadian version of the "Engineering Net Zero" technical report, building on an equivalent document published in the UK.</p>

C12.3b

(C12.3b)

Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3v

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

Conseil patronal de l'environnement du Québec (CPEQ)

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position

The CPEQ recognizes that efforts should be made to reduce greenhouse gas emissions and thus contribute to the fight against climate change. In reaction to the provincial government announcement regarding its 2030 objective to lower global emission by 37.5% (compared to 1990), the CPEQ has made suggestions to the provincial government including that a significant percentage of the carbon market auctions revenues should be allocated to businesses to help them reduce their carbon footprint, including by modernizing their fleets, by promoting research for the development of biofuel, converting some vehicles to natural gas, by incorporating green logistics to reduce mileage and by establishing synergies between companies for sharing trucks and reduce empty runs. The CPEQ has also recommended that the government establishes annual intermediate targets and an accountability mechanism to make it possible to evaluate, every year, the progress of Quebec in achieving its target and the resulting impacts and, if necessary, reassess the realistic nature of the target.

How have you influenced, or are you attempting to influence their position?

SNC-Lavalin has a representative on the Board of Directors of the organization.

Trade association

Canadian Chamber of Commerce

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position

The Canadian Chamber of Commerce supports evidence-based policy making that appropriately accounts for environmental externalities as well as efforts by the government of Canada to cooperate with provinces and territories to address environmental issues that are of shared jurisdiction. The Chamber favours a price on carbon, supports the creation of a water strategy and believes in the imperative to foster technological innovation and ensure efficient regulatory processes.

How have you influenced, or are you attempting to influence their position?

SNC-Lavalin has an employee on the Board of Directors of CCC and has an employee on the International Affairs Committee of CCC.

Trade association

Canadian Nuclear Association (CNA)

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position

CNA is concerned about the lack of action on climate change, and advocates for an effective national campaign to reduce emissions. Elements of such a campaign include a strong national alliance, a national expert statement on the costs and benefits of addressing climate change, and clear policy direction with firm follow-up. According to the association, a national expert statement on the impact of climate change, and the economic case for addressing it, would set the bar for national debate,

and help representatives from all sides work from a common set of facts. The United Kingdom's "Stern Review on the Economics of Climate Change" and Australia's "Garnaut Climate Change Review Update 2011" are examples of the kind of national statement that Canada could commission. Development of an effective national policy need not be a partisan process; it could be guided by an independent advisory body, for example, or a single agency could be given clear responsibility for climate change at the national level.

How have you influenced, or are you attempting to influence their position?

SNC-Lavalin is a member of the Executive and of the Board of Directors of the CNA

Trade association

Business Council of Canada

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position

The BCC recognizes that climate change is a particularly complex and global environmental challenge. and has, for many years, advocated for carbon pricing as the most efficient means to contribute to achieving Canada's climate change goals.

How have you influenced, or are you attempting to influence their position?

In 2009, SNC-Lavalin's then CEO, Mr. Jacques Lamarre was Vice chair of the BCC was signatory to a press release titled "BUSINESS LEADERS SUPPORT CALL FOR UNIFIED NATIONAL POLICY ON CARBON PRICING". Although the company has fallen back to a simple membership rather than a position on the board, the current CEO, Ian Edwards, is an active member on behalf of SNC-Lavalin.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

The Global Head of Sustainability (equivalent to a CSO), ensures that policies relating to climate change and other sustainability issues are consistent across all our activities.

The Global Head of Sustainability, along with the Corporate Government Relations representatives responsible for Canada and Ontario report to the Executive Vice President of Strategy, Marketing and External Relations (SMER). The Corporate Government relations representatives are responsible to ensure that SNC-Lavalin's policies and overall strategic objectives are effectively communicated to governments across Canada, inclusive of climate change policy and strategy. The Corporate Government relations representative for Canada ensures coordination with government relations representatives in business sector specific geographies across the company. The EVP of SMER ensures continuity between Sustainability and Government and External Relations.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In voluntary sustainability report

Status

Complete

Attach the document

20190454 Global Sustainability Report 2019_V19.pdf

Page/Section reference

For governance, please see Section 6. SUSTAINABILITY, GOVERNANCE AND LEADERSHIP, p. 66 and following. For Strategy see Section 5. WHAT MATTERS MOST TO OUR STAKEHOLDERS, p.26 and following as well as the Climate subsection on p. 51 and following. For emission figures see Section 9. HEALTH, SAFETY & ENVIRONMENT, p.115.

Content elements

- > Governance
- > Strategy
- > Emissions figures

Comment

Please see our 2019 Sustainability report at:
<https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/report/sustainability-report-2019.pdf>



C15. SIGNOFF

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C15.1

(C14.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Global Head of Sustainability	Chief Sustainability Officer (CSO)