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OUR VISION FOR ENGINEERING
A SUSTAINABLE SOCIETY
SUSTAINABILITY REPORT 2020



SNC • LAVALIN

PEOPLE. DRIVE. RESULTS.

ABOUT THIS REPORT

This document and its contents have been prepared and are intended solely as information for SNC-Lavalin. This sustainability report relates to the activities, brands, products and services associated with SNC-Lavalin. Reference to the “Company” or to “SNC-Lavalin” means, as the context may require, SNC-Lavalin Group Inc. and all or some of its subsidiaries or joint arrangements or associates. SNC-Lavalin assumes no responsibility to any other party in respect of or arising out of or in connection with this document and/or its contents or reliance thereon.

This report (“Report”) covers the activities of SNC-Lavalin Group Inc. from January 1, 2020 to December 31, 2020. This report was prepared in accordance with the “GRI Standards: Core Option”.

Our intended audience for this Report includes our employees, clients and investors. To develop this Report, SNC-Lavalin Group Inc. consulted with a broad range of internal and external stakeholders on regional and global levels including Integrity, Global Security, Human Resources, Legal, Finance, Procurement, Project Oversight, Government Relations, Indigenous Relations, Global Risk Management, Global Health Safety and Environment, Investor Relations and Communications. The Report is published with the overall approval of SNC-Lavalin’s Global Head of Sustainability, Sarah Jane Stewart, and the SNC-Lavalin Sustainability / ESG Steering Committee.

External Verification was performed by an independent third party, Ernst and Young. The external verification included GHG Emissions.

[Read more >](#)

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1 / LETTER FROM THE CHAIR OF THE BOARD

1. LETTER FROM THE CHAIR OF THE BOARD

Dear Stakeholders

The Board and I are honoured to have had the opportunity to review and approve the 2020 Sustainability Report, my first as the incoming Chair of the Board of Directors of SNC-Lavalin.

The report highlights the significant employee accomplishments that have benefited our organization and its clients and reflects the broad scope of SNC-Lavalin's responsibilities as an environmental steward of the communities in which it operates around the world. On behalf of the Board, I applaud the work and efforts of the senior management team and our global workforce to move SNC-Lavalin forward on its sustainability journey, particularly in the face of the challenges brought on by an unprecedented global pandemic.

As a purpose-driven organization, SNC-Lavalin has made a commitment to 'engineer a better future for our planet and its people'. An ambitious commitment, but one that I am confident that SNC-Lavalin can fulfill. The Board and I will work in lockstep with management and continue to ensure increased oversight on the broader Environment, Social and Governance (ESG) agenda. This includes overseeing its implementation and monitoring performance of the Company's declared environmental and social objectives across 12 areas important to overall sustainable development, including Integrity, ED&I—especially as it relates to the representation of women and minority communities at the Board level and across the organization—and Net Zero carbon emissions targets by 2030.

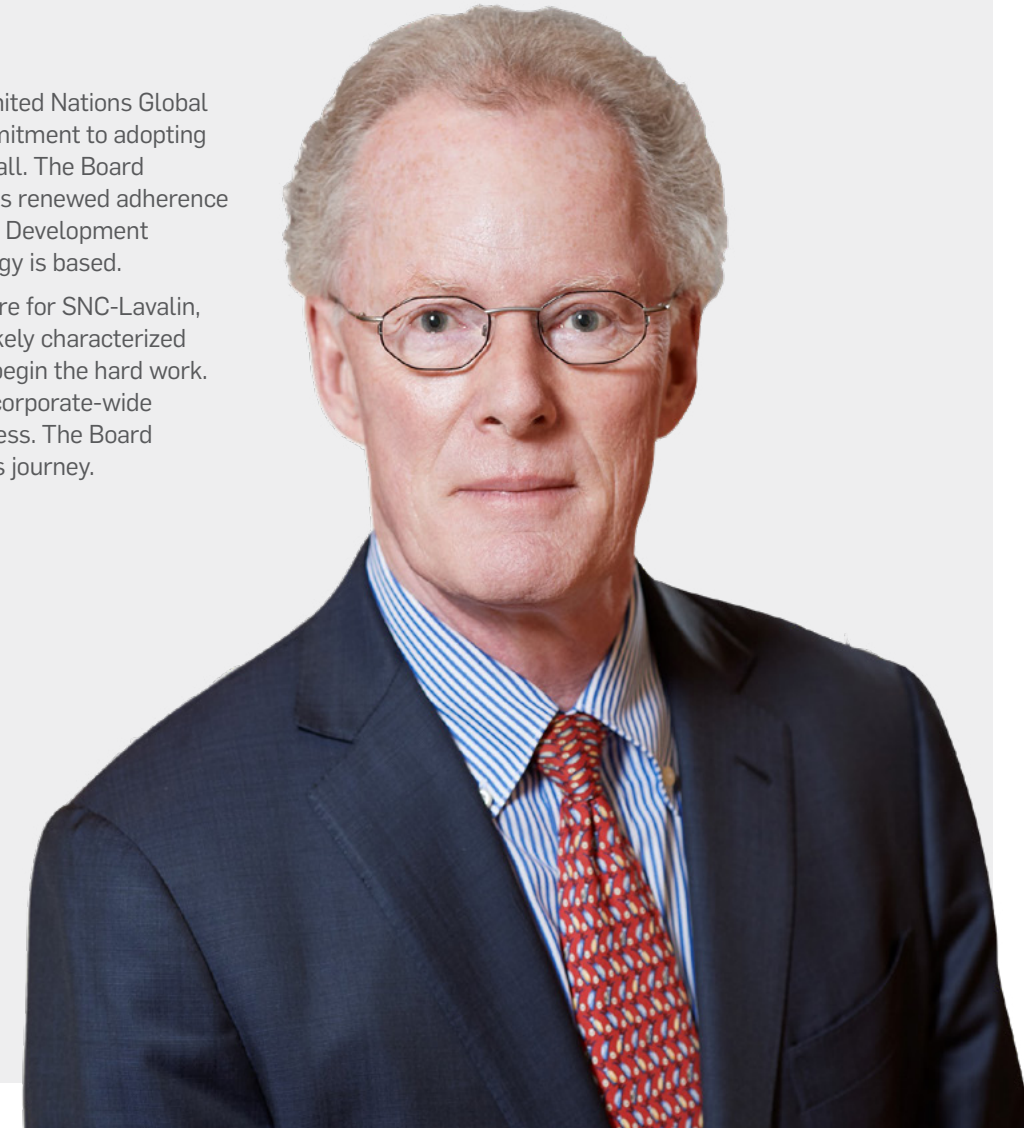
SNC-Lavalin has been a proud signatory to the United Nations Global Compact since 2015, reflecting our ongoing commitment to adopting universal sustainability principles for the good of all. The Board supports this initiative and endorses SNC-Lavalin's renewed adherence to and promotion of the UN's broader Sustainable Development Goals (SDGs) on which our global business strategy is based.

The path to a more sustainable and inclusive future for SNC-Lavalin, and for the world in fact, is not a linear one, but likely characterized by success and failure. The important thing is to begin the hard work. SNC-Lavalin has done this and with a sustained, corporate-wide effort we will continue to make meaningful progress. The Board and I are proud to accompany SNC-Lavalin on this journey.

Yours truly,

WILLIAM L. YOUNG, P.ENG

Chair of the Board



2 / MESSAGE FROM OUR PRESIDENT AND CEO



2. MESSAGE FROM OUR PRESIDENT AND CEO

A year on from my last message, written in the first of many periods of lockdown that would follow, we find ourselves in a world forever changed by the COVID-19 pandemic. We have all pulled together to support our colleagues and their families who have been touched by illness or personal loss, and we have come through the crisis more determined than ever to forge a better and more sustainable future for us all.

In response to this unprecedented global crisis, individuals, governments, and corporations rallied together with a common purpose. To mitigate the impact of the pandemic, the global community was forced to change behaviours, the results of which provided us with a glimpse of a potentially more positive, sustainable future, and what can be achieved when we come together to tackle the world's most pressing challenges.

As a leader in the design and delivery of the built environment, we have a tremendous opportunity to have a positive impact on society by working in partnership with our clients to make the world more environmentally sustainable for all.

I am reassured by the agility and resilience we have demonstrated in 2020. We emerged stronger and launched '[Our vision for engineering a sustainable society](#)', which laid out clear Environmental, Social, and Governance (ESG) targets and commitments across 12 key areas.

These commitments are a call to action for our whole organization; they will ensure accountability and help us measure our contribution over time. A priority within these targets is our Routemap to achieving Net Zero carbon emissions by 2030 across our corporate activities.

While reaching our own net zero goals is crucial, the part SNC-Lavalin can play is much larger. We are already working with our clients, finding innovative solutions to help them design, create, and operate their assets in ways that strive towards net zero. In the past year we launched our [Engineering Net Zero](#) initiative, and we are already demonstrating the contribution we can make with our recent Engineering Net Zero (Canada) Report and our Engineering Net Zero (UK) Report released previously. These offer blueprints for how we can support clients in both Canada and the UK to make zero emissions a reality by 2050.

Everything we do and everything we touch has a direct impact on the world around us. At our AGM in May 2021, we announced a new, well-defined purpose for our organization, bringing new meaning to what our people contribute to society through their everyday work:

Engineering a better future for our planet and its people.

We are proud to be on this journey together, and I look forward to updating you on our progress, both for our own activities and the solutions we create with our clients.

IAN L. EDWARDS
President & CEO



3 / OUR ACHIEVEMENTS

3. OUR ACHIEVEMENTS

Celebrating Our Achievements



Awarded the **COMPLIANCE LEADER VERIFICATION FROM ETHISPHERE INSTITUTE** for 2021–2022, extending an earlier 2019-2020 verification.



Received the **2020 ESRI AWARD** for Analytical Insight in partnership with our client the East West Rail Company, United Kingdom.



Our Senior Technical Manager Jamie Archambeau, P.E., PTOE, PMP, has been named to the **2020 DENVER BUSINESS JOURNAL 40 UNDER 40 LIST**, which recognizes the top professionals in the Denver metro area for their leadership, organizational contributions and community involvement.



Obtained **LEED® SILVER CERTIFICATION** for the Royal Navy's new Tribute Tower project at Stadacona in Halifax, Nova Scotia, Canada.



Received **CLIMATE CHANGE BUSINESS ACHIEVEMENT AWARD** for Flood Resilience support on the Truckee River Flood Management Project in Nevada, USA.



Awarded the **2020 HONG KONG INSTITUTION OF ENGINEERS INNOVATION AWARD** for a world-first cofferdam design approach on the Tuen Mun-Chek Lap Kok Link project in Hong Kong.



CONTRACTOR EXCELLENCE AWARD awarded to Senior Planner Alexandra Peet from the National Aeronautics and Space Administration (NASA). The award is in recognition of Peet's skill and professionalism in delivering outstanding master planning services for NASA's Goddard Space Flight Center in Greenbelt, Maryland, USA.



Awarded the **SECRETARY OF ENERGY ACHIEVEMENT AWARD** for SNC-Lavalin's Isotek Systems, LLC's work on the Thorium Express Project in Oak Ridge, Tennessee, USA. The Secretary of Energy Achievement Award is one of the highest honours awarded by the Department of Energy.



Awarded an **AMERICAN COUNCIL OF ENGINEERING COMPANIES ENGINEERING EXCELLENCE AWARDS – GRAND AWARD** for the Manning Crevice Bridge replacement project, a 300-foot asymmetrical suspension bridge over the Salmon River near Riggins, Idaho.



Received the prestigious **SCHREYER AWARD** and **AWARD FOR EXCELLENCE** at the Canadian Consulting Engineering Awards for Samuel De Champlain Bridge and awarded in partnership with T.Y. LIN International and International Bridge Technologies – the precast concrete award for Samuel De Champlain Bridge.

Our Vision for Engineering a Sustainable Society

As signatories to the UN Global Compact we are committed to setting high-level targets, objectives and metrics in relation to Sustainability. Our 2030 high-level ESG (environmental, social and governance) targets and objectives for our corporate activities are outlined in detail in Our Vision for Engineering a Sustainable Society document.

[Find out more >](#)



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SNC-Lavalin Sustainable Business Strategy

OUR VISION FOR ENGINEERING A SUSTAINABLE SOCIETY

HIGH-LEVEL TARGETS
AND OBJECTIVES –
CORPORATE ACTIVITIES

Our Net Zero Carbon Routemap

As part of our commitment to reducing energy use and carbon dioxide emissions, we developed a Net Zero Carbon Routemap which outlines how we will achieve Net Zero carbon emissions by the end of 2030.

The routemap includes Scope 1 and 2 emissions, and Scope 3 emissions associated with our corporate activities as a business. Our baseline was established in 2019 and our GHG Emissions are updated annually in the Climate Change Questionnaire SNC-Lavalin submits to the CDP. The 2019 data is set out in the table opposite, along with our 2030 forecasts.

[Read our routemap >](#)

Our Carbon Footprint (Metric Tons CO₂e)

	Scope 1	Scope 2	Scope 3	Total
2019 Baseline	55,765	29,400	58,731	143,896
2030 Forecast	3,570	14,351	38,929	56,851

Definitions

Scope 1 – Gas or other fuels to operate Buildings and Facilities, Purchased Fuels for vehicles and equipment, Refrigerants (Fugitive Emissions).

Scope 2 – Electricity to operate Buildings and Facilities.

Scope 3 – Business Travel from car rental, rail and air travel, Electric and Gas consumption for upstream leased assets.



4 / OUR PROGRESS TOWARDS UN AGENDA 2030

4. OUR PROGRESS TOWARDS UN AGENDA 2030

Introduction to the UN Sustainable Development Goals

SNC-Lavalin has been a signatory of the UN Global Compact since 2015 and we are currently contributing to all 17 of the UN Sustainable Development Goals (SDGs).

It is important to recognize the link between sustainable development and other relevant ongoing processes in the economic, social and environmental fields. Using the UN SDGs as a framework, we assessed the goals in terms of significance, both to our business and our stakeholders. We concluded that SNC-Lavalin is already addressing relevant strategic economic, social and environmental issues and has the potential to create even more significant positive changes across all our activities.

This materiality assessment is a key component of our Sustainable Business Strategy and our overall business strategy going forward.

Addressing the UN SDGs through identified material topics has **enabled us to better integrate sustainability and strengthen our economic incentives for operating more efficiently.**

We have sorted the UN SDGs in order of significance. Higher significance goals include those which are material to our current business strategy and considered as priorities by our stakeholders.

Goals with medium significance are those we are actively pursuing and will continue to pursue in forthcoming years. Goals with lower significance are those that are not significantly material to our business strategy but where we can still have an incidental impact. We have outlined the UN SDGs between those three categories below and have included an example of our current progress towards UN Agenda 2030.

Business Strategy: 5-Year Plan

We have selected three goals on which we will focus our improvement initiatives between 2020 and 2025:

- > **Goal 7:** Affordable and Clean Energy
- > **Goal 11:** Sustainable Cities and Communities
- > **Goal 13:** Climate Action

These are the goals we consider to be most material both to our business strategy and activities and also in relation to our stakeholders.

Read our **Goal 7 Report:** [Find out more >](#)

Read our **Goal 11 Report:** [Find out more >](#)

Read our **Goal 13 Report:** [Find out more >](#)

United Nation's Sustainable Development Goals

In September 2015, the General Assembly of the United Nations adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs).

Building on the principle of “*leaving no one behind*”, the new Agenda emphasizes a holistic approach to achieving sustainable development for all.

In response to this agenda, we became a signatory of the UN Global Compact and have created a Sustainable Business Strategy aligned with the UN SDGs.

We have selected three goals on which we will focus our improvement initiatives between 2020 and 2025:

- > **Goal 7:** Affordable and Clean Energy
- > **Goal 11:** Sustainable Cities and Communities
- > **Goal 13:** Climate Action

These are the goals we consider to be most material both to our business strategy and activities, but also in relation to our stakeholders.





Goal 7: Affordable and Clean Energy

We design the hydroelectric dams, offshore wind farms and powerplants providing energy to keep the lights on in people's homes across the world.

To respond to the climate emergency and global megatrends affecting society, such as population growth, rapid urbanization and the transition to a net zero economy, we strive to become a low carbon business. To that effect, more of the power plants we design must rely on low carbon and renewable sources of energy.

[Find out more >](#)

Ensuring that new infrastructure is **future-proofed** is not enough: existing infrastructure also has to be **redesigned** to address climate change-related risks.



Goal 11: Sustainable Cities and Communities

We design buildings for people to work and live in, as well as bridges, roads, light rail networks, cycle paths and walking routes to get people to work every morning and home again at night.

To respond to resource scarcity worldwide, we are developing more efficient ways to deliver our infrastructure projects. We are developing innovative ways to consume fewer raw materials and resources during operation, such as energy efficiency measures, modular construction and prefabrication, as well as recycling or renovation of existing infrastructure and buildings.

We are already developing infrastructure to respond to innovations in technology such as the transition to electric vehicles, the use of mobility as a service, the rise of autonomous vehicles and fundamental changes in the way we plan cities, to avoid unnecessary travel.

[Find out more >](#)



Goal 13: Climate Action

We provide the future-proofed infrastructure, whether for energy, rail, water, buildings, or industrial processes, needed to withstand climate change and extreme weather events.

Ensuring that new infrastructure is future-proofed is not enough: existing infrastructure also has to be redesigned to address climate change-related risks. We must upgrade existing infrastructure and systems around the world to ensure that they are resilient.

We are already protecting essential and critical infrastructure worldwide through the development of tidal barriers, flood defences and improved stormwater drainage systems. The need for these types of projects will increase as the impacts of climate change and extreme weather events worsen.

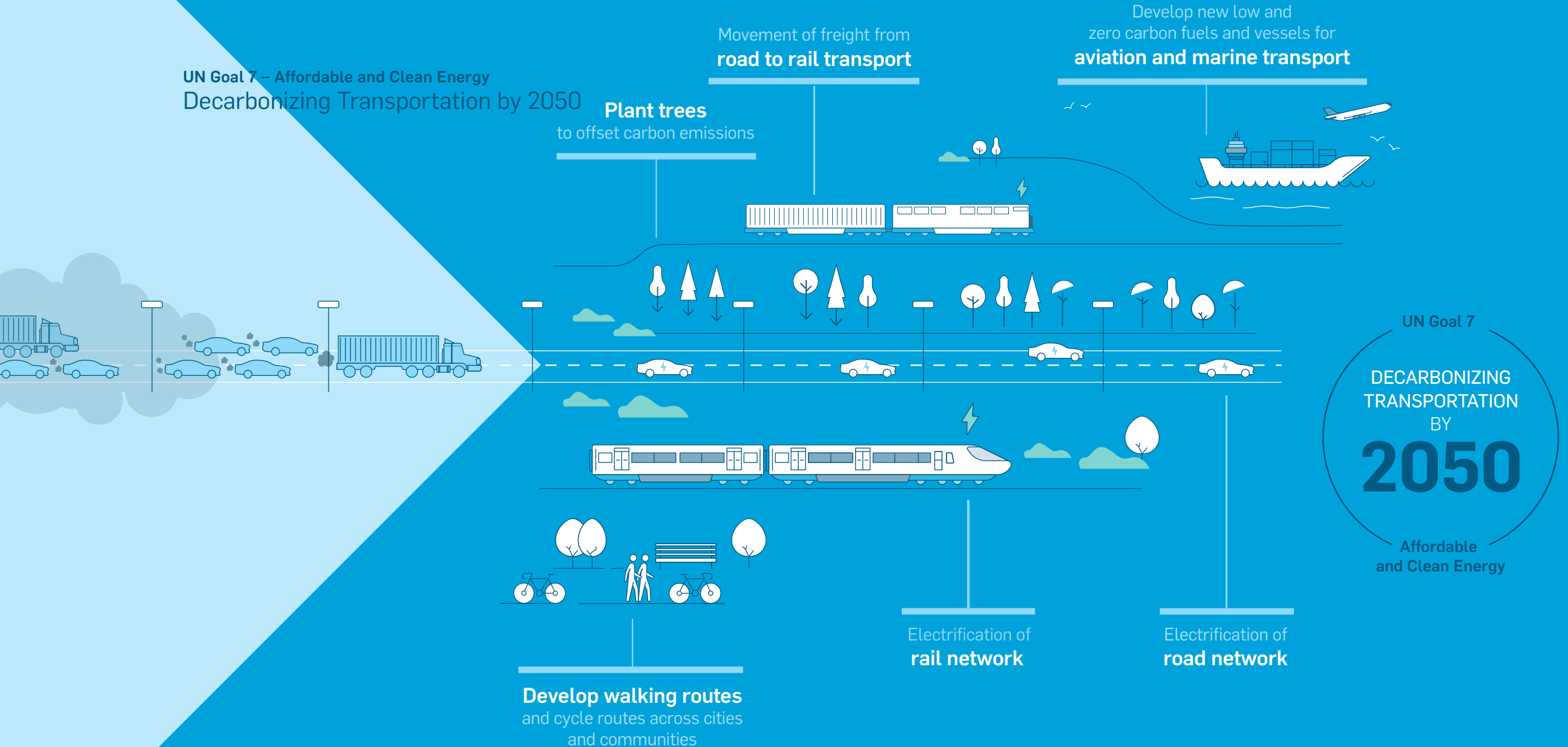
When communities are damaged by storms and extreme weather events, reconstruction for communities must be developed to embed climate resilience into the reconstruction to reduce their vulnerability to the impacts of potential future natural disasters.

[Find out more >](#)

UN Goal 7 – Affordable and Clean Energy Decarbonizing Infrastructure by 2050

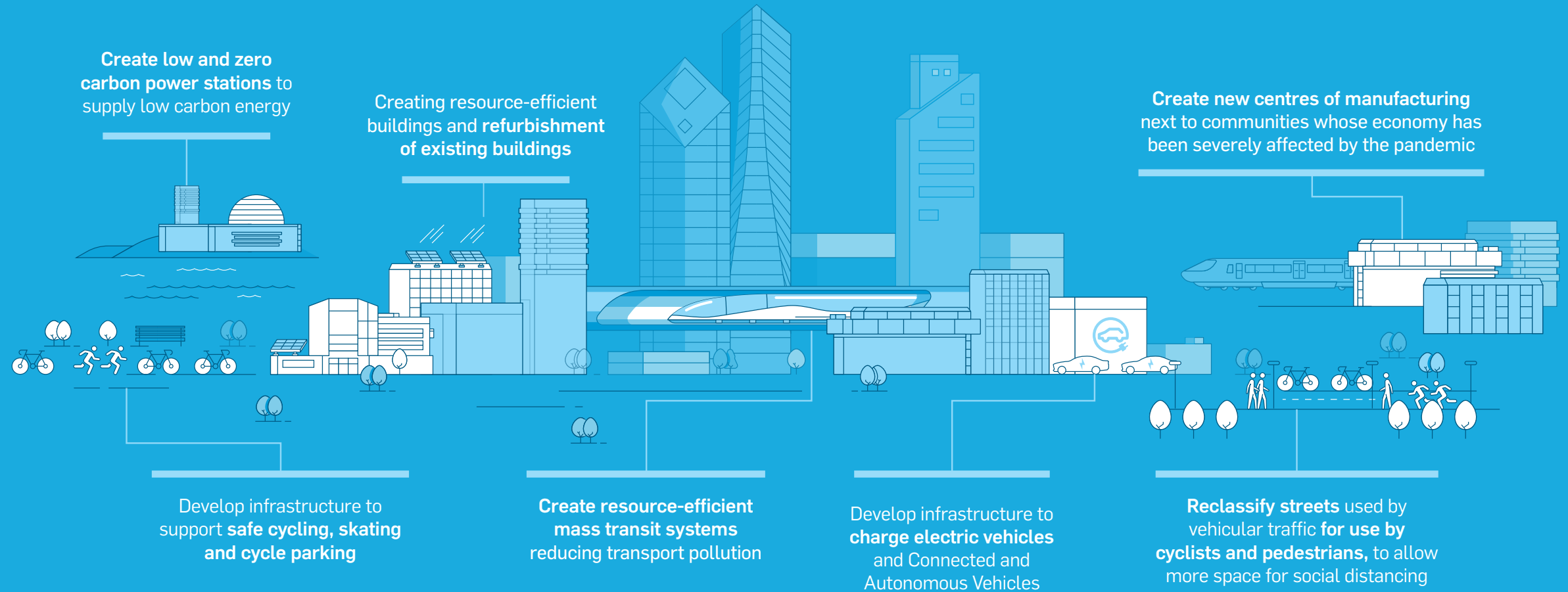


UN Goal 7 – Affordable and Clean Energy
Decarbonizing Transportation by 2050



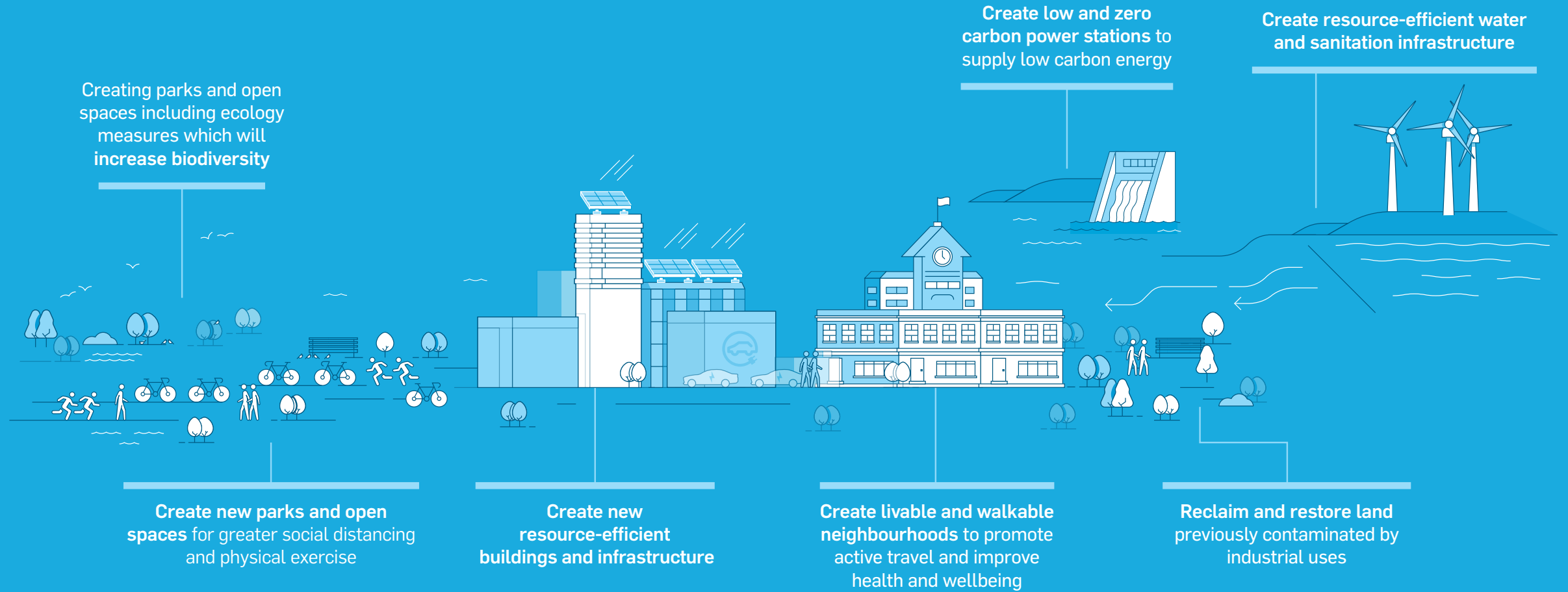
UN Goal 11 – Sustainable Cities and Communities

Creating Sustainable Cities and Communities



UN Goal 11 – Sustainable Cities and Communities

Creating Livable, Walkable and Biodiverse Neighbourhoods



UN Goal 13 – Climate Action
Our Changing Climate

Some recent extreme weather events which occurred globally are outlined here:

- Melting Glaciers
- Coastal & Inland Flooding
- Hurricanes
- Snow Storms
- Droughts
- Wildfires



UN GOALS
WHERE OUR
BUSINESS
CAN HAVE A
HIGHER IMPACT



UN Goals where our Business can have a Higher Impact



UN SDG3: Good Health and Well-being

We have been appointed through the SNC-Lavalin PAE Joint Venture to provide a range of services in support of the Government of Canada's effort, to provide design expertise and to help deliver up to ten 100-bed Mobile Health Units.

[Find out more >](#)



UN SDG5: Gender Equality

In order to improve organizational effectiveness, we need more women in positions of leadership to generate a broader spectrum of key leadership traits and behaviours that make organizations successful. Read our article on gender diversity which was co-authored by Lisa Thoele, Business Development & Marketing Manager, RS&H. Also listen to Danielle Barner from SNC-Lavalin and Lisa Thoele as they consider how embracing the different ways that men and women think and behave can lead to better operational performance for companies and organizations.

[Find out more >](#)



UN SDG6: Clean Water and Sanitation

SNC-Lavalin is delivering contracts for GIZ, the German international development agency, to help improve water management in Egypt. By creating a more sustainable, efficient and integrated approach to water management, the project aims to improve access to adequate drinking water and sanitation services for people across the country.

[Find out more >](#)



UN SDG7: Affordable and Clean Energy

SNC-Lavalin is delivering four contracts for Korea Hydro & Nuclear Power Co. Ltd. (KHNP) worth approximately CA\$22 million in total. The awards consist of multi-campaign field inspections, prolonged operation assessment and thermal-hydraulic computer code updates at the Wolsong CANDU nuclear power plant which are owned and operated by KHNP. SNC-Lavalin is the steward of the Canadian CANDU® nuclear reactor technology.

[Find out more >](#)



UN SDG10: Reduced Inequalities

We believe that greater diversity will further strengthen our talent pool, enabling us to better serve clients and achieve our business objectives. This way, we will continue to work towards increasing diversity in professional and in management positions while offering employees more choices and empowering them to reach their career goals.

[Find out more >](#)



UN SDG11: Sustainable Cities and Communities

SNC-Lavalin Group launched a White Paper entitled "Reimagining Transport and Mobility for a Sustainable Economic Recovery". With lockdowns and restrictions on economic and social activity lifting, the challenge is how to maintain reopening safely, restore business and consumer confidence and provide the right economic and fiscal stimulus which will support the early stages of a viable recovery.

[Find out more >](#)



UN SDG12: Responsible Consumption and Production

SNC-Lavalin has been awarded a four-year framework contract for Highways England. Our team will deliver full design, technical assurance, site supervision and project management of the reconstruction and lifecycle extension works and provide technical assurance for projects across England. Under the framework agreement, we will apply digital solutions and BIM technology, while maximizing reuse and recycling of materials.

[Find out more >](#)



UN SDG13: Climate Action

The coronavirus (COVID-19) pandemic continues at pace, while climate change impacts are more frequent and more intense. No one knows how long COVID-19 will remain a public health threat. However, the threat of global climate change is here to stay. By addressing mitigation and resiliency, we can reduce the negative impacts that climate change can have on the environment, the economy and our public health. Read our article on climate change mitigation and resilience co-authored by SNC-Lavalin and Rebecca R. Rubin, President and CEO of Marstel-Day, an international environmental consultancy established in 2002.

[Find out more >](#)



UN SDG16: Peace, Justice and Strong Institutions

Our commitment to integrity has earned us the prestigious Compliance Leader Verification from the Ethisphere Institute. The Ethisphere Institute, a global leader in defining and advancing the standards of ethical business practices, announced that SNC-Lavalin earned the coveted Compliance Leader Verification for 2021-2022, extending an earlier 2019-2020 verification. The assessment is also the result of an extensive benchmarking initiative of the World's Most Ethical Companies.

[Find out more >](#)



UN GOALS
WHERE OUR BUSINESS
CAN HAVE A **MEDIUM IMPACT**

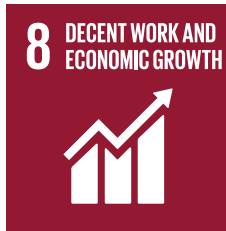
UN Goals where our Business can have a Medium Impact



UN SDG4: Quality Education

We are partnering with Alloprof, a charitable organization that offers elementary and high school students free help with their homework. Our donation is being used to create, promote and host a virtual education assistance tool for students who are struggling with certain school subjects.

[Find out more >](#)



UN SDG8: Decent Work and Economic Growth

We launched our Commitment to Indigenous Peoples policy to facilitate the generation of social value and economic growth with Indigenous Peoples. This document aligns with our corporate purpose, values and vision. We strive to honour the rights and culture of Indigenous Peoples, and require respectful and fair dealing with Indigenous Peoples, businesses, entities and community members in all business activities conducted by our employees, legal entities, partnerships (including Joint Ventures) and operations within Canada.

[Find out more >](#)



UN SDG9: Industry, Innovation and Infrastructure

We are working on a contract for detailed design, fabrication/manufacturing and first commercial deployment of the newly developed PRECISE (Pressure Tube Circumferential Sampling Equipment) tool at Ontario Power Generation's Darlington Nuclear Generating Station. PRECISE is an innovative next generation reactor inspection tool designed by SNC-Lavalin for taking samples of reactor core internals.

[Find out more >](#)



UN SDG14: Life Below Water

In recent years, the Indian River Lagoon in Florida, USA has been experiencing degradation in water quality with an increase in algae blooms and fish mortality. These problems have been attributed to large deposits of material containing high concentrations of nutrients. Efforts to improve water quality by environmental dredging are underway: we are the engineering consultant for three projects with an estimated combined construction cost of US\$65 million.

[Find out more >](#)



UN SDG15: Life on Land

In an age of increasingly rapid urbanization, we run the risk of disconnecting people from nature. Some initiatives we are currently working on demonstrate how urban wild spaces can produce multiple benefits. One example is the London Wildlife Trust's Camley Street Natural Park, created in the 1980s. When our teams conducted an evaluation of the park in 2015, we found that this well-utilized site contributed the equivalent of £2.8 million of services to the local economy and society per annum.

[Find out more >](#)



UN GOALS
WHERE OUR BUSINESS
CAN HAVE A **LOWER IMPACT**

UN Goals where our Business can have a Lower Impact



UN SDG1: No Poverty

We have been appointed by the World Bank to undertake Blue Economy Assessments in the Eastern Caribbean to help countries make more sustainable use of their coastal and marine assets at the national and regional level, both economically and environmentally. Generating economic growth across the Blue Economy is a way of ensuring coastal and marine resources are used in a sustainable way while adding to the local economy and alleviating poverty in coastal communities.

[Find out more >](#)



UN SDG2: Zero Hunger

The Atkins Foundation, a non-profit philanthropic organization funded by donations from SNC-Lavalin's Atkins business employees in the US that are matched by the company, is making a US\$100,000 donation to Feeding America, a "US-based non-profit organization that is a nationwide network of more than 200 food banks that feed more than 46 million people through food pantries, soup kitchens, shelters, and other community-based agencies."

[Find out more >](#)



UN SDG17: Partnerships for the Goals

As a leading global engineering firm, the scope of our work impacts hundreds of communities around the world where our employees, business partners and other stakeholders live and work. Our goal is to have a positive impact on communities, learning and innovation. In order to achieve this goal, we are primarily contributing to educational causes, particularly initiatives that support the next generation of talent. We also encourage local charities that help build caring communities.

[Find out more >](#)

5 / WHAT MATTERS MOST TO OUR STAKEHOLDERS



5. WHAT MATTERS MOST TO OUR STAKEHOLDERS

How our Business Strategy Responds to Global Societal and Environmental Megatrends

SNC-Lavalin operates in an increasingly dynamic and interconnected world where global megatrends are shaping how we deliver projects. Megatrends can be considered as a range of transformative global forces which define the future by having far-reaching impacts on businesses, economies, industries, societies and individuals.

Global megatrends relate to climate change, conflicts and consumer behaviour that businesses must adapt to. Where changes are predictable, businesses can plan ahead and adapt business strategy. Some changes relating to population growth can be planned for to a certain degree; however, the effects of climate disturbances, such as lack of rainfall, increased storms and flooding, can happen overnight.

In a society with increased environmental awareness, rapid changes in consumer behaviour, such as increasing ownership of electric vehicles, refusal to buy single-use plastics, or conversion to plant-based diets, all have knock-on effects. This can impact manufacturing and infrastructure, with raw materials no longer being in demand and existing infrastructure being rendered obsolete.

Geopolitical instability can arise suddenly and have dramatic impacts on both businesses and society.

Governments and businesses worldwide are recognizing the importance of global societal and environmental megatrends and have started developing legislation to mitigate effects on society, the environment and global and local economies.

Sustainability for us is not an option but an imperative. Extreme climate change is a global challenge, and it is important that we provide our clients with the support they need to ensure that their assets can withstand these environmental events.

Materiality Assessment

We have undertaken a detailed materiality assessment to prioritize the most material issues for SNC-Lavalin, including a market analysis evaluating the sustainability performance of our industry peers, an evaluation of the expectations of clients and shareholders and ongoing engagement surveys, presentations and meetings with external and internal stakeholders.

Key ESG issues emerged from this materiality assessment process as the most significant to SNC-Lavalin's operational business strategy.

We undertook our materiality assessment in 2019 in accordance with the Global Reporting Initiative (GRI) Standards and updated it in early 2021 by incorporating two additional social categories of Integrity and Human Rights into our Sustainable Business Strategy.



THE SOCIETAL ISSUES WE
PRIORITIZE THAT ARE MOST
MATERIAL TO OUR ACTIVITIES
AS AN ORGANIZATION AND
ACROSS OUR PROJECTS

OUR KEY OBJECTIVES

Our twelve ESG measurement categories have been selected using a rigorous process referred to as a materiality assessment.

Materiality Assessments are a critical part of sustainability reporting.

The societal issues we prioritise that are most material to our activities as an organization and across our projects.

REDUCE CO₂ PRODUCED BY **ENERGY** CONSUMPTION
 REDUCE **WATER** CONSUMPTION
 REDUCE CO₂ PRODUCED BY **TRANSPORT**
 REDUCE CONSUMPTION OF RAW **MATERIALS**
 REDUCE ENVIRONMENTAL **POLLUTION**
 IMPROVE HUMAN **HEALTH** AND WELLBEING
 PROTECT AGAINST PHYSICAL IMPACTS OF
CLIMATE CHANGE AND EXTREME WEATHER
 PROTECT EXISTING BIODIVERSE HABITATS
 INCREASE **BIODIVERSITY**
 INCREASE **DIVERSITY** AND SOCIAL INCLUSION
 CREATE SOCIAL VALUE AND **COMMUNITY** BENEFITS
 MAINTAIN A HIGH STANDARD OF ENGAGEMENT
 TOWARDS **INTEGRITY**
 PROTECT **HUMAN RIGHTS**

OUR OBJECTIVES, TARGETS, METRICS AND MEASUREMENTS

Committing to the ESG high-level targets outlined in this document is a minimum requirement as a signatory of the UN Global Compact.



CHANGE

QUANTITATIVE METRICS

For high risk categories we have selected quantitative metrics to change existing behaviours



CHALLENGE

QUALITATIVE MEASUREMENTS AND NARRATIVES

For medium risk categories we have selected qualitative measurements and narratives to raise awareness and challenge existing ways of working



CURIOSITY

INNOVATION MEASUREMENTS AND NARRATIVES

For low risk categories we have selected innovation measurements and narratives to inspire curiosity, knowledge sharing and innovation

ENERGY



ENERGY

Objective

REDUCE CO₂
PRODUCED
BY ENERGY
CONSUMPTION
FROM HUMAN
ACTIVITY

[Find out more >](#)

[Read our Routemap >](#)



QUANTITATIVE TARGET

> Achieve net zero carbon emissions by 2030

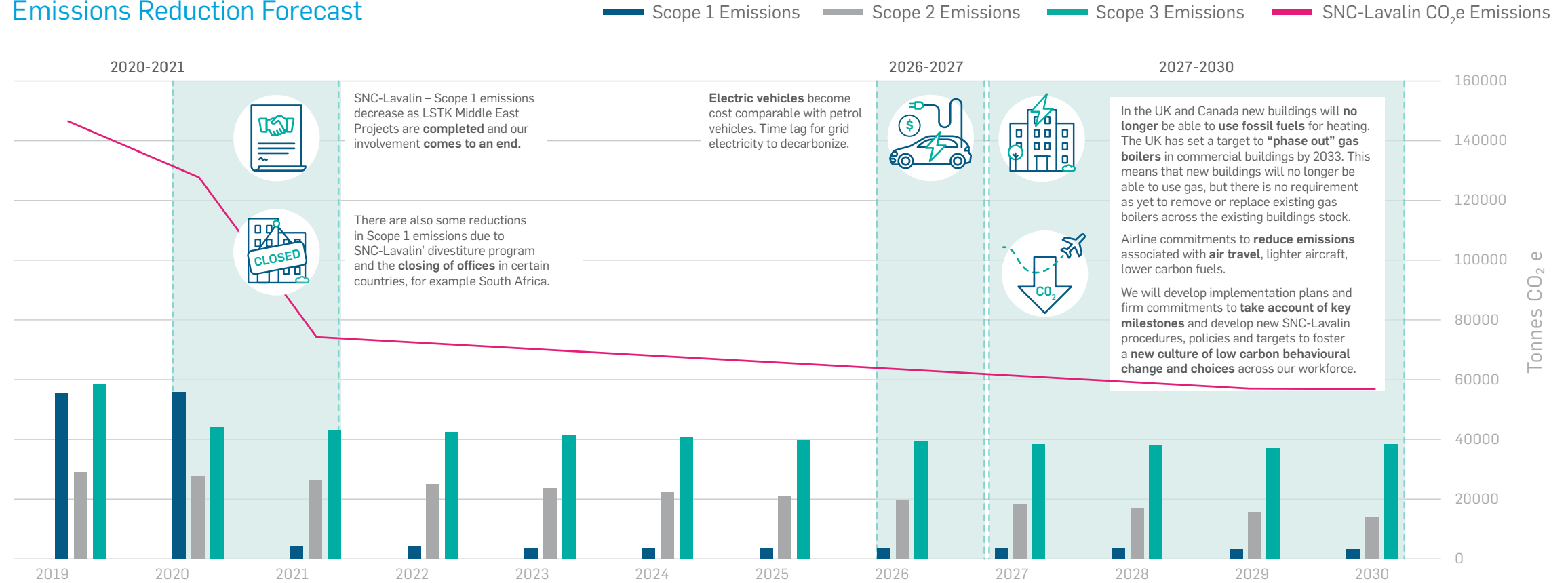


QUALITATIVE TARGET

> Create and share innovative solutions to reduce energy and carbon emissions



Emissions Reduction Forecast



Energy

Sustainability Context

The World Economic Forum published a report on the energy transition required to combat climate change, underlining how incredibly quickly that transition needs to happen.

[Read Report >](#)

As a world-leading engineering organization, we can combat climate change and overcome the greatest global challenge of our age by taking part in the energy transition towards a low carbon society.

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our Sustainable Business Strategy (SBS) is Energy. In our Sustainability Policy Statement, we have made a firm commitment to improving resource efficiency including use of water, energy (including transport-related energy usage); and raw materials, across our corporate and project activities.

We have set out the following high-level objectives for Energy in our SBS:

Sustainable Business Strategy High-Level Objective: Energy

Project Activities

Propose improvements to our clients' projects to reduce energy and carbon emissions.

Corporate Activities

Reduce our energy consumption by implementing passive design, energy efficiency and low and zero-carbon energy initiatives.



"A low carbon society will not happen overnight, but it is our role as an organization to change our own behaviour to **consume less and behave more responsibly**. We must support our clients in **reducing their carbon footprints by using more passive design solutions, installing energy efficiency measures and transitioning to new low and zero carbon energy supply and transportation fuels.**"

Sarah Jane Stewart
Global Head of Sustainability

Energy Case Studies



Hydro Power

We have been appointed as an engineering services provider for three hydroelectric projects from Rye Development, LLC to add powerhouses to the existing dam and lock facilities at each of the sites, which are owned by the US Army Corps of Engineers. SNC-Lavalin's scope includes forward-thinking design and engineering using the latest multidisciplinary BIM technology, field investigation, environmental assessment and permitting support for the hydroelectric projects located in Pennsylvania, USA.

[Find out more >](#)



Wind Power

A little over 25 years ago, our teams started working on the earliest designs and requirements for an emerging wind energy market. Our portfolio now includes more than 375 wind turbine generator foundations, over 1,000 operational structures, involvement in four floating concepts, and over 19 offshore substations. From the North Sea, Thames Estuary, English Channel, French, German and Portuguese coastlines, to the shores of China, Taiwan, Australia and the United States, we've gained some key insights to global energy objectives and drivers that help paint a picture of what's next for the industry.

[Find out more >](#)



Hydrogen

We worked with the Energy Technologies Institute (ETI) to explore the possibility of storing hydrogen in underground salt caverns, so it can be used to help the UK meet its carbon reduction targets. We identified and examined three caverns in Cheshire, Teesside and East Yorkshire to understand the long-term effects of storing hydrogen at scale. We also produced cost estimates to help the ETI determine if a bulk storage plant would be commercially viable.

[Find out more >](#)



Nuclear Power

We have been awarded two additional five-year vendor of record agreements by Ontario Power Generation to provide niche engineering and nuclear engineering services. SNC-Lavalin will deliver nuclear engineering services for the Darlington and Pickering sites and the Western Waste Management Facility in areas including design support for nuclear plant modifications and balance of plant engineering. The scope of work under the niche engineering agreement will include software engineering and categorization, cyber security services, human factors engineering, computer system engineering and project management support.

[Find out more >](#)

Energy Case Studies



Nuclear Fusion

We're involved in an extraordinary project that's aiming to create a limitless supply of clean, safe and reliable energy. ITER, in the south of France, is the world's largest experimental fusion device. Thirty-five nations are working together to build and operate the facility in the hope of testing the potential of fusion energy like no other machine to date. We're part of a consortium that was appointed to deliver over 30 buildings and associated infrastructure for the project, including the flagship Tokamak complex.

[Find out more >](#)



Fuel cell carbon capture technology

We led a groundbreaking project that assessed the viability of using new carbon capture technology to reduce emissions at Drax Power Station in North Yorkshire. It involved installing a molten carbonate fuel cell (MCFC) on the site. The MCFC was designed to capture the carbon dioxide (CO₂) from the flue gas produced as part of electricity generation. The CO₂ was then piped to a nearby industrial greenhouse to increase vegetable yields. We developed the front-end engineering design study and cost estimates for the pilot project, which was part of Drax's wider decarbonization efforts.

[Find out more >](#)



Engineering Net Zero

We have focused our attention on the objective to transition the Canadian economy towards a net zero greenhouse gas emissions target by 2050. Our Engineering Net Zero (Canada) Report provides carefully thought-out analysis and directions from thought leaders and subject matter experts inside the company. The made in Canada solution supports jobs, growth and a more modern economy, powered by clean energy. The report examines the blueprint for Canada to achieve the net zero carbon target by 2050.

[Find out more >](#)

Our corresponding Engineering Net Zero (UK) Report highlighted that the government's Net Zero 2050 target won't be achieved without substantial changes to the UK's energy mix and significant public and private sector investment.

[Find out more >](#)

Engineering Net Zero Canada Report

In November 2020, the Canadian Government announced their plans for achieving net zero emissions in Canada by 2050. SNC-Lavalin has focused its attention on this objective to transition the Canadian economy towards a net zero Greenhouse Gas (GHG) Emissions target by 2050. The report, Engineering Net Zero (Canada), provides carefully thought-out analysis and directions from thought leaders and subject matter experts inside the company. The made in Canada solution supports jobs, growth and a more modern economy, powered by clean energy.

The report examines the blueprint for Canada to achieve the net zero carbon target by 2050. It brings into perspective the challenges and potential solutions across economic sectors. SNC-Lavalin's first-hand experience in projects across sectors like energy, agriculture, transportation, oil and gas, buildings, industrial, waste and water treatment provides an advantageous viewpoint on the interdependencies at play.

Recommendations from the report include:

- > East-West interconnected grid: establish a federal-provincial committee for the Canadian electrical grid to enable greater reliability, resiliency and efficiency through inter-provincial ties. This could pave the way for an East-West interconnected grid that would help balance operations, enable more renewable integration, and effectively support electrification of other economic sectors.

- > Early build projects should be initiated for energy sources such as hydro and nuclear, where a single plant easily takes more than 10 years to develop. Other renewable resources, such as wind and solar, should be developed quickly to meet load increases. Emerging renewable technologies have also shown significant promise, including offshore wind, tidal and wave power generation.
- > Carbon capture: expedite and fund pilot carbon capture and storage projects as quickly as possible, which are key to eliminating the balance of GHG emissions from energy intensive processes.
- > Hydrogen fuel: accelerate current hydrogen (and other alternative fuels) research programs, with a minimum number of demonstration projects.
- > Consult industry in the development of the net zero 2050 plan, to ensure concrete, measurable and coordinated efforts are put in place, and to maximize the ROI for Canadians, both from a financial and environmental impact perspective.

Read the Engineering Net Zero Canadian Executive Summary:

[Find out more >](#)

Read the Engineering Net Zero Canadian Technical Report:

[Find out more >](#)

Read the Engineering Net Zero Webpage:

[Find out more >](#)



UK Net Zero Carbon Emissions

In June 2019, the UK became the first major economy in the world to pass laws to end its contribution to global warming by 2050.

However, an SNC-Lavalin report has highlighted that the UK government's Net Zero 2050 target won't be achieved without substantial changes to the country's energy mix and significant public and private sector investment. Our Engineering Net Zero UK Report highlighted the major challenges of creating significant capacity in carbon capture and storage, and nuclear, wind and hydrogen energy generation. It also examined how policy makers and industry must urgently resolve a number of technical and commercial challenges associated with decarbonizing the economy. It concluded that Net Zero can only be achieved through dramatic transformation of the UK's entire energy system encompassing energy generation, heating, transportation and industry.

The necessary conclusions and recommendations required to meet the target were as follows:

- > A flexible approach to the ultimate energy system configuration
- > An Energy System Architect
- > Clean, reliable and consistent nuclear power

- > A key role from Carbon Capture and Storage
- > Increased capacity from renewable energy sources, primarily offshore wind
- > Greater investment in hydrogen projects
- > Energy Storage and System Integration

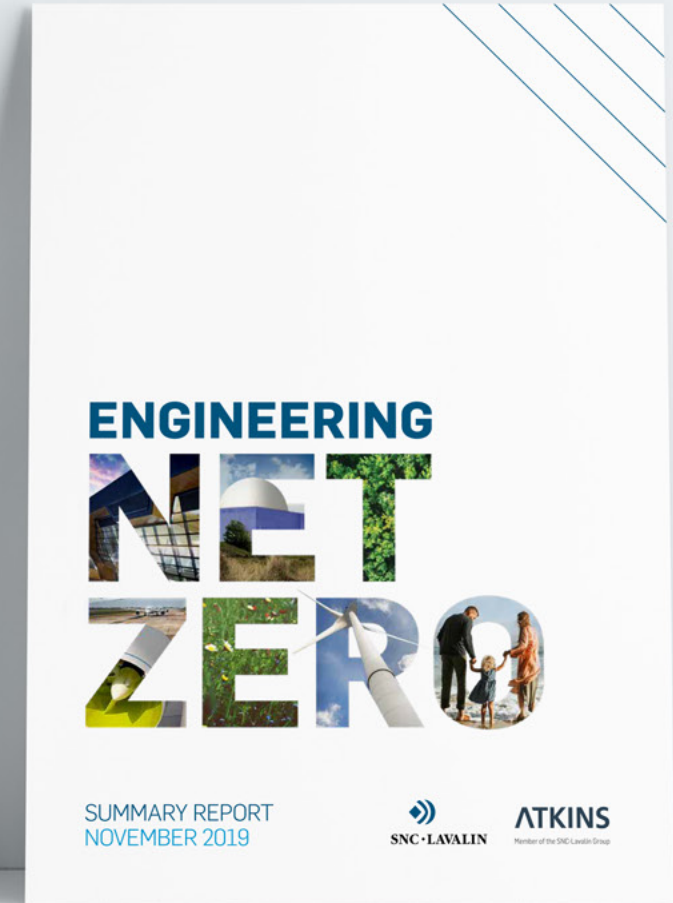
To play our part in implementing such solutions, we are targeting not just central and local governments that are setting targets and have responsibility for meeting them, but also industrial stakeholders who must play their part by reducing their own footprints. Pre-project engagements have taken place with both central and local government and industry stakeholders, positioning ourselves as a vital resource on their journey towards net zero carbon emissions.

Read the Engineering Net Zero (UK) Summary Report:

[Find out more >](#)

Read the Engineering Net Zero Webpage:

[Find out more >](#)



Energy Consumption

We have been filing an annual CDP report since 2007. Major sources of emissions include our offices and facilities as well as business travel. Our greenhouse gas (GHG) emissions inventory is externally verified by Ernst and Young and the calculations are verified internally by our energy and carbon specialists. This certified team provides our external clients with verification services.

A summary of our energy consumption and GHG Emissions since 2016 is outlined in the table below.

	2016	2017 ¹	2018 ²	2019 ³	2020 ⁴
Energy usage (GJ)	883,960	964,497	1,152,210	1,107,213	756,656
GHG Emissions (t eq CO ₂)					
Direct Emissions (Scope 1)	52,971	56,087	55,869	55,765	44,940
Indirect Emissions (Scope 2)	9,557	20,468	34,541	29,400	5,101
Sub-total Scope 1&2	62,528	76,555	90,410	85,165	50,041
Business Travel (Scope 3)	17,283	26,892	77,119	54,221	12,752
Upstream Leased Assets (Scope 3)	5,804	6,175	3,244	4,015	20,507
Sub-total Scope 3	23,087	33,067	80,363	58,236	33,259
Total GHG Emissions	79,811	103,447	167,529	139,386	62,793

1 In July 2017, SNC-Lavalin acquired WS Atkins, which explains the majority of the rise in energy usage and associated GHG emissions noted in 2017 and 2018.

2 SNC-Lavalin published a restatement of its 2018 emissions due to corrections brought to the natural gas usage at two of its Canadian facilities.

3 SNC-Lavalin published a restatement of its 2019 emissions due to the correction of the emission factors for LPG. The fuel was used at some facilities in the USA which have now been closed.

4 In 2020, SNC-Lavalin reduced its business travel to essential trips only, in line with public health guidance. Conversely, the energy usage at some facilities had to be estimated as well as energy consumed by employees working from home.

Read our CDP Reports: [Find out more >](#)

Our Carbon Footprint 2019

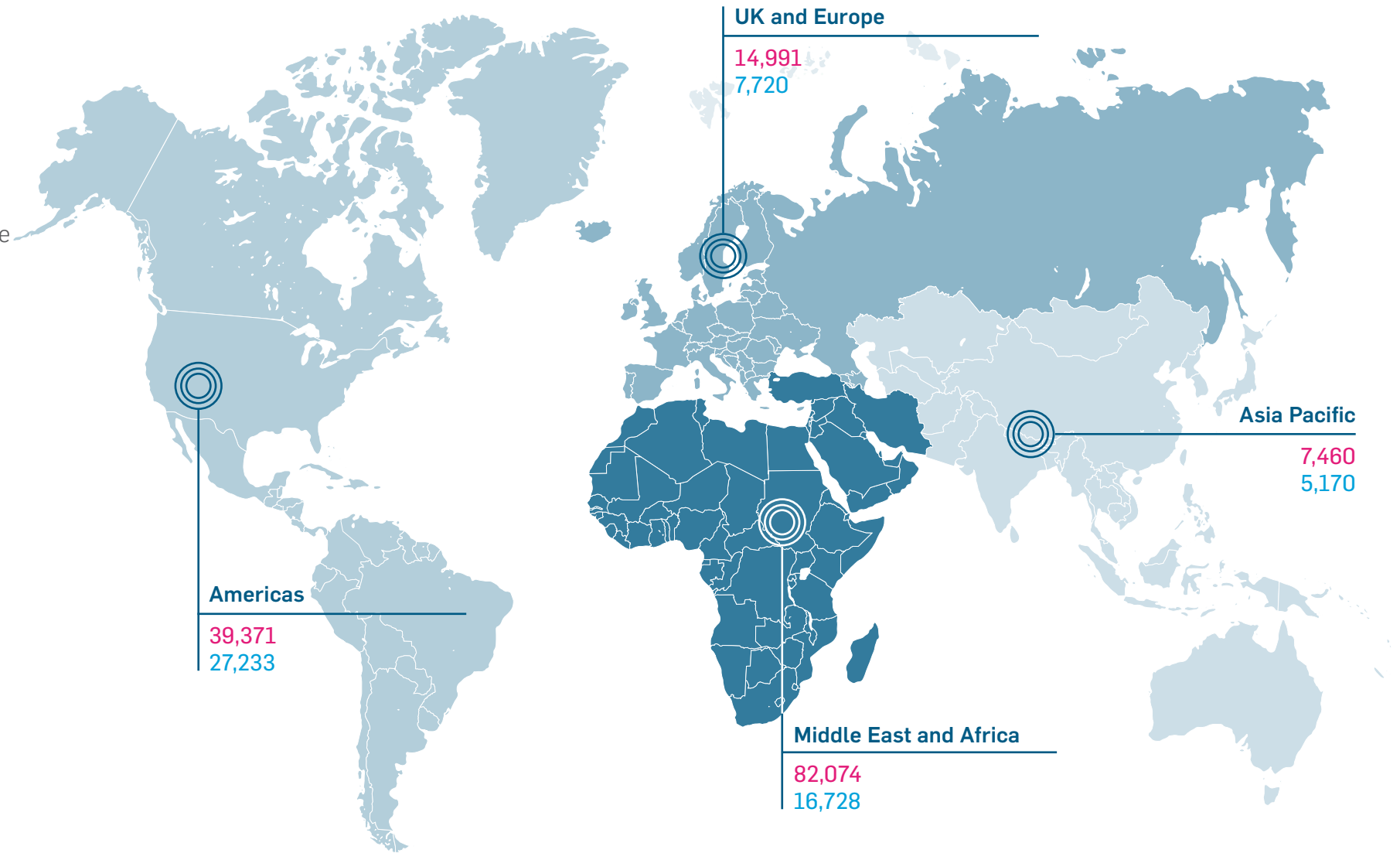
Our Baseline Carbon Footprint for combined scope 1, 2 and 3, is based on our portfolio as of 31st December 2019. The company had permanent offices in 46 countries, located in the following regions.

Baseline emissions (tCO₂e/yr):

2019

Estimated emissions (tCO₂e/yr):

2030



Our Carbon Footprint 2020 Results

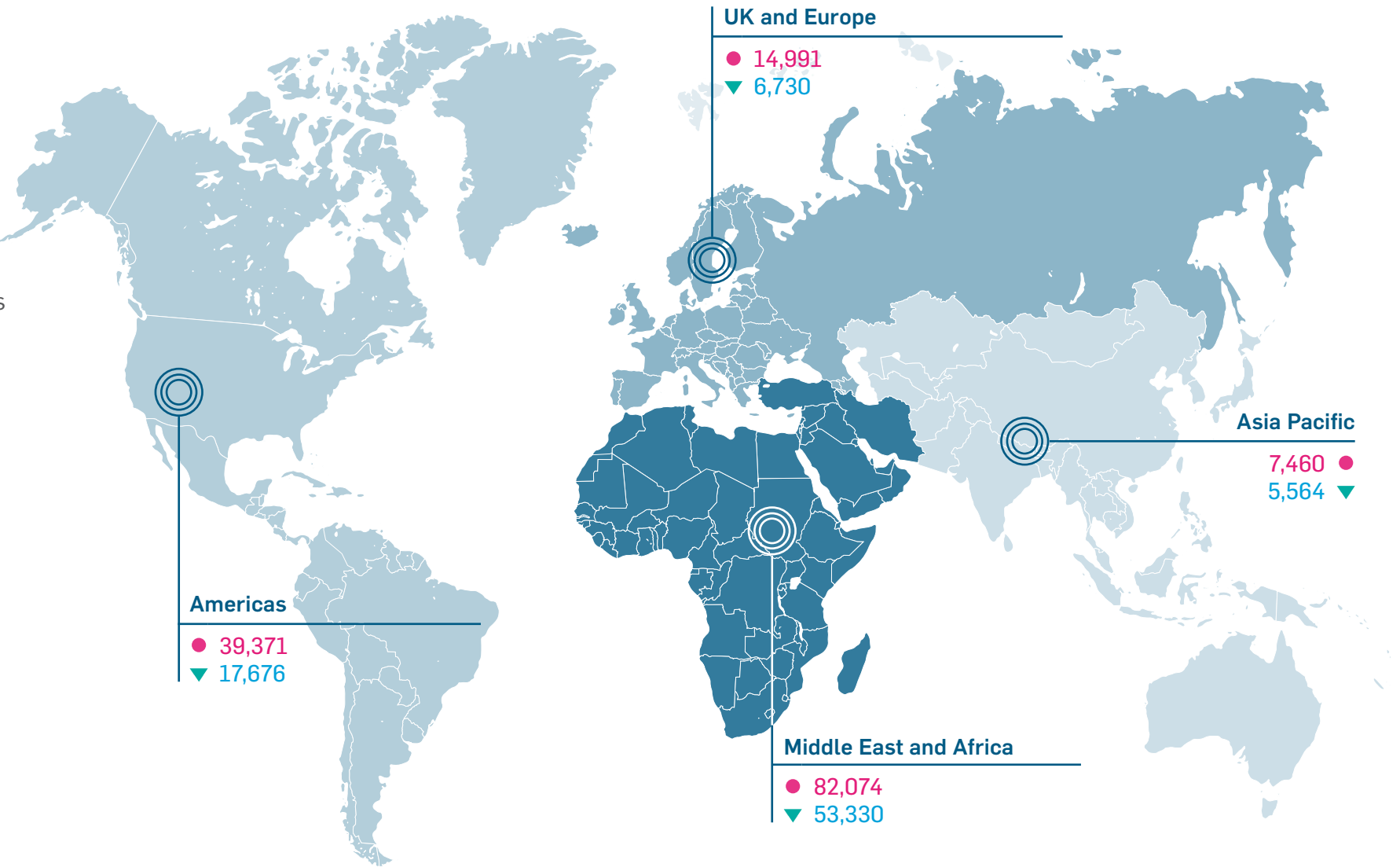
Variance between 2019 and 2020 results can be in part attributed to the temporary measures set forth to contain the Covid-19 pandemic (work from home policy, travel restrictions, etc). But also to SNC-Lavalin's efforts to optimize office space, derisk the Company and divest from non-core activities and regions.

Baseline emissions (tCO₂e/yr):

2019

Measured emissions (tCO₂e/yr):

2020



WATER



WATER

Objective

REDUCE WATER CONSUMPTION

[Find out more >](#)



QUALITATIVE TARGET

- > Create and share innovative solutions to reduce water consumption

Water

Sustainability Context

Water scarcity can mean availability scarcity due to physical shortage, or access scarcity due to either the failure of institutions to ensure a regular supply or to a lack of adequate infrastructure.

Water scarcity already affects every continent. The United Nations World Water Development Report, *Leaving no one behind*, launched in March 2019 demonstrates how improvements in water resources management and access to water supply and sanitation services are essential to addressing various social and economic inequalities, such that 'no one is left behind' when it comes to enjoying the multiple benefits and opportunities that water provides.

[Find out more >](#)

By **2040**, it is estimated that one in four of the world's children under 18 – some 600 million in all – will be living in areas of extremely high water stress

By **2030**, with the existing climate change scenario, water scarcity in some arid and semi-arid places will displace between 24 million and 700 million people

700 million people worldwide could be displaced by intense water scarcity by 2030

A **third** of the world's biggest groundwater systems are already in distress

About **4 billion** people, representing nearly two-thirds of the world population, experience severe water scarcity during at least one month of the year

Over **2 billion** people live in countries experiencing high water stress

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Water. In our Sustainability Policy Statement, we have made a firm commitment to improving resource efficiency including use of water, energy and raw materials, across our corporate and project activities. We have set out the following high-level objectives for water in our SBS:

Sustainable Business Strategy High-Level Objective: Water

Project Activities

Propose improvements to our clients' projects to reduce water usage and conserve available water resources.

Sustainable Business Strategy High-Level Objective: Water

Corporate Activities

Reduce our water consumption by implementing water efficiency and sustainable urban drainage measures.



Water Case Studies

Natural Capital Principles for the Water industry

We have worked with water companies, regulators and government bodies across the UK to create a set of Natural Capital Principles for the Water Industry, that enable the value of the natural environment to be taken into account in investment decision making. The Principles form part of a best practice guide for water companies and regulators, and outline how the adoption of natural capital tools can make investment decisions more sustainable. In particular, the Principles highlight the importance of well-evidenced Natural Capital Assessments to demonstrate the social, economic and environmental impact of decisions, while aligning with national policy. The best practice guide's creation was facilitated by the Water Industry Forum.

[Find out more >](#)

Strategic Delivery Partner to Thames Water

We are working as the Strategic Delivery Partner to Thames Water, to deliver asset management, project management and technical assurance services to support the utility's transition to an 'intelligent client' model as part of the £9bn capital program. The £20m five-year contract will see the business' employees seconded into the asset management and capital delivery functions of Thames Water to advise on future work such as master planning, asset modelling, surveying, data generation and analysis, as well as delivering a range of business-critical strategic studies.

[Find out more >](#)

Saudi Arabia's Public-Private Partnerships in the Water Sector

We are providing engineering services for a procurement advisory services contract from state owned National Water Company in Saudi Arabia as part of a consortium to provide water distribution services in the Kingdom. The project is part of a wider privatization strategy that focuses on customer service, efficiency improvement and cost control, and is designed to bring greater efficiency and guaranteed water supply throughout the Kingdom and meet the demand for water and wastewater services of its residents.

[Find out more >](#)

Safeguarding people and assets

For the UK's water companies, whose thousands of assets reach every corner of the British Isles, checking and maintaining them makes for a very substantial task indeed.

One of the major challenges for water companies is not just in monitoring the asset condition but how many there are in the first place.

Southern Water needed to confirm where exposed pipe bridges or crossings existed and assess their associated risks to prioritize remedial work. Southern Water's initial desktop study pinpointed more than 12,500 potential locations to confirm. So, the challenge faced by our Networks and Drainage Engineering team was how to locate, survey and report on all 12,500 locations on-site? The solution was a digital tool developed by our specialists called ASSIST that brought data-driven innovation into the physical realm.

[Find out more >](#)

TRANSPORT



TRANSPORT

Objective

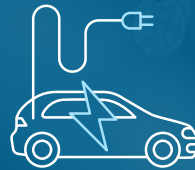
REDUCE CO₂
PRODUCED BY
TRANSPORT

[Find out more >](#)



QUANTITATIVE TARGET

- > Achieve net zero carbon emissions by 2030 (including emissions from transport)



QUALITATIVE TARGET

- > Create and share innovative solutions to reduce energy and carbon emissions from transport

Transport

Sustainability Context

The UN Intergovernmental Panel on Climate Change (IPCC) warned that global warming could reach 1.5°C as early as 2030.

The landmark report by leading scientists urged nations to do more and underlined that we have until 2030 to contain greenhouse gas (GHG) emissions. This includes serious efforts to reduce transport emissions. More detail can be found in the IPCC report:

[IPCC Report >](#)

Transport emissions relating to road, rail, air and marine freight combined contributes approximately 25% of all energy-related CO₂ emissions worldwide and 13% of all GHG emissions. 72% of global transport emissions come from road vehicles, which accounted for 80% of the rise in emissions from 1970-2010. Emissions have also increased in other transport modes, such as international aviation, domestic aviation and international and coastal shipping. The main exception is railways; powered by a significant share of electricity, rail emissions have declined because of increased electrification coupled with decarbonization of grid electricity supply in specific countries.

Public transport contributes to approximately 25% of all energy related CO₂ emissions worldwide. Electric public transport powered by low and zero carbon sources is a solution that could reduce 250 million tons of carbon emissions by 2030. Addressing the climate emergency by reducing global transport emissions requires a combination of improvements, addressing clean fuels, vehicle efficiency, how we build cities, and how we move people and goods. The IPCC report outlined that direct (tank-to-wheel) GHG emissions from passenger and freight transport can be reduced by:

- > **Avoiding journeys where possible** by, for example, densifying urban landscapes, sourcing localized products, restructuring freight logistics systems, and utilizing advanced information and communication technologies
- > **Modal shift to lower carbon transport systems** encouraged by increasing investment in public transport, walking and cycling infrastructure, and modifying roads, airports, ports and railways to become more attractive for users and minimize travel time and distance
- > **Lowering energy intensity** by enhancing vehicle and engine performance, using lightweight materials, increasing freight load factors and passenger occupancy rates, deploying new technologies such as electric three-wheelers
- > **Reducing carbon intensity of fuels** by substituting oil based products with natural gas, biomethane, or biofuels, electricity or hydrogen produced from low and zero carbon sources of energy

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Transport. In our Sustainability Policy Statement, we have made a firm commitment to improving resource efficiency including use of water, energy (including transport related energy usage) and raw materials, across our corporate and project activities. We have set out the following high-level objectives for transport in our SBS:

Sustainable Business Strategy High-Level Objective: Transport

Project Activities

Propose improvements to our clients' projects to promote active travel and develop sustainable low carbon transportation systems.

Corporate Activities

Reduce our energy consumption for business travel by utilizing digital technologies and prioritizing low emission modes of transport.



Transport Case Studies

Reimagining Transport and Mobility for a Sustainable Australia

In the transport sector, Australia has taken several notable initiatives to contain Coronavirus, maintain the safe operation of the transport system, and also look towards medium-term economic recovery. The COVID-19 pandemic has resulted in global challenges on a scale that we have never previously encountered, straining healthcare systems, restricting travel, and creating deep economic impacts, compounded by loss of life and impacts on our social and mental wellbeing. With an overall 80-90% reduction in travel demand, traffic-free streets, difficulties in moving while maintaining social distancing and public transport operating dramatically reduced services, this has also presented fresh challenges for Australia's transport systems.

[Find out more >](#)

East West Rail

The East West Rail Consortium commissioned our teams to support the outline and detailed design services for phase 1 of the project between Oxford and Bicester in England. Work on this first phase of activity started in 2009 and the first new section of railway, connecting Oxford Parkway and Bicester, opened in October 2015, with the section linking Oxford and Oxford Parkway officially opening to passengers in December 2016. Our work included upgrading 15km of existing single track to dual track; allowing line speeds to increase to 100mph; and creating the foundations for future electrification. Our engagement also included the early development works for improvements to existing stations at Islip and Bicester and the delivery of a brand-new station at Water Eaton.

[Find out more >](#)

Now is the time to reimagine our approach to Ultra Low Emission Vehicles adoption

Early in the COVID-19 pandemic, there were many reports that lockdowns were having a dramatic impact on emissions, especially those from air and road traffic. This all comes at a time when the uptake of Ultra Low Emission Vehicles was increasing at a dramatic rate. The latest figures released in June 2020 from the Society of Motor Manufacturers & Traders shows that in the first six months of this year Diesel vehicle sales dropped by 64.9% and Petrol vehicle sales by 52.3%. During this same period, sales of Battery Electric Vehicles increased by 158.6% and Plug-in Hybrid Vehicles by 28.9%.

[Find out more >](#)

Reimagining transport and mobility for a sustainable economic recovery

The future of transport after COVID-19 seems resolved although, there is some uncertainty. The fundamental choice for policy makers already seems clear. Do we come out of COVID-19 by falling back on old ways, abandoning new opportunities, and focusing on legacy infrastructure and services? Or do we maintain, or better still redouble, our efforts to forge a new paradigm which propels us to a vision of a more sustainable, equitable and resilient mobility system and experience? The answer is self-evident; the best way to predict the future is to create it.

[Find out more >](#)

How to manage increasing volumes of pedestrians and cyclists on the streets

Cities all over the world are using what is being called "tactical urbanism" to take road space from cars and give it to people on foot and on bicycles to keep people moving safely during lockdown. Tactical urbanism can involve many forms of interim improvements to the public realm, including creating or widening sidewalks, introducing pop-up cycle lanes and temporarily closing streets to vehicular traffic using planters and street furniture. Several European cities such as Milan, Paris and Berlin are using tactical urbanism to provide inspiration for making potentially permanent changes to the fabric of the city, or pilot new approaches which may in turn transform policy or inspire fundamental change to the design of cities.

[Find out more >](#)

Why rail electrification is key

Last year the UK was the first major economy to legally commit to becoming 'carbon-neutral' by 2050. The Department for Transport's 2018 vision is to remove diesel-only traction from our railways by 2040. The last few decades have shown how complex the electrification process is. It is vital to combine long-term thinking with a holistic approach to railway electrification. Our railways are a patchwork of overlapping designs. Digital tools allow us to develop Overhead Line Equipment layouts more quickly, with a higher level of consistency and deliver standardised digital outputs for use by procurement, construction and maintenance teams. As an industry, we must become more efficient, reduce unit costs, and collaborate to implement electrification and keep the UK's progress to a carbon-free economy on track.

[Find out more >](#)



MATERIALS

MATERIALS

Objective

REDUCE CONSUMPTION OF RAW MATERIALS

[Find out more >](#)



QUALITATIVE TARGETS

- > Create and share innovative solutions to reduce consumption of raw materials
- > Establish procurement practices that are sustainable, in accordance with global and national policies and priorities

Materials

Sustainability Context

Expanding population, rapid urbanization and economic development are increasing global raw materials consumption and waste production at an alarming rate. Better and more efficient use of natural resources can be one of the most cost-efficient and effective ways to reduce impacts on the environment.

Environmental impacts occur at all stages of materials utilization, as they result from extraction, transformation, product use and waste management. Some of the growth in negative environmental impacts may be offset by circular economy initiatives where virgin materials input is replaced by recycled materials, remanufacturing and reuse.

“A circular economy is based on the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems.”

Ellen MacArthur Foundation

A report released in 2019 by the Ellen MacArthur Foundation sets out that, while moving to renewable energies can address 55% of global GHG emissions, to achieve UN climate goals it is imperative to tackle the remaining 45%. The second report released by the foundation the same year provides guidance on how circular economic principles can be used to develop city infrastructure.

[Climate Change Report >](#)

[Circular Economy Report >](#)

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Materials. In our Sustainability Policy Statement, we have made a firm commitment to improving resource efficiency including use of water, energy and raw materials, across our corporate and project activities. We have set out the following high-level objectives for Materials in our SBS:

Sustainable Business Strategy High-Level Objective: Materials

Project Activities

Propose improvements to our clients' projects to design them in accordance with circular economy and resource-efficiency principles.

Corporate Activities

Reduce our materials usage by utilizing digital technologies and developing a sustainable procurement strategy.



Materials Case Studies

Materials and resource efficiency

Expanding population growth, rapid urbanization and economic development are increasing global raw material consumption and waste production at an alarming rate. Better and more efficient use of natural resources can be one of the most cost-efficient and effective ways to reduce impacts on the environment.

[Find out more >](#)

Materials Efficiency in Industrial Plant Design

Sulphuric acid is one of the world's top chemical commodities, SNC-Lavalin's Sulphur and Emissions Solutions (SES) Group has been designing and constructing sulphuric acid plants for over 50 years. Within our SES Group, we have made significant advancements with our design to provide significant efficiencies in weight, footprint, time to construct and cost of fabrication of our catenary converters. We have also realized other advantages related to process design and overall operation of the converters in the facilities we have designed and constructed.

[Find out more >](#)

Resources required for the Growth of Low and Zero Carbon Technologies

We are working on the Rhyolite Ridge Project, which is a lithium-boron project owned by Loneer and is in the US state of Nevada. The project is significant because it is one of the largest producers of lithium in the United States, a resource that is extremely important to the battery market that is rapidly expanding with the development and commercialization of electric cars and the increasing use of industrial batteries. Rhyolite Ridge has an estimated 146.5 million metric tonnes of lithium and boron, and it expects to process 63.8 million metric tonnes over the 26-year mine life at an average annual rate of 2.5 million metric tonnes per year.

[Find out more >](#)

Composite aerostructures in a changing world

The goal of achieving zero net CO₂ emissions by 2050 is one that severely challenges aerospace engineers. Structural engineering has a major role to play in the war against wasted energy. The main challenges include: lowering drag, reduced component weight, more efficient propulsion, etc. Aircraft structural engineers have a big role to play in the challenges to come. With gains from improved propulsive efficiency diminishing and current battery technology currently an inadequate power source, engineers will need to squeeze every kg from the airframe and engines; smoothen aero-surfaces to promote laminar flow; and tailor structures to match the demands of unconventional aeroplane shapes.

[Find out more >](#)

Towards sustainable operation and maintenance

Sustainability planning and green standards have become the key pillars of the design and construction process that deliver the efficient operation and maintenance (O&M) of new and existing assets. Green O&M is based around physical assets, but a proper selection of assets that will most effectively deliver the desired benefits is essential. The choice of materials and equipment that can positively impact not just the asset's sustainability but all aspects of its development is also important. For example, using non-flammable, non-toxic materials can contribute to the asset's health, safety and environment goals. Similarly, adopting the right materials and processes for elimination of waste, applying demand management techniques and supply chain efficiencies can lead to conservation of resources and cost savings.

[Find out more >](#)

Raw Materials, Decommissioning and Components for the Energy Transition

All generating technologies have pros and cons – one thing we can be sure of is that to have a resilient energy system we will need diversity of energy generation. Society needs to prepare for the impact of global scale-up on availability and cost of materials. For instance, copper price has just reached a nine-year high; lithium carbonate prices tripled between 2016 and 2018 as demand outstripped supply; cobalt mining and production of steel and cement faced challenges, with global demand increasing for renewable and associated technologies such as batteries at previously unseen quantities. While not necessarily directly linked to energy security, the lack of provision, planning, pricing and saving for legacy issues of waste, recycling and disposal will be a vast challenge as this net zero system grows.

[Find out more >](#)

The Manning Crevice Bridge – 3-D time-history analysis

The Manning Crevice Bridge is located in a deep canyon with limited construction access and a narrow shelf road with steep drop-offs in hard rock terrain. As lead designer for the replacement project, we determined that a single-tower asymmetrical suspension bridge would best address the topographic and equipment access challenges. The design team used non-linear 3D time-history analysis to analyze the suspension system, main cables and hangers. The team completed wind tunnel testing, and an independent peer review verified design of bearings, expansion joints, cable geometry, cable rock anchorages, the structural steel tower, girders and floor beams. The two-girder structure spanning the Salmon River was analyzed under an Extreme Event fracture of the stiffening girder flange with a redundant load path through the hangers. The new alignment takes advantage of the favourable rock geometry while keeping permanent construction features outside the 100-year floodplain.

[Find out more >](#)

Berri-UQAM Station Renovation

In 2008, an inspection of approximately 70% of Montréal's subway assets revealed that many components of the subway infrastructure were well beyond their service lifespan and that significant interventions were required to maintain services to users and ensure their safety. This is what led to the Berri-UQAM station's major refurbishment project. All interventions and specific implementation strategies are planned to have minimal impact on users and subway operations. This challenge goes hand in hand with ensuring staff and user safety, as well as the challenges of carrying out a major refurbishment project requiring equipment in tight spaces in the station, installing equipment in a unique environment (environmental conditions, vandalism, etc.), and adapting to the Société de transport de Montréal's (STM) evolving needs in terms of the project's scope and nature.

[Find out more >](#)

HEALTH



HEALTH

Objective

IMPROVE MENTAL
AND PHYSICAL
HEALTH AND
WELLBEING

[Find out more >](#)



QUALITATIVE TARGET

- > Create and share innovative solutions to improve human physical and mental health and wellbeing

Health

Sustainability Context

Physical and mental health are both equally important for human wellbeing. Happiness is an important facet of wellbeing for our employees, but also when considering the effect of the facilities we design and deliver for end users.

People's thoughts and feelings about their own quality of life is also an important aspect of wellbeing.

Ten Steps to Global Happiness

The United Nations International Day of Happiness (UNIDO Happiness) campaign was launched in New York on March 18, 2019. The 2021 International Day of Happiness campaign theme is "Happiness for All Forever".

The 2021 International Day of Happiness campaign theme, Happiness for All Forever, seeks to unite the great human family with a common purpose, to enhance and advance the happiness of individuals, organizations, communities, nations and all of society, in harmony with nature and to ultimately achieve the happiness of all life on earth.

[10 steps to Global Happiness for 2021 >](#)

The Human Development Index is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and having a decent standard of living.

Designing Environments which are Beneficial for Human Health and Wellbeing

The International WELL Building Institute™ (IWBI™) is a public benefit corporation whose mission is to improve human health and wellbeing in buildings and communities across the world through its WELL Building Standard™ (WELL™).

There are ten concepts in the latest version of the WELL Building Standard: Air, Water, Nourishment, Light, Movement, Thermal Comfort, Sound, Materials, Mind and Community. Each concept is comprised of features with distinct health intents. Developing or nurturing a closeness to nature is also an essential aspect of wellbeing.

Standards such as the Well Building Standards allow us to understand more about the relationship between our environments and our health than in the past. We know how to create spaces that enhance our health and wellbeing and we can measure and improve the quality of our air, water and light to do so. We are able to design environments that fuel our bodies, keep us moving, inspire our best work and facilitate a good night's sleep. These are all the concepts addressed in the WELL standard, but they are also easily applicable across a wide range of projects with the desired effect of improving human health and wellbeing. The future of sustainable design lies in an approach that prioritizes the welfare of individuals and, ultimately, society.

[WELL Standard >](#)

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Health. In our Sustainability Policy Statement, we have made a firm commitment to increasing the development of strategies which will be of benefit to human health and wellbeing, across our corporate and project activities. We have set out the following high-level objectives for Health in our SBS:

Sustainable Business Strategy High-Level Objective: Health

Project Activities

Propose improvements to our clients' projects to develop solutions that are beneficial to employees' mental and physical wellbeing.

Corporate Activities

Measure the health of our workforce and develop innovative solutions to improve employee mental and physical wellbeing.



Wellbeing

To help our employees during the pandemic, we have been posting since April 2020 bi-weekly articles under the series titled "Wellness Wednesday" where we have brought to light various health and safety related topics from stress and anxiety management to creating a safe haven at home. These articles also remind our employees that they can contact the Employee Assistance Program (EAP) if needed.

Various regional wellbeing committees have also been formed, offering helpful resources regarding mental wellbeing. For example, a Canadian wellbeing committee was created in the summer. SNC-Lavalin has also partnered with the Canadian Mental Health Association and registered to the "Not Myself Today®" workplace program. In October, a mandatory mental health awareness training for Canadian employees was launched.

Health, Safety and Environment Week

In September 2020, we held our annual Health, Safety and Environment Week across the organization. In response to the challenges of the COVID-19 pandemic, the week was focused around the theme of mental wellbeing.

Despite the limitations caused by COVID-19, the week was filled with various local and global activities, including global webinar sessions, fitness programs and challenges, virtual yoga classes, the creation of feel good playlists, to name a few.



Health and Wellbeing Case Studies

Mental Health First Aider Volunteer Structure and Wellness Wednesdays

The wellbeing of our staff members is at the forefront of our thinking along with our integral safety, security and ethics principles.

Wellbeing 'moments' are encouraged and shared as an integral and opening part of our meetings, not only with staff but our clients too.

Our 'Wellness Wednesdays' internal communication features focus primarily on wellbeing topics, such as suggested lifestyle adjustments, coping with social anxiety and mental health issues and looking out for each other. In support of our employees, we have invested in a Mental Health First Aider volunteer structure that offers care and support to employees and supports the growth of a wider wellbeing network. We seek to build on the compassion and kindness of our people, encouraging everyone to look out for each other and to take the time to talk about mental health.

Prioritizing health and wellbeing to create the post-COVID workplace

Now that COVID-19 has jump-started a global work-from-home experiment, many are speculating on the future office. Our teams have developed a new tool that allows employees to reserve days they plan to come into the office. Much like an airline, employees choose a seat that gives them the preferred distance from other staff in the office which, in turn, provides data to facilities managers as they monitor occupancy against jurisdictional limitations and see how the office is being used. With this type of occupancy data, corporate real estate managers can improve employee wellbeing and make informed planning decisions without infringing on employees' privacy by using other occupancy tools like tracking devices.

[Find out more >](#)

Actions to Protect the Health, Safety, Security and Wellbeing of our employees during the pandemic

Actions developed by our company in the past few months to protect our employees, partners and clients are described in this article. We have also implemented various tools allowing our clients to pursue their activities and our subject matter experts to continue to support them despite the crisis. These ideas can be implemented by any company to face this exceptional crisis. As the future is unknown, it is essential to be well prepared for different situations that may arise. The impacts of human, natural or health crisis can be reduced by developing an emergency response plan. The three main categories of actions to be prioritized are: 1) Personal safety; 2) Safe environment; 3) Asset protection.

[Find out more >](#)

Mobile Health Units

The SNC-Lavalin PAE Joint Venture has been chosen to provide a range of services in support of the Government of Canada's effort to provide design expertise and to help deliver up to ten 100-bed Mobile Health Units. For 65 years, PAE has tackled the world's toughest challenges to deliver agile and steadfast solutions to the US government and its allies, with a global workforce of more than 20,000 on all seven continents and in approximately 60 countries. Our JV team will use agile and flexible contracting and procurement for the provision of medical logistics services on an as-needed basis to sustain the support mission of the mobile health units. National and global cooperation will also be fundamental to achieving the level of readiness required to protect Canadians against global health challenges in the future.

[Find out more >](#)

How good design transforms wellbeing and people's lives

We believe that well-designed places can have a transformative effect on a locality's productivity, as well as on the broader wellbeing of the people who live there. Our Landscape Architects practice has been recognised for its work both nationally and internationally, and has taken a lead on transformational projects, helping to make a real difference to landscapes and places around the world. Furthermore, studies show that community participation and involvement in decision making can have other positive impacts, including strengthening social networks and cohesion, increased sense of control and improved mental wellbeing.

[Find out more >](#)

Connecting our urban spaces with nature

In an age of increasingly rapid urbanization, we run the risk of disconnecting people from nature at the cost of our physical and mental health. When people connect with nature it benefits both our physical and mental health, as well as nature and wildlife, because our enthusiasm increases the importance we place on its protection. While the issue of growing urbanization is clearly on a large scale, it's important to remember that no two cities are the same. This is why thinking on a smaller scale, with locally-focused solutions that are suitable for a specific area, is the best way forward.

[Find out more >](#)



POLLUTION



POLLUTION

Objective

REDUCE
ENVIRONMENTAL
POLLUTION AND
PROTECT FLORA
AND FAUNA

[Find out more >](#)



QUALITATIVE TARGETS

- > Create and share innovative solutions to reduce environmental pollution
- > Create and share innovative solutions to protect flora and fauna

Pollution

Sustainability Context

Wildlife is facing a “growing extinction crisis”. Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretary-General Ivonne Higuero warned in her speech in 2019 that:

Although there is often less public awareness of the world's continuing loss of amphibians, reptiles, birds, and smaller mammals, the survival of these species is essential for the fabric of life on Earth.

A report by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, the Global Assessment Report on Biodiversity and Ecosystem Services, released in 2019, ranks the five direct drivers of change in nature with the largest relative global impacts so far.

They are ranked, in descending order: (1) changes in land and sea use (2) direct exploitation of organisms (3) climate change (4) pollution and (5) invasive alien species.

Pollution contributes to this crisis to the following extent:



Up to **US\$577 billion** in annual global crops are at risk from pollinator loss



300-400 million tons of heavy metals, solvents, toxic sludge and other wastes from industrial facilities are dumped annually into the world's waters



Plastic pollution has **increased tenfold** since 1980



Fertilizers entering coastal ecosystems have produced more than **400 ocean ‘dead zones’**, totalling more than 245,000 km² – a combined area greater than that of the United Kingdom

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Pollution. In our Sustainability Policy Statement, we have made a firm commitment to improving and assessing our environmental performance, across our corporate and project activities. We have set out the following high-level objectives for Pollution in our SBS:

Sustainable Business Strategy High-Level Objective: Pollution

Project Activities

Propose improvements to our clients' projects to develop innovative solutions that prevent and reduce pollution.

Corporate Activities

Measure our performance in relation to pollution and develop innovative solutions that prevent and reduce pollution.



Pollution Case Studies

Improving safety and pollution remediation in brownfield development

It is recognised that the ground conditions within brownfield sites can have a big impact on the health and safety management of a site, site development costs and design constraints. However, the potential for contamination within the ground is not yet being recorded in the same systematic way with potential associated consequences for health and safety. Our research looked at data that could help identify potential site development constraints (or abnormal costs) associated with a site's brownfield status and previous uses. This work hopes to support early identification of potential risks during site selection which should aid developers to pursue these types of sites. In this report, the project team demonstrates that significant additional value and benefit could be unlocked if data is shared more freely.

[Find out more >](#)

Decommissioning of Contaminated Industrial Sites

Decommissioning is one of the most challenging undertakings our clients are faced with. When their assets and facilities reach the end of their productive lives they turn to us to carry out shutdowns that are both safe and environmentally-friendly. We don't believe that an asset's lifecycle is complete the moment it stops operating. Our experts develop specialized plans, methodology, tooling and technologies to manage and treat waste, to dismantle, remove and dispose of or reuse equipment/components, and to ensure our clients' sites are restored through soil decontamination and other environmental remediation. The end result is a legacy that our clients can be proud of.

[Find out more >](#)

Mine Closure Pollution Remediation

Closure of a mining or metallurgical facility is a multifaceted and often complex undertaking that requires a diversified set of expertise. SNC-Lavalin brings together what it takes: the necessary diversified expertise as well as extensive, worldwide experience in the design, implementation, and monitoring of closure plans for facilities of all sizes, including some of the largest of their kind in the world. We design tailings management facilities and waste rock piles to optimize progressive rehabilitation during the life of the mine and to facilitate closure at the end of operations. In the last ten years alone, SNC-Lavalin has prepared and/or implemented 25 mine closure plans around the world, undertaking pollution remediation to return these sites back to nature or the community.

[Find out more >](#)

Nuclear Power Plants Waste Management and Decommissioning

Nuclear power plants have a finite lifespan. When it's time to consider decommissioning, you want an experienced team to guide you through your plant's end of life. SNC-Lavalin is one of the few firms in the world with the technical know-how and experience from start to finish of the decommissioning process. CANDU® reactors require mid-life retubing, where the first step is a controlled decommissioning of the reactor vessel and disposal of reactor internals. We have the distinction of being Canada's first engineering and construction company to be authorized by the American Society of Mechanical Engineers to construct nuclear-class items under an N certificate of authorization.

[Find out more >](#)

Canadian Nuclear Laboratories takes experience to Lingen decommissioning

Canadian Nuclear Laboratories (CNL) are testing the waters in new markets outside of Canada and the decommissioning of Lingen, Germany, is an opportunity for them to bring their know-how to the international stage. Lingen was fully shut down in 1977 and is being decommissioned through a deferred dismantling strategy, sometimes known as SAFSTOR, where the de-fuelled plant is monitored for up to sixty years before being completely decontaminated and dismantled. CNL have modular and adaptable tooling that will be used for reactor segmentation, something they have been using at their Canadian sites, and this flexible approach gives them an advantage over challenges surrounding geometrical and material properties in Lingen.

[Find out more >](#)

Disposing of nuclear waste and extracting Thorium-229 for cancer research

With two missions in mind – to safely dispose the United States' largest Uranium-233 (U-233) inventory and help advance cancer research treatment using nuclear waste—we have successfully removed about half of the U-233 inventory at the Oak Ridge National Laboratory in Tennessee in the past 9 years. But to process the remaining material, which will be used to extract Thorium-229 (Th-229) for cancer research and treatment, major renovations, construction and cleaning need to occur. U-233 was created in the 1950s and 60s, when it appeared the growth of nuclear-reactor-supplied electricity would exceed the supply of naturally occurring Uranium-235 (U-235), which is used in nuclear reactor fuel.

[Find out more >](#)

Air Quality Control Upgrade Birla Carbon North Bend Plant

We are working on a contract from Birla Carbon U.S.A., Inc. for the Air Quality Control Upgrade project at its North Bend Plant near Centerville, Louisiana. Our teams are providing detailed engineering, procurement, project management, construction and commissioning management services for the project. To fulfill its commitment to control emissions in compliance with the US Environmental Protection Agency's (USEPA) national enforcement initiative, Birla Carbon agreed to further reduce emissions of nitrous oxide, sulfur dioxide and particulate matter from its US carbon black plants with advanced control technologies and continuous emissions monitoring systems.

[Find out more >](#)

Improving Water Quality through Innovative Road and Bridge Design

Roads and bridges change how water flows and is absorbed, frequently exposing it to an array of contaminants along the way. In highly urban areas, large transportation projects often spend tens of millions of dollars purchasing the right-of-way for stormwater management. Fortunately, there is an alternative to such costly stormwater pond development: innovative regional solutions that can address the stormwater water quality needs of multiple projects. Our teams and the Florida Department of Transportation recently created such an innovative solution for improving water quality in Old Tampa Bay by creating ecological conditions that are conducive to seagrass recovery and improved seafloor habitat. The project also resulted in the creation of a first-of-its-kind water quality credit ledger and seagrass mitigation ledger to track improvements and offset future impacts for projects within the very large bay watershed.

[Find out more >](#)

CLIMATE



CLIMATE

Objective

PROTECT AGAINST
PHYSICAL
IMPACTS OF
CLIMATE CHANGE
AND EXTREME
WEATHER

[Find out more >](#)



QUANTITATIVE TARGET

- > Assess physical risks relating to climate change affecting assets and people and implement mitigation measures to protect them both



QUALITATIVE TARGET

- > Create and share innovative solutions to protect against the physical impacts of climate change and extreme weather

Climate

Sustainability Context

Climate change is an alteration in global or regional temperature, humidity and rainfall patterns, and specifically, a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the combustion of fossil fuels.

Climate change is an acute threat to global development and efforts to end poverty. Without urgent action, climate change impacts could push an additional 100 million people into poverty by 2030.

The recent increased public perception of climate change and the enhanced pressure on governments has resulted in several countries declaring climate emergencies. However, simply declaring a climate emergency is not enough. It needs to be backed up with clear targets, objectives and investment in sustainable low carbon infrastructure and low and zero carbon energy technologies.



A World Bank report released in June 2019 highlighted that **US\$4.2 trillion** could be saved by investing in more resilient infrastructure.

[World Bank Report >](#)

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Climate. In our Sustainability Policy Statement, we have 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 SBS:

Sustainable Business Strategy High-Level Objective: Climate

Project Activities

Propose improvements to our clients' projects to develop innovative solutions that adapt and mitigate the effects of climate change.

Corporate Activities

Measure our performance in relation to making sure our business is prepared to adapt to and cope with climate change.



Climate Case Studies

Climate Change and Disaster Mitigation Plans

In the fall of 2017, a trifecta of monster hurricanes (Maria, Irma and Harvey) swept through the Southeastern United States and the Caribbean, causing extensive damage and devastation throughout the affected region. In response to the scope of the event, the U.S. Department of Housing and Urban Development allocated over US\$15 billion to fund hazard mitigation activities. This is a unique opportunity for states and territories impacted by the 2017 Atlantic hurricane season to develop, implement and complete mitigation projects and programs that can maintain critical community lifelines throughout a disaster, including communication, food, shelter, transportation, energy, healthcare and safety/security. For more information on how you can leverage these programs to fund mitigation projects, read our comprehensive guidebook.

[Find out more >](#)

Improving flood resiliency in Texas

Our teams are delivering contracts to the San Antonio River Authority (SARA) and the Harris County Flood Control District to support the restudy and remapping of their watersheds and help reduce flood risks. We are supporting SARA's objective to improve flood resiliency by updating digital flood insurance rate maps and the hydrologic and hydraulic (H&H) models to incorporate new climate, topographic and land use data, as well as producing floodplain work maps and flood risk products. All procedures and work products will be executed on an aggressive 18-month schedule and comply with Federal Emergency Management Agency (FEMA) guidelines and specifications.

[Find out more >](#)

Restoring rivers and wetlands to Support Natural Flood Management

Our teams are working with the Environment Agency to support the delivery of river restoration; wetland management and restoration; natural flood management (NFM); geomorphological services; and ensure fish passage improvements across England. Our role on the framework centres around the use of natural processes to deliver affordable and sustainable solutions. Recent projects include the ongoing Defra NFM trials on the River Soar. The trial delivered a variety of NFM measures to slow and store water on the floodplain, reducing the risk of flooding to communities further downstream. In slowing the flow of water, it is hoped that the project will sequester carbon, and trap sediment and nutrients in new floodplain wetlands that also provide a habitat for a range of wildlife.

[Find out more >](#)

Improved floodplain standards lead to better resiliency

With floods being among the most common and most destructive natural hazards, the US sets standards to provide protection against the physical impacts of climate change. For decades the National Flood Insurance Program (NFIP) has set the domestic industry standard for how communities regulate flood hazard areas within their jurisdictions. Relying on FEMA to enforce participating communities to meet minimum NFIP requirements is challenging given the limited options available to the Agency under the current law and regulations, which generally punish the entire community for the actions of some violators. This form of enforcement can have negative impacts on real-estate transactions, such as making the community ineligible for certain types of disaster assistance.

[Find out more >](#)

Coronavirus and Climate Change

Climate change impacts, whether worsening heatwaves, more intense hurricanes, or more destructive wildfires, have adverse impacts on human health. Integrating the built environment with the natural environment is critical to being more efficient with resources. For example, community stormwater management plans relying on natural infrastructure absorption and dissipation are a cheaper means of mitigating risks posed by increased flooding over time. Adapting policies and plans to incorporate natural elements in meeting resiliency goals delivers the goods more effectively, with ecological benefits that enhance other public health requirements such as recreation, conservation and protection of habitats and species.

[Find out more >](#)

Protecting our employees and facilities against the physical risks relating to Climate Change

As the future is unknown, it is essential to be well prepared for different situations that may arise. The impacts of human, natural or health crisis can be reduced by developing an emergency response plan. The three main categories of actions to be prioritized are:

- 1) Personal safety;
- 2) Safe environment;
- 3) Asset protection.

Our Global Security team are our first line of defense in relation to assessing and addressing the physical risks relating to climate change affecting assets and people and implementing mitigation measures to protect them both.

Our Global Security team produce Emergency Response Plans (ERP) for the major risks identified in each of our global locations where we have offices, sites and businesses. One of these major risks are related to climate change and natural disasters. In this regards, Global Security ensures to have ERPs in place to mitigate the risk and protect our employees and facilities, for example, flooding, earthquake, forest fires, hurricanes, etc. Our primary objective in the preparation of ERPs is aligned with the Climate Objective of our Sustainable Business Strategy to protect against physical impacts of climate change and extreme weather.

[Find out more >](#)

BIODIVERSITY



BIODIVERSITY

Objective

INCREASE BIODIVERSITY AND NATURAL CAPITAL

[Find out more >](#)



QUALITATIVE TARGETS

- > Create and share innovative solutions to increase biodiversity and natural capital
- > Provide support to local or national biodiversity groups

Biodiversity

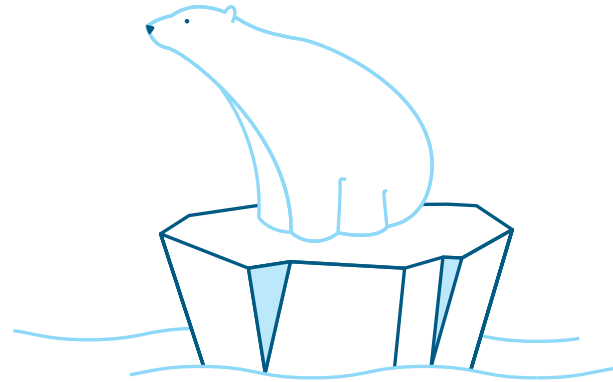
Sustainability Context

Natural capital can be defined as the world's stocks of natural assets which include geology, soil, air, water and all living things. It is from this natural capital that humans derive a wide range of services, often called ecosystem services, which make human life possible. And biodiversity is the diversity of all living organisms at genetic, species and ecosystem level, which forms the living component of natural capital stock.

Nature makes human development possible, but climate change and our demand for the earth's resources is accelerating extinction rates and devastating the world's ecosystems. For guidance about what can be undertaken to integrate Biodiversity into project and personal decision-making processes, refer to:

[52 Tips for Biodiversity >](#)

The extent of nature's decline is outlined in the Global Assessment Report which was produced by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services in 2019. The Report finds that:



Around 1 million animal and plant species are now threatened with extinction, many within decades, more than ever before in human history.

The report highlights the critical need to integrate biodiversity considerations in global decision-making on any sector or challenge, whether it's water or agriculture, infrastructure or business.

[Summary Document >](#)

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Biodiversity. In our Sustainability Policy Statement, we have made a firm commitment to improving natural capital and increasing biodiversity across our corporate and project activities. We have set out the following high-level objectives for Biodiversity in our SBS:

Sustainable Business Strategy High-Level Objective: Biodiversity

Project Activities

Propose improvements to our clients, projects to develop innovative solutions that increase biodiversity and utilize biophilic design.

Corporate Activities

Increase our performance in relation to biodiversity by implementing biodiversity and biophilic design initiatives.



Biodiversity Case Studies

Biodiversity and natural capital

Biodiversity is the diversity of all living organisms at genetic, species and ecosystem level. Natural capital is the world's stocks of natural assets which include geology, soil, air, water and all living things. Nature makes human development possible, but climate change and our demand for the Earth's resources are accelerating extinction rates and devastating the world's ecosystems.

[Find out more >](#)

Biodiversity Innovations in the Resources Industry

We are currently leading an initiative to facilitate the reinstatement of pollinating insects such as bees and butterflies. For the past three years, our specialists have been collaborating with a group of mining industry consultants and municipal representatives in Québec and are working towards recreating habitats on different sites to help the declining population of pollinators. The idea is to use the different municipal and mining sites (during reclamation or operation) to revegetate areas with plants to help the reinstatement of pollinators. We are also working in partnership with the Université du Québec en Abitibi-Témiscamingue (UQAT), where a professor in site revegetation from its Research Institute of Mines and Environment is heading a research project with us. It might seem simple, but revegetating a site with the right plants that will survive and thrive on a mining site (waste rock pile, tailings area, etc.) is not as easy as it may look.

[Find out more >](#)

Mission Monarch – Reestablishment of the monarch butterfly populations

Our teams are supported by "Mission Monarch", an organization linked to the Insectarium of Montréal, which has the mandate from the Canadian Government to work with organizations in the United States and Mexico towards the reestablishment of the monarch butterfly populations. The monarch butterfly is on the critically endangered species list and is protected under federal regulation. Our role is to coordinate the initiative, organising the committee meetings, monitor the advancement of the different projects, update the action plan, share the information gathered with all members, facilitate contacts between members, organize presentations on related subjects, and promote the initiative by making presentations to organizations such as the Mining Association. Covid has slowed our efforts a little, but we were able to put in place six public "flower gardens" in different cities in Abitibi (Québec, Canada) to promote the creation of habitat for pollinators.

[Find out more >](#)

East West Rail 2 Biodiversity Net Gain

East West Rail are creating a new direct rail link between Oxford and Cambridge in England and sought our teams' support to explore the potential biodiversity net gain opportunities associated with each route option. We appraised the environmental sustainability of the potential route options in order to produce a comparative analysis. In order to explore the opportunities for biodiversity net gain, this included a valuation of the habitats along the proposed options, to determine where the high risk habitats were located and the potential impact of each route option. To protect the environment, we've placed ecologists at the heart of the project since Day One. At one point we had over 300 ecologists working to develop intelligent solutions capable of delivering the improvements in a manner that respects the natural environment.

[Find out more >](#)

The Model for Seagrass Mitigation and Monitoring Programs

Located on central Florida's East coast, the Sebastian Inlet connects the Indian River Lagoon to the Atlantic Ocean. It sits in an area of transition from tropical to temperate climate regimes, making it the most biologically diverse estuary in North America. Seagrasses play an integral part in the lagoon's ecosystem. The rooted plants help prevent erosion along Florida's coastline, while also providing food and shelter for marine life. With these seagrasses at risk, including some of the listed threatened species, the Sebastian Inlet District needed a plan to protect the seagrass and provide a safe passage for boaters. Our teams helped assess impacts to seagrasses and evaluated the level of mitigation required for the new channel project. From our work, we developed a comprehensive seagrass mitigation and monitoring program.

[Find out more >](#)

Engineering Smart Solutions in Environmental Protection to Save the Manatees

The interaction between built and natural environments is not always an either-or situation. The West Indian Manatee is an indigenous Florida species. Once endangered, only about 1,200 manatees were living in Florida in 1991. As of 2019, that number reached 5,500. As a tropical species, they're vulnerable to cold stress, even death, with extended exposure to water temperatures below 68°F. A combined-cycle power plant in Florida took environmental stewardship to a new level, implementing innovative solutions to protect manatees wintering in the warm outflow of its discharge canal into the local river.

[Find out more >](#)

Natural Capital Valuation and Our Services

Natural Capital is the world's stock of natural resources which includes geology, soil, water and all living organisms. Natural capital has emerged as the framework of choice for gaining a better appreciation of the interlinkages between the economy and the environment. Natural capital has been promoted by the UK Government in the form of its flagship 25 Year Environment Plan. The plan is ambitious and promises to 'leave the environment in a better state than we found it', with natural capital featuring at the core. The natural capital approach is particularly relevant in the context of the current climate and biodiversity emergency. By taking a natural capital approach, we enable our clients to understand and mitigate their impacts on the environment. This approach is helping our clients meet pressing challenges like global climate change and biodiversity loss.

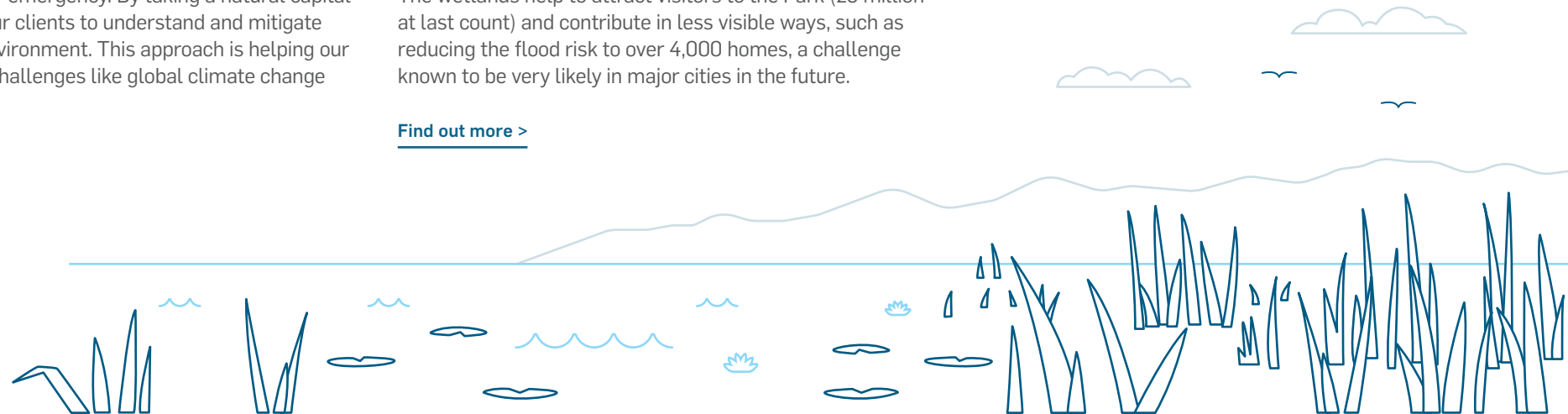
[Find out more >](#)

Why are wetlands vital for people and biodiversity?

Wetlands are rich with biodiversity and are a habitat for a dense variety of plant and animal species. Latest estimates show a global decline of biodiversity, while wetlands are disappearing three times faster than forests. Wetlands offer these huge opportunities and it's important to bring wetland creation into infrastructure and design projects. One established example is the wetland creation we undertook as part of the Queen Elizabeth Olympic Park in London, UK. Sensitive design has allowed rare species such as bats to use the new habitat, despite it being in the heart of urban London. The wetlands help to attract visitors to the Park (25 million at last count) and contribute in less visible ways, such as reducing the flood risk to over 4,000 homes, a challenge known to be very likely in major cities in the future.

[Find out more >](#)

Latest estimates show a **global decline of biodiversity, while wetlands are disappearing three times faster than forests.**





DIVERSITY

DIVERSITY

Objective

INCREASE DIVERSITY AND INCLUSION

[Find out more >](#)



QUANTITATIVE TARGETS

- > Commitment from the Board to maintain at least 30% representation by women
- > Proportion of women representation on Executive Committee – 25% by 2025
- > Proportion of women representation in Senior Leaders – 25% by 2025
- > Proportion of women representation in Managers & Senior Professionals – 25% by 2025
- > Proportion of women representation in all staff – 33% by 2025



QUALITATIVE TARGETS

- > Annual improvement in employee engagement
- > Provide support to local or national diversity groups

Diversity

Sustainability Context

An article by the World Economic Forum entitled Business Case for Diversity in the Workplace underlines that diversity in the workplace is an asset for both businesses and their employees, as it fosters innovation, creativity and empathy.

The article also emphasizes that diversity in the business environment is about more than gender, race and ethnicity. It now includes employees with diverse religious and political beliefs, education, socioeconomic backgrounds, sexual orientation, cultures and disabilities. Companies are discovering that, by supporting and promoting a diverse and inclusive workplace, they are gaining benefits, on top of doing the right thing. Business has the transformative power to change and contribute to a more open, diverse and inclusive society.

[Read Full World Economic Forum Report >](#)

Many studies provide a perspective on how to take action on Inclusion and Diversity to impact growth and business performance. The latest research from McKinsey & Company reaffirms the correlation between diversity (defined here as a greater proportion of women and ethnically/culturally diverse individuals) in leadership positions and financial out-performance.

Re-examining the business case for Inclusion and Diversity, this research found:

- > **The relationship between diversity and business performance persists.** The statistically significant correlation between a more diverse leadership team and financial out-performance demonstrated three years ago in an initial study continues to hold true on an updated, enlarged, and global data set.
- > **Leadership roles matter.** Companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. The highest-performing companies on both profitability and diversity had more women in typically revenue-generating roles than in staff roles on their executive teams.

- > **It's not just gender.** Companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. That this relationship continues to be strong suggests that inclusion of highly diverse individuals – and the myriad ways in which diversity exists beyond gender (e.g. LGBTQ+, age/generation, international experience) – can be a key differentiator among companies.
- > **There is a penalty for opting out.** The penalty for bottom-quartile performance on diversity persists. Overall, companies in the bottom quartile for both gender and ethnic/cultural diversity were 29% less likely to achieve above-average profitability than were all other companies in the data set. In short, not only were they not leading, they were lagging.

[Read Full McKinsey Report >](#)

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Diversity. In our Sustainability Policy Statement, we have made a firm commitment to valuing diverse skills and contributions by improving diversity and equality across our corporate and project activities. We have set out the following high-level objectives for Diversity in our SBS:

Sustainable Business Strategy High-Level Objective: Diversity

Project Activities

Propose improvements to our clients' projects to develop innovative solutions that increase equality and diversity.

Corporate Activities

Increase our performance in relation to equality and diversity by implementing equality and diversity initiatives.



Indigenous Relations

SNC-Lavalin has a long history of working and collaborating with Indigenous communities across Canada. In recent years, as the process of reconciliation has grown in prominence in Canada, commitments to Indigenous Peoples have become a client's expectation and a procurement requirement for many projects.

In response, the community and diversity measurement categories in our Sustainable Business Strategy include our approach for Indigenous inclusion.

In 2019, we became a committed member of the Progressive Aboriginal Relations (PAR) program. PAR is an online management and reporting program overseen by the Canadian Council of Aboriginal Business (CCAB), which supports progressive improvement in Indigenous relations and provides certification for corporate performance. By passing annual audits, we will become a PAR-Certified member in 2022.

The PAR Certification will lead to improving our practices in four key areas for Indigenous inclusion:

- > Leadership Actions
- > Employment & Training
- > Indigenous Businesses & Procurement
- > Community Relations

Though many of the key PAR activities planned for 2020 were delayed due to the pandemic, we have made it through the first phase of the program and are progressing through the second phase. We have been successful in engaging many of the company's sectors and functions.

Key milestones achieved in 2020 include increasing representation of all sectors and functions on our Steering Committee, the appointment of a National Indigenous Director, the formalization of our Commitment to Indigenous Peoples, and the approval of a new Indigenous Relations and Inclusion Procedure.

We also continue to develop internal synergies with new initiatives in recruitment, procurement, legal and ED&I (equality, diversity and inclusion). This includes working with recruitment to develop specific actions to increase the number of Indigenous employees hired and promote their retention, and working with our internal legal and procurement corporate functions to create mechanisms to make it easier for our employees to create partnerships with Indigenous groups, enterprises, or consultants. We contributed to ED&I month in October, and held a town hall event on ED&I featuring Tabatha Bull, CEO of CCAB.

Another key focus of the year was the development of a cultural awareness training program for all Canadian employees, which will be rolled out as of mid-2021.

Externally, we continue to work with several communities across Canada. We are seeking advice from our communities of interest, and hope to engage in mutually beneficial initiatives in the near future.

In 2021, we will roll out the awareness training program and continue to develop meaningful relationships with the communities where we work. Though our focus on Indigenous relations is currently primarily applicable in Canada, we are committed to being leaders in this area in our other regions where possible.

Equality, Diversity & Inclusion

We are proud of our diverse and dedicated workforce. Our employees speak around 70 languages, represent some 130 nationalities and work on six continents. Our diversity is a key strength in helping us to understand and meet client needs worldwide.

We published our commitment towards ED&I in 2018 and updated it in 2020. We believe that greater diversity will further strengthen our talent pool, enabling us to better serve clients and achieve our business objectives. This way, we will continue to work towards increasing the number of women in professional and in management positions while offering employees more choices and empowering them to reach their career goals.

We are convinced that the different viewpoints and experiences of a diverse workforce offer best value to our clients and our employees. We are a multi-local company: we assemble teams that cross geographical and cultural boundaries and recruit from around the world.

We want SNC-Lavalin to be an organization where everyone feels included, where everyone is in an environment where they can thrive, where everyone can be their 'true self', and where everyone can reach their full potential.

We are dedicated to:

- > Promoting inclusiveness in our policies, practices and business relationships
- > Proactively recruiting and onboarding candidates from a diverse and talented applicant pool
- > Raising the awareness of diversity and inclusion through voluntary training, continuous learning and perspective sharing and
- > Increasing the total percentage of women in engineering, management and senior management positions

Our SBS has long included a Diversity & Inclusion program, which was responsible for creating six regional D&I networks in 2018 and 2019. In 2020, the D&I Program became the Equality, Diversity & Inclusion ("ED&I") Program.

Other ED&I initiatives across our regional networks during 2020 focused on increasing female and Black, Asian and minority ethnic hires, strengthening our employee-led diversity network groups, furthering female mentor programs and hosting a number of webinars, alongside continued regular communication to raise awareness.

Gender Pay Gap (UK)

In 2019, we published our Gender Pay Gap report for our three UK entities, stating any differences between the remuneration for men and women working within Atkins Limited, Faithful + Gould Limited and SNC-Lavalin Rail & Transit Limited.

We pride ourselves on acting with integrity and holding ourselves accountable for our actions. Like most companies in the engineering and construction sector, our pay gap is largely a reflection of the disproportionate ratio of men to women within the industry.

Through our Equality, Diversity & Inclusion (ED&I) plan for the UK & Europe, which is aligned to the WISE Ten Steps, we remain committed to recruit, develop, engage and enable women – as well as other underrepresented groups – at all levels of our business.

[Find out more - Atkins Limited >](#)

[Find out more - Faithful and Gould >](#)

ED&I Month

October 2020 marked the beginning of a new SNC-Lavalin tradition, as employees across the company celebrated our very first Equality, Diversity and Inclusion (ED&I) month. This initiative was launched to celebrate diversity in the backgrounds and experiences of the people who make up the SNC-Lavalin family, and to raise the consciousness of ED&I globally and to build greater awareness, empowerment and accountability for our ED&I culture across the organization. The month's activities were a great success, providing an opportunity to demonstrate commitment, raise awareness, educate leaders and celebrate diversity, and a formal plan is in place to build on this momentum throughout 2021.

This initiative was launched so we could take the time to reflect on what we can all do – individually and collectively – to make each and every employee feel as comfortable and included as possible in the workplace.

ED&I Training

In 2020, we rolled out unconscious bias training for all managers as part of our first ED&I month. In addition to online diversity training modules available to all employees, we offer a one-day workshop tailored to senior leaders and managers. This highly acclaimed program is designed to help managers lead and work effectively with diverse teams and to recognize how each team member's unique contribution ultimately improves the product that we deliver to our clients.

Sponsorships and partnerships

We are committed to retaining, recruiting, developing, and elevating minority and women professionals, and therefore, we support professional organizations such as the Conference of Minority Transportation Officials (COMTO) and Women's Transportation Seminar (WTS).

This support has extended to the provision of major scholarship programs through our company's foundation, for organizations such as the National Society of Black Engineers, the Society for Women Engineers, COMTO and WTS.

We are a member/supporter of Catalyst, a global non-profit organization that works with companies around the world to accelerate women into leadership.



COMMUNITY



COMMUNITY

Objective

CREATE SOCIAL
VALUE AND
COMMUNITY
BENEFITS

[Find out more >](#)



QUALITATIVE TARGET

> Provide support to local community
and Indigenous community groups

Community

Sustainability Context

The 2019 global Multidimensional Poverty Index from the UN Development Programme, shows that, in the 101 countries studied, 1.3 billion people are “multidimensionally poor”.

[MPI Report >](#)

“Action against poverty is needed in all developing regions” the report states, noting that **Sub-Saharan Africa** and **South Asia** are home to the largest proportion of poor people, some **84.5%**.

Report key findings

Across 101 countries, **1.3 billion** people (23.1%) are **multidimensionally poor**.

2/3 of multidimensionally poor people live in **middle-income** countries.

Half of the **1.3 billion** multidimensionally poor people are children under age **18** and one third are children under age **10**.

This report highlights that **poverty and inequality do not solely exist in countries which are considered low-income countries, middle-income and upper middle-income countries are also affected.** To address global poverty and inequalities, social value is gaining importance around the world.

Brought in during 2012, the Social Value Act in the UK requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before they start the procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

We know that we can make a difference in every country that we operate in, which is why we have developed a Sustainable Business Strategy which includes a Social Value programme and a Community measurement category to ensure that we deliver social value across our projects and corporate functions.

The community and diversity measurement categories in our Sustainable Business Strategy include our approach to increasing social value across all our activities as a business.

Social value is how we measure the relative importance that people place on the changes they experience in their lives. Examples of social value that SNC-Lavalin embraces when working on projects include:

- > **Providing employment** to local people living next to our projects
- > **Providing disaster relief support** following extreme weather events and other emergency situations
- > **Providing training and guidance** in schools to children and young adults
- > **Organizing food and clothing donations** from our staff for vulnerable groups in society

Sustainable Business Strategy: High-Level Objectives

One of the key ESG measurement categories outlined in our SBS is Community. In our Sustainability Policy Statement, we have made a firm commitment to contributing to and improving social value and community benefits, across our corporate and project activities. We have set out the following high-level objectives for Community in our SBS:

Sustainable Business Strategy High-Level Objective: Community

Project Activities

Maximize the economic benefits to the communities/ regions/countries in which we have projects.

Corporate Activities

Remain a good corporate citizen and participate in the development of the economy in every country in which we have a presence.



Community Case Studies

Scotland Excel Engineering and Technical Consultancy, Scotland, UK

Our teams have been appointed to all nine lots on the third generation of the Scotland Excel Engineering and Technical Consultancy Framework. The four-year framework provides all 32 Scottish local authorities, plus Transport Scotland, with access to specialist services covering road and structures, transportation and traffic, environmental engineering, land surveying, drainage and flooding, geoenvironmental and geotechnical, coastal and maritime, masterplanning, and project and commercial management.

All suppliers have pledged to offer local community benefits, based on council spend thresholds, for the lifetime of the framework.

The framework is expected to see a spend of around £18m a year – with our team being one of only four to have achieved a place on every lot.

[Find out more >](#)

Construction of a New Local Community Service Centre in Aupaluk, Nunavik, Canada

Our teams have been involved in the construction of a new Local community service centre (CLSC) in Aupaluk in the remote northern Canadian region of Nunavik. This project involves constructing a new two-storey building providing the following services to the local community: emergency unit with a crash room, Dentistry; social and youth protection services, Justice department. Our teams have worked closely with the local community and client team on all aspects of this project. Scheduling the delivery of materials on a project such as this is based on the schedules of sea vessels, and complicated by the logistical planning for shipping inflexible construction materials by boat and barge only.

[Find out more >](#)

Social value needs to consider whole life value

The concept of social value has been around a long time but since the Social Value Act first came into effect eight years ago, in the UK, we've seen little change – until January 2021. With the arrival of the Procurement Policy Note 06/20, social value is now mandated in all UK central government procurement.

With COVID recovery, the levelling up agenda and the desire to 'Build Back Better', it is the perfect time to be looking at how we can improve the impact of our infrastructure projects on people, the environment and the local economy.

[Find out more >](#)

Driving social value must be a key focus for digital program management

Our industry is waking up to the fact that grand goals and compelling visions can't be realised without data, which creates an opportunity for businesses to embed data-focused capabilities into existing service lines or create new ones. Today's value-add comes from more advanced analysis and the provision of effective insights, which emerge from being able to efficiently connect multiple silos of data, spread across different systems. The program management office must be a key driver of construction businesses' efforts to keep up with the pace of change, which today involves finding innovative solutions to burning issues, such as social activism, net zero and driving social value. And here the pressure is really on, with firms in all sectors facing increasingly strident calls from politically and ethically motivated public activists looking to impose stricter regulations, as well as commercially and ethically motivated activist investors, who now see environmental and social sustainability as inseparable from financial sustainability.

[Find out more >](#)



Local Resources Development Initiative

A shared-value approach

Our best-in-class Local Resources Development Initiative (LRDI) program focuses on creating shared value between major engineering and construction projects, local rights-holders, governments and other community stakeholders. It recognizes the intrinsic link between social development and economic impact and makes strengthening these a key priority in host communities without impacting project costs, schedule, quality or safety.

Since 1997, we have partnered with clients to successfully integrate the LRDI into their projects worldwide. As a result, thousands of local employees and enterprises have benefited from working on some of the world's largest capital projects.

Until recently, our LRDI implementations took place in diverse sectors and included **hydroelectric, mining and industrial projects**. The LRDI is currently focusing on developing other opportunities across new sectors such as **transportation**.

Reinforcing Clients' Social Licence to Operate

Clients have identified our LRDI program as a key driver of their projects' successes. It serves as a key differentiator and competitive advantage at a time when the need for resources and the influx of capital are at their peak.

As an integral part of a project's sustainability and social responsibility framework, the LRDI allows us to pinpoint, then address socio-economic issues and opportunities at all project stages. In turn, this creates new possibilities for both the project and sharing value with the community. LRDI programs also enable clients to avoid social hazards and minimize other risks during project execution. Our LRDI services and solutions are grouped into three main pillars, each one comprising operational objectives.

LRDI Services and Solutions



Pillar 1

Increase local workforce employability

- > Provide hands-on training for specific skill sets, customized to meet project needs and adjusted to local regional context
- > Ensure ongoing skills-matching between jobs and trainees
- > Collaborate with local institutions



Pillar 2

Encourage enterprise development

- > Integrate small and medium enterprises as providers of goods and services
- > Train and mentor to satisfy project procurement procedures
- > Adapt work packages to local reality
- > Leverage local markets' strengths and opportunities



Pillar 3

Strengthen local supply chain

- > Provide on-demand training
- > Share appropriate technology
- > Leverage market opportunities
- > Support local industrial clusters
- > Maintain supply chain sustainability

Donations and sponsorships

Our corporate donations and sponsorships program supports initiatives that stimulate progress and build the future of our societies.

Our goal is to have a positive impact on communities, learning and innovation. This is why we contribute primarily to educational causes and initiatives that support the next generation of talent. We also contribute to charities that build caring communities in the regions where we operate.

This year we revised our standard operating procedure for donations and sponsorships to ensure greater oversight around the organizations we support. This new oversight will be provided by our regional integrity officers.

Responding to the pandemic for our partners

In response to the COVID-19 pandemic, SNC-Lavalin reaffirmed its active support of the communities where we operate, including maintaining our financial commitments with organizations and causes we have long supported. This included continued commitments for the United Way Canada/Centraide, the Alloprof online tutorial forum for students, artificial intelligence (AI) education for students, engineering and STEM Education programming, cancer research and research into paediatric diseases, as well as support for arts and culture charities.

With the safety of our employees largely under control, business resilience measures in place, and a track record of giving in support of communities, we transitioned awareness campaigns in support of the SNC-Lavalin brand to include measures and initiatives that will support our various stakeholders in a post-COVID world.

We supported national COVID-19 response efforts by:

- > Providing a range of services in support of the Government of Canada, including the provision of design expertise to help deliver up to ten 100-bed Mobile Health Units
- > Supporting the NHS Nightingale temporary hospital to treat COVID-19 patients in Bristol, UK
- > Contributing to the construction of an alternative care site in the Miami Beach Convention Centre, Florida
- > Donating KN95 masks to the provinces of Québec and Ontario
- > Working with a number of hospitals, health authorities and labs, on an ad hoc basis in the provision of services
- > Endorsing with pride the creativity of employees around the world who utilized their expertise, for example with advanced 3D printing in the production of shields and other personal protective equipment (PPE)

Key 2020 donations

Centraide/United Way Canada

During the 2020 Centraide/United Way Canada campaign, we raised CA\$474,066 to support social programs and community initiatives. The Centraide/United Way Canada is a non-profit organization that raises funds across Canada for local groups addressing community issues such as unemployment, affordable housing and shelters.

Alloprof

Since 2017, we have partnered with Alloprof, a unique charitable organization that offers Quebec elementary and high school students free help with their homework and general training to adults and parents. In 2019, we renewed our commitment to provide a further CA\$150,000 between 2020 and 2022.

Robotique FIRST Québec

In 2020, we provided CA\$15,000 to Robotique FIRST (Favoriser l'Inspiration et la Reconnaissance des Sciences et de la Technologie) Québec, whose mission is to engage elementary and high school students in an innovative robotics mentoring program that draws on the expertise of engineers, academics and other community members.

Other Charitable Causes

In 2020, we made significant financial donations to two leading hospital foundations in Canada, the McGill University Health Centre (MUHC) and the Montreal Children's Hospital Foundation.

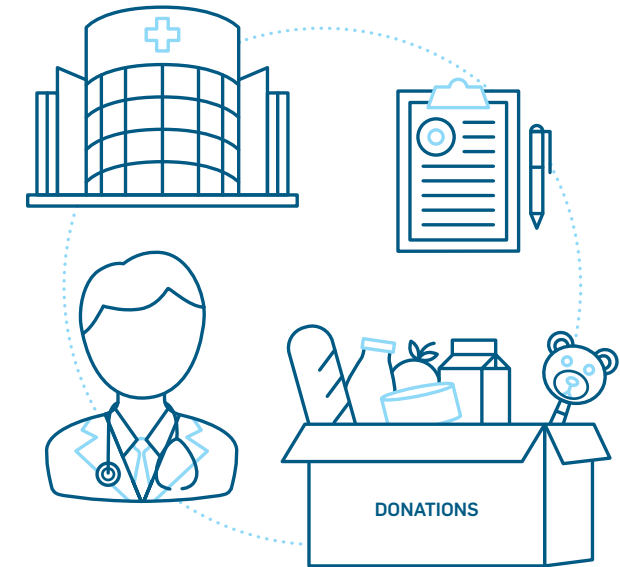
A gift of CA\$500,000 to the MUHC Foundation will be used to support the Interprofessional Skills and Simulation Network. This program provides team-based clinical training to all the MUHC's network of medical professionals, which includes 5,500 healthcare professionals.

In addition to sponsoring the Montréal Children's Hospital's Caring for Kids Radiothon for the past three years, this year's CA\$250,000 gift to the Foundation will provide ongoing support for their innovative Music Therapy Program.

In 2018, we signed 10-year commitments to donate CA\$100,000 a year to the Polytechnique Montréal, an engineering school affiliated with the Université de Montréal, and the University of Waterloo in Ontario. These long-term commitments were ongoing during 2020.

SNC-Lavalin donated to US\$100,000 to Feeding America, the largest hunger-relief network in the US. Our US business unit also contributed US\$60,000 to World Central Kitchen and Toys for Tots respectively.

[Find out more >](#)



HUMAN RIGHTS



HUMAN RIGHTS

Objective

PROTECTION OF HUMAN RIGHTS

[Find out more >](#)



QUALITATIVE TARGETS

- > Create and share innovative solutions to increase internal and external awareness of human rights issues, and how we can protect human rights
- > Provide support to local and national human rights organizations

UN Day Against Trafficking in Persons

On the 2020 World Day Against Trafficking in Persons, we renewed our commitment to preventing modern slavery and human trafficking in our operations. We are dedicated to protecting our people from any form of modern slavery and human trafficking by promoting our core values: Safety, Integrity, Collaboration and Innovation.

Our Modern Slavery and Human Trafficking Statement covers:

- > Our strategy related to our supply chain
- > Policies and governance
- > Due diligence
- > Risk assessment and management
- > Training and awareness
- > Duty to report

Trafficking in persons is a serious crime and a grave violation of human rights. Almost every country in the world is affected by trafficking, whether as a country of origin, transit or destination for victims.

Our Chief Integrity Officer and President of Resources both noted that we all have a responsibility to do our part when it comes to human rights and have the courage to speak up and ask questions if we see or find anything that does not fall in line with our values and Code of Conduct.

Modern Slavery & Human Trafficking

At SNC-Lavalin, we are committed to preventing modern slavery and human trafficking in our operations, which include our supply chain.

Modern Slavery & Human Trafficking Statement

In 2020, we updated and expanded our statement to include more information on supply chain strategy, risk assessment and management, and our commitment.

[Read our Statement >](#)

Resources available on our intranet in 2020:

- > A Modern Slavery Guidance Note detailing definitions, forms and global statistics
- > Two external awareness raising videos
- > Three Integrity Moments
- > An online learning module explaining human trafficking and how to recognize it, as well as offering compliance strategies for businesses to use internally and throughout their supply chains

INTEGRITY



INTEGRITY

Objective

WE DO THE
RIGHT THING,
NO MATTER
WHAT, AND ARE
ACCOUNTABLE
FOR OUR ACTIONS

[Find out more >](#)



QUANTITATIVE TARGET

> Maintain a high standard of engagement towards integrity



QUALITATIVE TARGET

> Create and share innovative solutions to facilitate ethical business decision-making

INTEGRITY

Integrity matters at SNC-Lavalin. SNC-Lavalin is committed to undertaking our business activities with the highest integrity. And maintaining a reputation of integrity depends on the actions of everyone in the organization.

We expect every employee to fully understand our governance documents, and to consistently put them into action, no matter how challenging the circumstances.

We are proud of our robust Integrity Program. External recognition of our commitment to the program's principles and to our corporate values reinforces our conviction that we're on the right path.

Our Integrity Journey

SNC-Lavalin has been awarded a second consecutive Compliance Leader Verification by the Ethisphere Institute. This prestigious award recognizes SNC-Lavalin as a global leader in industry ethics and compliance programs.

We're excited by the opportunity for the entire SNC-Lavalin Group to work on World Bank funded projects once again. We bring people, data and technology together to radically transform our industry and the way we design, develop and execute future-focused solutions. We believe that integrity is one of our strongest assets and will unlock new opportunities. It's not only the right thing to do, it's also the key to a bright future.

These two achievements tell a story of wrongdoing, honest reflection, hard work, investment, and reinvention over a period of almost 10 years.

Following unethical activities that took place in our organization prior to 2012, we have been on a transformative journey. From crisis to industry leaders in integrity, we are so proud of the transformation we've undergone and thank our employees, clients and partners for supporting us throughout.

Since 2012, SNC-Lavalin has taken significant action and implemented new processes, including:

- > The renewal of the management team and board members (since 2012);
- > Mandatory annual Code of Conduct certification for employees, as well as additional targeted mandatory integrity training to ensure a good understanding of the program (since 2012);
- > A reporting line operated by an independent service provider to report integrity concerns anonymously and confidentially (since 2012);
- > The implementation of stringent policies and processes on topics such as the anti-corruption and bribery, antitrust and competition, facilitation payments, conflicts of interest, related compliance training, and integrity risk assessments (since 2013);
- > The appointment of a Chief Integrity Officer who reports directly to the Board of Directors and General Counsel at the operational level (2013);
- > A compliance investigation team separate from the internal audit function, for all alleged violations by employees, former employees, partners, suppliers and subcontractors (2013);
- > The inclusion of integrity in the overall assessment of employees entitled to the Annual Incentive Plan (2014);
- > Mandatory integrity checks for all third parties (2014);
- > A Supplier Code of Conduct (2017).

These actions put us in a strong position to identify and prevent potential ethical challenges in the future.

SNC-Lavalin has a deep commitment to continued excellence in integrity and compliance. We are now harnessing our knowledge gained from this experience to help others, share lessons learned and shape the future of our industry. This includes supporting global anti-corruption organizations.

Our Integrity Program

Three key elements define our Integrity Program: Prevent, Detect, and Respond. This comprehensive and integrated approach maintains our ethical health, supports our long-term success and preserves and promotes our values. Key advancements in progressing our Integrity Program during 2020 are outlined below.

Prevent

Fostering an ethical culture prevents the likelihood of wrongdoing and compliance violations from occurring, through:

- > A tone set at the top
- > Policies and procedures
- > Training and communication
- > Business partner due diligence

- > Compliance risk management
- > Mergers and acquisitions
- > Due diligence
- > Collective action and outreach programs
- > Support and advice

Culture

Everything we do is informed by our values and helps us to stay true to them.

Our value of integrity is reinforced through comprehensive training and communications, amplified by our leadership team and global network of integrity ambassadors, and checked through the many tools and resources provided to our employees.

It is our culture of integrity that underpins our successes, drives our growth, and allows us to retain our most valuable assets: our employees.

Training

Ensuring that employees everywhere understand and comply with the standards of conduct we expect of them is a top priority across SNC-Lavalin.

We regularly benchmark our best practice integrity training modules to ensure we offer stakeholders an industry-leading and diverse training program. These courses, which are either developed internally or made available from a specialized vendor, include target-group specific mandatory training as well as general non-mandatory training for all.

Mandatory courses and training initiatives

In 2020, our 30,000+ Learning Management System (LMS) users had access to 32 Integrity eLearning modules in up to nine languages, for a total of over 120 modules. Out of these 32 eLearning modules, ten were mandatory depending on the employee's role. Our Integrity team is comprised of technical and professional staff tasked with developing these modules to ensure that they meet our needs and reflect our policies and procedures. In addition to this online training, we also deliver ongoing live anti-corruption training in virtual classrooms.

The table on the following page summarizes what trainings were offered to which type of employees, the time needed to complete them and which ones were reviewed in 2020.

Training	Target audience	Languages	Duration	Number Trained	Revised and Relunched in 2020
2020 Code of Conduct Certification	All employees except craft and general labour workers, labour brokers, and non-paid students	9	30m	>30,000	x
2020 Code of Conduct - Continuous Training	All craft and general labour workers	8	10m/month	N/A	
Anti-Corruption Training (in-person)	Executives, managers, and high-level professionals	3	90m	>320	
Anti-Corruption – Two-year Refresher Module	Executives, managers, and high-level professionals	4	30m	>340	
Anti-Corruption – Four-year Refresher	Executives, managers, and high-level professionals	4	15m	>470	x
Antitrust and Competition	Executives, managers, high-level professionals, and employees in related functions	4	30m	>1,000	
Antitrust and Competition – Two-year Refresher	Executives, managers, high-level professionals, and employees in related functions	4	10m	>1,900	x
Avoiding Trafficked Labour	Executives, managers, high-level professionals, and employees in related functions	4	40m	>2,000	
Business Partner Compliance Due Diligence	Executives, managers, high-level professionals, and employees in related functions	4	30m	>1,500	
Business Partner Compliance Due Diligence – Two-year Refresher	Executives, managers, high-level professionals, and employees in related functions	4	10m	>4,300	x
Data Privacy Compliance	All employees with access to our systems	9	30m	>3,800	
Gifts & Hospitality	Executives, managers, high-level professionals, and employees in related functions	4	30m	>1,400	
Gifts & Hospitality – Two-year Refresher	Executives, managers, high-level professionals, and employees in related functions	4	10m	>2,500	x
Insider Trading Training	Executives, managers, high-level professionals, and employees in related functions	7	10m	>22,600	
Trade Controls and Sanctions (Awareness)	Executives, managers, high-level professionals, and employees in related functions	4	5m	>4,600	
Working with the Canadian Government Training	Canadian executives, managers, high-level professionals, and employees in related functions	2	60m	>310	
World Bank Sanctions Training	Executives, managers, high-level professionals, and employees in related functions	2	15m	>2,100	



Communications

We take steps to ensure all our stakeholders receive clear and consistent messages, both internally and externally.

Internal communication activities and channels include:

- > President & CEO blog
- > Chief Integrity Officer blog
- > Integrity video awareness campaigns
- > Annual performance reviews
- > Intranet
- > Global Integrity Ambassador Network

Managers begin meetings with Integrity Moments to help set the tone and keep our values at the forefront of all decision-making.

Like safety, integrity is top of the agenda for everyone and an integral part of meetings, planning and actions at all levels.

- > 140 Integrity Moments available in 4 languages

Externally, we provide stakeholders with detailed information on our integrity initiatives. This includes our vision, plans and contacts for promptly addressing questions and issues. We also regularly share our ethics and compliance messages and commitments at:

- > International and national conferences
- > Universities, associations and ethics-based organizations
- > Our Annual General Meeting of Shareholders

Detect

At 31 December 2020 we had a total of 37,584 employees, a number which peaked at more than 45,000 during the year including part-time, temporary and contractual. The company received 295 allegations in 2020 generated through a variety of channels designed to empower a workforce that strives to attain a culture of integrity in a practical way. Of the 295 allegations, 33 investigations were initiated by the Compliance Investigations Team, 225 allegations were reviewed by other investigation teams (Human Resources (139), Business Units & Other (57), Cyber Security (16), Health & Safety (7) and Global Security (5)) and 38 allegations were not investigated due to insufficient information and/or the allegation was already investigated.

Our approach to prevention is underpinned by providing internal controls and other sources to identify misconduct and evaluate adherence, focusing on the following key areas:

- > Duty to report
- > Effective Compliance Controls
- > Regular Integrity Audits
- > Compliance Reviews
- > Resources and Skills for Global Investigations

A committee composed of the Chief Integrity Officer, the Head of Compliance Remediation and Monitoring, the Director, Legal Affairs for Integrity and Litigation, the Head of Internal Audit and the Director of HR Investigation meets on a weekly basis to review, assess and prioritize allegations.



Reporting

Our Duty to Report process requires all personnel to be vigilant about possible illegal or unethical behaviour and to take appropriate and timely action to prevent or detect improper conduct.

At SNC-Lavalin, people can use our third-party, confidential, 24/7 Integrity reporting line to report any suspected misconduct.

The reporting line allows employees, suppliers, clients and other stakeholders to report potential violations of our Code of Conduct, company governance documents or applicable laws, either online or on the phone, in approximately 200 languages without fear of retaliation.

Cases can be assigned to Health, Safety and Environment (HSE); Human Resources; Global Security; the Business unit; or the Compliance Investigations team.

When assigned to the Compliance Investigations team, the team:

- > Implements appropriate investigation procedures, including the use of specialized expertise as necessary
- > Completes investigations in a timely manner to determine whether allegations are substantiated
- > Respects and always preserves the integrity of the Compliance Investigations' processes

Our highly experienced Compliance Investigations team reports to the Chief Integrity Officer. Team members are from different professional backgrounds and located in two main hubs, Canada and the Middle East, to ensure worldwide coverage and a timely response to investigating allegations.

2020 Reports

Allegations made via:

- > Third-Party Reporting Tool: 142
- > Email: 140
- > Phone: 7
- > In person: 3
- > Mail: 3
- > Allegations received in 2020: 295
- > Allegations transmitted anonymously: 95
- > Allegations closed: 327 (includes cases from previous years; all remaining 2020 cases were closed in early 2021)

Respond

Responsive measures are holistic and considered. Serious allegations are discussed at the highest level and recommendations for solutions are designed to eliminate immediate threats while looking at the root causes and ensuring we are doing all we can to avoid similar problems in the future, feeding back into the first element: Prevent. Our approach to prevention is underpinned by measures that take corrective action in response to misconduct, focusing on the following key areas:

- > Prevention of Recurrence
- > Remediation of Systematic Deficiencies
- > Disciplinary Sanctions
- > Unbiased Consequences

28 Disciplinary Sanctions (Related to Compliance Investigations cases only)

- > Other sanctions including verbal and written reminders: 16
- > Verbal warning: N/A
- > Written warning: 9
- > Termination: 3

The disciplinary actions relate to the following categories of wrongdoings noted:

Fraud

- > Termination: 1
- > Written Warning: 3

Conflicts of Interest

- > Termination: 2
- > Written Warning: 2
- > Other Sanction: 1*

Intellectual Property

- > Other Sanction: 1*

Competition

- > Written Warning: 2
- > Other Sanction: 3*

Other**

- > Written Warning: 2
- > Other Sanction: 11*

* Other sanctions may include verbal reminders, additional training, reduction in bonus or performance evaluations

** Other category includes issues that do not fall within the existing major categories and may include non-compliance with policies and procedures, failure to report, etc.

Tools

Mobile App

Our Integrity app is available to both internal and external audiences. It allows users to submit scorecards, view the code of conduct, report misconduct and access resources and videos covering a range of topics. In 2020 we added more short training capsules and animated videos to the app.

Scotty

Launched in January 2019, our Integrity ChatBot Scotty is a virtual assistant created to provide employees with quick answers to simple questions on the broad topic of ethics and compliance. It's available to all employees on the intranet. In 2020, we expanded Scotty's knowledge by adding questions related to data compliance.

Scorecard

A compliance review ("Scorecard") is a tool for reporting any benefits to the relevant Integrity Officer as part of our Gifts & Hospitality compliance procedure.

Code of Conduct

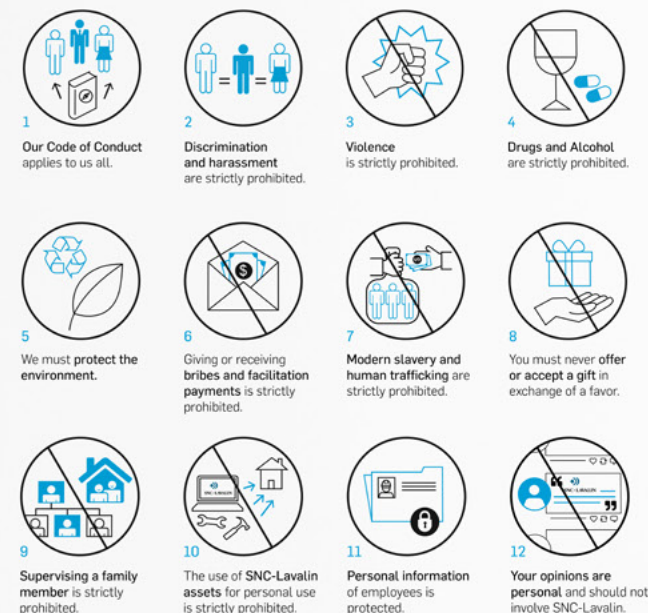
The Code of Conduct lies at the heart of our Integrity Program and sets expectations for integrity and ethics in our business dealings. Every manager at every level is accountable for ensuring we deliver a world-class ethics and compliance performance.

Reviewing the Code annually keeps this important document current. Yearly training and certification to the Code is a condition of employment and an intrinsic part of our onboarding program.

Sections that were expanded, revised or added in 2020 include:

- > Governance, Policies and Procedures
- > Mutual Respect
- > Personal Data and Data Privacy Compliance
- > Human Rights
- > External Communications
- > Social Media

2020 Code of Conduct Summary



To report a concern or incident, or to ask a question about the Code of Conduct, please contact your local HR representative or call the Reporting Line at

Ambassador Program

2020 saw the creation of the new Integrity Ambassadors Program knowledge sharing platform, allowing Ambassadors to:

- > Access subject matter experts directly
- > Share leading practices
- > Start discussions
- > Share resources
- > Plan activities according to the Integrity Calendar

General Program updates:

- > 150 Integrity Ambassadors and growing
- > New streamlined application process
- > New Infozone page with FAQs & Application Form

Events

Annual Integrity Week

Our third annual Global Integrity Week took place from Nov 1-6, 2020. It was built around the themes of ED&I, Modern Slavery & Human Trafficking, and Data Compliance and included:

- > Regional & Global events (lunch & learns, webinars, panel discussions, competitions, etc.)
- > Daily articles penned by subject matter experts





Integrity Risk Assessment

In 2019-2020, we refreshed our integrity risk assessment approach to accommodate developments in the international regulatory environment and to focus more on in-depth country compliance risks.

For the purposes of our annual Integrity Risk Assessment, we identified the most relevant risk scenarios based on:

- > FCPA International Enforcement and UKBA International Enforcement trends
- > The analysis of our internal investigations and
- > Interviews within the organization

We selected locations for focused internal work based on the outcome of an indicator-based analysis. Working with managers and executives at various levels of the organization, we conducted meaningful discussions that are issue and incident-specific. We focused on understanding the types of misconduct that are most likely to occur in a line of business.

Subsequently, close to 40 in-depth reviews were conducted in 20 countries. Following a rigorous process, we detected areas of improvement and assisted local management with remedial action at the level where the risk would be most effectively mitigated.

Since 2019, KPI-based analysis, comprised of eight carefully selected risk indicators, was carried out in our top 40 countries.

We identified 94 actions that reduced compliance risk, of which 90 were implemented in 2020, two were cancelled (due to the targets no longer being viable), and the remaining two postponed until 2021. This proactive approach was fundamental to mitigating risk across the full spectrum of potential threats for our company and its stakeholders.

We strive to remain at the forefront of emerging risks and respond to modern-day challenges effectively.

Supply Chain

Supplier Code of Conduct

The Supplier Code of Conduct summarizes SNC-Lavalin's expectations and governing principles, including those related to human rights, modern slavery and human trafficking.

Changes to the Supplier Code of Conduct in 2020 included:

- > Addition of the suppliers' obligations to:
 - Enforce the same obligations upon their own suppliers
 - Provide their employees with appropriate information and training
 - Confirm in writing that they will comply with the Supplier Code of Conduct, for example through the Purchase Order or contract agreement
 - Respect Data Privacy principles
- > Message from the President and inclusion of our values to demonstrate leadership's commitment toward integrity
- > Addition of a section related to our culture of high ethical standards
- > Addition of a right to audit
- > Additional details on responsibilities toward modern slavery and duty to report
- > Availability in seven languages

[Read more >](#)

Business Partner Compliance Due Diligence

We take significant steps to ensure our business partners fully understand our Integrity expectations. We expect our partners to adhere to our business principles, culture and values and comply with all applicable laws and regulations. In fact, all business partners must comply with our Supplier Code of Conduct as part of our terms and conditions, which commits them to abiding by the same standards of business conduct and practices as we do.

We actively foster a risk-aware culture at all levels across our organization. Through our business partner selection process, we continue to strive for a well-balanced and optimal risk-reward trade-off. Our Business Partner Compliance Due Diligence (CDD) effort is supported by an IT online tool. The approval workflow and its continuous monitoring provide global transparency on third-party risk exposure.

Approved Business Partners CDDs by Region in 2020

Region	Basic	Standard	Enhanced	Total
Canada and USA	143	29	11	183
Europe	102	8	7	117
APAC	65	16	6	87
Latin America	45	5	0	50
Middle East & India	44	16	18	78
Africa (Northern)	16	5	0	21
Africa (Southern)	10	4	1	15
Total				551
Rejected partners				2

Industry Engagement, Recognition & Outreach

In the spirit of sharing our journey with and learning from our peers, SNC-Lavalin has engaged with academic institutions, participated in industry conferences, and been recognized by international bodies for its Integrity Program.

We are not only looking to reach and maintain the highest standards for ourselves, but also to do our part to help the industry at large become more sustainable and more ethical.

Ethisphere

The Ethisphere Institute is an independent centre for research, best practices and thought leadership.

In 2020, we again earned the Compliance Leader Verification from the Institute, awarded exclusively to companies with the best industry ethics and compliance programs.

We also participated in Ethisphere's 2020 Virtual Canada Ethics Summit in July, and presented in its virtual Construction/Engineering Working Group in June.

TRACE INTERNATIONAL

Trace International, Inc. is a globally recognized anti-bribery business organization and leading provider of third-party risk management solutions.

In 2020, we spoke as part of TRACE's Anti-Bribery Specialist Accreditation webinar program in September, and on its Donations and Political Contributions webinar in December.

PACI

PACI is a CEO-led anti-corruption initiative run by the World Economic Forum. Working alongside international organizations, academics and government institutions, PACI is at the forefront of industry practices to rebuild and foster trust in business and institutions.

In 2020, we participated in PACI's monthly virtual meetings throughout the year, and were panellists at its Global Cooperation Against Corruption event in September.

B20

The Business 20 (B20) is the official G20 dialogue forum with the global business community.

In 2020, we participated in its annual summit in Riyadh, Saudi Arabia.

Ted Rogers ethical leadership case competition

We proudly sponsor the annual Ted Rogers Ethical Leadership Case Competition, at Ryerson University, Toronto, Canada. The competition gives students an opportunity to address difficult ethical situations they've encountered in the workplace and to further understand the challenging decisions business leaders face.

Looking ahead

A company-wide Integrity Culture Survey was conducted by Ethisphere in November 2020.

Ethisphere measured employee perception of our culture of integrity and evaluated our progress since the survey was last conducted in 2016. More than 12,500 employees responded to the questionnaire.

Overall integrity culture results

Our overall global performance score increased by 2.8 points to 83.8% since 2016. This score positioned us four points above the external benchmark*. While we have scored higher than the benchmark in all eight categories, there are still areas where we can do better. In three of the eight pillars, we scored lower than the 2016 survey.

These results show our evolution as an organization since 2016 and how we have to continue to work together to ensure that our commitment towards integrity stays strong.

* SNC-Lavalin's survey results were compared against companies from Ethisphere's database of over 100 ethical culture survey projects. Survey data in this benchmark includes some 45,000 respondents from ten companies that meet the following criteria:

- > Companies with significant operations in the engineering and construction or business and professional services sectors
- > Data collected from surveys administered in the past two years

Integrity Culture Pillar	SNC-Lavalin 2020 score	Ethisphere benchmark 2020
Awareness of the program and resources Familiarity with the assets and efforts of the Integrity function	93.2%	90.7%
Perceptions of the Integrity function Perceived quality and effectiveness of the function's efforts in communicating, training and support	92.5%	91.5%
Observing and reporting misconduct Comfort in reporting perceived misconduct, the reason for doing so, and potential reporting barriers	83.9%	79.2%
Pressure Strength and source of pressure employees may be experiencing to compromise standards to hit goals	72.1%	68%
Organizational justice Perception of whether the company holds wrongdoers accountable and the awareness of discipline	74.5%	68.4%
Manager perceptions Perceptions of supervisor's conduct and communication; comfort approaching with concerns	78.3%	72.4%
Perceptions of leadership Perceptions of the conduct, values, and communications of senior leadership	80.8%	76.6%
Perceptions of peers and environment Perceived priorities of coworkers, the values of their organization, and willingness to share opinions	89.5%	85.5%

Emerging trends

When segmenting respondents by frequency of manager communications on ethics, we saw a clear trend between communications done by line managers, and;

- > Willingness of employees to report misconduct
- > Comfort in approaching their line manager, and
- > Belief that the rules are applied fairly

This reinforced our belief that line managers have a pivotal role in building and reinforcing a culture of integrity. We have formalized this by evolving our bonus scheme to include incentives to communicate on integrity topics and we continue to support all managers in their efforts to communicate frequently with their employees.

A pulse survey is planned for 2021 which will further measure improvements in our culture of integrity against the results of the questionnaire, the success of which will also be reflected in the annual bonus program.

What's next?

As much as these results represent tangible progress in our company-wide aim to live our values – we should allow ourselves to feel proud of how favourably we line up in this regard with our peers – the survey results have also delivered a clear roadmap to continuous improvement.

The Integrity team is inspired by the findings identified in this initiative and our goal will be to balance our strengths while improving our effectiveness across the board.



Summary of Integrity Progress

Early Lifting of all World Bank Sanctions

The World Bank Group has granted an early lifting of all sanctions previously imposed against SNC-Lavalin Group Inc. and its subsidiaries in 2013 for a period of 10 years.

This decision, which followed a rigorous assessment and monitoring process by World Bank authorities and the independent monitor, confirms that SNC-Lavalin has met all the settlement agreement's terms and conditions. The Company and its subsidiaries will now be able to bid, win and carry out work on projects financed by the World Bank, the African Development Bank, the European Bank for Reconstruction and Development, the Asian Development Bank and the Inter-American Development Bank.

[Read the Press Release >](#)

End of administrative arrangement

The administrative arrangement signed in December 2015 with Public Services and Procurement Canada under the new Integrity Regime allowed SNC-Lavalin to continue contracting with or supplying to the Government of Canada. An independent monitor was appointed to ensure that the company complied with the agreement's terms and conditions, which it did. As of December 2020, SNC-Lavalin was no longer subject to this administrative agreement.

Continued collaboration with the independent monitor

Pursuant to the 2019 settlement of charges related to activities that occurred 10 to 20 years ago, SNC-Lavalin continues to work with an independent monitor responsible for reporting on the company's Integrity Program until December 2022. A summary of each report is published on SNC-Lavalin's website and each recommendation is given special attention to optimize the current Integrity Program.

[Read more >](#)



6 / GOVERNANCE



6. GOVERNANCE

Values, Principles, Standards and Norms of Behaviour

Our Sustainability Objective

We have a responsibility to put sustainability at the heart of our business strategy through our market leadership role, our operations and the services we provide. We recognize that our operations can make an important contribution to a more sustainable world. It is our responsibility to improve our own sustainability performance through the way we run our business and influence others.

Our Sustainability Principles

We will implement our sustainability objectives across our projects and our corporate business activities by aligning our business strategy and plans with our strategic advice, design, construction and asset lifecycle operations and maintenance. We will do so in line with the following principles:

A society for our future

Inspiring the next generation; investing in communities; developing sustainability knowledge and skills; and creating a healthy, safe and secure workplace.

An environment with a future

Supporting a low carbon economy; demonstrating respect for the environment through resource efficiency and prevention; and protecting and improving ecosystems.

A responsible business of the future

Influencing and supporting sustainable economic growth with strong governance, integrity and accountability; being part of a global business while recognizing the responsibility and the importance of providing local services without compromising future generations' needs.

Sustainability Policy Statement >



Our Approach to Implementation

We will implement our Sustainable Business Strategy objectives across our projects and our corporate business activities as follows:

- > Understanding our stakeholders' expectations and requirements in relation to the environment, the UN Sustainable Development Goals and the UN Agenda 2030
- > Understanding how Global Societal Megatrends will affect our business strategies globally and locally, contributing to and improving social value and community benefits
- > Implementing business and project controls to ensure compliance with relevant legislative, contractual and client requirements, including arrangements for crisis management and incidents
- > Improving resource efficiency, including use of water, energy and raw materials
- > Increasing awareness of climate change and improving the assessment of climate-related risks, including the development of appropriate mitigation measures
- > Valuing diverse skills and contributions by improving diversity and equality
- > Improving natural capital and increasing biodiversity
- > Increasing the development of strategies which will benefit human health and wellbeing
- > Improving and assessing our environmental performance by investing in training, awareness, systems, tools and an assurance program

- > Ensuring the suitability and effectiveness of our suppliers and monitoring their performance
- > Monitoring our sustainability performance and progress against objectives and targets
- > Adhering to SNC-Lavalin's Health Safety and Environment, Quality and Risk Management governance documents
- > Adhering to SNC-Lavalin's Security and all related security and cyber security governance documents
- > Adhering to SNC-Lavalin's Integrity, Human Rights, Modern Slavery and all related governance documents
- > Adhering to SNC-Lavalin's Equality, Diversity and Inclusion governance documents

Our Purpose

Engineering a better future for our planet and its people.

Our Vision

We create sustainable solutions that connect people, data and technology to design, deliver and operate the most complex projects.



SAFETY
INTEGRITY
COLLABORATION
INNOVATION

Our President and CEO is the sponsor of our core values.

Values that guide us

Our values are the essence of our company's identity. They represent how we act, speak and behave together, and how we engage with our clients and stakeholders.

Following a survey of our employees, we identified core values to unify our workforce. Rolled out in early 2018, these four values support a shared identity and culture as well as bring our vision to life across SNC-Lavalin.

These values guide our decisions and actions and ensure that stakeholders know what we stand for and what matters to us.

[Find out more >](#)

We put safety at the heart of everything we do, to safeguard people, assets and the environment.

We do the right thing, no matter what, and are accountable for our actions.

We work together and embrace each other's unique contribution to deliver amazing results for all.

We redefine engineering by thinking boldly, proudly and differently.

Our Sustainable Business Strategy

We adopted a Sustainable Business Strategy based on the UN Sustainable Development Goals. This strategy represents an opportunity to develop a future-facing business model that ensures our company can adapt to global changes in climate, population and consumer behaviours.

Our strategy has been adopted across our sectors, projects and corporate functions to enable us to deliver sustainable projects and adapt to changes in society, available resources and our climate.

For success in implementing our strategy, we have developed a strong culture in line with our values as an organization. This allows new ideas to flourish and enables sustainability and digital approaches to fundamentally change the way we work across everything we do.

Increasing the diversity and equality of our workforce is essential to realizing our ambitions. To create a more diverse and equal workforce requires us to both recruit and to undertake promotions to ensure we have diversity and equality across our employees, management and leadership teams.

[Sustainable Business Strategy](#)

Establishing High-Level Targets for Sustainability and ESG Issues

We have taken significant steps in our sustainability journey this year.

As signatories to the UN Global Compact we were committed to setting high-level goals in relation to sustainability.

Following on from the work to create our Sustainability Policy Statement and Sustainable Business Strategy, we have now developed and committed to high-level objectives and targets for our corporate activities. We also created a Net Zero Carbon Routemap to outline how we will achieve Net Zero carbon emissions by the end of 2030 for our corporate activities.

Defining clear objectives, targets and metrics for our key measurement categories, as well as for governance and business strategy, and creating a timeline for the process of decarbonizing our corporate activities, are both vital for managing and communicating our ESG performance progress in the short, medium and long term.

[OUR VISION FOR ENGINEERING A SUSTAINABLE SOCIETY - High Level Targets and Objectives](#)

[OUR NET ZERO CARBON ROUTEMAP](#)

[Find out more >](#)

Embedding Sustainability at SNC-Lavalin

We increasingly think about our performance along the three dimensions, or triple bottom line, of economic, social and environmental sustainability. Our goal is to embed our Sustainable Business Strategy in our approach to everything we do.

Whether it's a new client project or internal company initiative, we ask ourselves how it can support societal ambitions as well as those of our clients and our business. This means seeking ways to leave a larger economic and social footprint in local communities while minimizing the environmental impact of our corporate activities and client projects.

Through our Local Resources Development Initiative (LRDI), we help build local capacity and generate economic value for communities. We enable clients to reach out and engage with communities in meaningful ways, from hiring and training local workers to buying from local suppliers. This initiative can empower and upskill communities both in rural and urban locations.

Through our commitment to achieving certification with the Progressive Aboriginal Relations (PAR) program, we are embedding social value and community expertise across all our business activities. We are investing in building trust and providing valuable skills to the Indigenous communities we work alongside and in partnership with on many of our projects.

When we sponsor local initiatives or are involved in social value activities, we are a force for positive change.

We are multicultural and diverse. We understand the different cultures in which we operate. And, more and more, we know how to leverage our engineering and digital technology expertise to unlock economic, social and environmental benefits for all.

Changing our behaviour - creating better habits

In the wake of the pandemic, behavioural change is a key theme for our approach to sustainability this year. Changing the impact that our business has on society starts with the tiny changes that each of us can make in our daily lives, to deliver benefits in relation to environmental, social and economic issues.

It all starts from the way we deliver our corporate activities to the way that we deliver our projects and even the things we do at home, since most people around the world are working from home. If each of our employees pledged to make one change to how they act at home, one change to how they act at the office and one change to how they deliver their projects to provide benefit in relation to environmental, social and economic activities, this adds up collectively to a massive positive change across our organization, our clients' projects and society.

"We have taken significant steps in our sustainability journey this year. As signatories to the UN Global Compact we are committed to setting high-level goals in relation to sustainability. Building on our Sustainability Policy Statement and Sustainable Business Strategy, we have now developed and committed to high-level objectives and targets for our corporate activities, and created a 2030 Net Zero Carbon Routemap."

Sarah Jane Stewart
Global Head of Sustainability

Defining clear objectives, targets, metrics and measurement for our key ESG measurement categories and creating a timeline for the process of decarbonizing our corporate activities, are both vital for managing and communicating our performance and progress in the short, medium and long term.

As part of the work towards achieving the objectives and targets we have committed to, in 2020 we formed a dedicated Sustainability/ESG Steering Committee. The Sustainability/ESG Committee ensures representation from all corporate functions and meets on a quarterly basis to strengthen governance and transparency around our sustainability approach. We also expanded our sustainability team this year, with new roles established for managing sustainability data and carbon data as we continue to look for improvements across the organization.

Governance Structure

At SNC-Lavalin, sound corporate governance practices guide us to always do our best and contribute to society to our full potential while ensuring the continued success of our company.

Policies

The Policy Oversight Committee strengthens our governance by overseeing the standardization of policies and processes in terms of their issuance, approval and application. It covers policy relevancy, revisions and maintenance. It enables us to continually review all policies and procedures that guide employees in their daily decisions and activities. It also provides consistent guidelines and processes for creating and managing policies.

Our Policy Oversight Committee initiative is driven by the Board of Directors and our Integrity and Legal Affairs professionals with the support and commitment of all corporate functions and sectors. Employees are encouraged to contact the Policy Custodians or the Governance Owners whenever they encounter a policy that is: difficult to understand, outdated, missing information related to new or updated laws and regulations, culturally insensitive, or not applicable to a particular region or business unit.

Our vision, values and strategic objectives

- > Require Board approval

Set of principles spelling out acceptable business conduct

- > Code of Conduct, Supplier Code of Conduct and Counterparty Code of Conduct
- > Require Board and Executive Committee approval respectively

Policies with high relevance for the entire company

- > Integrity policies
- > Finance policies
- > HR policies
- > Global procurement policies
- > Require approval by the President & CEO and may require Board approval

Rules or instructions to ensure standardization of tasks and processes

- > Topic or audience may also be specific to business unit (BU), region or country
- > Require approval by the relevant governance owner and/or the relevant Head of BU Executive Vice President (EVP)

Vision and Values

Guiding Principles

Governance Framework & Policies

Standard Operating Procedures

Policy Oversight

Our Policy Oversight Committee establishes good practices in policy governance. It meets monthly to review any new and revised policies and procedures. Members include the Policy Coordinator and a representative of the following functions:

- > Integrity
- > Finance
- > Global Human Resources
- > Legal Affairs
- > Internal Audit
- > Project Oversight
- > Quality
- > Communications and Marketing
- > Global Security
- > Information and Technology
- > Health, Safety and Environment
- > Global Sustainability

Communications and Marketing

As part of our Operational Excellence initiative, we created the Capability Hub, a proactive and centralized online repository for employee knowledge sharing. The Capability Hub supports the transparent communication of our updated policies and procedures.

In 2020, we introduced or reviewed the following policies and Standard Operating Procedures:

Code of Conduct

Reviewed and reissued annually, our Code is available in nine languages: English, French, Spanish, Portuguese, Arabic (Standard), Russian, Swedish, Danish and Chinese (simplified). *Latest revision: January 2021*

Supplier Code of Conduct

This outlines the standards and behaviours expected from suppliers. *Latest revision: May 2021*

Counterparty Code of Conduct

This outlines the standards and behaviours expected from partners, suppliers, subcontractors and representatives, as well as anyone working for them or acting on their behalf (including their employees, consultants, representatives and anyone in their supply chain). *Latest revision: May 2021*

Trade Compliance

This Procedure defines the responsibilities, processes and required actions related to compliance with export controls and economic sanctions. *Latest revision: January 2020*

Health, Safety and Environment Policy Statement

This policy and the associated statement define our approach to health, safety and environmental issues as it applies to delivering our contractual and managerial commitments in line with our core values, client expectations and our Code of Conduct. *Approved annually by the Executive Committee every January*

Sustainability Policy Statement

This policy statement defines our approach to environment, social and economic issues as it applies both to our clients' projects and our corporate activities. *Latest revision: May 2021*

Aligning with Global Initiatives and Best Practices

United Nations Global Compact

In 2015, we joined the United Nations Global Compact (UNGC), the world's largest corporate sustainability initiative, with currently more than 10,000 business and 3,000 non-business participants in more than 160 countries.

Joining the UNGC underscores our commitment to putting our extensive know-how and resources to work to meet the world's sustainability challenges.

It also signals our intention to align our strategies and operations with the UNGC's Ten Principles on human rights, labour, environment and anti-corruption.

Our 2020 sustainability report serves as our Communication on Progress (CoP) in terms of implementing these principles. The Global Reporting Initiative (GRI) index also provides information relative to our progress in complying with the UNGC principles.

Delegating Authority

Key Roles

Chair of the Board

The Chair is responsible for the management, development and effective performance of the Board of Directors and provides leadership to the Board in all aspects of its work.

President & Chief Executive Officer

Among this position's many responsibilities, the President & CEO manages the company's business and affairs within the guidelines established by the Board of Directors and reports to the Board. The President & CEO recommends our strategic direction to the Board and, when approved by the Board, implements the corresponding strategic, business and operational plans.

Corporate Secretary

Among other duties and responsibilities, the Corporate Secretary serves as a source of expertise and advice to the Board and management on new developments in corporate governance and best practices.

Board of Directors

Strong governance begins with our Board of Directors. Its members supervise the management of the corporation's business and affairs. Their duties fall into the following areas:

- > Board and senior management
- > Strategic supervision and monitoring
- > Risk evaluation
- > Corporate governance, ethics, policies and procedures
- > Disclosure to shareholders and others
- > Financial matters and internal controls
- > Health, safety and environment
- > General legal obligations applying to and governing conduct
- > Security
- > Sustainability

The Board strives to incorporate a diverse group of individuals through, but not limited to, gender and ethnic diversity. In 2016, SNC-Lavalin joined the 30% Club, a global organization committed to improving gender diversity on boards.

Board of Directors Committees

Audit Committee

The Audit Committee assists the Board in supervising our financial controls and reporting. It also monitors, through reasonable measures, our compliance with financial covenants and legal and regulatory requirements governing financial disclosure matters and financial risk management.

Governance and Ethics Committee

The Governance and Ethics Committee assists the Board in developing our approach to corporate governance and ethical and compliance issues, proposing new Board nominees and assessing the effectiveness of the Board and its committees, their respective chairs and individual Directors.

Safety, Workplace and Project Risk Committee

The SWPR Committee helps the Board discharge its responsibilities relative to the overall framework for managing our project risks and our health, safety, security, sustainability, environmental, business continuity and emergency preparedness risks arising from our operations and business activities with clients.

Human Resources Committee

The HR Committee is responsible for helping the Board fulfill its responsibilities to attract and retain an engaged workforce to deliver on our approved strategic plan and objectives.

Sustainability Governance

Sustainability/ESG Steering Committee

The Sustainability/ESG Steering Committee has been formed to strengthen our governance and transparency in relation to sustainability and to support our ongoing commitment to environmental, health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters. Members include the Chairperson and the committee secretary and a representative of the following functions:

- > Investor Relations
- > Government Relations
- > Indigenous Relations
- > Integrity
- > Finance
- > Human Resources
- > Legal Affairs
- > Risk Management
- > Project Oversight
- > Corporate Procurement
- > Communications
- > Global Security
- > Global Health, Safety and Environment
- > Corporate Sustainability

Chief Executive Officer

The responsibility for the implementation of our Sustainable Business Strategy is held by our President & CEO, Ian L. Edwards, who is also a member of our Board of Directors.

Executive Committee Governance

Erik J. Ryan is our Executive Vice President, Strategy, Marketing and External Relations, and is the Executive Committee Leader responsible for reporting Sustainability progress in relation with the implementation of the Strategy directly to the President & CEO.

Executive Committee Sustainability Sponsors

Dale Clarke (President, Infrastructure Services) and Jeff Bell (Chief Financial Officer) are the Executive Committee Sustainability Sponsors. Dale Clarke's role is to support the Global Head of Sustainability to implement the Sustainable Business Strategy across each Sector with a consistent approach. Jeff Bell's role is to support the Global Head of Sustainability to implement the Sustainable Business Strategy across each corporate Function with a consistent approach and to facilitate the collation of revenue data relating to sustainability.

Global Head of Sustainability

Our Global Head of Sustainability, Sarah Jane Stewart, is responsible for developing our strategy, targets and goals relating to sustainability and driving a cultural change across all of our corporate Functions and Sectors from Board level down to our workforce on projects.

Corporate Sustainability Manager

Our Corporate Sustainability Manager, Marie-Michèle Bleau, is responsible for developing and co-ordinating our sustainability data management systems, and managing our annual carbon disclosure reports.

Corporate Carbon Manager

Our Corporate Carbon Manager, Mark Limb, is responsible for collating and reviewing our GHG data, and contributing to our carbon management plans and net zero carbon route map.

Sector and Corporate Governance

Each of our Sectors is responsible for developing a Sector Sustainability Implementation Plan (SSIP). The responsibility for the implementation of the SSIP is held by the relevant Sector President. The SSIP is developed in conjunction with Business Unit Sustainability Implementation Plans (BUSIP). The responsibility for the BUSIP lies with the senior leadership team members for each corresponding BU.

Each of our Global Heads of Function is responsible for developing a Corporate Function Sustainability Implementation Plan (CFSIP). In 2020 we undertook a detailed GAP analysis of key ESG standards. Addressing the gaps identified for each corporate function forms the basis for each Corporate Function Sustainability Implementation Plan. The gap analysis work is ongoing and will be updated annually.

Sector Sustainability Senior Leadership Team Sponsors

Each of our Sectors is responsible for appointing a member of their Senior Leadership Team as a sponsor to ensure that the Sustainable Business Strategy is implemented with a consistent approach across each BU and projects. The Sector Sustainability Senior Leadership Team Sponsor reports to the Sector President and the Global Head of Sustainability.

Sector Sustainability Practitioners

The Global Head of Sustainability will work with each sector to select experienced practitioners and leaders to lead the implementation of the Sustainable Business Strategy.

Sector Sustainability Practitioners are experienced senior members of our operational business teams responsible for supporting the Sector President and the Senior Leadership Team Sustainability Sponsor to communicate and implement the Sustainable Business Strategy across our clients' projects. These Leaders are experienced technical subject matter experts, environmental professionals, designers and engineers.

They are embedded in each Sector's operations team and work closely with the leadership teams and managers of each business unit to communicate the strategy to colleagues to contribute to the implementation plans and report and monitor progress, feeding back to the Global Head of Sustainability and the Sector Sustainability Senior Leadership Team Sponsor.

Sustainability Champions

The Global Head of Sustainability will work with each Sector and corporate Function to select suitable colleagues to undertake the role of Sustainability Champion representing their sector or corporate function.

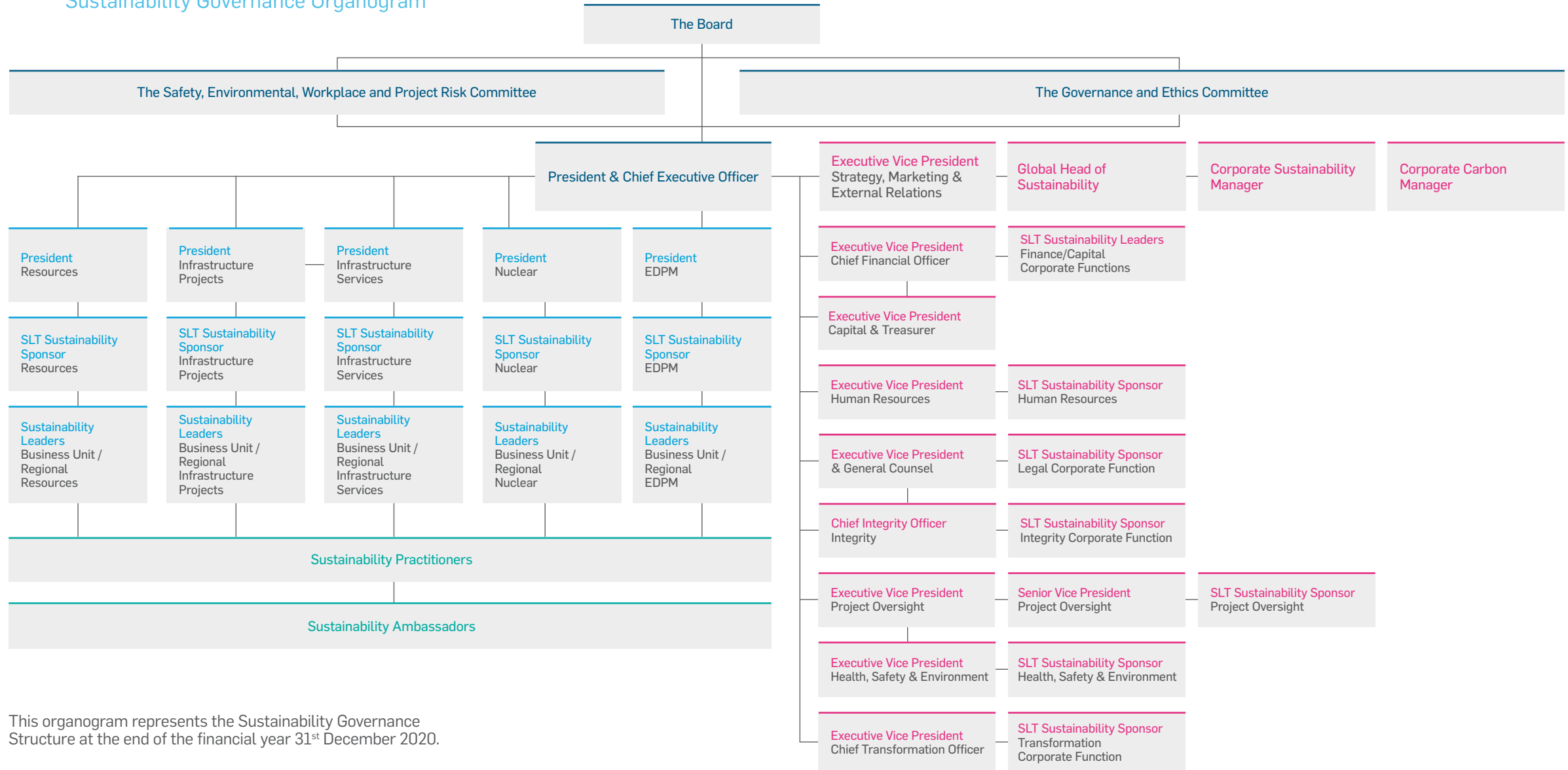
Our Sustainability Champions are staff from any sector or corporate function who are passionate about sustainability and want to support the Sector Sustainability Practitioners/ Leaders and the Global Head of Sustainability in communicating the Sustainable Business Strategy to clients and colleagues and across their clients' projects in each sector and their corporate function. Some of the Sustainability Champions will be selected to represent SNC-Lavalin at the Employee Sustainability Forum.

“Changing the impact that our business has on society starts with the tiny changes that each of us can make in our daily lives, by changing our behaviour to deliver benefit in relation to environmental, social and economic issues.”

Sarah Jane Stewart
Global Head of Sustainability



Sustainability Governance Organogram



This organogram represents the Sustainability Governance Structure at the end of the financial year 31st December 2020.

Our Approach to Strategy Implementation

Our approach to the implementation of our Sustainability Policy is underpinned by strong governance, high-level leadership roles and responsibilities, and clear metrics and targets.

As a business we are committed to sustainable development. Our vision to become a global leader in sustainability requires concrete actions.

Our approach to the implementation of our Sustainability Policy and Strategy is data-driven and centred on the development of high-level, science-based targets. Each Sector and Function is responsible for the development of implementation plans which encompass all our corporate and project-based activities. The implementation of our Sustainability Policy and Strategy are embedded in the processes of our Sectors and Functions and we have developed a robust approach to regular monitoring, auditing and progress reporting against the actions outlined in our plans.



Sustainability Policy

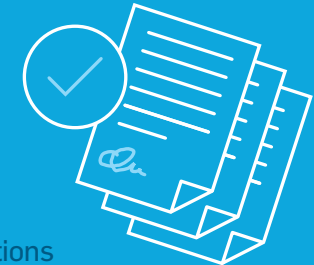


Sectors and Corporate Functions Sustainability

Implementation Plans



Sustainability Strategy



Sectors and Corporate Functions

Progress Reporting

Our Approach to Risk Management

Risk management is a dynamic process, and our approach and framework is continually enhanced year-on-year to ensure it remains fit for purpose and effective.

Risk Governance

We manage risk recognizing that our external and internal contexts are constantly changing. Our risk management governance framework includes policies and procedures for risk management of strategic, functional, operational and project risks.

We have a structured approach to early risk assessment and review of opportunities, and a comprehensive set of risk management tools.



Enterprise Risk Management

We manage a wide range of risks across our operations, business lines and functions. An extensive review of the company's enterprise level risks is undertaken annually with key stakeholders including individual risk owners, heads of function, business line management and the executive management team. Risks are prioritized and mitigation strategies agreed upon, and this becomes the baseline for monitoring and reporting efforts, subject to update as part of quarterly reviews by the risk management function with the risk owners and key stakeholders, including business line and executive management.

Project Risk Management

Our risk management processes address the full project life cycle - from early risk assessment at the opportunity identification stage, to project reviews and approvals prior to bid submittal and contract execution, to project risk management during the execution and delivery of our projects and mandates, including project peer reviews. This works hand in hand with the company's levels of authority and related procedures policy, which establishes the tone and risk tolerance of the organization.

Our approach to project risk management involves:

- > Understanding the context and environment associated with the project.
- > Identifying and assessing potential risks.
- > Prioritizing risks and allocating appropriate resources in a timely manner.
- > Developing and implementing mitigation plans and associated actions.
- > Monitoring and reviewing mitigation efforts and analyzing associated impacts on risk exposure.
- > Recording and communicating the risks, risk status and risk exposure.
- > Closing out of risks and capturing the project lessons learned.

Apart from detailed project reviews up to executive level, independent project reviews are carried out on an ongoing basis by the Project Oversight function and business lines to provide feedback and support to the project teams, as well as independently assess performance and validate progress.

Our Approach to Global Security

Security is our priority and at the core of everything we do. SNC-Lavalin's Global Security team protects our people, assets, information and reputation in both the physical and digital worlds. We recognize and understand the importance of providing comprehensive and adaptive security solutions to reduce risks and ensure a secure environment for all our operations.

Our business resilience and recovery program aims to make us more resilient when faced with potential business interruptions such as natural disasters, terrorism, political conflicts and other issues.

Managing Security Risks

Our operations occasionally require work and travel in regions and countries that are deemed as being high risk. For each new bid in medium and high-risk countries, risk assessments are carried out to ensure the safety of our employees. The risk level and our mitigation are reviewed on a monthly basis for ongoing projects.

For work and travel in high-risk countries, we have regional security directors to explain the risks and requirements to individuals and, where necessary, develop specific security plans for travellers.

Should an incident occur in any country, a duty officer will receive an alert and they will contact every individual in the area to provide guidance and assistance to our employees. If necessary, a crisis management team may be formed to handle the situation. The executive committee is provided with information and updates on incidents.

A similar system is in place for monitoring and responding to extreme weather events.

Our Approach to Tax

SNC-Lavalin is exposed to a variety of risks, including tax compliance and reporting, transactional and reputational. Our objective is to adhere to all relevant tax regulations and ensure tax compliance in each country in which we operate.

We have a responsibility to pay our appropriate share of tax in each of the jurisdictions in which we operate while, at the same time, balancing our responsibilities to shareholders.

At SNC-Lavalin, we assume a conservative approach to tax risk and to the adoption of tax positions. Assessment of risk will take account of reputation, brand, governmental relationships, the benefit of certainty and tax authority relationships.

We are committed to the principles of openness, cooperation, communication and transparency in our approach to dealing with tax authorities.

SNC-Lavalin maintains internal policies and procedures to support our tax governance framework, which aligns with our wider risk and control framework.

In accordance with UK legislation, SNC-Lavalin is required to publish its UK Tax Strategy on the external website and this sets out our approach to risk management and governance, attitude to tax planning and appetite for risk together with our approach in dealings with the UK Tax Authorities.

Our Approach to Tax Evasion

SNC-Lavalin has a zero-tolerance policy with respect to any criminal facilitation, including tax evasion, and would never accept being complicit in facilitating a third party to evade taxes in any jurisdiction. SNC-Lavalin will not engage in, facilitate, or be associated with any form of tax evasion anywhere in the world.

Tax evasion refers to the unlawful evasion of taxes performed by misrepresenting the taxpayer's affairs with the goal to reduce or eliminate their tax liability. It may take the form of dishonest tax reporting through the understatement of income or gains or the overstatement of deductions or losses. Tax evasion can be realized by individuals, corporations, or trusts. Facilitation of tax evasion refers to deliberate and dishonest action (or omission) to assist another person to evade taxes in any jurisdiction.

Tax evasion covers all forms of tax, including but not limited to, payroll and employment taxes, national insurance and social security contribution, capital taxes, corporation tax, customs and duties, VAT or other indirect sales and goods taxes irrespective of territory.

Managing Tax Risks

SNC-Lavalin's Global Tax team manages tax risks at both a central oversight level and a regional management level.

We have in-house teams in the US, UK and Canada responsible for managing local tax returns, providing tax planning and advice to project and bid teams, monitoring tax risks and maintaining relationships with tax authorities.

We also provide tax stewardship for our other regions and potential new regions to ensure tax compliance and provide assistance where necessary.

Where there is uncertainty as to how the relevant law should be applied, and depending on other factors such as materiality, uncertainty, application of recently enacted legislation or special technical challenges, SNC-Lavalin may seek external professional advice to support the decision-making process.

[Find out more >](#)

Sustainability Leadership

Senior Leadership Team Champions for UN Sustainable Development Goals

The President & CEO, the Sector Presidents and Global Heads of Functions were asked to comment on the Sustainable Business Strategy during consultation as part of our Materiality Assessment. They selected the United Nation's Sustainable Development Goals (UN SDGs) that were important to them personally and that they would be prepared to act as a champion for. Our Sector Presidents have been asked to provide their commitment to act as a champion for one or more of the UN SDGs.

Our Senior Leadership Team Champions will promote awareness of these goals both inside and outside our business.

They will outline how improving our performance in relation to these goals is vital to developing a future-facing, ethically-responsible business.

The confirmed Executive Committee Champions are presented on the following pages.



Ian L. Edwards President & CEO

Senior Leadership Team Champion for **Goal 5** and **Goal 10**



Setting clear Environmental, Social and Governance targets is a call to action for our whole organization, and is to become central in how we provide solutions to our clients.

SNC-Lavalin believes that greater diversity will further strengthen its talent pool, enabling it to better serve clients and achieve business objectives. The targets announced this year include increasing the proportion of females in leadership to 25% by 2025, and across the organization as a whole to 33% by 2025, with commitment from the Board to maintain at least 30% representation by women.

Our workplaces tend to align with the diversity of the countries that we operate in. I am very passionate about collaboration and how it drives innovation. Creating diverse multi-disciplinary teams is a key part of creating the right culture within our organization. I see diversity as an asset for both businesses and their employees.

One of the ways I will personally support our Sustainable Business Strategy is by taking over the role of SNC-Lavalin's Senior Leadership Champion for Goal 5: gender equality and Goal 10: reduced inequalities. SNC-Lavalin was one of the founding members of the 30% Club Canada. I want to uphold this legacy and our commitment to the 30% Club, a global organization committed to improving gender diversity on boards.

We have further strengthened our commitment to diversity and inclusion in 2021; we released our UK Gender Pay Gap report and launched our high level targets for diversity.

Promoting diversity and equality in our workforce is not just vital for our company, but extremely important to me on a personal level, and these two goals will be a focus for me and our entire Leadership Team as we implement our Sustainable Business Strategy.

[Read more >](#)





Dale Clarke President, Infrastructure Services

Senior Leadership Team Champion for **Goal 9** and **Goal 12**

To transition the Canadian economy towards a net zero Greenhouse Gas (GHG) Emissions target by 2050, **Canadian policy makers in industry need to urgently resolve a number of technical, commercial and collaborative challenges associated with decarbonizing the economy.**

Jobs and growth will be spurred from the massive investments needed in existing, emerging and disruptive technologies. Co-operation and collaboration between governments at all levels, with input from the private sector, Indigenous community and other stakeholders, will be essential. The ambitious 2050 target can effectively position Canada as a global leader in low emission technologies and practices across all economic sectors. As a supporter of the United Nations Sustainable Development Goals, SNC-Lavalin is committed to supporting the engineering of zero GHG-emitting solutions both here in Canada and globally.

Read our **Goal 11 Report:**
[English >](#)



Government policy worldwide in relation to climate change and resource scarcity has been focusing to a greater extent on reducing carbon emissions from transport, the built environment and utility and power infrastructure. We have to find new innovative low carbon methods to reduce emissions from key industrial sectors, one of the most significant being the construction sector.

One of the ways in which I will personally support our Sustainable Business Strategy is by serving as the SNC-Lavalin's Senior Leadership Champion for Goal 9: Industry Innovation and Infrastructure and Goal 12: Responsible consumption and production.

My role as champion underpins our firm commitment to improving resource efficiency including use of water, energy and raw materials, across our corporate and project activities.

As we navigate our way through the new normal of a post-pandemic society, sourcing local materials and local manufacturing capability and creating strategies to combat the greater threat of climate change are essential in the urgent need to develop future-proofed climate resilient infrastructure and industrial solutions worldwide.

Philip Hoare President, Engineering, Design & Project Management

Senior Leadership Team Champion for **Goal 13**

Read our **Goal 13 Report**

[English >](#)



At SNC Lavalin it's important that we lead by example by immediately beginning to reduce energy use and carbon dioxide emissions. We have published our **Net Zero Carbon Routemap** outlining how to achieve **Net Zero carbon emissions from corporate activities by the end of 2030.**

Our main focus will be on innovation, business change and encouraging sustainable behaviours across all our offices and operations.

For today's projects to be sustainable, we must plan for tomorrow's climate realities.

Our teams are focused on assessing the effects of projects on climate, and ensuring new infrastructure is resilient to future climates.

We identify the threats and opportunities presented by climate change and design robust adaptation plans for the built and natural environment. We help ensure that future infrastructure is resilient.

We also play an active role in helping governments and companies reduce their greenhouse gas emissions and assess and quantify the risk that extreme weather presents to their activities and assets. We work closely with them to develop climate change adaptation and mitigation strategies to future-proof their business.

I am really proud of the work that our teams worldwide undertake to protect communities against the physical impacts of climate change and I will personally support our Sustainable Business Strategy by serving as SNC-Lavalin's Senior Leadership Champion for Goal 13: Climate Action. My role as champion underpins our 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.





Sandy Taylor President, Nuclear

Senior Leadership Team Champion for **Goal 7**

Read our **Goal 7 Report**

[English >](#)



SNC-Lavalin has created the blueprint through the Engineering Net Zero report and doing nothing is not an option.

Immediate, effective and concerted action is required at all levels of society, industry and government. Canadians can rise to the challenge, and that's why SNC-Lavalin brought together its subject matter experts to offer analysis and guidance. Every aspect of our lives will be impacted, from travel, heating homes, and ensuring food and health security, to the ways we generate our power, operate industrial processes, and unlock our natural resources in this revolution.

We provide innovative solutions to speed up the widespread deployment of cost-effective low carbon and renewable energy technologies as diverse as offshore and onshore wind, hydroelectricity, biomass and waste to energy, solar, tidal, nuclear energy, hydrogen, carbon capture and storage and decentralized energy.

We provide robust engineering design and owner's engineering services in the renewable energy sector, as well as technical advice on emerging clean energy technologies.

Innovation is one of our core values and a priority across all our Sectors. Research and Development (R&D), along with collaborating with business partners and academics, is a key component of driving more efficient processes and behaviours. This allows us to deliver innovative solutions for our clients. Our R&D initiatives with trusted industry partners have generated offerings that lead and influence the industry.

We are the stewards of CANDU® technology, and we use our experience as a nuclear reactor designer to collaborate with small modular reactor (SMR) vendors. Our CanAtom joint venture is currently leading the Darlington Retube & Feeder Replacement project for Ontario Power Generation, playing a key role in delivering affordable and clean energy to 2.5 million households. Darlington provides 20% of Ontario's power supply.

Erik J. Ryan Executive Vice President, Strategy, Marketing and External Relations

Senior Leadership Team Champion for **Goal 17**



As a leading global engineering and construction firm, the scope of our work impacts hundreds of communities around the world where our employees, business partners and stakeholders live and work.

In response to the COVID-19 pandemic, I am really proud that our teams quickly developed digital ways of supporting each of our partners to ensure that our support was not disrupted on account of the pandemic.

SNC-Lavalin reaffirmed its active support of the communities where we operate, including maintaining our financial commitments with organizations and causes we have long supported.

This included continued commitments for the United Way Canada/Centraide, the Alloprof online tutorial forum for students, Artificial Intelligence education for students, engineering and STEM Education programming, cancer research and research into paediatric diseases, as well as support for arts and culture charities.

Today, Indigenous communities are key partners in development projects around the world. At SNC-Lavalin, we've been engaging with Indigenous communities on behalf of our clients in a fair and inclusive way since the 1980s. We leverage our experience and know-how to ensure that these partnerships generate significant value for all.

Supporting global, national and regional Indigenous organizations that actively promote business success will remain a priority.

Through dynamic partnerships with organizations like the Canadian Council for Aboriginal Business and the Aboriginal Human Resource Council, we continue to network and engage with Indigenous Leaders.

Our CEO is part of the World Economic Forum Partnering Against Corruption Initiative (PACI) Vanguard and our Chief Integrity Officer is actively involved in this initiative.



7 / OUR PEOPLE



7. OUR PEOPLE

Employees

Employees are the driving force behind our contributions to sustainable development.

Our employees' shared expertise, passion and commitment to our clients' success enables us to forge long-term client partnerships and put sustainability at the heart of our business strategy. We are very focused on creating an environment that ensures our employees develop and thrive. This is how we will continue to strengthen our Tier-1 capabilities and deliver even the most complex projects effectively.

Governance

We strive to embed our culture and values in everything we do. This includes the principles of good governance. As part of our Human Resources (HR) governance, the Executive Vice President of HR participates in the:

- > Executive Committee
- > Operational Leadership Group
- > SNC-Lavalin Integrity Committee
- > HR Integrity Committee
- > HR Committee of the Board of Directors

These committees help align and continuously improve our People strategy, approach and initiatives. Senior members of the global HR team meet regularly with their internal clients and lead their own sector or functional meetings. The global HR leadership team also meets regularly to develop the Group's People and Culture Strategy and share best practice. This group discusses key issues affecting employees and the HR function globally, and manages how we are delivering on SNC-Lavalin's business and people plans.

Global People & Culture Strategy

Our Global People & Culture Strategy was refreshed in February 2021. In order to support our four pillars for creating long-term shareholder value (Stabilizing the Business, Consistent Performance, Positioning for the Future and Enabling "One SNCL"), we are focused on improvements within key areas of internal performance.

Our high performance culture sits at the heart of our People Strategy, along with five key themes as follows:

- > Organization with purpose
- > Agile and optimized workforce
- > Skills and career development
- > Employee experience
- > Flexibility

We have clear actions and initiatives in place for each area, and agreed outcomes to be delivered by 2025. Broadly, the ambitions for the new People and Culture Strategy are for management and employees across the Group to be:

- > Driving a ONE SNCL culture of collaboration, engagement and high performance which is aligned with our values and behaviours, underpinned by our purpose and a compelling and authentic employee value proposition which retains, motivates and excites people
- > Developing and building a diverse pool of talent and the new skills required for the future through a world class Learning and Talent Development curriculum, coupled with compelling career journeys
- > Aligning the capability, capacity, composition and cost of our talent to optimize our operating model and remain competitive and agile
- > Attracting and recruiting diverse talent and new skills and capabilities
- > Delivering a consistent employee experience based on equality, inclusivity, flexibility, wellbeing and lifelong learning which enables our people to thrive
- > Ensuring we drive superior performance and create shareholder value, underpinned by our culture and supported by our compensation mix

HR Integrity Committee

In early 2017, we established the HR Ethics and Compliance Committee, chaired by the EVP of Human Resources, to address HR ethics and compliance investigations.

The committee helps to ensure that consistent measures are applied following an investigation, and that corrective actions are implemented in a timely manner. It also reinforces our corporate values and integrity culture.

Addressing Conflicts of Interest

Our employees are the face of SNC-Lavalin. Their actions significantly impact how our company is perceived by all stakeholders. As a condition of employment, we require all employees to understand and abide by our Code of Conduct.

Reporting any actual, potential or perceived conflict of interest is a Code requirement. The Conflict of Interest Disclosure form helps us to promptly identify possible conflicts of interest and quickly address situations that may undermine employee impartiality.

To ensure employees understand the form's content and purpose, it is available in English, French, Spanish, Portuguese, Arabic, Polish, Romanian and Russian since early 2017.

Additionally, when a conflict is disclosed, managers, HR professionals and, if required, Integrity team members follow guidelines to address and mitigate the conflict properly.

Every year, as part of the Code of Conduct certification, we ask all employees to certify they have disclosed all their potential conflicts of interest.

Background Checks

Over the years, we have seen a significant increase in the number and complexity of our projects. As our operations expand, we must take extra care to protect our employees, shareholders, stakeholders and assets while ensuring projects are delivered on time, on budget and without incident.

To help us achieve these goals, we conduct thorough background checks on all candidates for key positions at SNC-Lavalin. The screening process is based on the position's specific requirements and the local laws and customs.

These checks help ascertain the candidate's suitability for the position while diminishing the risk inherent in the hiring process. An applicant's consent is required before proceeding with the verification. All reports are treated with confidentiality and used solely for the purpose for which they are collected.

Strengthening our HR Capabilities

In early 2021, we developed a new People and Culture Strategy for the Group and rolled it out by sector and region. We also improved consistency and efficiencies in our HR practices and tools by bringing all employees onto one global system for most HR data.

Through our company-wide HR initiatives, we engage our employees and create long-term value for our organization and clients. We are also committed to helping our employees reach their development and career goals through our extensive learning and development curriculum. Through our mid-year career discussion process, we encourage people to proactively discuss their career aspirations, seek out new challenges and take action to turn their aspirations into reality. Our internal job-posting site is one of the ways employees can explore new career opportunities across SNC-Lavalin.

Strengthening our Organization's Capabilities/ Skills and career development

Exciting career journeys, coupled with opportunities for upskilling and reskilling in a continuously evolving environment are key to attracting and retaining the best talent. Through robust talent management and succession planning, we identify talent early; we provide sponsorship, learning and stretch experiences to accelerate development and ensure that we have the right people in the right roles at the right time.



SNC-Lavalin Academy

The SNC-Lavalin Academy is an important force in shaping the future of our organization and a key element of our global people development strategy. At the SNC-Lavalin Academy, we address corporation-wide development needs, develop key competencies and create an environment that promotes networking, collaboration and sharing of best practices.

Learning Streams

The Academy offers a series of courses linked to three key strategic priorities:

- > Leadership and management development
- > Project management
- > Corporate excellence

Each learning stream consists of courses delivered face-to-face in the classroom, eLearning modules, or a combination of both. Courses range from half-hour online modules to week-long sessions and year-long professional certification programs. Some courses are open to employees across the company while others are by invitation and tailored to specific groups.

Superior Instruction

The Academy is steered by a faculty of SNC-Lavalin subject matter experts. We have also built partnerships with specialized global learning organizations in project management and leadership. First-class teaching ensures the quality of delivery. Programs are piloted and undergo review and continuous improvement following participant feedback. They also offer a unique opportunity for sharing experiences with people coming together from our different sectors and regions of the world. Courses are delivered in four languages: English, French, Spanish and Portuguese.

Key in-class Programs

Despite the restrictions imposed by the pandemic, we have been able to run the majority of our training programs remotely during 2020. We also introduced new training to help employees manage others and work effectively in the remote working setting required for much of the year.

Our key programs include:

Executive Leadership Development Program

Our Executive Leadership Development Program, delivered in association with Saïd Business School, University of Oxford, is targeted at our top leadership cadre drawn from across the group. The program is designed to ensure that we have a community of executive leaders across the organization capable of driving change and delivering our strategy for profitable growth.

Senior Leadership Development Program

Our Senior Leadership Development Program, delivered with our program partner Development Dimensions International (DDI), aims to equip our senior leaders with the skills to navigate change and develop a more strategic mindset in support of their progression from operational leadership roles to more senior strategic levels.

Building People Leaders

The Building People Leaders (BPL) program helps our managers to raise their self-awareness of their leadership style, engage more effectively with their teams, and lead change in their part of the organization. Across the organization almost 300 leaders remotely took part in the BPL program in 2020, with a total of over 3,500 hours of training.

Manager Essentials

A new program launched in 2020 is our Manager Essentials program. A nine-module program aimed at equipping managers with the skills to effectively manage their teams. During the year, over 5,000 participants completed modules, representing almost 7,500 training hours.

Project Management Development Program

This program strengthens our project managers' execution and delivery capabilities as well as promotes best practices across our organization. It also helps project managers obtain the George Washington Certified Project Manager certification as well as the PMP® certification from the Project Management Institute (PMI).

In 2020, 84 Project Leaders were trained in 24 different online sessions for a total of nearly 500 hours of training.

Client Value Proposition Workshops

Well-crafted client value propositions (CVP) are an essential tool for achieving growth. Our CVP workshops help client-specific teams to undertake client profiling, consider their value propositions to selected clients, and differentiate themselves from the competition.

Learning Management System: Online learning

Through 'Learning Zone', our online learning management system, our employees worldwide had access to an online library of more than 2,000 courses in 2020. Over 27,000 catalogue online courses were completed during the year, representing over 10,000 training hours. Also in 2020, the Code of Conduct's annual certification was rolled out for the fifth time using the LMS platform, which facilitated certification deployment and tracking of over 37,500 employees across the company. In addition, online compliance training modules were launched during the year covering a range of topics including Integrity, Safety, Finance and Environmental Management.



Compensation and Benefits

In recent years, we have taken significant steps to align employees' compensation and benefits internally across our organization, and externally within our industry.

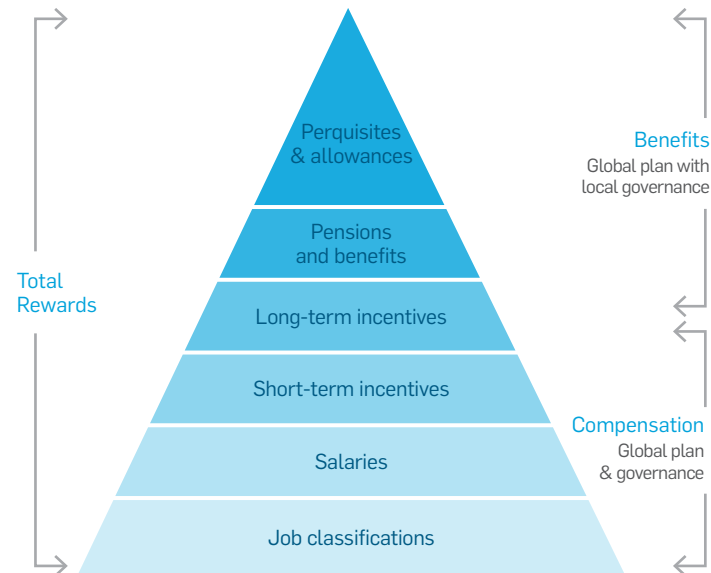
Total Rewards

Our Total Rewards framework drives employee engagement and helps attract and retain key talents, all of which reflects our business strategy, culture and relevant local market competitive practices. Total Rewards supports a pay-for-performance culture that rewards top-quartile performers while ensuring that all employees receive adequate levels of compensation and protection.

The main elements of Total Rewards include, where applicable, one or more of the following:

- > A base salary established within a salary structure that provides flexibility to recognize employees' individual skills, competencies, performance and development
- > An adequate level of protection under health and welfare programs with the opportunity, where applicable, for employees to tailor the protection to their personal and family needs
- > A retirement program, where available, building an asset base over time to provide post-retirement income
- > Where locally practical, an opportunity to purchase SNC-Lavalin shares and reap the benefits of current and future company success

- > Incentive programs, both short-term and long-term, aligning eligible employees' compensation with the achievement of SNC-Lavalin and business-unit objectives, individual performance and shareholder interests, or recognizing employees' remarkable or outstanding achievements over and above their normal job requirements



Job Classification

Employee eligibility and participation in the Total Rewards framework's applicable elements are based on our job-classification system rolled out worldwide. A coherent job-classification system enables us to determine salary and incentives using the same template and wage scale regardless of an employee's location.

Performance Management

Every year, managers are trained to evaluate their team members using the same criteria worldwide. Performance management, and the fruitful discussions between managers and employees that stem from it, demonstrate our commitment to developing careers at SNC-Lavalin. We encourage managers and employees to make the most of the mid-year and annual discussions by taking the time to reflect on:

- > The attainment of the past year's objectives as well as the priorities to come
- > Professional interests and steps taken with respect to career management
- > Potential areas for development

More than just an annual review process, performance management is the continuous process of setting objectives, assessing progress and providing ongoing coaching and feedback to ensure employees are meeting their objectives and career goals.

8 / HEALTH, SAFETY AND ENVIRONMENT



8. HEALTH, SAFETY AND ENVIRONMENT

Safety is the first of our four core values. At SNC-Lavalin, we put safety at the heart of everything we do, to protect people, assets and the environment.

Governance

A Fully Integrated Approach to Governance

Our Global Health, Safety and Environment Management System (GHSEMS) outlines expectations and supports a 'One Company' approach for delivering a robust HSE performance throughout our organization. All our HSE processes are consolidated into one document referred to as the *BlueBook*.

Updated annually, the *BlueBook* integrates our HSE leading and lagging indicators and best practices while ensuring our activities comply with all applicable laws, regulations, client and other stakeholder requirements. It is also consistent with the requirements of the ISO 14001:2015 environmental standard and ISO 45001:2018 occupational health and safety standard.

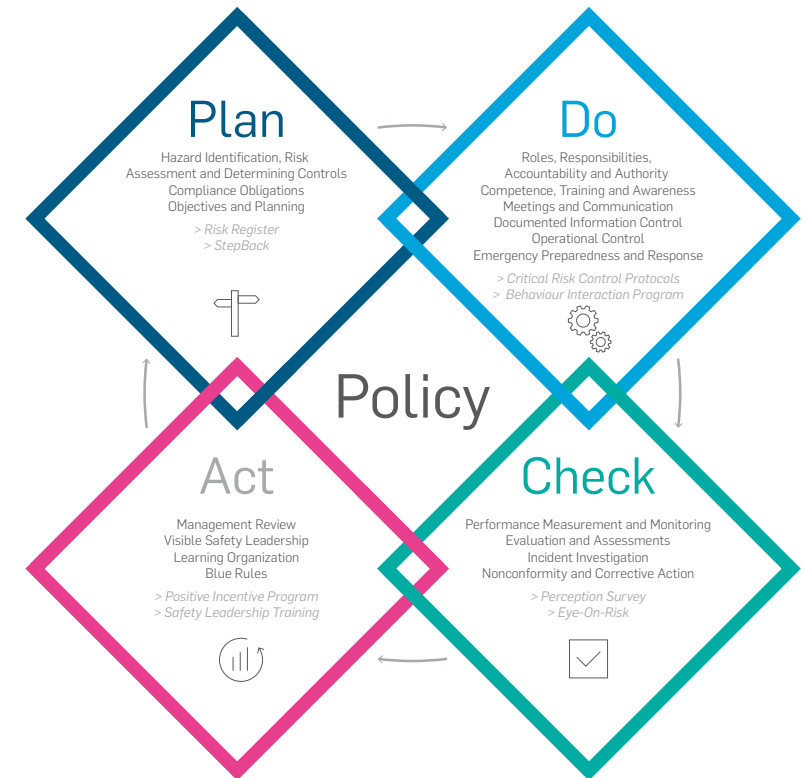
The *BlueBook* is distributed across our organization and to clients and contractors to ensure everyone is working to the same standards and requirements. The *BlueBook* is also accessible via a smartphone application for all employees.

A Focus on Continuous Improvement

The GHSEMS is based on the principles of continuous improvement. Adopting the Plan-Do-Check-Act methodology helps us move beyond the compliance obligations and towards achieving the next level of HSE performance.

Each year, our HSE targets are reviewed and approved by the Executive Committee, Safety, Workplace and Project Risk Committee (SWPRC) and the Board of Directors. From 2019 to 2020, Total Recordable Incident Frequency (TRIF) target improved from 0.13 to 0.07, while our Lost Time Incident Frequency (LTIF) target remained at 0.013. With regard to the Total Environmental Incident Frequency (TEIF) target, it was set at 0.30 in 2020 compared to 0.35 in 2019.

Going forwards, the TRIF, LTIF and TEIF targets will be determined based on a three-year rolling average, rather than the previous year's results, supporting the principle of continuous improvement.



Oversight and Reporting

Sector HSE leads convey SNC-Lavalin's HSE requirements to our sectors, business units, divisions and sites. Site line management – executives, managers and supervisors – are accountable for implementing our GHSEMS.

Within each sector, dedicated HSE representatives help communicate the *BlueBook* and its requirements to our employees and partners. The Executive Committee receives monthly reports on our Global HSE performance.

Moreover, Global HSE performance, challenges and opportunities are reported on a quarterly basis to the SWPRC of the Board of Directors. Our President & CEO is also notified of every recordable and high potential incident within 24 hours.

Personal HSE Commitment Plan

All SNC-Lavalin employees are required to define their personal HSE commitments. These simple, conspicuously posted manifestos capture each employee's commitments while promoting personal reflection on these crucial areas. Employees place their manifestos on office walls, laptops and clipboards as a visible and constant reminder of the importance of HSE.

To demonstrate that every SNC-Lavalin employee is committed to contributing to HSE performance, here is our President and CEO's 2021 Personal HSE Commitment Plan.

Ian L. Edwards 2021 Personal HSE Commitment

"Make it personal"



I personally undertake to:

"I will lead the company to incrementally improve the performance, to pursue our goal to ensure all our people return home safe to their families at the end of every working day."

"I will foster a culture of NO BLAME in order for the organization to learn from every incident or potential incident."

"I will personally intervene in any unsafe act, condition or unsafe behavior and explain to the people involved that this does not align with our values."

"I will demonstrate visible leadership by taking action to encourage everyone to act safe to protect their and their colleague's wellbeing. I will interact on a personal level to promote this message and encourage behaviors where we all care for each other in the SNC Lavalin family."



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TRAINING

This year, all employees were required to complete a mandatory environmental awareness eLearning module, the very first environmental module to be launched across SNC-Lavalin. The wide-ranging module sought to be relevant and impactful for all employees regardless of their background. The main objectives of the module were to present key environmental issues, the things SNC-Lavalin is doing to protect the environment and promote the adoption of environmental best practices in our workplace and at home. These objectives were in line with our HSE Policy's commitment to protect the environment. By the end of 2020, 90% of employees had completed the module.

Our Response to COVID-19

Throughout the COVID-19 pandemic, SNC-Lavalin has implemented Pandemic Management Plans for offices, projects and facilities. The plan directed the identification of possible infected employees and places of contact, in order to:

- > Stop or limit further spread
- > Ensure satisfactory communication between all concerned
- > Establish the Chain of Command, and
- > Maintain continuity of essential services in a safe manner

These Pandemic Management Plans were tailored to suit the requirements and need of the regions where SNC-Lavalin operates. A Post-Pandemic Planning – Return to the Workplace work instruction was also put in place to ensure a safe and orderly return to the workplace for offices where permitted by the local legislation.

Stakeholder Engagement

Sharing Our HSE Expertise

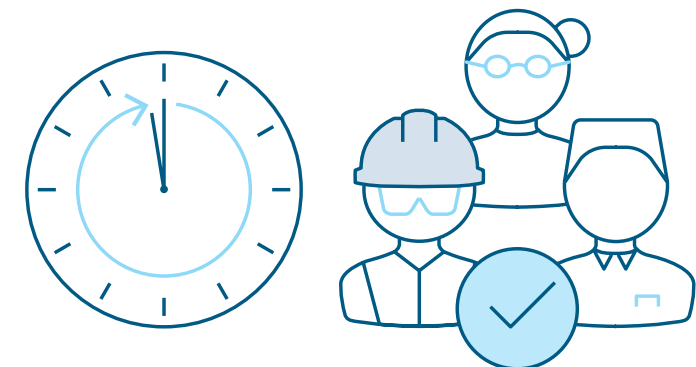
Given our strong HSE performance, clients are increasingly turning to us to help them assess and identify gaps in their own HSE management systems. We conduct gap analysis for clients and work with them to integrate best practices into their systems. These safety advisory services provide us with another way to enhance the sustainability of client projects.

Our environmental professionals work with our clients to seek ways to increase the environmental benefits of projects where possible. This includes providing whole-life costing and solutions. We can make our biggest contribution to the environment by considering the use, reuse and recycling of material, water and energy on client projects. We apply innovative thinking to effectively manage these projects and build facilities and infrastructure that meet the highest environmental standards.

HSE Performance

At SNC-Lavalin, we strongly believe that everyone should get home safely at the end of each work day, and we strive to ensure that our activities support the development of communities while causing no lasting harm to the environment. That is why we embed HSE in everything we do. HSE is about more than numbers, processes and procedures. It is about looking out for one another and ensuring that every person working at our offices and sites returns home safely at the end of each day and has put in place environmental protection measures. For us there is no greater reward than knowing our efforts kept everyone, involved or affected by our activities, free from harm.

We track all our controlled sites, which include offices, projects and operations. They report all incidents and statistics for both our employees and our contractors. We require the same information from non-controlled sites where our direct-hire employees are working.



2020 Results

The Executive Committee receives monthly reports on our Global HSE performance.

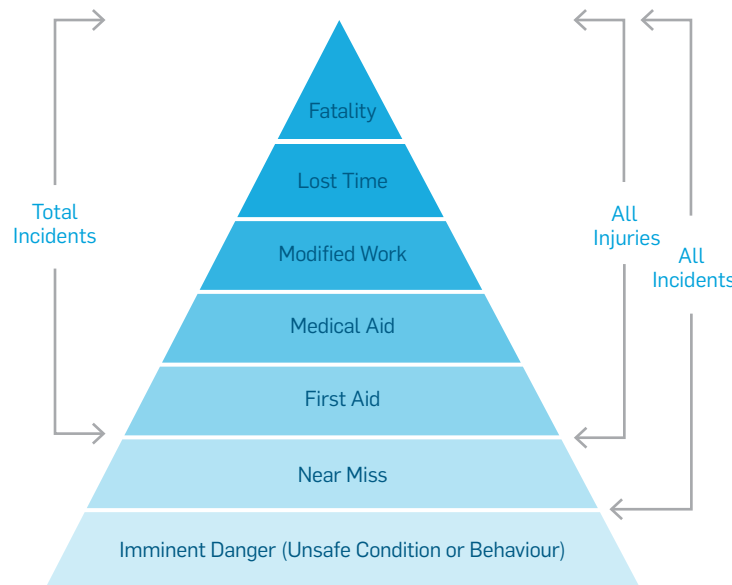
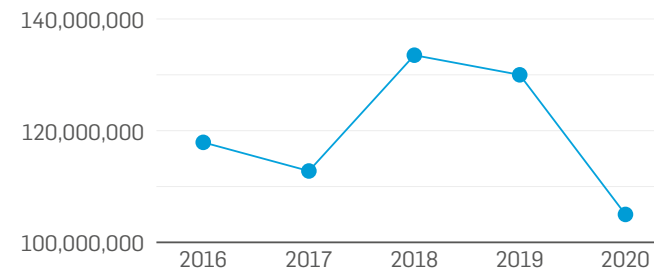
Lagging HSE Indicators

Lagging Indicator	2020 Target	2020 Actual
Perfect Days	110	185
Total Recordable Incident Frequency (TRIF)*	0.07	0.08
Lost Time Incident Frequency (LTIF)*	0.013	0.023
Total Environmental Incident Frequency (TEIF)*	0.30	0.15

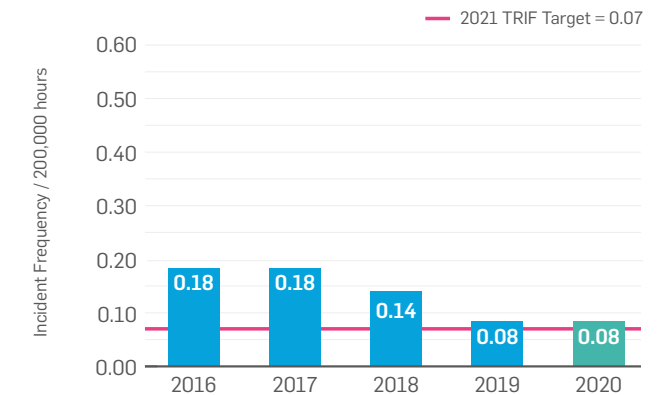
Established in 2016, the notion of Perfect Days is a simplified way to help us improve and measure our HSE performance daily. A Perfect Day is any calendar day where no safety injury, event which threatened the security of our people or environmental release occurred. Every Perfect Day is promptly logged in our HSE database, BlueSky, to give us a real-time view of how we are performing as the month progresses.

There were no significant environmental incidents this year. However, in November 2020, Fisheries and Oceans Canada issued a Stop Work order to the New Champlain Bridge Corridor Project for the release of sediment in the St-Lawrence river during the deconstruction of the west jetty, which was initially used to build the bridge. The project submitted a revised work method to Fisheries and Oceans Canada and work resumed within 10 days.

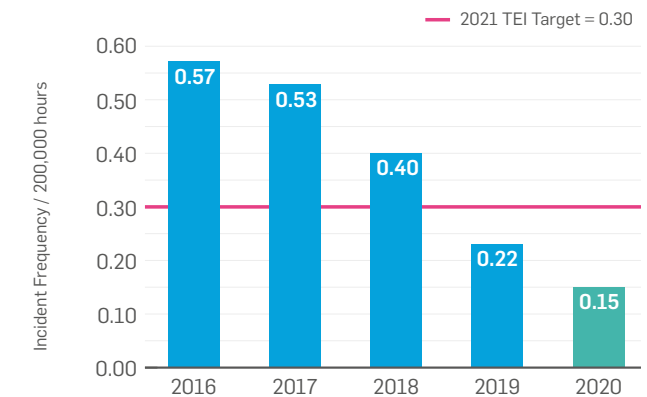
2016 – 2020 Hours Worked



2016 – 2020 Total Recordable Incident Frequency



2016 – 2020 Total Environmental Incident Frequency



* All incidents frequencies are calculated by adding all incidents considered in that category, multiplying the result by 200,000 hours and finally dividing it by the total number of hours worked. More information on the methodology used for our calculations is available on p.83 of the [2021 BlueBook](#).

2020 Recordable Incidents by Body Part

Tracking incidents by injured body part and the associated Critical Risk Control Protocol allows us to focus on our programs and initiatives in the right place to prevent these mishaps from recurring.

Hand	Back	Foot	Arm	Head	Chest	Leg	Eye
40%	13%	13%	10%	10%	5%	3%	3%

Leading HSE indicators

Behaviour Interaction Program (BIP)

We achieved 82% of our target of having one BIP card completed per 1,000 hours worked. "BIPs" allow the opportunity to demonstrate personal commitment to HSE by:

- > Recognizing and supporting appropriate behaviours
- > Raising awareness of HSE issues, and
- > Encouraging better ways to work

A BIP mobile app was launched in September 2020, allowing users to submit their BIP cards directly to our HSE database.



Imminent Dangers

On 92% of our controlled sites, we reached our imminent danger identification target, which meant reporting at least one imminent danger per 5,000 hours worked. The other few sites still reported imminent dangers, but fell slightly short of their relative target. The identification of imminent dangers helps to prevent HSE incidents, given that any unsafe conditions or unsafe behaviours with the potential to cause an incident are caught and immediately corrected.

Contractor Pre-Mobilization

Every year our HSE expectations are communicated to contractors and vendors prior to work commencing.

Corrective Actions

Corrective actions resulting from findings identified during audits where initial risk level is high or extreme are prioritized and closed in a timely manner.

Project Start-Up

Every year, new projects are expected to complete a project start-up checklist to ensure they are set up to be successful from an HSE perspective.

Site Visits

Our executive committee members demonstrated visible safety leadership by each completing at least one site HSE visit.

HSE Meetings

Most of our workforce is represented by formal joint management-worker HSE committees. Managers and employees are strongly encouraged to hold regular HSE meetings to help recognize and understand operational hazards, risks and opportunities at offices and project sites.

These meetings address appropriate mitigation behaviours and responses. We also strive to promptly and effectively communicate important HSE information across our organization through emails, safety moments, toolbox meetings and our Knowledge Network.

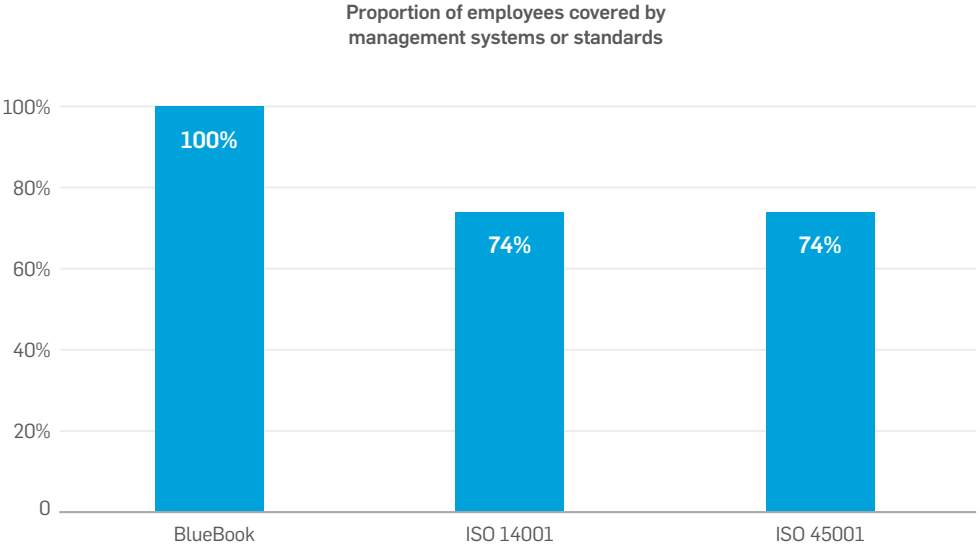
The following HSE meetings take place at all our controlled sites:

- > Weekly employee toolbox meetings to discuss HSE topics
- > Weekly construction/operation coordination meetings where HSE topics are always the first item on the agenda

The construction/operations manager, site HSE manager and contractor representatives are expected to actively participate in these discussions. The site management team also assesses the contractors' monthly performance against the project's key HSE performance indicators.

Certifications

Many of our SNC-Lavalin entities are certified to ISO 14001 and ISO 45001, with an expected increase as a result of our Global Certification Program (GCP). This is an improvement initiative which consolidates all SNC-Lavalin ISO certified entities under single corporate certifications, supported by one international certification body. Key objectives of the GCP are to increase certification coverage and improve costs and performance. This program is estimated to be fully implemented by Q3-Q4 2022.





9 / ORGANIZATIONAL PROFILE

9. ORGANIZATIONAL PROFILE

Activities, Brands, Products and Services

The Company reports its revenues as follows:

- > Professional Services & Project Management ("PS&PM", formerly referred to as E&C, or engineering & construction) includes contracts generating revenues related mainly to consulting and advisory, intelligent networks and cybersecurity, design and engineering, procurement, project and construction management, operations and maintenance ("O&M"), decommissioning and sustaining capital. It also includes revenues from lump sum turnkey construction ("LSTK") contracts, on which the Company ceased bidding in July 2019, except for certain repetitive engineering, procurement and construction ("EPC") offerings that are lower risk, standardized solutions
- > Capital investments include SNC-Lavalin's investments in infrastructure concessions for public services such as bridges, highways, mass transit systems, power facilities, energy infrastructure, water treatment plants and social infrastructure (e.g. hospitals)

Accelerating Our Future

As a company, SNC-Lavalin has never been better positioned to meet the needs of a post-pandemic world. With our business materially simplified and focused on our core markets, we are now poised to accelerate the growth potential of Engineering Services by providing engineering net zero solutions, leveraging data and modular manufacturing technologies to enhance productivity and lower carbon footprints, and collaborating with partners and clients to establish new liability-capped contracting models for major projects.

Strategy

The company's current strategic direction is centred around:

- > Creating a simplified and more predictable business
- > Generating more consistent earnings, increased cash flow, and profitability
- > Lowering the company's risk profile

SNC-Lavalin's current strategic direction has two main focal points. The first is a focus on the high-performing and growth areas of the business and exiting LSTK construction contracting. The second was to reorganize into two separate business lines:

- > SNCL Engineering Services
- > SNCL Projects

SNC-Lavalin believes that this simplified business model will allow it to generate increased profitability while minimizing its exposure to downside risk.

2020 Highlights

Project Wins

- > Contracted through a joint venture company to deliver up to ten 100-bed Mobile Health Units to support the Government of Canada's health preparedness efforts.
- > Reselected by the Georgia Department of Transportation to continue providing construction engineering and inspection services for District 6, which encompasses 17 counties in northwest Georgia.
- > Engaged through a joint venture to perform nationwide decontamination and decommissioning activities of federal nuclear assets for the US Department of Energy.
- > Closed deal to continue providing project management services to Sound Transit's Federal Way Link Extension project in the Seattle area.
- > Won design consultancy role for the extension of the Tung Chung Line in Hong Kong which involves a 1.3km underground extension to a new terminus station in Tung Chung West and an additional above ground station at Tung Chung East on Lantau Island.
- > Appointed by Network Rail to deliver an intercity digital railway transformation program in the United Kingdom.
- > Secured nuclear contracts in Romania for Cernavodă Unit 1 with the objective of extending the operating life of the plant by four years.
- > Selected by Ontario Power Generation to carry out Phase 2 of the Calabogie Generating Station Redevelopment alongside our partner.
- > Signed four contracts with the Korea Hydro & Nuclear Power to inspect fuel channels and perform pressure tube sampling campaigns for its Wolsong Units.

- > Entered into contracts with Bruce Power in support of the Life Extension program which will see the continued safe operations of the site's CANDU units.
- > Awarded lead design contract for Six Flags Qiddiya theme park in Saudi Arabia.

Key Milestones

- > Entered into a binding agreement to sell the Oil & Gas business, a significant step forward in the Company's strategy to reduce its risk profile and accelerate its ongoing transition to becoming a leading provider of professional engineering services and project management solutions.
- > Readied the Réseau express métropolitain (REM) for first test runs on a stretch of track on Montreal's South Shore region.
- > Published the Engineering Net Zero technical report that outlines the United Kingdom's engineering risks, challenges and opportunities as it targets carbon neutrality by 2050.
- > Developed the collaborative Accelerating Shovel-Ready Infrastructure framework to responsibly expedite infrastructure investments and mitigate risk.
- > Responded to Canada's mission to net zero emissions by publishing the Engineering Net Zero (Canada) blueprint report that supports jobs, growth and a modern economy powered by clean energy.
- > Unveiled EDAROTH's first completed social housing development which provides families with high quality, affordable accommodation in the United Kingdom.
- > Celebrated our inaugural Equality, Diversity & Inclusion month with events and activities that emphasized the importance of embracing individuals' uniqueness and engaging in conversations about inclusivity.

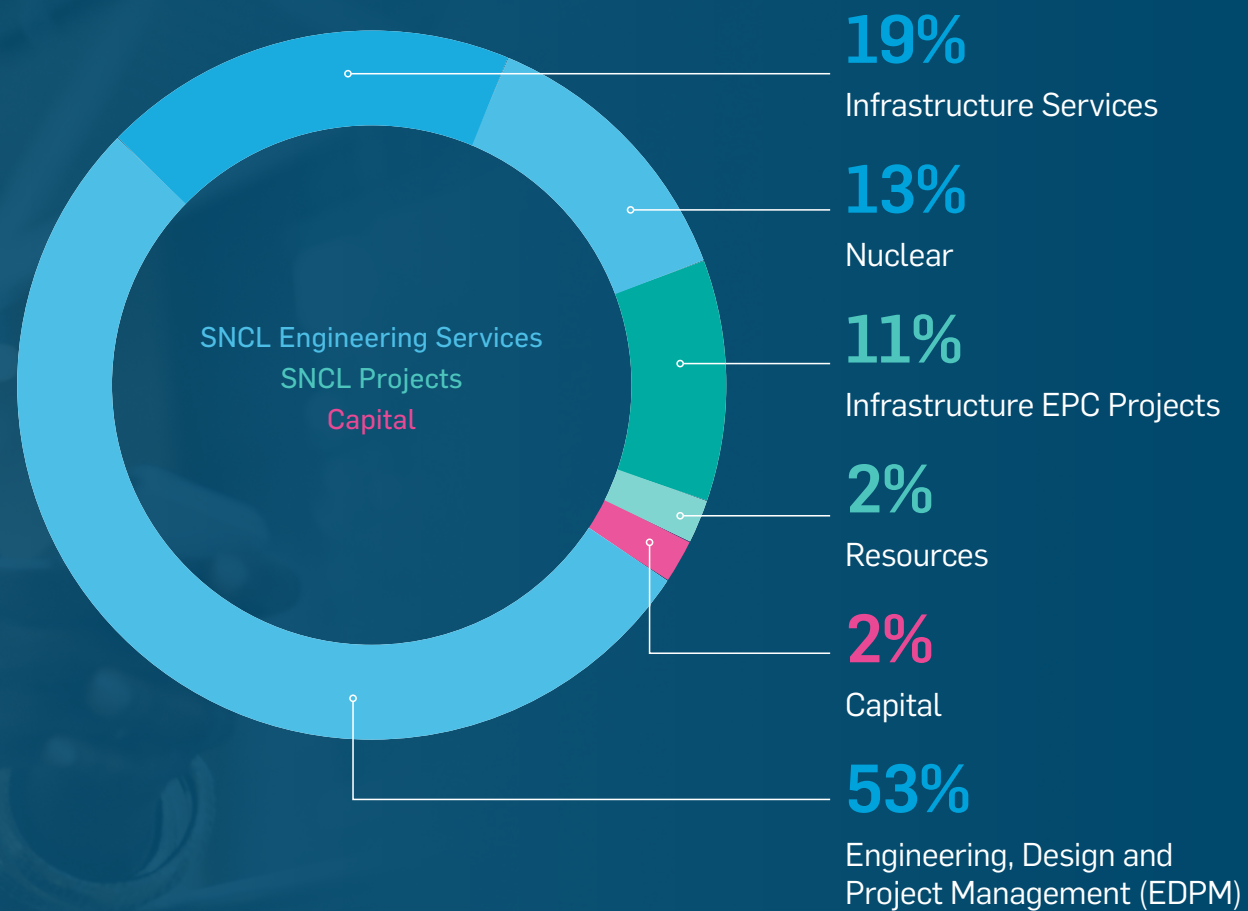
- > Strengthened our corporate social responsibility (CSR) initiatives by renewing our commitments to partners, encouraging volunteerism, and donating over \$1 million to charities and non-profits and the equivalent to over \$1 million in KN95 masks to the provinces of Quebec and Ontario.
- > Launched an industry report "New alliances: collaborative contracting in the GCC projects market" that provides a strategic framework to enhancing project delivery and efficiency in the Gulf Cooperation Council (GCC).

Recognition

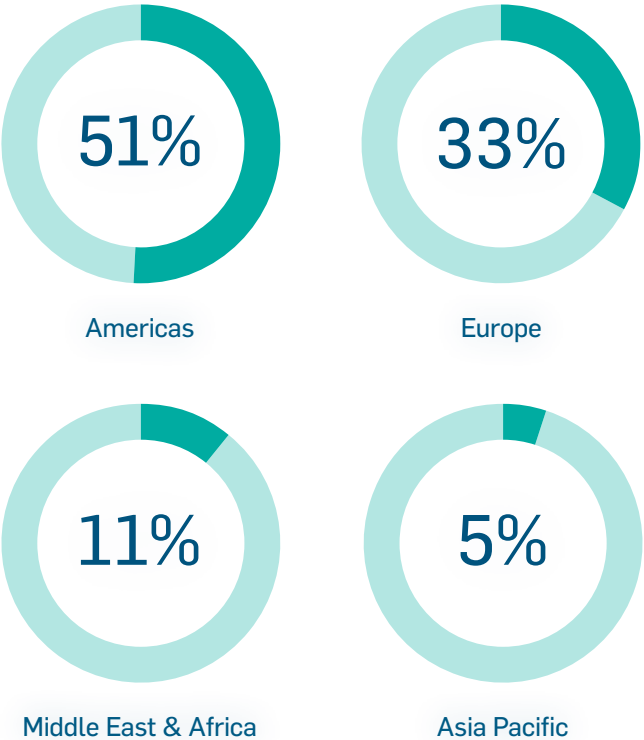
- > Honoured with the prestigious Schreyer Award and Award of Excellence at the annual Canadian Consulting Engineering Awards for the work on the Samuel De Champlain Bridge project.
- > Received the HKIE (Hong Kong Institution of Engineers) Innovation Award 2020 Grand Prize (Category II) for the 15-cell caterpillar cofferdam for large scale excavation works in difficult geology for the Tuen Mun-Chek Lap Kok Link (TM-CLKL) project. This cofferdam is the world's first 15-cell cofferdam for large scale excavation works on reclaimed land.
- > Accredited as a Great Place to Work by the Great Place to Work® Institute in India and recognized with the coveted 'Employer-of-Choice' in the engineering and design sector.
- > Ranked among the top ten of 267 peers in Sustainability's Environmental, Social and Governance (ESG) rankings.

Financial Highlights

2020 Revenues by Industry Segment



2020 Revenues by Geographic Area



SNCL Engineering Services and Capital

Revenues (Billions CA\$)		Backlog (Billions CA\$)	
2020	6.1	2020	11.0
2019	6.3	2019	11.3
2018	5.8	2018	10.4

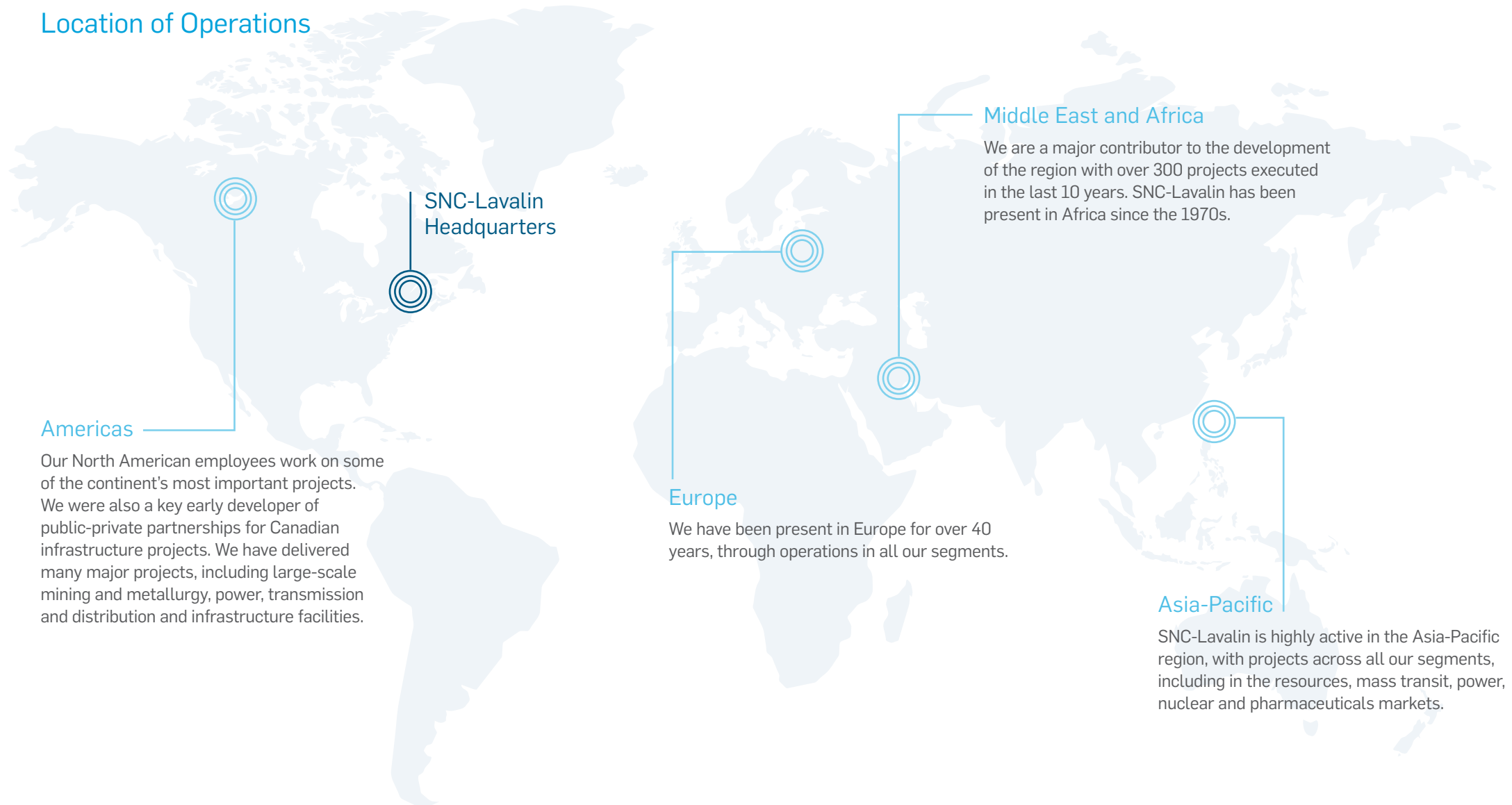
SNCL Projects

Revenues (Billions CA\$)		Backlog (Billions CA\$)	
2020	0.9	2020	2.2
2019	1.3	2019	2.8
2018	1.8	2018	3.0

Consolidated

Revenues (Billions CA\$)		Backlog (Billions CA\$)	
2020	7.0	2020	13.2
2019	7.6	2019	14.1
2018	7.6	2018	13.4

Location of Operations



SNCL Projects

Infrastructure EPC Projects

Infrastructure EPC Projects includes LSTK construction contracts related to mass transit, heavy rail, roads, bridges, airports, ports and harbours and water infrastructure. In addition, Infrastructure EPC Projects includes the LSTK construction contracts related to the former Clean Power segment, as well as from thermal power activities which the Company exited in 2018. In July 2019, the Company decided to cease bidding on new LSTK construction contracts. The Infrastructure EPC Projects segment derives its revenues from LSTK construction contracts (2020: 97%) and reimbursable and engineering services contracts (2020: 3%).

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from Infrastructure EPC Projects	740.2
Segment Adjusted EBIT from Infrastructure EPC Projects*	(359.7)
Segment Adjusted EBIT to revenues ratio from Infrastructure EPC Projects (%)*	(48.6%)
Backlog at year end**	2,014.0

Resources

Resources provides a full suite of delivery services primarily to the mining & metallurgy sector, covering the project lifecycle from project development through project delivery and support services. Resources ceased bidding for new EPC projects under the LSTK construction contracting modeling in July 2019.

Resources is now focused on providing engineering, EPCM, project management consultancy ("PMC"), commissioning and technical support services through a lower risk contracting model and operational delivery is focused on key regions and global clients. Resources also includes the operating phase of a Build-Own-Operate (BOO) contract in the United States. In the past, Resources included services and LSTK projects in Oil & Gas, which are now presented as discontinued operations. The Resources segment derives its revenues from reimbursable and engineering services contracts (2020: 85%) and LSTK construction contracts (2020: 15%).

The Company announced the agreement to divest the Resources Oil & Gas business in February 2021. This important milestone not only reduces the Company's risk profile, but also accelerates its transition to becoming a leading provider of professional engineering services and project management solutions.

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from Resources	162.9
Segment Adjusted EBIT from Resources*	(171.1)
Segment Adjusted EBIT to revenues ratio from Resources (%)*	(105.0%)
Backlog at year end**	161.6

SNCL Engineering Services

Engineering, Design & Project Management (EDPM)

EDPM incorporates all consultancy, engineering, design and project management services around the world. It also leads our efforts to transform the global infrastructure sector by leveraging data and technology to improve the delivery of our clients' projects from conception through to eventual operation. EDPM projects are mainly in transportation (including rail, mass transit, roads and airports), civil infrastructure, aerospace, defence and security and technology, including some of the world's most transformational projects. A significant portion of EDPM's revenues are derived from the public sector, including national, provincial, state and local and municipal authorities. The EDPM segment derived all of its revenues during 2020 from reimbursable and engineering services contracts.

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from EDPM	3,721.1
Segment Adjusted EBIT from EDPM*	302.3
Segment Adjusted EBIT to revenues ratio from EDPM (%)*	8.1%
Backlog at year end**	2,864.4

* Segment EBIT and Segment EBIT over revenues are non-IFRS measures used by SNC-Lavalin to measure the performance of its reporting segments. These non-IFRS financial measures do not have any standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other issuers. Please refer to Section 13 of SNC-Lavalin's 2020 annual Management's Discussion and Analysis (MD&A) for further details and for a reference to the quantitative reconciliation to the most comparable measure specified under IFRS.

**Backlog at year end corresponds to the amount of remaining performance obligations, in accordance with IFRS 15, *Revenue from contracts with customers*.

Infrastructure Services

Infrastructure Services includes O&M projects, as well as the Company's repetitive EPC offerings that are lower risk, standardized solutions for: i) district cooling plants, and ii) power substations executed through its Linxon subsidiary. The segment also includes engineering solutions in hydro, transmission and distribution, renewables, energy storage, and intelligent networks and cybersecurity. Segment Adjusted EBIT includes the contribution attributable to non-controlling interests. As such, the Segment Adjusted EBIT of Linxon, a 51% subsidiary, is reported at 100%. The Infrastructure Services segment derives its revenues from both reimbursable and engineering services contracts (2020: 60%) and standardized EPC contracts (2020: 40%).

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from Infrastructure Services	1,325.3
Segment Adjusted EBIT from Infrastructure Services*	92.7
Segment Adjusted EBIT to revenues ratio from Infrastructure Services (%)*	7.3%
Backlog at year end**	7,098.5

* and ** See notes on previous page.

Nuclear

Nuclear supports clients across the entire nuclear lifecycle with the full spectrum of services from consultancy, EPCM services, field services, technology services, spare parts, reactor support and decommissioning and waste management. As stewards of the CANDU technology, it also provides new build and full refurbishment services of CANDU reactors. The Nuclear segment derives its revenues from reimbursable and engineering services contracts (2020: 99%), and LSTK construction contracts (2020: 1% from one legacy LSTK construction contract).

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from Nuclear	928.6
Segment Adjusted EBIT from Nuclear*	140.1
Segment Adjusted EBIT to revenues ratio from Nuclear (%)*	15.1%
Backlog at year end**	890.6

Capital

Capital is SNC-Lavalin's investment, financing and asset management arm, responsible for developing projects, arranging financing, investing equity, undertaking complex financial modelling and managing its infrastructure investments for optimal returns. Its activities are principally concentrated in infrastructure such as bridges, highways, mass transit systems, power facilities, energy infrastructure, water treatment plants and social infrastructure (e.g. hospitals). The Capital segment includes SNC-Lavalin's 20% ownership interest in and management of SNC-Lavalin Infrastructure Partners LP. Capital is involved in public-private partnerships. These arrangements allow for the transfer to the private sector of many of the risks associated with designing, building, operating, maintaining and financing such assets. In return, the client will either: i) commit to making regular payments, usually in the form of availability payments, upon the start of operations of the infrastructure for a defined period of time (typically 20 to 40 years) or ii) authorize the infrastructure concession entity to charge users of the infrastructure for a defined period of time or iii) a combination of both.

Year Ended December 31 st (In Millions CA\$)	2020
Revenues from Capital	129.4
Segment Adjusted EBIT from Capital investments:	
From Highway 407 ETR	38.0
From other Capital investments	78.6
Segment Adjusted EBIT from Capital	116.6

Scale of Organization: Total Revenues by Geographic Area

The company's revenues are outlined by geographic area in thousands CA\$:

United States

Total Revenues	1,383,644
2020 (%)	20%

Canada

Total Revenues	2,102,397
2020 (%)	30%

Latin America

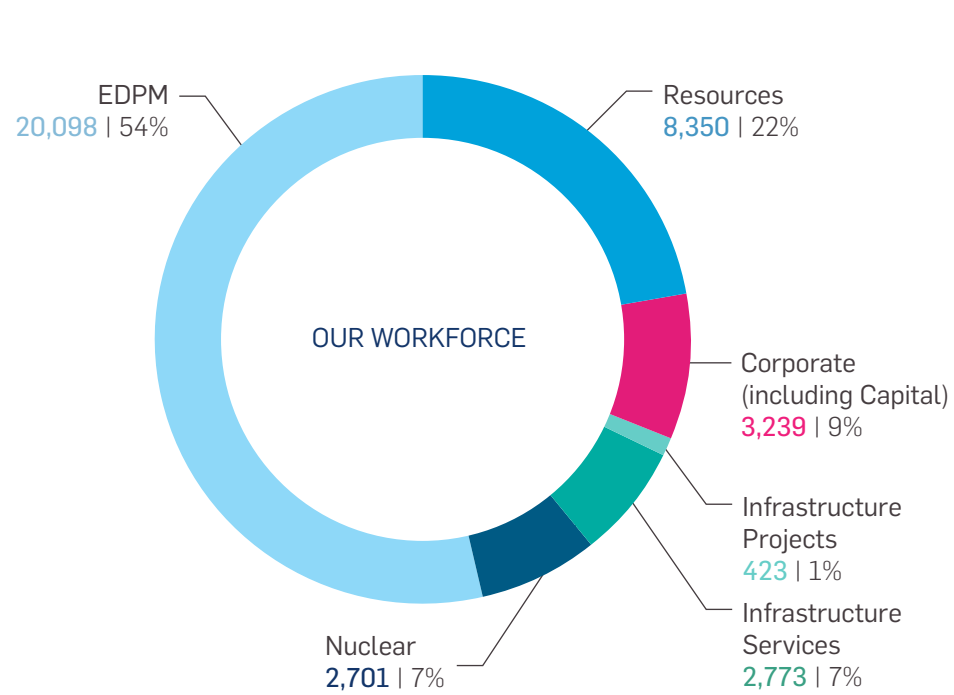
Total Revenues	80,976
2020 (%)	1%

Europe	United Kingdom	Other
Total Revenues	1,893,589	409,772
2020 (%)	27%	6%

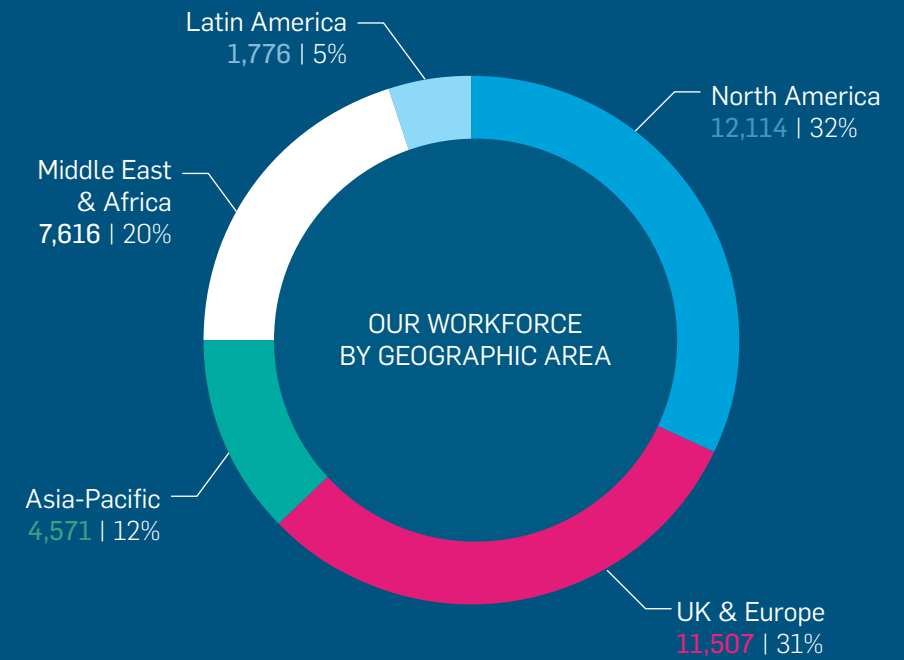
Asia-Pacific	Australia	Other
Total Revenues	38,531	342,178
2020 (%)	1%	5%

Middle East	Saudi Arabia	Other Middle East Countries	Africa
Total Revenues	167,388	385,661	203,365
2020 (%)	2%	6%	3%

Information on Employees and Other Workers†



†As of December 31st, 2020.



Economic Impact

Capital is SNC-Lavalin's investment, financing and asset management arm, responsible for developing projects, arranging financing, investing equity, undertaking complex financial modelling and managing its infrastructure investments for optimal returns.

All investments are structured to earn a return on capital adequate for the risk profile of each individual project. Capital investment revenues are generated mainly from dividends or distributions received by SNC-Lavalin from the investment concession entities or from all or a portion of an investment concession entity's revenues or net results, depending on the accounting method required by IFRS.

We're one of the world's very few firms with world-class expertise in delivering end-to-end services for the full project lifecycle.

We not only finance, design and supervise the construction of crucial infrastructure, we often operate and maintain it for a defined period. By producing a solid return on our investment, we're able to increase our contribution in local communities.

Capital focuses on identifying and developing high-performing business opportunities across our sectors. It provides equity and debt solutions to finance projects and manages our multi-billion-dollar portfolio of infrastructure investments. Over the years, our effective financing modelling solutions and strong performance in developing and delivering public-private partnerships (P3s) have garnered industry awards in both Canada and the US.

An Experienced Partner

Our Capital experts work internally across our segments and externally with strategic partners, investors and investment funds to promote growth opportunities. These partnerships expand our ability to invest in projects and build a portfolio of assets that creates more value. They also reinforce our global reputation as a partner of choice for large, complex projects such as our highly successful P3s in Canada.

We also delivered and now operate and maintain the Canada Line in Vancouver, the country's first major rapid rail project to use a P3 model. Other recent P3 projects include the LEED® Gold-certified McGill University Health Centre in Montréal, one of North America's leading healthcare complexes.

An Innovative Infrastructure Partnership

Our infrastructure investment vehicle, SNC-Lavalin Infrastructure Partners LP, is now in its fourth year of operation. This partnership holds our interests in a selection of mature Canadian operating infrastructure assets. As the vehicle's General Partner and Manager, we remain in charge of the assets' long-term management.

The SNC-Lavalin Infrastructure Partners LP reflects our proactive approach to managing our asset portfolio to optimize shareholder returns. The partnership's initial portfolio consists of the following assets:

- > The William R. Bennett Bridge (Kelowna, British Columbia)
- > The Canada Line (Vancouver, British Columbia)
- > The Southeast Stoney Trail (Calgary, Alberta)
- > The Restigouche Hospital Centre (Campbellton, New Brunswick), and
- > The Glen site of the McGill University Health Centre (Montréal, Québec)

Experienced Asset Managers

As a long-term investor, we propel our growth strategy by managing our investment portfolio assets, looking for financing solutions and seeking out the most beneficial partnering opportunities.

We oversee a project's progress and asset performance and devise strategies to improve returns. Once our non-core assets have reached maturity, we monetize them to maximize their value for our stakeholders.

In August 2019, we sold 10.01% of the shares of Highway 407 ETR for a net gain after tax of CA\$2.6 billion, generating significant capital to reinvest in the business.

Our P3 Expertise in Action

The global challenge of finding ways to close the 'infrastructure gap' and build or upgrade critical and aging infrastructure in urban centres has never been greater. Today, the P3 model of public-private partnerships is widely recognized as an effective way to finance, design, build, operate and maintain major infrastructure projects.

P3s help optimize cost benefits, schedule certainty and asset availability. They also transfer risk to private-sector partners without sacrificing environmental compliance, quality and safety. P3 partnerships can leverage private-sector innovation and improve efficiency by integrating the design, construction and operations and maintenance phases. The result is greater value for money for both public-sector partners and the communities they serve.

We've been spearheading successful P3 projects since 1999 and we continue to develop and pursue new P3 projects in North America and the UK in partnership with major construction contractors. See the following page for some recent examples of our P3 expertise in action.

New Champlain Bridge Corridor Project – Montréal, Québec, Canada

The Samuel De Champlain Bridge became operational in June 2019.

The project is being delivered under a P3 agreement between the Government of Canada and Signature on the Saint Lawrence Group. SNC-Lavalin, along with its partners, is part of the Signature on the Saint Lawrence Group consortium, which was responsible for the design, construction, financing, operations and maintenance, and rehabilitation of the project.

With the bridge open to traffic, we are now in the operations and maintenance phase and this will continue until 2049.

Innovating in BC's Power Sector – British Columbia, Canada

We have successfully finished construction on the replacement John Hart Generating Station and we handed over operational control to the client in June 2019. The old above ground powerhouse and water conduits have been removed and site restoration was completed in 2020.

In operation since 1947, the station supplies British Columbia's Vancouver Island with about 11% of its electricity. In 2007, BC Hydro began planning the station's replacement to reduce significant seismic, station-reliability and downstream fish habitat risks. In early 2014, the provincial electric utility chose our InPower BC P3 partnership to design, build, maintain, rehabilitate and partially finance an innovative underground powerhouse that will enhance public safety and improve the site's environmental footprint.

The John Hart Generating Station Replacement Project was the first performance-based P3 model used for a hydroelectric project in North America. InPower BC General Partnership, a special-purpose vehicle created by SNC-Lavalin Capital Inc., developed a sophisticated financing plan that enabled investors to feel comfortable with the project's unique risks and risk allocations.

Alongside the restoration work, we are now in the maintenance phase, for which we have a 15-year contract.

Bringing Light Rapid Transit to Canada's Capital – Ottawa, Ontario, Canada

As part of the Rideau Transit Group (RTG), in 2013 we were awarded the contract to design, build, finance and maintain the Confederation Line, Ottawa's first light rapid rail transit system. The Confederation Line is one of North America's biggest P3 rail transit projects, converting the existing Ottawa Bus Rapid Transit corridor into a full Light Rail Transit (LRT) system, and widening and rehabilitating four kilometres of Ontario's Highway 417.

It's also Ottawa's largest infrastructure project since the building of the Rideau Canal in 1832.

The Confederation Line opened in September 2019, overcoming a number of challenges during the construction and initial operations.

Trillium Line Extension – Ottawa, Ontario, Canada

In March 2019, our wholly-owned subsidiary, TransitNEXT, reached an agreement with the City of Ottawa for the Trillium Line Extension project. We will design, build, finance and maintain the new extension, and will also assume responsibility for the long-term maintenance of the existing Trillium Line.

Approximately 12 kilometres of single and double track will be built, as well as a 4-kilometre Airport Link, along with eight new stations across the extension and existing line. We will also deliver five platform extensions, seven new Stadler vehicles, new municipal infrastructure and a Maintenance and Storage Facility.

Our Recent Awards

Year	Publication or Organization	Category	Project
2019	P3 Bulletin	Gold Award for Best Transit Project	Trillium Line Extension
2017	Canadian Council for Public-Private Partnerships (CCPPP)	Gold Award for Service Delivery	The Canada Line
2016	Infrastructure Investor Magazine	North America P3 Deal of the Year Award	New Champlain Bridge Corridor Project
2016	P3 Bulletin	Silver Award for Best Transit and Aviation Project	Eglinton Crosstown LRT
2016	P3 Bulletin	Gold Award for Best Road/Bridge/Tunnel Project	New Champlain Bridge Corridor Project
2015	P3 Bulletin	Best Waste/Energy/Water Project	John Hart Generating Station Replacement Project
2015	CCPPP	Gold Award for Effective Procurement	New Champlain Bridge Corridor Project
2015	CCPPP	Gold Award for Project Financing	Eglinton Crosstown LRT

A / GRI INDEX

APPENDIX A - GRI INDEX

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-1			Name of the organization	a. Report the name of the organization.	a. SNC-Lavalin Group Inc. (the "company").
102-1			Activities, brands, products, and services	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	a. Please refer to Section 1 "Our Business" (p.108) of the Management's Discussion and Analysis (2020 Annual MD&A) portion of our 2020 Annual Report. https://www.snclavalin.com/en/investors/investor-essentials/investors-briefcase/2021 b. Please refer to the "Market and Services" section of our Website at: https://www.snclavalin.com/en/markets-and-services SNC-Lavalin does not sell products that are banned in any markets. SNC-Lavalin does however offer services that could potentially be subject to public debate, such as services to the nuclear industry, as well as both the Canadian and UK ministry of defence. SNC-Lavalin is not currently subject to direct questions or expressions of concern regarding these services.
102-3			Location of headquarters	a. Report the location of the organization's headquarters.	a. The company's headquarters and registered office is located at 455 René-Lévesque Boulevard West, Montréal, Québec, Canada H2Z 1Z3.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-4			Location of operations	<p>a. Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.</p>	<p>As of December 31st, 2020, the company had permanent offices in 42 countries, including the major offices located in the following regions:</p> <p>The Americas: Brazil, Canada, Colombia, Peru, United States.</p> <p>Europe: Denmark, Ireland, Norway, Romania, Russian Federation, Sweden, United Kingdom.</p> <p>Africa & the Middle East: Algeria, Iraq, Kenya, Kuwait, Mozambique, Oman, Qatar, Saudi Arabia, United Arab Emirates.</p> <p>Asia & Oceania: Australia, China, Hong Kong, India, Singapore.</p>
102-5			Ownership and legal form	<p>a. Report the nature of ownership and legal form.</p>	<p>a. The company was incorporated under the laws of Canada by Letters Patent on May 18, 1967, and was continued under the Canada Business Corporations Act on March 24, 1980. The shares of the company are traded on the Toronto Stock Exchange (TSX: SNC).</p> <p>As of March 15, 2021, the Company had 175,554,252 Common Shares outstanding. As of March 15, 2021, to the knowledge of the Directors and officers of the Company based on shareholders' public filings, the persons or companies who beneficially own, or control or direct, directly or indirectly, voting securities carrying more than 10% of the voting rights attached to all shares of the Company are:</p> <p>i. the Caisse de dépôt et placement du Québec (the "Caisse"), an institutional fund manager. As of March 15, 2021, based on public filings, the Caisse beneficially owned, or controlled or directed, directly or indirectly, 34,935,200 Common Shares representing 19.9% of the outstanding Common Shares of the Company; and</p> <p>ii. Jarislowsky Fraser Limited ("Jarislowsky"), a global investment management firm. As of March 15, 2021, based on public filings, Jarislowsky beneficially owned, or controlled or directed, directly or indirectly, 24,100,376 Common Shares representing 13.73% of the outstanding Common Shares of the Company.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-6			Markets served	<p>a. Markets served, including:</p> <p>i. Geographic locations where products and services are offered;</p> <p>ii. Sectors served;</p> <p>iii. Types of customers and beneficiaries.</p>	<p>i. and ii.</p> <p>For a summary of markets served, including geographic breakdowns and sectors (referred to as segments), please see section 1, "Our Business" on p.108 and following and section 4, "Financial Performance Analysis," on p.120 of the 2020 Management's Discussion and Analysis (2020 Annual MD&A) section of the Company's 2020 Annual Report.</p> <p>iii. The company serves a wide range of customers in the public, quasi-public and private sectors. Section 2, "How We Analyze and Report Our Results," on p.110 of the MD&A provides an overview of projects and clients by activity segments.</p> <p>It has to be noted that the company mainly offers engineering and project management services and does not manufacture household products.</p>
102-7			Scale of the organization	<p>a. Report the scale of the organization, including:</p> <p>i. Total number of employees;</p> <p>ii. Total number of operations;</p> <p>iii. Net sales (for private sector organizations) or net revenues (for public sector organizations);</p> <p>iv. Total capitalization broken down in terms of debt and equity (for private sector organizations);</p> <p>v. Quantity of products or services provided.</p>	<p>a. As of December 31st, 2020:</p> <p>i. Total number of employees: 37,584 (includes all employees and consultants, full and part time)</p> <p>ii. Total number of operations: see section 1, "Our Business" on p.108 and following of the 2020 MD&A.</p> <p>iii. For information on net sales, see note 9 "REVENUE" to the 2020 audited annual consolidated financial statements (p.44 of the 2020 Annual Report).</p> <p>iv. For information on total capitalization please see Section 9 "Financial position" of the MD&A (p.153 and following of the 2020 Annual Report).</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-8	Principle 6: Labour	SDG 8 – Employment	Information on employees and other workers	<ul style="list-style-type: none"> a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made. 	<ul style="list-style-type: none"> a. b. c. For employee breakdown, see the graph titled "Our Workforce by Geographic Area" in Section 9 on p.169 of the present report. d. As of December 31st, 2020, 23% were considered "temporary workers". Temporary Workforce includes Contractual employees, Casual employees, Temporary Agency workers and Consultants. e. SNC-Lavalin does not see seasonal fluctuations of its temporary workforce and does not conduct any activities akin to tourism or agriculture. Fluctuations do happen, however, following the life cycle of construction projects. A 38% decrease of temporary workforce occurred in 2020 due to projects completion, closure or suspension, in addition to divestment from activities in South Africa. f. Data is compiled using SNC-Lavalin's payroll system and is a direct "headcount", rather than an evaluation of the number of "Full time employee equivalent" which would be based on the number of worked hours.



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-9			Supply chain	<p>a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products and services.</p>	<p>a. SNC-Lavalin is mainly an engineering consulting company offering professional services. As such, we primarily purchase office and IT equipment, as well as services related to the occupation of rented properties.</p> <p>For all construction management, Operation & Maintenance and legacy lump sum turnkey (LSTK) contracts, SNC-Lavalin's supply chain is based on the nature, type and location of projects, and is therefore highly variable from one year to another as these factors evolve.</p> <p>SNC-Lavalin expects all suppliers to abide to its Supplier Code of Conduct, available online at:</p> <p>https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/supplier-code-conduct-en.pdf</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-10			Significant changes to the organization and its supply chain	<p>a. Report any significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain, including:</p> <p>i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions;</p> <p>ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations);</p> <p>iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.</p>	<p>Please see section 3.2 "Executive Summary – Other Items", p.117-119, of the 2020 MD&A section of the Annual Report.</p> <p>The following Material Company Updates might be of interest as outlined on p.10 of our "Annual Information Form": https://www.snc-lavalin.com/~media/Files/S/SNC-Lavalin/investor-briefcase/en/2020/annual-info-form-2020-en.pdf</p> <ul style="list-style-type: none"> > In 2020, the Resources Services business focused on the primary markets of the Americas and the Middle East, exiting all non-primary markets through either sale or closure, such as the disposals of the South African Resources business and the European fertilizer business based in Belgium. > On February 9, 2021, the Company announced it entered into a binding agreement to sell its Resources Oil & Gas business, including services and LSTK projects. The transaction is subject to regulatory approvals and satisfaction of customary closing conditions and is expected to close in the second quarter of 2021. The Oil & Gas business is presented as a disposal group held for sale as at December 31, 2020 and is presented as discontinued operations. > On May 7, 2020, Gary C. Baughman, Chris Clark, Mike Pedersen and Mary-Ann Bell were elected to the Company's Board of Directors as part of the ongoing renewal process focusing on meeting the evolving needs of the Company and supporting its strategic objectives and long-term sustainability. > On September 10, 2020, the Company announced the appointment of William (Bill) L. Young as Chairman of the Board of Directors, effective September 9, 2020 replacing Kevin Lynch. > On January 22, 2020, the Company announced the appointment of Louis G. Véronneau to the newly created role of Chief Transformation Officer (CTO), charged with rapidly simplifying the Company's structure and processes, while supporting the new strategic direction with a focus on Information Technology (IT) and divestitures. > On February 10, 2020, the Company announced the appointment of Jeffrey Allan Bell as Executive Vice-President and Chief Financial Officer (CFO), effective April 14, 2020. > On August 25, 2020, the Company appointed Robert E. Alger, as President, Infrastructure Projects, replacing Jonathan Wilkinson. > On November 2, 2020 the Company appointed Dale Clarke as President, Infrastructure Services.



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-11			Precautionary Principle or approach	a. Report whether and how the precautionary approach or principle is addressed by the organization.	<p>The company employs established risk management processes, which cover project, operational and enterprise level risks. The company's risk management approach and framework are continually enhanced to ensure it remains fit for purpose and effective.</p> <p>Currently, the precautionary principle does not form part of formal corporate risk management processes. However, SNC-Lavalin applies best practices and manages environment and health and safety risks through its management systems which are compliant with ISO 14001 and 45001.</p> <p>In addition, our clients' projects are often subjected to environmental and/or social impact assessments. SNC-Lavalin is thus expected not only to follow those reports' provisions and subsequent directives recommendations, but also to work in collaboration with clients and contractors to limit as much as possible the impacts and risks associated with the projects we work on.</p>



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-12			External initiatives	a. List externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses.	<p>The company applies the most stringent of the prevailing national laws or recognized international standards. For instance, our statement pertaining to UK's Modern Slavery Act, is publicly available on our website at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/4815-sl18-int-po-modern-slavery-human-en.pdf</p> <p>In addition, the company adheres to voluntary initiatives such as:</p> <p>UNGC: In 2015, the company adhered to the United Nations Global Compact. Please refer to our CEO's message in the present report as well as our Communication on Progress publicly available on the UNGC Webpage (https://www.unglobalcompact.org/what-is-gc/participants).</p> <p>PACI: SNC-Lavalin joined the World Economic Forum Partnering Against Corruption Initiative (PACI) Vanguard CEO community.</p> <p>30% Club: In September 2016, SNC-Lavalin has joined the 30% Club Canada, an organization that encourages and supports companies, through a voluntary approach, to appoint more women at board level, as well at senior management levels.</p> <p>PAR: In Canada, the Company has become a committed member of the Progressive Aboriginal Relations program (PAR). The PAR Certification is a 3-year process which include external verification. SNC-Lavalin is on path to be fully certified by 2023.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-13			Membership of associations	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	Please see the Section titled "Memberships and Trade Associations" in our 2019 Lobbying report, available at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/report/lobbying-and-political-activities-2019-en.pdf
102-14			Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Please see CEO's message in this report.
102-16	Principle 10: Anti-corruption	SDG 16 – Ethical and lawful behaviour	Values, principles, standards and norms of behaviour	a. Describe the organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	For values, please refer to the "About us" section of our website at: https://www.snclavalin.com/en/about/vision-and-values Our code of conduct is publicly available at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/documents/policies/1003_en.pdf The Governance section (starting on p.123) of the present report also gives an overview of how SNC-Lavalin embeds sustainability in its business structure.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-18			Governance structure	<ul style="list-style-type: none"> a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental and social topics. 	<ul style="list-style-type: none"> a. Please see the "Board of directors" (https://www.snclavalin.com/en/about/leadership-and-governance/board-of-directors), "Leadership Team" (https://www.snclavalin.com/en/about/leadership-and-governance/leadership-team) and the "Governance" (https://www.snclavalin.com/en/about/leadership-and-governance/governance) sections of our website. b. The Governance and Ethics Committee assists the Board in developing the Corporation's approach to corporate governance and ethical and compliance issues. The Safety, Workplace and Project Risk Committee is responsible for overseeing the overall framework for managing project risks and health, safety, security, environmental, business continuity and emergency preparedness risks arising from the Corporation's operations and business it undertakes with clients. The mandates of these committees can be accessed via the "Governance" section of our website. (https://www.snclavalin.com/en/about/leadership-and-governance/governance)
102-40			List of stakeholder groups	<ul style="list-style-type: none"> a. Provide a list of stakeholder groups engaged by the organization. 	The company considers its key stakeholders to be its clients, its top shareholders/investors and its employees. The company also engages with governments, NGOs and other civil society organizations as common preoccupations arise. Business units are encouraged to engage local communities, particularly in less developed countries and in urban areas, near project sites under the company's management.
102-41	Principle 3: Labour	SDG 8 – Freedom of association and collective bargaining	Collective bargaining agreements	<ul style="list-style-type: none"> a. Report the percentage of total employees covered by collective bargaining agreements. 	As of December 31st, 2020, the percentage of unionized employees was 4.5% of our global workforce, or about 1,683 people.
102-42			Identifying and selecting stakeholders	<ul style="list-style-type: none"> a. Report the basis for identification and selection of stakeholders with whom to engage. 	SNC-Lavalin engages with all stakeholders who communicate with the corporation. Please see Section 5 "What matters most to our stakeholders", on p.30 of the present report for details on our engagement with specific stakeholders.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-43			Approach to stakeholder engagement	<p>a. Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.</p>	<p>Please see Section 5 "What matters most to our stakeholders", on p.30 of the present report as well as the "Shareholder Engagement" section, p.76 of the Management Proxy Circular and Notice of Annual Meeting of Shareholders, dated March 15, 2021.</p> <p>https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/investor-briefcase/en/2021/snc-lavalin-proxy-circular-2021-en.pdf</p> <p>External stakeholders were not consulted in the report preparation process.</p>
102-43			Approach to stakeholder engagement	<p>a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.</p>	<p>Clients: Client surveys are completed regularly in order to gain insights into their priorities and calibrate our service offering accordingly. In addition, the Company take notes of pre-requisites and bid questions associated with sustainability when bidding for contracts.</p> <p>Shareholders: In addition to the annual meeting of shareholders, the Company exchanges with shareholders or their representatives during quarterly reports as well as during the virtual Investors Day. Shareholders can also contact the Investors Relations teams at any time during the year to voice concerns or submit proposals ahead of the annual meeting of shareholders.</p> <p>Employees: The Company surveys its personnel regularly on various topics and engages directly with them during meetings such as "town halls" and other regional or local meetings.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-44			Key topics and concerns raised	<ul style="list-style-type: none"> a. Key topics and concerns that have been raised through stakeholder engagement, including: i. How the organization has responded to those key topics and concerns, including through its reporting; ii. The stakeholder groups that raised each of the key topics and concerns. 	<p>Clients: Client surveys did not denote an increased interest for topics related to sustainable development amongst our clients. However, based on the fact that clients have been asking SNC-Lavalin to fill "supplier reports" regarding our GHG emissions for the last six years and that call for proposal questionnaires now generally include sections regarding environmental management and/or sustainable development related metrics, we consider these topics to be somewhat significant for our clients.</p> <p>Shareholders: Prior to the Annual Meeting of Shareholders (held May 14th, 2021), the Mouvement d'éducation et de défense des actionnaires ("MÉDAC"), transmitted questions related to sustainability, namely regarding the Company's purpose and the integration of ESG criteria into executive compensation, and compensation of the Board of Directors. Those questions were addressed in the Proxy Circular (see p.85 and following at: https://www.snclavalin.com/-/media/Files/S/SNC-Lavalin/investor-briefcase/en/2021/snc-lavalin-proxy-circular-2021-en.pdf). Judging the answers satisfying, the MÉDAC representatives agreed that their proposals no longer needed to be submitted to shareholder vote.</p> <p>In addition, shareholders and investors do refer to reports and ratings prepared by firms dedicated to ESG and Corporate Governance research. SNC-Lavalin does communicate and collaborate with firms such as Sustainalytics, MSCI and ISS. The Company also files reports regarding carbon emissions via the CDP's annual questionnaire.</p> <p>Employees: Our latest general employee survey, conducted in 2017, helped SNC-Lavalin determine its values and vision. Topics explicitly pertaining to sustainable development were not retained. However, we consider that these topics are covered by the umbrella values of "Integrity" and "Safety". To read about SNC-Lavalin's definition of these values, please refer to: https://www.snclavalin.com/en/about/vision-and-values</p> <p>A range of Sustainability/ESG Questions have been incorporated in the 2021 employee VOX survey as part of our materiality assessment to allow employees to express their priorities and concerns in relation to the management of sustainability within the company.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-45			Entities included in the consolidated financial statements	<ul style="list-style-type: none"> a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report. c. The organization can report on this Standard Disclosure by referencing the information in publicly available consolidated financial statements or equivalent documents. 	<ul style="list-style-type: none"> a. The main segments of the company are presented in Section 1 "Our Business" of the 2020 MD&A section of the Annual Report (p.108 of the 2020 Annual Report). SNC-Lavalin's reportable segments are i) Engineering, Design and Project Management (EDPM); ii) Nuclear; iii) Infrastructure Services; iv) Resources; v) Infrastructure EPC Projects; and vi) Capital. Further details are available in note 4 "SEGMENT DISCLOSURES" to the 2020 audited annual consolidated financial statements (p.30 of the 2020 Annual Report). A list of main subsidiaries, joint arrangements and associates of the company, as well as the principal infrastructure concession entities in which the company participates, are published in note 37 "Subsidiaries, Joint Arrangements and Associates" to the 2020 audited annual consolidated financial statements (p.99 of the 2020 Annual Report). b. Unless stated otherwise, all segments are included in the present report.
102-46			Defining report content and topic Boundaries	<ul style="list-style-type: none"> a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content. 	<ul style="list-style-type: none"> a. Issues of content, scope, boundaries, materiality and prioritization were reviewed by a joint team composed of representatives Global Sustainability and Global Corporate Communications. b. Report content and draft and final versions of the document were reviewed with the Sustainability/ESG Steering committee which was established in 2020. Content and Data reviews of the document were undertaken by the corporate heads of function and subject matter experts for each chapter, with a final review from the regional comms teams, the corporate comms team, the Executive Committee members and the disclosure committee members. External verification was undertaken by Ernst and Young. Refer to the external verification letter in Appendix B of the present report.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
102-47			List of material topics	a. A list of the material topics identified in the process for defining report content.	Please see Section 5 "What matters most to our stakeholders" on p.30 of the present report.
102-48			Restatements of information	a. Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	SNC-Lavalin restated its 2019 GHG emissions. See table on p.44.
102-49			Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	In 2018 SNC-Lavalin selected 10 broad material topics identified during consultations with internal stakeholders and subject matter experts. However, 2020 is the first period specifically covering those topics.
102-50			Reporting period	a. Reporting period (such as fiscal or calendar year) for information provided.	The 2020 calendar year, which is also the company's fiscal year.
102-51			Date of most recent report	a. Date of most recent previous report (if any).	July 7th, 2020
102-52			Reporting cycle	a. Reporting cycle (such as annual, biennial).	Annual
102-53			Contact point for questions regarding the report	a. Provide the contact point for questions regarding the report or its contents.	For questions regarding this report and its contents, please contact Sarah Jane Stewart, Global Head of Sustainability, Glasgow, United Kingdom at +44 141 220 2000 or via email at Sarahjane.Stewart@snclavalin.com. An inquiry form is also available on the Web page dedicated to Sustainability at: https://www.snclavalin.com/en/sustainability



	Other Standards Equivalency				
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-54			Claims of reporting in accordance with the GRI Standards	<p>a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either:</p> <p>i. 'This report has been prepared in accordance with the GRI Standards: Core option';</p> <p>ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.</p>	This report has been prepared in accordance with the GRI Standards: Core option.
102-55			GRI content index	<p>a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report.</p> <p>b. For each disclosure, the content index shall include:</p> <p>i. The number of the disclosure (for disclosures covered by the GRI Standards);</p> <p>ii. The page number(s) or URL(s) where the information can be found, either within the report or in other published materials;</p> <p>iii. If applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.</p>	GRI Content Index of this report.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
102-56			External assurance	<ul style="list-style-type: none"> a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: <ul style="list-style-type: none"> i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report. 	<ul style="list-style-type: none"> a. Starting in 2020, our Sustainability Report will be externally verified. b. <ul style="list-style-type: none"> i. External verification was undertaken by Ernst and Young (EY). Refer to the external verification report listed the "About this Report" on p.2 of the present report. ii. EY is an independent third-party organization. iii. EY's external assurance management report is submitted to the CEO, the Executive Committee and the Company Secretary who are responsible for ensuring that any non-conformance issues are closed out prior to issue of the Sustainability Report.
Management Approach					
103-1			Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: <ul style="list-style-type: none"> i. Where the impacts occur; ii. The organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary. 	Please see Section 5, under the subtitle "Materiality Assessment" on p.31 of the present report.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
103-2		SDGs 1, 5, 8 and 16 – Economic inclusion; Grievance mechanisms	The management approach and its components	<ul style="list-style-type: none"> a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: <ul style="list-style-type: none"> i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions 	Please see Section 5 "What matters most to our stakeholders" on p.30, of the present report.
103-3			Evaluation of the management approach	<ul style="list-style-type: none"> a. An explanation of how the organization evaluates the management approach, including: <ul style="list-style-type: none"> i. The mechanisms for evaluating the effectiveness of the management approach; ii. The results of the evaluation of the management approach; iii. Any related adjustments to the management approach. 	No formal evaluation of the management approach has been completed in 2020.



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Economic Performance					
201-1		SDGs 2, 5, 7, 8 and 9 – Infrastructure investments; Economic performance; Research and development	Direct economic value generated and distributed	<p>a. Report the direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organization's global operations as listed below. If data is presented on a cash basis, report the justification for this decision and report the basic components as listed below:</p> <p>Direct economic value generated:</p> <p>i. Revenues.</p> <p>Economic value distributed:</p> <p>ii. Operating costs;</p> <p>iii. Employee wages and benefits;</p> <p>iv. Payments to providers of capital;</p> <p>v. Payments to government (by country);</p> <p>vi. Community investments.</p> <p>Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed').</p> <p>b. To better assess local economic impacts, report EVG&D separately at country, regional, or market levels, where significant. Report the criteria used for defining significance</p>	<p>a. Please refer to the "Consolidated Statements of Financial Position" section of the 2020 audited annual consolidated financial statements (p.6 of the 2020 Annual Report), as well as to Note 32 "Pension plans, other long-term benefits and other post-employment benefits" to the 2020 audited annual consolidated financial statements (p.84 of the 2020 Annual Report) of our 2020 financial statements.</p> <p>b. Please refer to Section 6 "Geographic Break-down of Revenues" of our 2020 MD&A and Note 4 "Segment Disclosure" to the 2020 audited annual consolidated financial statements (respectively on p.40 and p.30 of the 2020 Annual Report).</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
201-2	Principle 7: Environment:	SDG 13 – Risks and opportunities due to climate change	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> a. Report risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure, including: <ul style="list-style-type: none"> i. A description of the risk or opportunity and its classification as either physical, regulatory or other; ii. A description of the impact associated with the risk or opportunity; iii. The financial implications of the risk or opportunity before action is taken; iv. The methods used to manage the risk or opportunity; v. The costs of actions taken to manage the risk or opportunity. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
201-3			Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: <ul style="list-style-type: none"> i. The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. The basis on which that estimate has been arrived at; iii. When that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work toward full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact. 	<p>Please see Note 32 "Pension plans, other long-term benefits and other post-employment benefits" to the 2020 audited annual consolidated financial statements (p.84 of the 2020 Annual Report).</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
201-4			Financial assistance received from government	<p>a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including:</p> <ul style="list-style-type: none"> i. Tax relief and tax credits; ii. Subsidies; iii. Investment grants, research and development grants, and other relevant types of grant; iv. Awards; v. Royalty holidays; vi. Financial assistance from Export Credit Agencies (ECAs); vii. Financial incentives; viii. Other financial benefits received or receivable from any government for any operation. <p>b. The information in 201-4-a by country.</p> <p>c. Whether, and the extent to which, any government is resented in the shareholding structure</p>	<p>a. In 2020, the Company participated in various government assistance programs related to COVID-19, mainly in Canada and in the United Kingdom. The main programs resulted in governments subsidizing a portion of salaries paid by qualifying employers who experienced a decrease in activities exceeding a certain threshold or subsidizing salaries of employees that were no longer providing services to their employers but continued to receive compensation. Further information is available in Note 38 "GOVERNMENT GRANTS" to the 2020 audited annual consolidated financial statements (p.101 of the 2020 Annual Report).</p> <p>b. Please see Note 38 "GOVERNMENT GRANTS" to the 2020 audited annual consolidated financial statements (p.101 of the 2020 Annual Report).</p> <p>c. No government is directly present in SNC-Lavalin's shareholding structure. It has to be noted however that both the Caisse de Dépôt et Placement du Québec (lit. Québec Deposit and Investment Fund, also referred to "the Caisse") and the Canada Pension Plan Investment Board are SNC-Lavalin shareholders. Those institutional investors were founded respectively by the Province of Québec's National Assembly and the Parliament of Canada. However, even if both are accountable to government authorities, they should act "with full independence" in accordance with the acts governing them.</p>



	Other Standards Equivalency				
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Market Presence					
202-1	Principle 6: Labour	SDGs 1, 5 and 8 – Earnings, wages and benefits; Equal remuneration for women and men	Ratios of standard entry level wage by gender compared to local minimum wage	<div><div>a.</div>When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.</div> <div><div>b.</div>When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.</div> <div><div>c.</div>Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.</div> <div><div>d.</div>The definition used for 'significant locations of operation'.</div>	<p>SNC-Lavalin is an engineering and construction management company.</p> <p>As such there is not a significant proportion of our employees compensated based on wages subject to minimum wage rules.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
202-2		SDGs 2, 5, 7, 9 and 11 – Infrastructure investments	Infrastructure investments and services supported	<ul style="list-style-type: none"> a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements. 	<ul style="list-style-type: none"> a. At the executive level, 83% of senior management was "from the local community". b. In this instance, SNC-Lavalin considers as "local" someone who has the nationality of their work location.
Indirect Economic Impacts					
203-1		SDGs 2, 5, 7, 9 and 11 – Infrastructure investments	Infrastructure investments and services supported	<ul style="list-style-type: none"> a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements. 	<p>Capital, our investment, project financing and asset management arm, manages a 2.3 billion dollar* portfolio of infrastructure investments and raised approximately 10 billion dollars of project financing over the last 20 years. The company provides certain financial information separately for Engineering and Construction activities (E&C) and for its investments (Capital). All financial analysis presented in the Annual Report and MD&A is clearly identified as either:</p> <p>Note 5, "capital investments" to the 2020 audited annual consolidated financial statements (p.35 and following of our 2020 Annual Report) presents detailed information on investments net book value, accounting methodology for capital investments and revenues, Segment Adjusted EBIT (a non-IFRS financial measure) and dividends of the Capital segment as well as investment portfolio.</p> <p>* Average Fair Market Value as per analysts calculations, as at August 4, 2021.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
203-2		SDGs 1, 2, 3, 8, 10 and 17 – Availability of products and services for those on low incomes; Economic development in areas of high poverty; Changing the productivity of organizations, sectors, or the whole economy; Access to medicines; Changing the productivity of organizations, sectors, or the whole economy; Indirect impact on job creation; Jobs supported in the supply chain; Foreign direct investment	Significant indirect economic impacts	<ul style="list-style-type: none"> a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas. 	Please see subsection on "Economic impact" starting on p.170 of this report.
Procurement Practices					
204-1		SDG 12 – Procurement practices	Proportion of spending on local suppliers	<ul style="list-style-type: none"> a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation' 	SNC-Lavalin does not compile global data in relation to this metric: ad hoc procurement teams are assembled, as needed, on a per project basis and data on purchased material is not aggregated at the company level.

	Other Standards Equivalency				
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Anti-Corruption					
205-1	Principle 10: Anti-corruption	SDG 16 – Anti-corruption	Operations assessed for risks related to corruption	<ul style="list-style-type: none">a. Report the total number and percentage of operations assessed for risks related to corruption.b. Report the significant risks related to corruption identified through the risk assessment.	Please refer to the "Integrity" section on p.106 of the present report and to our dedicated webpage at: https://www.snclavalin.com/en/about/integrity
205-2	Principle 10: Anti-corruption	SDG 16 – Anti-corruption	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none">a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	Please refer to the "Integrity" section on p.106 of this report, more specifically to "Training" subsection starting on p.109.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
205-3	Principle 10: Anti-corruption	SDG 16 – Anti-corruption	Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> a. Report the total number and nature of confirmed incidents of corruption. b. Report the total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Report the total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Report public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases. 	Please refer to the "Integrity" section on p.106 of the present report.
Anti-Competitive Behaviour					
206-1		SDG 16 – Compliance with laws and regulations	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices	<ul style="list-style-type: none"> a. Report the total number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of antitrust and monopoly legislation in which the organization has been identified as a participant. b. Report the main outcomes of completed legal actions, including any decisions or judgments. 	<p>There were no legal actions pending or completed during the reporting period regarding anti-competitive behavior and/or violations of anti-trust and monopoly legislation in 2020.</p> <p>Further information is available in Note 33 "CONTINGENT LIABILITIES" to the 2020 audited annual consolidated financial statements (p.91 of the 2020 Annual Report).</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Tax					
207-1		SDG 1, 10 and 17: No poverty; Reduced inequalities; Partnerships for the goals	Approach to tax	<ul style="list-style-type: none"> a. A description of the approach to tax, including: <ul style="list-style-type: none"> i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance; iv. how the approach to tax is linked to the business and sustainable development strategies of the organization. 	Please see p.139 under "Our Approach to Tax".
207-2		SDG 1, 10 and 17: No poverty; Reduced inequalities; Partnerships for the goals	Tax governance, control, and risk management	<ul style="list-style-type: none"> a. A description of the tax governance and control framework, including: <ul style="list-style-type: none"> i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the organization; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated. b. A description of the mechanisms for reporting concerns about unethical or unlawful behavior and the organization's integrity in relation to tax. c. A description of the assurance process for disclosures on tax and, if applicable, a reference to the assurance report, statement, or opinion. 	Please see p.139 under "Managing Tax Risks".

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
207-3		SDG 1, 10 and 17: No poverty; Reduced inequalities; Partnerships for the goals	Stakeholder engagement and management of concerns related to tax	<ul style="list-style-type: none"> a. A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including: <ul style="list-style-type: none"> i. the approach to engagement with tax authorities; ii. the approach to public policy advocacy on tax; iii. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders. 	Please see p.139 under "Our Approach to Tax".
207-4		SDG 1, 10 and 17: No poverty; Reduced inequalities; Partnerships for the goals	Country-by-country reporting	<ul style="list-style-type: none"> a. All tax jurisdictions where the entities included in the organization's audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes. b. For each tax jurisdiction reported in Disclosure 207-4-a: <ul style="list-style-type: none"> i. Names of the resident entities; ii. Primary activities of the organization; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. c. The time period covered by the information reported in Disclosure 207-4." 	SNC-Lavalin does not wish to disclose this information at the moment.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Materials					
301-1	Principle 7: Environment Principle 8: Environment	SDG 8 – Materials efficiency	Materials used by weight or volume	<p>a. Report the total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by:</p> <p>i. Non-renewable materials used;</p> <p>ii. Renewable materials used.</p>	<p>Services provided by SNC-Lavalin are mainly related to engineering, design and management of construction projects. Thus, office supplies represent the majority of the material used in providing these services.</p> <p>SNC-Lavalin currently tracks its global use of electronic equipment and has completed the installation of Ricoh's @Remote software on its multifunction printers in the greater Montréal, Toronto, Calgary and Vancouver areas in order to track its paper use.</p>
301-2	Principle 8: Environment	SDGs 8 and 12 – Materials efficiency; Materials efficiency/recycling	Recycled input materials used	<p>a. Report the percentage of recycled input materials used to manufacture the organization's primary products and services.</p>	<p>As mentioned above, SNC-Lavalin does not produce consumer goods.</p> <p>Our consulting and engineering services uses primarily paper, IT equipment and other office supplies.</p> <p>All offices in the major offices of the province of Québec (representing about 2000 employees) uses OFFIX 50, a paper containing 50% post-consumer fibre, manufactured using renewable biogas energy and certified by the Forest Stewardship Council (FSC)®. Buying FSC-certified paper counts as a sustainable purchase under the U.S. Green Building Council® Leadership in Energy and Environmental Design (LEED®) for Existing Building: Operation and Maintenance™ rating system.</p> <p>All PCs and laptops are refurbished in house and reused—often many times—before being disposed of. In 2020, SNC-Lavalin responded to demands for laptop and computers with 18% of used and refurbished computers. It has to be noted that SNC-Lavalin deployed the Windows 10 operation system across the company in 2019-2020. This explains the lower proportion of refurbished equipment allocated compared to previous years (63% in 2018) as older equipment was not compatible with the newer software.</p> <p>It has to be noted that the vast majority of computers purchased are now laptops rather than desktops. This decision was in part driven by the fact that they have improved capability and a lower energy usage. The latest models selected are also proven to be more energy efficient than the older models. All laptops and desktops are also disposed following specific sustainable certifications.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
301-3	Principle 8: Environment	SDGs 8 and 12 – Resource efficiency of products and services; Resource efficiency of products and services	Reclaimed products and their packaging materials	<ul style="list-style-type: none"> a. Report the percentage of reclaimed products and their packaging materials for each product category. b. Report how the data for this Indicator has been collected. 	SNC-Lavalin does not sell products intended for the general public and does not use conventional packaging in any of its activities.
Energy					
302-1		SDGs 7, 8, 12 and 13 – Energy efficiency; transport	Energy consumption within the organization	<ul style="list-style-type: none"> a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. Electricity consumption ii. Heating consumption iii. Cooling consumption iv. Steam consumption d. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> i. Electricity sold ii. Heating sold iii. Cooling sold iv. Steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.sncclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
302-2	Principle 8: Environment	SDGs 7, 8, 12 and 13 – Energy efficiency; transport	Energy consumption outside of the organization	<ul style="list-style-type: none"> a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used. 	SNC-Lavalin does not measure the energy consumed by third parties in relation to its activities and services.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
302-3	Principle 8: Environment	SDGs 7, 8, 12 and 13 – Energy efficiency; transport	Energy intensity	<ul style="list-style-type: none"> a. Report the energy intensity ratio b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of energy included in the intensity ratio: fuel, electricity, heating, cooling, steam, or all. d. Report whether the ratio uses energy consumed within the organization, outside of it or both. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
302-4	Principle 8: Environment Principle 9: Environment	SDGs 7, 8, 12 and 13 – Energy efficiency; transport	Reduction of energy consumption	<ul style="list-style-type: none"> a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
302-5	Principle 8: Environment Principle 9: Environment	SDGs 7, 8, 12 and 13 – Energy efficiency; transport	Reductions in energy requirements of products and services	<ul style="list-style-type: none"> a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>SNC-Lavalin does not measure separately its general energy consumption and the energy consumption linked to its service delivery. Global energy reduction is presented in SNC-Lavalin's report to the CDP at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Water					
303-1	Principle 7: Environment Principle 8: Environment	SDG 6 – Sustainable water withdrawals	Interactions with water as a shared resource	<ul style="list-style-type: none"> a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g. impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their time frame, and any tools or methodologies used. c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress. 	<p>SNC-Lavalin being mostly an engineering consulting firm, water is mainly procured from municipal distribution systems, used in its offices for drinking and domestic purposes and discharged in municipal sewers. All SNC-Lavalin locations operate in accordance with local legislation.</p> <p>As for controlled project sites, measures are put in place to ensure the protection of surface water. Those measures include sedimentation basins, cofferdams, silt curtains and fences, leak proof concrete washout areas, etc. Such measures are implemented based on the relevant environmental impact assessment (EIA) reports and/or in compliance with local legislation. In 2020, no adverse impact to water bodies has been registered.</p> <p>Please refer to subsection "Water case studies" starting on p.50 of the present report for case studies regarding our consulting services related to water and the benefits incurred.</p>
303-2	Principle 8: Environment	SDG 6 – Sustainable water withdrawals	Management of water discharge-related impacts	<ul style="list-style-type: none"> a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: <ul style="list-style-type: none"> i. How standards for facilities operating in locations with no local discharge requirements were determined; ii. Any internally developed water quality standards or guidelines; iii. Any sector-specific standards considered; iv. Whether the profile of the receiving water body was considered. 	<p>In all office settings, SNC-Lavalin operates in accordance with local legislation and collaborates with building owners who apply voluntary standards (such as BREEAM, LEED®, BOMA Best, etc.) at their properties. It has to be noted that while SNC-Lavalin currently carries more than 800 leases, the company only owns 11 properties worldwide and thus, is rarely directly responsible for the water discharge at office locations.</p> <p>On controlled project sites, SNC-Lavalin implements mitigation measures as required in the Environmental Impact Assessment (EIA) specific to the site. EIAs do consider the profile of the receiving waterbody as well as potential risks to the local fauna and flora. The effectiveness of the implemented measures are monitored and regular reports are communicated to the client and relevant authorities.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
303-3	Principle 7: Environment Principle 8: Environment	SDG 6 – Sustainable water withdrawals	Water withdrawal	<p>a. Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. <p>b. Total water withdrawal from all areas with water stress in megalitres, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. <p>c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megalitres by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>SNC-Lavalin does not measure its global water withdrawal. Water is consumed in its offices and on project sites.</p> <p>In offices, water is used for drinking and domestic purposes. It has to be noted that less than 1% of the total area we occupy is actually owned by SNC-Lavalin. The vast majority of offices are rented and thus, SNC-Lavalin has very little control on the installed equipment, such as tenant-specific water meters.</p> <p>The principle use of water on project sites is for dust control and the production of concrete. Concrete is mostly manufactured off-site and transported to the construction sites. Water for dust control is not considered to be significant.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
303-4	Principle 8: Environment		Water discharge	<p>a. Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable:</p> <ul style="list-style-type: none"> i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable. <p>b. A breakdown of total water discharge to all areas in megaliters by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories:</p> <ul style="list-style-type: none"> i. Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids); ii. Other water ($> 1,000$ mg/L Total Dissolved Solids). <p>d. Priority substances of concern for which discharges are treated, including:</p> <ul style="list-style-type: none"> i. How priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. The approach for setting discharge limits for priority substances of concern; iii. Number of incidents of non-compliance with discharge limits. <p>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<p>a. SNC-Lavalin does not measure its global water discharge. As mentioned above, grey and sanitary waters are generally discharged in municipal sewers.</p> <p>However, one of SNC-Lavalin properties - a former munitions factory which operated from 1938 to 1990 and where a contaminated aquifer was later uncovered - is specifically monitored. This property was issued an Authorization Certificate (AC) by the Québec Ministry of Environment to implement a "Pump and treat" program at the site.</p> <p>In 2020, more than 300 monitoring wells were sampled to ensure that the quality of the aquifer's water did not deteriorate. Furthermore, a volume of 33,386 m³ (approximately 33.4 megaliters) of contaminated water was treated by a desorption unit. The treatment's efficacy was estimated to vary between 94.3 and 99.6%, depending on the substance captured, and the treated water, which abides to both the regional public health department's recommendation and to the AC's requirements, was subsequently released into the environment (via surface water).</p> <p>As for controlled project sites, measures specific to each site are put in place to ensure that runoffs do not have detrimental impact on surrounding watercourses. These runoffs are not measured unless instructed by regulatory or contractual obligations.</p>



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
303-5			Water consumption	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none">a. Total water consumption from all areas in megalitres.b. Total water consumption from all areas with water stress in megalitres.c. Change in water storage in megalitres, if water storage has been identified as having a significant water-related impact.d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modelled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.	As for water withdrawal, SNC-Lavalin does not measure its global water consumption.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Biodiversity					
304-1	Principle 8: Environment	SDGs 6, 14 and 15 – Water-related ecosystems and biodiversity; Marine biodiversity; Mountain ecosystems; Natural habitat degradation; Terrestrial and inland freshwater ecosystems	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: <ul style="list-style-type: none"> i. Geographic location; ii. Subsurface and underground land that may be owned, leased, or managed by the organization; iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; iv. Type of operation (office, manufacturing or production, or extractive); v. Size of operational site in km² (or another unit, if appropriate); vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation). 	<p>Following an assessment in 2017, it was determined that only one SNC-Lavalin owned property was located within 1,000 m. of a protected area, namely the Bosque Oriental de Bogotá, Colombia. It has to be noted that this property, along with all assets associated with the oil & gas business were sold in Q3 2021.</p> <p>This assessment was not undertaken in 2020, however, we do not expect any significant changes as SNC-Lavalin did not buy any new facilities through 2020.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
304-2	Principle 8: Environment	SDGs 6, 14 and 15 – Water-related ecosystems and biodiversity; Marine biodiversity; Mountain ecosystems; Natural habitat degradation; Terrestrial and inland freshwater ecosystems	Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none"> a. Report the nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: <ul style="list-style-type: none"> i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). b. Report significant direct and indirect positive and negative impacts with reference to the following: <ul style="list-style-type: none"> i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts. 	Although some of SNC-Lavalin's offices and projects are located near or adjacent to protected areas, it is considered that SNC-Lavalin's activities impacts are minimal, if any.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
304-3	Principle 8: Environment	SDGs 6, 14 and 15 – Water-related ecosystems and biodiversity; Marine biodiversity; Mountain ecosystems; Natural habitat degradation; Terrestrial and inland freshwater ecosystems	Habitats protected or restored	<ul style="list-style-type: none"> a. Report the size and location of all habitat protected areas or restored areas, and whether the success of the restoration measure was or is approved by independent external professionals. b. Report whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Report on the status of each area based on its condition at the close of the reporting period. d. Report standards, methodologies, and assumptions used. 	<p>Although SNC-Lavalin occupies about 450 offices and buildings worldwide, it only owns 11 properties.</p> <p>One such property totaling about 197 hectares, is a former munitions factory, which operated from 1938 to 1990, after which it was decommissioned. The main legacy environmental issue is a contaminated aquifer. Per the conditions stated in a certificate of authorization issued in 1999 by the Québec Ministry of the Environment, SNC-Lavalin has been implementing a "Pump and treat" program and studies are currently underway to determine how best to increase the scope or pace of treatment. No significant environmental impact is anticipated on soils and ground water at other company properties.</p> <p>In addition to this property, SNC-Lavalin has been helping clients, mainly in the mining, military and oil and gas sectors, to restore their sites after the end of their operations. In 2020, SNC-Lavalin was still working on the restoration of the Sullivan Mine (200 hectares copper and zinc mine, closed in 1966) and Lac Renzy Mine (8 hectares nickel and copper mine). The Company also completed the detailed engineering for the Coniagas Mine and will start the rehabilitation of its tailing pond in 2021.</p> <p>For more information on our mine closure services please consult the following brochure: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/capability-statement/mine-closure-capability.pdf</p>
304-4	Principle 8: Environment	SDGs 6, 14 and 15 – Water-related ecosystems and biodiversity; Marine biodiversity; Mountain ecosystems; Natural habitat degradation; Terrestrial and inland freshwater ecosystems	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none"> a. Report the total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: <ul style="list-style-type: none"> i. Critically endangered; ii. Endangered; iii. Vulnerable; iv. Near threatened; v. Least concern. 	<p>SNC-Lavalin is not aware of any IUCN Red List species that may be affected by its office operations.</p> <p>All project sites are governed by applicable environmental assessment studies and relevant permits which address wildlife protection and conservation issues as required.</p>



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Emissions					
305-1	Principle 7: Environment Principle 8: Environment	SDGs 3, 12, 13, 14 and 15 – Air quality; Transport; GHG emissions; Ocean acidification; Forest degradation	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none">a. Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent.b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCS, PFCs, SF₆, NF₃, or all.c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent.d. Base year for the calculation, if applicable, including:<ul style="list-style-type: none">i. The rationale for choosing it;ii. Emissions in the base year;iii. The context for any significant changes in emissions that triggered recalculations of base year emissions.e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.f. Consolidation approach for emissions; whether equity share, financial control, or operational control.g. Standards, methodologies, assumptions, and/or calculation tools used.	<p>Please see table on p.44 of the present report.</p> <p>More detailed information is presented in SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at:</p> <p>https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
305-2	Principle 7: Environment Principle 8: Environment	SDGs 3, 12, 13, 14 and 15 – Air quality; Transport; GHG emissions; Ocean acidification; Forest degradation	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent. c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCS, PFCs, SF₆, NF₃, or all. d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. The rationale for choosing it; ii. Emissions in the base year; iii. The context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>Please see table on p.44 of the present report.</p> <p>More detailed information is presented in SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at:</p> <p>https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
305-3	Principle 7: Environment Principle 8: Environment	SDGs 3, 12, 13, 14 and 15 – Air quality; Transport; GHG emissions; Ocean acidification; Forest degradation	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent. b. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCS, PFCs, SF₆, NF₃, or all. c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> i. The rationale for choosing it; ii. Emissions in the base year; iii. The context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>Please see table on p.44 of the present report.</p> <p>More detailed information is presented in SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at:</p> <p>https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
305-4	Principle 8: Environment	SDGs 13, 14 and 15 – GHG emissions; Ocean acidification; Forest degradation	GHG emissions intensity	<ul style="list-style-type: none"> a. Report the GHG emissions intensity ratio. b. Report the organization-specific metric (the ratio denominator) chosen to calculate the ratio. c. Report the types of GHG emissions included in the intensity ratio: direct (Scope 1), energy indirect (Scope 2) and other indirect (Scope 3). d. Report gases included in the calculation. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at:</p> <p>https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
305-5	Principle 8: Environment Principle 9: Environment	SDGs 13, 14 and 15 – GHG emissions; Ocean acidification; Forest degradation	Reduction of GHG emissions	<ul style="list-style-type: none"> a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO₂ equivalent. b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCS, PFCs, SF₆, NF₃, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>
305-6	Principle 7: Environment Principle 8: Environment	SDGs 3, 12 and 13 – Air quality; Transport; GHG emissions	Emissions of ozone-depleting substances (ODS)	<ul style="list-style-type: none"> a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used. 	SNC-Lavalin does not produce, import or export any Ozone-depleting substances.
305-7	Principle 8: Environment	SDGs 3, 12, 13, 14 and 15 – Air quality; Transport; GHG emissions; Ocean acidification; Forest degradation	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	<ul style="list-style-type: none"> a. Significant air emissions, in kilograms or multiples, for each of the following: <ul style="list-style-type: none"> i. NO_x; ii. SO_x; iii. Persistent organic pollutants (POP); iv. Volatile organic compounds (VOC); v. Hazardous air pollutants (HAP); vi. Particulate matter (PM); vii. Other standard categories of air emissions identified in relevant regulations. b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used. 	<p>Direct and indirect emissions of NO₂ from heating and electricity usage in office buildings are presented in SNC-Lavalin's GHG emissions report to the CDP.</p> <p>Please see SNC-Lavalin's report to the Carbon Disclosure Project (CDP) at www.cdp.net.</p> <p>Our CDP Climate reports are also available on the Web page dedicated to CDP reports at: https://www.snclavalin.com/en/sustainability/sustainability-report#cdp-reports</p>



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Effluents and Waste					
306-1	Principle 8: Environment	SDGs 3, 6, 12 and 14 – Water quality; Sustainable water withdrawals; Water-related ecosystems and biodiversity; Water discharge to oceans	Water discharge by quality and destination	<ul style="list-style-type: none">a. Report the total volume of planned and unplanned water discharges by:<ul style="list-style-type: none">i. Destination;ii. Quality of the water including treatment method;iii. Whether it was reused by another organization.b. Report standards, methodologies, and assumptions used.	SNC-Lavalin's water discharges are mainly domestic water which is collected and treated by the municipalities where we operate. All SNC-Lavalin locations operate in accordance with local legislation. As for controlled project sites, measures are put in place to ensure surrounding watercourses are protected. Those measures include sedimentation basins, cofferdams, silt curtains and fences, leak proof concrete washout areas, etc. Such measures are implemented based on the relevant EIA reports and/or in compliance with local legislation.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
306-2	Principle 8: Environment	SDGs 3, 6 and 12 – spills; Waste; Water-related ecosystems and biodiversity	Waste by type and disposal method	<p>a. Total weight of hazardous waste, with a break-down by the following disposal methods where applicable:</p> <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) <p>b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable:</p> <ul style="list-style-type: none"> i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) <p>c. How the waste disposal method has been determined:</p> <ul style="list-style-type: none"> i. Disposed of directly by the organization, or otherwise directly con-firmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor 	<p>a. SNC-Lavalin does not compile a global register of hazardous waste and their treatment methods for project sites or offices. However, major project sites maintain such a register and are fully compliant with local legislation when it comes to the storage, management and disposal of hazardous and non-hazardous wastes.</p> <p>i. As part of SNC-Lavalin's nuclear business, one of our sites does have to store radioactive waste before decontamination or proper disposal and prepares a detailed report regarding waste management.</p> <p>ii. Low level radiological solid waste:</p> <ul style="list-style-type: none"> – Plastic/paper/etc. – Mixed metal – Metal in the form of large tools, which will be decontaminated on site and recycled by 3rd party) <p>iii. Low level radiological liquid waste:</p> <ul style="list-style-type: none"> – Water – Glycol/water mixed <p>Note that radiological waste currently stored at this facility was generated over years of operation. Radiological waste is collected until appropriate amount for disposal is reached.</p> <p>b. Not applicable for this facility.</p> <p>c. Solid waste with potential radiological contamination:</p> <p>i. The contaminated items would be decontaminated until they meet the unconditional free release criteria for public domain, the waste then can be disposed as any conventional waste,</p> <p>ii. If the waste items do not meet the unconditional free release criteria, they will be packaged and stored inside the SP3 facility in order for radioactivity to decay or to be transferred to an external CNSC licenced disposal facility.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
306-2 continued	Principle 8: Environment	SDGs 3, 6 and 12 – spills; Waste; Water-related ecosystems and biodiversity	Waste by type and disposal method		<ul style="list-style-type: none"> > Liquid waste with potential radiological contamination will be collected inside the designated water tanks at the facility. <ul style="list-style-type: none"> – Collected water will be analyzed for chemical and radiological components and will be disposed via sanitary sewer only if meets the requirements below: – The concentration of chemical components is below the limits defined by the regional by-law, and – The contribution of radioactive substances to be released within the year will remains below the facility Action Level for waterborne Derived Release Limit (DRL). <p>The wastewater will be transferred to an external CNSC licensed disposal facility if any of the conditions above are not met.</p> <ul style="list-style-type: none"> iv. External CNSC licensed disposal facilities/contractor will potentially use methods below, based on the level of radiological contaminations: <ul style="list-style-type: none"> – Decontaminating and recycling (mostly valid for metal waste) – Incineration – Evaporation (appropriate for some liquid waste) – Long term storage v. Current disposal contractors used at this facility are: <ul style="list-style-type: none"> – Hazardous conventional/non-radioactive waste: Clean Harbors – Other radioactive waste: Energy Solution, UniTech



	Other Standards Equivalency				
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
306-3	Principle 8: Environment	SDGs 3, 6, 12, 14 and 15 – spills	Significant spills	<div><div>a. Report the total number and total volume of recorded significant spills.</div><div>b. For spills that were reported in the organization's financial statements, report the additional following information for each such spill:<div><div>i. Location of spill;</div><div>ii. Volume of spill;</div><div>iii. Material of spill, categorized by:<div><div>> Oil spills (soil or water surfaces);</div><div>> Fuel spills (soil or water surfaces);</div><div>> Spills of wastes (soil or water surfaces);</div><div>> Spills of chemicals (mostly soil or water surfaces);</div><div>> Other (to be specified by the organization).</div></div></div></div></div><div>c. Report the impacts of significant spills.</div></div> <div>a. In 2020, there were no significant environmental incidents, i.e.: high potential incidents which caused significant environmental impact or notices of violation.</div> <div>b. No environmental release was reported in the organization's financial statement.</div> <div>c. No impacts to report.</div>	

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
306-4	Principle 8: Environment	SDGs 3 and 12 – spills; Waste	Transport of hazardous waste	<ul style="list-style-type: none"> a. Total weight for each of the following: <ul style="list-style-type: none"> i. Hazardous waste transported ii. Hazardous waste imported iii. Hazardous waste exported iv. Hazardous waste treated b. Percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used 	<p>The company does not export or ship hazardous waste internationally.</p> <p>Very small quantities of hazardous waste are generated in regular office operations (cleaning, maintenance and renovation works). Hazardous waste generated in these activities are transported and disposed of by licensed haulers.</p> <p>As part of SNC-Lavalin's nuclear business, one of our facilities had to transport 29 drums (for a total of approximately 6,000 liters) of low-level radioactive wastewater to Energy Solution for treatment and disposal in 2020. Those drums were collected and stored adequately over several years of operation, thus the quantity transported in 2020 is exceptionally high.</p> <p>Transportation of all radioactive material, whether is waste and not, is done according to regulation for radioactive material transportation (Class 7).</p> <p>Controlled project sites also generate some hazardous wastes which are managed as per legal requirements in the country of operation.</p>
306-5	Principle 8: Environment	SDGs 6 and 15 – Water-related ecosystems and biodiversity; Natural habitat degradation; Terrestrial and inland freshwater ecosystems	Water bodies affected by water discharges and/or runoff	<ul style="list-style-type: none"> a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: <ul style="list-style-type: none"> i. Size of the water body and related habitat; ii. Whether the water body and related habitat is designated as a nationally or internationally protected area; iii. The biodiversity value, such as total number of protected species. 	<ul style="list-style-type: none"> a. To the best of the company's knowledge, no water bodies or related habitats were significantly impacted by SNC-Lavalin's activities in 2020. SNC-Lavalin, via its Global Health, Safety and Environment Management System (GHSEMS) prohibits the release of untreated process water or wastewater into the environment at all the facilities it controls.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Environmental Compliance					
307-1		SDG 16 – Compliance with laws and regulations	Non-compliance with environmental laws and regulations	<ul style="list-style-type: none"> a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: <ul style="list-style-type: none"> i. Total monetary value of significant fines; ii. Total number of non-monetary sanctions; iii. Cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient. 	In 2020, no significant fine was imposed on SNC-Lavalin pertaining to environmental non-compliance.
Supplier Environmental Assessment					
308-1	Principle 8: Environment		New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> a. Report the percentage of new suppliers that were screened using environmental criteria. 	At the time being, SNC-Lavalin does not screen product suppliers using environmental criteria. That being said, on construction projects, the main "suppliers" are contractors. Contractors and sub-contractors are expected to abide by SNC-Lavalin's Global HSE Management System and clauses to that effect are included in all major contracts. When a project is audited against corporate management system compliance, contractors are also audited. In 2020, six such audits were conducted.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
308-2	Principle 8: Environment		Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> a. Report the number of suppliers subject to environmental impact assessments. b. Report the number of suppliers identified as having significant actual and potential negative environmental impacts. c. Report the significant actual and potential negative environmental impacts identified in the supply chain. d. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Report the percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why. 	As mentioned above, SNC-Lavalin does not screen product suppliers using environmental criteria.
Employment					
401-1	Principle 6: Labour	SDGs 5 and 8 – Gender equality; Employment; Youth employment	New employee hires and employee turnover	<ul style="list-style-type: none"> a. Report the total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Report the total number and rate of employee turnover during the reporting period, by age group, gender and region. 	<ul style="list-style-type: none"> a. In 2020, SNC-Lavalin hired 3,802 regular employees, representing about 10% of the total workforce. Among them, 2,732 (71.9%) were men and 1,070 (28.1%) were women. b. SNC-Lavalin considers this information to be business sensitive.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
401-2		SDG 8 – Earnings, wages and benefits	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:</p> <ul style="list-style-type: none"> i. Life insurance; ii. Health care; iii. Disability and invalidity coverage; iv. Parental leave; v. Retirement provision; vi. Stock ownership; vii. Others. <p>b. The definition used for 'significant locations of operation'.</p>	SNC-Lavalin does not aggregate this information at the corporate level as this varies regionally in accordance with legislation and business environment. It also has to be noted that the main differences are between regular and temporary employees rather than between full time and part time employees.
401-3	Principle 6: Labour	SDG 5 and 8 – Parental leave	Parental leave	<p>a. Report the total number of employees that were entitled to parental leave, by gender.</p> <p>b. Report the total number of employees that took parental leave, by gender.</p> <p>c. Report the total number of employees who returned to work after parental leave ended, by gender.</p> <p>d. Report the total number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender.</p> <p>e. Report the return to work and retention rates of employees who took parental leave, by gender.</p>	At the time being, SNC-Lavalin does not track the relevant metrics in order to make a disclosure on this topic.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Labour/Management Relations					
402-1	Principle 3: Labour	SDG 8 – Labor/management relations	Minimum notice periods regarding operational changes	<p>a. Report the minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them.</p> <p>b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.</p>	<p>a. Although various situations need to be analyzed on a case-by-case basis, SNC-Lavalin ensure to provide sufficient notice to employees prior to making operational changes.</p>
Occupational Health and Safety					
403-1		SDG 8 – Occupational health and safety	Occupational health and safety management system	<p>The reporting organization shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <p>a. A statement of whether an occupational health and safety management system has been implemented, including whether:</p> <p>i. The system has been implemented because of legal requirements and, if so, a list of the requirements;</p> <p>ii. The system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines.</p> <p>b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.</p>	<p>a. Back in 2018, SNC-Lavalin adopted an integrated Global Health, Safety and Environment Management System (GHSEMS). All our HSE processes are consolidated into one document referred to as the BlueBook. Updated annually, the BlueBook is consistent with the requirements of the ISO 14001:2015 environmental standard and ISO 45001:2018 occupational health and safety standard.</p> <p>b. The BlueBook is distributed across our organization and to clients and contractors to ensure everyone is working to the same standards and requirements. All SNC-Lavalin employees and controlled sites are covered by the GHSEMS. The GHSEMS oversees contractors HSE plans, programs and all related policies and procedures and takes precedence in case of conflict. The only exceptions are for workers at clients' facilities or at sites that are not controlled by SNC-Lavalin where HSE expectations are equivalent or exceed that of SNC-Lavalin, in which cases the client's or the partner's system is adhered to.</p> <p>The BlueBook is available online: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/blue-book_en.pdf</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
403-2		SDG 8 – Occupational health and safety	Hazard identification, risk assessment, and incident investigation	<p>The reporting organization shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <ul style="list-style-type: none"> a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: <ul style="list-style-type: none"> i. How the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. How the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system. 	<p>Please see the Section 8 "Health, Safety and Environment" on p.153 of the present report as well as the HSE Manual of the organization, available at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/blue-book_en.pdf</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
403-3		SDG 8 – Occupational health and safety	Occupational health services	<p>The reporting organization shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <p>a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.</p>	<p>Please see the Section 8 "Health, Safety and Environment" on p.153 of the present report as well as the HSE Manual of the organization, available at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/blue-book_en.pdf</p>
403-4		SDG 8 – Occupational health and safety	Worker participation, consultation, and communication on occupational health and safety	<p>a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers.</p> <p>b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.</p>	<p>a. The development, implementation, and evaluation of the occupational health and safety management system is under the responsibility of SNC-Lavalin Global HSE team, which compiles and validates the relevancy of all comments received from workers and other stakeholders.</p> <p>b. Joint Health and Safety Committees are formed at each SNC-Lavalin site. Local legislation must be referred to for specific guidance on membership requirements and committee responsibilities. There should always be balanced representation between management and workers on the committee to ensure that workers are engaged, consulted and their inputs are addressed in the decision-making process. Minutes for each meeting are kept. On Projects/ Operations where the size of the workforce or legislation does not require the establishment of such a committee, contractors and SNC-Lavalin communicate HSE related matters to its workforce in Toolbox meetings.</p>

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
403-5		SDG 8 – Occupational health and safety	Worker training on occupational health and safety	<p>The reporting organization shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <p>a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.</p>	<p>All SNC-Lavalin employees must follow an induction training upon being hired and when arriving to a new controlled work site. Contractors are also offered a work site specific induction-type training. Upon being hired all SNC-Lavalin employees must also follow a hand safety awareness training e-learning modules.</p> <p>The eight Critical Risk Control Protocols modules are also to be completed by every applicable SNC-Lavalin employee and by contractors who are on site for more than 30 days. Other specific trainings are given on site, depending on the tasks being performed. Finally, all visitors to any office must watch a 15-minute video summarizing the specific safety features and requirements of the location.</p>
403-6		SDG 8 – Occupational health and safety	Promotion of worker health	<p>The reporting organization shall report the following information for employees and for workers who are not employees but whose work and/or workplace is controlled by the organization:</p> <p>a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.</p> <p>b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.</p>	<p>Medical and healthcare services provided vary greatly from region to region and no consolidated portrait was available in 2020.</p>
403-7		SDG 8 – Occupational health and safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<p>The reporting organization shall report the following information:</p> <p>a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks.</p>	<p>SNC-Lavalin's HSE management approach is risk based, proactive, systematic and responsive to change. This is accomplished by having sites perform comprehensive risk assessments to ensure all hazards are identified, assessed, and evaluated to effectively eliminate and/or control risk levels. It consists of a three-level approach: The first level is the development of a comprehensive Risk Register to identify the significant risks and their control measures, the second level is the Job Hazard Analysis (JHA) which consists of a comprehensive hazard assessment process intended to standardize, safe and specific methods of work. JHAs shall be conducted in advance for work activities identified in the Risk register and finally the third level consists of the StepBack process which is a guided field-level assessment tool. It prompts SNC-Lavalin personnel and contractors to step back two meters and take two minutes to think critically about their working environment and to identify how they can get hurt and what they can do about it.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
403-8		SDG 8 – Occupational health and safety	Workers covered by an occupational health and safety management system	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: <ul style="list-style-type: none"> i. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used. 	<ul style="list-style-type: none"> a. SNC-Lavalin has implemented an integrated HSE system that is consistent with the requirements of the ISO 14001:2015 environmental standard and ISO 45001:2018 occupational health and safety standard. i. All SNC-Lavalin employees and all (100%) of contractors' employees working on SNC-Lavalin's controlled sites must apply the BlueBook (our HSE manual). In instances where the client's HSE requirements are more stringent than ours, the client's HSE management system takes precedence over that of SNC-Lavalin. Furthermore, on non-controlled sites the system of the partner which is responsible for HSE is implemented, provided it is at least equivalent to ours. ii. The number of employees linked to contractors present on SNC-Lavalin controlled sites changes regularly (sometimes, daily) in accordance with the project's advancement and the tasks being carried out. As such, SNC-Lavalin is not able to provide definitive numbers. However, all contractors present on controlled sites are internally audited. iii. Some sites/business units are certified (ISO 14001 and/or 45001). Such certifications are externally audited as part of the certification process. SNC-Lavalin does not however tally the number of sites targeted by such audits. b. No workers excluded. c. No further contextual information to disclose.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
403-9		SDG 3 and 8 – Occupational health and safety	Work-related injuries	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. For all employees: <i>i.</i> The number and rate of fatalities as a result of work-related injury; <i>ii.</i> The number and rate of high-consequence work-related injuries (excluding fatalities); <i>iii.</i> The number and rate of recordable work-related injuries; <i>iv.</i> The main types of work-related injury; <i>v.</i> The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: <i>i.</i> The number and rate of fatalities as a result of work-related injury; <i>ii.</i> The number and rate of high-consequence work-related injuries (excluding fatalities); <i>iii.</i> The number and rate of recordable work-related injuries; <i>iv.</i> The main types of work-related injury; <i>v.</i> The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: <i>i.</i> how these hazards have been determined; <i>ii.</i> which of these hazards have caused or contributed to high-consequence injuries during the reporting period; <i>iii.</i> actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used. 	<p>Please see the Section 8 "Health, Safety and Environment" on p.153 of the present report.</p> <p>Please note that the numbers presented are for both SNC-Lavalin's employees and contractors since SNC-Lavalin does not keep separate data.</p> <p>a. and b.:</p> <ul style="list-style-type: none"> <i>i.</i> SNC-Lavalin has zero fatalities since 2015. <i>ii.</i> SNC-Lavalin does not keep the number and rate of high consequence work-related injuries. However, SNC-Lavalin keep track of the lost time incident frequency. For 2020, the number of lost time incidents was 12 and the rate is 0.023 based on 200,000 worked hours. <i>iii.</i> For 2020, there were 40 recordable injuries, rate of 0.08. <i>iv.</i> In 2020, 40% of injuries were hand injuries. <i>v.</i> 105,653,147 worked hours in 2020. <p>c.:</p> <ul style="list-style-type: none"> <i>i.</i> As described in section 3.1 of the management system of our BlueBook, SNC-Lavalin controlled sites are required to identify all hazards in a risk register and in the Job Hazard Analysis (JHA) prior to commencing work. Then a field level risk assessment (StepBack) is conducted. <i>ii.</i> See a. and b. ii above. <i>iii.</i> SNC-Lavalin's Critical Risk Control Protocols (CRCPs) provide the controls deemed necessary to prevent fatalities, serious incidents and injuries arising from the most common hazards and associated risks encountered by SNC-Lavalin's activities. <i>d.</i> In addition to the above mentioned CRCPs, numerous standard operating procedures have been developed such as Traffic Control, Fire Prevention, Wildlife Safety and Working Alone Safety to name a few. Moreover, all injuries are assessed, and corrective actions are implemented as appropriate. <i>e.</i> Rates are calculated based on 200,000 hours worked. <i>f.</i> No workers have been excluded. <i>g.</i> As defined in our BlueBook, under Section 5.1 of the Management System and in the Indicators document.

Disclosure Number	Other Standards Equivalency		Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
	UNGC Principle	UN SDGs			
403-10		SDG 8 – Occupational health and safety	Work-related ill health	<p>The reporting organization shall report the following information:</p> <ul style="list-style-type: none"> a. For all employees: <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: <ul style="list-style-type: none"> i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: <ul style="list-style-type: none"> i. How these hazards have been determined; ii. Which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. Actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used. 	At the present moment, SNC-Lavalin does not compile statistics regarding the "ill health" of employees or contractors. The company has yet to evaluate whether this indicator is material to its business activity.



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Training and Education					
404-1	Principle 6: Labour	SDGs 4, 5 and 8 – Employee training and education; Gender equality	Average hours of training per year per employee	<p>a. Report the average hours of training that the organization's employees have undertaken during the reporting period, by:</p> <p>i. Gender;</p> <p>ii. Employee category.</p>	Please see the "SNC-Lavalin Academy" subsection on p.150 of this report.
404-2		SDG 8 – Employee training and education	Programs for upgrading employee skills and transition assistance programs	<p>a. Report on the type and scope of programs implemented and assistance provided to upgrade employee skills.</p> <p>b. Report on the transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.</p>	Please see the "SNC-Lavalin Academy" subsection on p.150 of this report.
404-3	Principle 6: Labour	SDGs 5 and 8 – Gender equality; Employee training and education	Percentage of employees receiving regular performance and career development reviews	<p>a. Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.</p>	In 2020, virtually all eligible employees received at least one review. Eligible employees include all Technicians, Professionals, Managers and Project Managers.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Diversity and Equal Opportunity					
405-1	Principle 6: Labour	SDGs 5 and 8 – Equal remuneration for women and men; Gender equality; Women in leadership; Diversity and equal opportunity	Diversity of governance bodies and employees	<p>a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:</p> <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). <p>b. Percentage of employees per employee category in each of the following diversity categories:</p> <ul style="list-style-type: none"> i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). 	<p>a. With respect to the composition of governance bodies, the company has always taken Board diversity into consideration, as it believes such diversity enriches Board discussions by providing a variety of expertise and perspectives, particularly for globally active companies such as SNC-Lavalin. The company is also convinced that diversity in all forms increases the efficiency and effectiveness of the Board and the Board committees. As of March 15th, 2021:</p> <ul style="list-style-type: none"> i. The Board of Directors of SNC-Lavalin was composed of eight men (representing 73% of members) and three women (27%). However, considering the nominations set forth in anticipation of the annual meeting of shareholders, the proportion of women on the Board of Directors should reach 30% after said meeting on May 14th, 2021. <p>As of December 31st, 2020, the company's Leadership Team was composed of 11 men (85%) and two women (15%), including the president and CEO.</p> <ul style="list-style-type: none"> ii. Board of Director age distribution was: Under 30 - 0%; 30-50 - 0%; over 50 - 100% iii. Leadership team age distribution: Under 30 - 0%; 30-50 - 23.1%; over 50 - 76.9% <p>b. Percentage of employees by professional category by December 31st, 2020:</p> <ul style="list-style-type: none"> i. Workforce by gender: In Senior Leadership positions: Male – 82%; Female – 18% In Managers & Senior Professional positions: Male – 81%; Female – 19% In All Regular employees: Male – 71.1%; Female – 28.9%* <p>* Based on voluntarily disclosed gender by employees. A minority of employees do not wish to disclose such information.</p> <ul style="list-style-type: none"> ii. Workforce by age: In Senior Leadership positions: Under 30 - 0%; 30-50 – 38.5%; over 50 – 61.5% In Managers & Senior Professional positions: Under 30 – 0.5%; 30-50 – 57.6%; over 50 – 42.0% In Regular employees*: Under 30 – 18.7%; 30-50 – 57.6%; over 50 – 23.7% <p>* At the time of data collection, SNC-Lavalin was missing the date of birth and age of a minority of employees due to either information coming from recently merged legacy systems or recently hired employee who had not completed their on-boarding forms yet.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
405-2	Principle 6: Labour	SDGs 5, 8 and 10 – Equal remuneration for women and men	Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> a. Report the ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. Report the definition used for 'significant locations of operation.' 	SNC-Lavalin considers this information as business sensitive and does not wish to publish it for the time being.
Non-Discrimination					
406-1	Principle 6: Labour	SDGs 5, 8 and 16 – Non-discrimination	Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> c. Report the total number of incidents of discrimination during the reporting period. d. Report the status of the incidents and the actions taken with reference to the following: <ul style="list-style-type: none"> i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans have been implemented and results reviewed through routine internal management review processes; iv. Incident no longer subject to action. 	Very few allegations of discrimination were brought to the attention of senior management. For those deemed to be founded, remedies have been implemented or are in the process of implementation. A formal reporting process has been developed to facilitate the reporting of incidents, including an integrity hotline operated by an independent third-party service provider.
Freedom of Association and Collective Bargaining					
407-1	Principle 3: Labour	SDG 8 – Freedom of association and collective bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of: <ul style="list-style-type: none"> i. Type of operation (such as manufacturing plant) and supplier; ii. Countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining. 	SNC-Lavalin is not aware of any instances where these rights may have been violated.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Child Labor					
408-1	Principle 5	SDG 8 – Abolition of child labour	Operations and suppliers at significant risk for incidents of child labour	<ul style="list-style-type: none"> a. Report operations and suppliers considered to have significant risk for incidents of: <ul style="list-style-type: none"> i. Child labour; ii. Young workers exposed to hazardous work. b. Report operations and suppliers considered to have significant risk for incidents of child labour either in terms of: <ul style="list-style-type: none"> i. Type of operation (such as manufacturing plant) and supplier; ii. Countries or geographical areas with operations and suppliers considered at risk. c. Report measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labour. 	Child labour is not permitted at SNC-Lavalin under any circumstances and represents a violation of our Code of conduct and Supplier code of conduct.
Forced or Compulsory Labor					
409-1	Principle 4: Labour	SDG 8 – Elimination of forced or compulsory labour	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<ul style="list-style-type: none"> a. Report operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of: <ul style="list-style-type: none"> i. Type of operation (such as manufacturing plant) and supplier; ii. Countries or geographical areas with operations and suppliers considered at risk. b. Report measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour. 	a. Forced and compulsory labour is a violation of SNC-Lavalin's Code of conduct and Supplier code of conduct. SNC-Lavalin has a zero-tolerance policy pertaining to forced and compulsory labour within its offices and on project sites under its responsibility.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Security Practices					
410-1	Principle 1: Human Rights Aspect Security Practices	SDG 16 – Security	Security personnel trained in human rights policies or procedures	<ul style="list-style-type: none"> a. Report the percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security. b. Report whether training requirements also apply to third party organizations providing security personnel. 	<p>SNC Lavalin Global Security continues to work towards meeting the Voluntary Principle on Security and Human Rights (VPSHR) standards.</p> <p>To this end, we have reviewed our global security guard contract to ensure that we include a compliance requirement to the VPSHR.</p>
Rights of Indigenous Peoples					
411-1	Principle 1: Human Rights Aspect Indigenous Rights	SDG 2 – Indigenous rights	Incidents of violations involving rights of Indigenous Peoples	<ul style="list-style-type: none"> a. Report the total number of identified incidents of violations involving the rights of Indigenous Peoples during the reporting period. b. Report the status of the incidents and actions taken with reference to: <ul style="list-style-type: none"> i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans have been implemented and results reviewed through routine internal management review processes; iv. Incident no longer subject to action. 	<p>To the knowledge of the company, there were no identified incidents in relation to violations of the rights of Indigenous Peoples in 2020.</p>
Human Rights Assessment					
412-1	Principle 1: Human Rights Aspect Assessment		Operations that have been subject to human rights reviews or impact assessments	<ul style="list-style-type: none"> a. Report the total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country. 	<p>Please refer to the "Integrity" section on p.106 of the present report.</p>
412-2	Principle 1: Human Rights Aspect Investment		Employee training on human rights policies or procedures	<ul style="list-style-type: none"> a. Report the total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations. b. Report the percentage of employees in the reporting period trained in human rights policies or procedures concerning aspects of human rights that are relevant to operations 	<p>Please refer to the "Integrity" section on p.106 of the present report.</p>



Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
412-3	Principle 2: Human Rights Aspect Investment		Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<div><div>a.</div><div>Report the total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.</div></div> <div><div>b.</div><div>Report the definition of 'significant investment agreements' used by the organization.</div></div>	All SNC-Lavalin's suppliers must abide by our Supplier Code of Conduct (available at: https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/policy/supplier-code-conduct-en.pdf) which includes a chapter on Human Rights and states that "Suppliers must always: Avoid engaging in activities that encourage human rights abuses, modern slavery, human trafficking, child labor, bonded labor or forced labor, regardless of local legislation and customs". In 2020, 553 compliance due diligence evaluations were completed. For more information on integrity expectations bestowed on suppliers, please see the "Business Partner Compliance Due Diligence" subsection on p.118 of the current report as well as our Web page dedicated to Integrity at: https://www.snclavalin.com/en/about/integrity .

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Local Communities					
413-1	Principle 1: Human Rights Aspect: Local Communities		Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: <ul style="list-style-type: none"> i. Social impact assessments, including gender impact assessments, based on participatory processes; ii. Environmental impact assessments and ongoing monitoring; iii. Public disclosure of results of environmental and social impact assessments; iv. Local community development programs based on local communities' needs; v. Stakeholder engagement plans based on stakeholder mapping; vi. Broad based local community consultation committees and processes that include vulnerable groups; vii. Works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. Formal local community grievance processes. 	<p>Please see the "Economic Impact" subsection of this report starting on p.170.</p> <p>It has to be noted that SNC-Lavalin does not carry significant permanent "operations" other than its office activities. All project sites are, by definition, temporary and their location is determined by clients. In general, SNC-Lavalin is not responsible for community relations for the duration of the project. Regardless of our responsibilities we support our clients to create positive relationships with communities and local stakeholders and we have the capacity to complete social and environmental impact assessments as required by clients (please see our service offering at: https://www.snclavalin.com/en/markets-and-services/markets/environment-and-geoscience#mod2)</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
413-2	Principle 1: Human Rights Aspect: Local Communities	SDGs 1 and 2 – Access to land	Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> a. Report operations with significant actual and potential negative impacts on local communities, including: <ul style="list-style-type: none"> i. The location of the operations; ii. The significant actual and potential negative impacts of operations. 	Not material. SNC-Lavalin is mainly an engineering company. As such, activities are either temporary (project sites) or office-based. When project sites are located close to densely populated or urban areas, SNC-Lavalin complies with all legislation and regulations relating to noise, traffic, dust, light, work hours, etc. Grievance mechanisms are in place to find solutions in the rare cases where local population are inconvenienced by the work carried by our teams.
Supplier Social Assessment					
414-1	Principle 2: Human Rights Aspect Supplier Human Rights Assessment	SDGs 5, 8 and 16 – Workplace violence and harassment; Labour practices in the supply chain	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> a. Percentage of new suppliers that were screened using social criteria. 	Please refer to the "Integrity" section on p.106 of the present report.
414-2	Principle 2: Human Rights Aspect Supplier Human Rights Assessment	SDGs 5, 8 and 16 – Workplace violence and harassment; Labour practices in the supply chain	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> a. Number of suppliers assessed for social impacts. b. Number of suppliers identified as having significant actual and potential negative social impacts. c. Significant actual and potential negative social impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why. 	Please refer to the "Integrity" section on p.106 of the present report.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Public Policy					
415-1	Principle 10: Anti-corruption	SDG 16 – Anti-corruption	Political contributions	<p>a. Report the total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.</p> <p>b. Report how the monetary value of in-kind contributions was estimated, if applicable.</p>	<p>As stated in our Code of Conduct (https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/documents/policies/1003_en.pdf), Compliance Policy (https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/documents/policies/compliance.pdf) and Lobbying report (https://www.snclavalin.com/~media/Files/S/SNC-Lavalin/download-centre/en/report/lobbying-and-political-activities-2019-EN.pdf), political contributions on behalf of SNC-Lavalin, whether at the federal, provincial/state or local level, in Canada or abroad, are prohibited, even in jurisdictions where it is permitted by law.</p> <p>All SNC-Lavalin personnel, including members of the Board, the CEO, members of the Executive Committee, members of the Senior Management Team, employees, consultants and loaned personnel, are forbidden from making political contributions on behalf of the company, or to use their position to solicit them for the benefit of any political party or candidate in any country. There is no exception to this policy.</p> <p>Separately, as authorized by the SNC-Lavalin Board and in accordance with relevant U.S. federal and state election laws, Atkins North America makes corporate donations in support of state and local ballot initiatives for infrastructure development and maintenance. These measures are non-partisan in nature and directly approved by the electorate.</p>
Customer Health and Safety					
416-1			Assessment of the health and safety impacts of product and service categories	<p>a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.</p>	<p>Safety in design is considered by our teams for all SNC-Lavalin engineering projects. A Standard Operational Procedure was adopted in early 2018. This procedure outlines the methodology used to minimize occupational hazards during the design process, with an emphasis on optimizing HSE throughout the life cycle of materials and processes. Safety in design elements are also part of our Corporate HSE audit tool.</p>

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
416-2		SDG 16 – Compliance with laws and regulations	Incidents of non-compliance concerning the health and safety impacts of products and services	<p>a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by:</p> <ul style="list-style-type: none"> i. Incidents of non-compliance with regulations resulting in a fine or penalty; ii. Incidents of non-compliance with regulations resulting in a warning; iii. Incidents of non-compliance with voluntary codes. <p>b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.</p>	No incidents of non-compliance concerning the health and safety impacts of products and services to report.
Marketing and Labeling					
417-1		SDGs 12 and 16 – Product and service information and labelling; Compliance with laws and regulations	Requirements for product and service information and labelling	<p>a. Whether each of the following types of information is required by the organization's procedures or product and service information and labelling:</p> <ul style="list-style-type: none"> i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). <p>b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.</p>	Not material. SNC-Lavalin is mainly an engineering company. As such, we do not deliver "products" to clients, but services. However, SNC-Lavalin does fill specific CDP or GHG emission reports for clients who request it.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
417-2		SDG 16 – Compliance with laws and regulations	Incidents of non-compliance concerning product and service information and labelling	<ul style="list-style-type: none"> a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling, by: <ul style="list-style-type: none"> i. Incidents of non-compliance with regulations resulting in a fine or penalty; ii. Incidents of non-compliance with regulations resulting in a warning; iii. Incidents of non-compliance with voluntary codes b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient. 	No incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling to report. This criterion is not particularly relevant for a primarily engineering services company with extremely limited exposure to consumer retail activities.
417-3			Incidents of non-compliance concerning marketing communications	<ul style="list-style-type: none"> a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by: <ul style="list-style-type: none"> i. Incidents of non-compliance with regulations resulting in a fine or penalty; ii. Incidents of non-compliance with regulations resulting in a warning; iii. Incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient. 	No incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications to report.

Other Standards Equivalency					
Disclosure Number	UNGC Principle	UN SDGs	Disclosure Title	Reporting Requirements	SNC-Lavalin's 2020 Disclosure
Customer Privacy					
418-1		SDG 16 – Compliance with laws and regulations; Protection of privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> a. Report the total number of substantiated complaints received concerning breaches of customer privacy, categorized by: <ul style="list-style-type: none"> i. Complaints received from outside parties and substantiated by the organization; ii. Complaints from regulatory bodies. b. Report the total number of identified leaks, thefts or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient. 	<ul style="list-style-type: none"> a. No complaints were received in 2020. b. To the knowledge of SNC-Lavalin, no customer data was lost or stolen in 2020. SNC-Lavalin ensure the protection of confidential information, particularly clients' intellectual property and employees' personal information. The Company has put in place a number of programs and actively monitors our infrastructures and assets to identify and correct weaknesses.
Socioeconomic Compliance					
419-1		SDG 16 – Compliance with laws and regulations	Non-compliance with laws and regulations in the social and economic area	<ul style="list-style-type: none"> a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of: <ul style="list-style-type: none"> i. Total monetary value of significant fines; ii. Total number of non-monetary sanctions; iii. Brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient. c. The context against which significant fines and non-monetary sanctions were incurred. 	<p>No significant fines or non-monetary sanctions were imposed on SNC-Lavalin for non-compliance with laws and/or regulations in the social and economic area in 2020.</p> <p>Further information is available in Note 33 "CONTINGENT LIABILITIES" to the 2020 audited annual consolidated financial statements (p.91 of the 2020 Annual Report).</p>

B / EXTERNAL VERIFICATION STATEMENT



Independent practitioner's assurance report

To the Management of SNC-Lavalin

Scope

We have been engaged by SNC-Lavalin to perform a 'limited assurance engagement' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on select performance indicators contained in SNC-Lavalin's 2020 Sustainability Report (the "Report"). The scope of our engagement, as agreed with management, included the following performance indicators:

- ▶ Total Environmental Incident Frequency (TEIF)
- ▶ Number of corporate audits completed to verify controlled sites' practices against SNC-Lavalin's Global HSE Management System requirements
- ▶ Percentage of individuals within the organization's governance bodies (Board of Directors and Leadership teams) in each of the following diversity categories Gender, Age group.
- ▶ Percentage of employees per employee category (Senior Leadership positions, Managers & Senior Professional positions) in each of the following diversity categories: Gender, Age group
- ▶ Total recordable incident frequency (TRIF)
- ▶ Lost Time incident frequency (LTIF)
- ▶ Perfect days
- ▶ Total number of approved Business Partners Compliance Due Diligences by region
- ▶ Scope 1 Greenhouse Gas ("GHG") emissions
- ▶ Scope 2 GHG emissions
- ▶ Scope 3 Category 6 (Business Travel) GHG emissions
- ▶ Scope 3 Category 8 (Upstream Leased Assets) GHG emissions

The above selected performance indicators are collectively referred to herein as (the "Subject Matters") and are further described in the accompanying Schedule.

Other than as described in the preceding paragraphs, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in, or linked from, the Report and accordingly, we do not express a conclusion on this information.



Criteria applied by SNC-Lavalin

In preparing the Subject Matters, SNC-Lavalin applied relevant guidance contained within the Global Reporting Initiative ("GRI") Sustainability Reporting Standards ("Criteria 1"), the GHG Protocol Corporate Accounting and Reporting Standard ("Criteria 2") issued by the World Business Council for Sustainable Development and the World Resources Institute and internally developed criteria ("Criteria 3") as described in the Report.

Criteria 1, Criteria 2 and Criteria 3 are collectively referred to herein as (the "Criteria").

SNC-Lavalin's responsibilities

SNC-Lavalin's management is responsible for selecting the Criteria, and for presenting the Subject Matters in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matters, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matters in the Report, based on the procedures we have performed and the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ("ISAE 3000-Revised") and the International Standard on Assurance Engagements 3410: Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"). These standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality control

We have complied with the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and have the required competencies and experience to conduct this assurance engagement.

We apply *Canadian Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*,



and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making inquiries, primarily of persons responsible for preparing the Subject Matters and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- ▶ Inquiries of a selection of management to gain an understanding of SNC-Lavalin's processes, policies and controls in place related to the Subject Matters;
- ▶ Inquiries of relevant staff who are responsible for the Subject Matters including, where relevant, observing and inspecting systems and processes for data aggregation and reporting;
- ▶ Evaluating the accuracy of calculations performed, on a sample basis, through analytical procedures and limited reperformance; and
- ▶ Evaluating the presentation of Subject Matters in the Report.

We also performed such other procedures as we considered necessary in the circumstances.

Inherent limitations

Non-financial information, such as the Subject Matters, is subject to more inherent limitations than financial information, given the more qualitative characteristics of the Subject Matters and the methods used for determining such information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable evaluation techniques which can result in materially different evaluation and can impact comparability between entities and over time.



Conclusion

Based on our procedures and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matters for the year ended December 31, 2020 are not prepared, in all material respects, in accordance with the Criteria.

Use of our report

Our limited assurance report is provided solely to SNC-Lavalin in accordance with the terms of our engagement and is not intended to be and should not be used for any other purpose.

Ernst & Young LLP

Montreal, Canada
September 17, 2021

¹ CPA auditor, CA, public accountancy permit no. A118785

Schedule

Our limited assurance engagement was performed on the following Subject Matters:

Subject Matter or Performance Indicator	Reported Value
Total Environmental Incident Frequency (TEIF)	0.15
Number of corporate audits completed to verify controlled sites' practices against SNC-Lavalin's Global HSE Management System requirements	6
Percentage of individuals within the organization's governance bodies (Board of Directors and Leadership teams) in each of the following diversity categories: Gender; Age group.	Board: M- 73% ; F- 27% Leadership Team: M- 85% ; F- 15% Board: <30- 0% ; 30-50- 0% ; >50- 100% Leadership Team: <30- 0% ; 30-50- 23% ; >50- 77%
Percentage of employees per employee category (Senior Leadership positions, Managers & Senior Professional positions) in each of the following diversity categories: Gender, Age group.	Senior Leadership: M- 82% ; F- 18% Managers & Senior Professionals: M- 81% ; F- 19% Senior Leadership: <30- 0% ; 30-50- 38.5% ; >50- 61.5% Managers & Senior Professionals: <30- 0.5% ; 30-50- 57.6% ; >50- 42%
Total recordable incident frequency (TRIF)	0.08
Lost Time Incident Frequency (LTIF)	0.023
Perfect days	185
Total number of approved Business Partners Compliance Due Diligences by region	Total: 551 By Region: Canada & US- 183 ; Latin America- 50 ; Europe- 117 ; Africa Northern- 21 ; Africa Southern- 15 ; Middle East & India- 78 ; Asia Pacific- 87
Scope 1 GHG emissions (in t CO2e)	44,940
Scope 2 GHG emissions (in t CO2e)	5,101
Scope 3 Category 6 (Business Travel) GHG emissions (in t CO2e)	12,752
Scope 3 Category 8 (Upstream Leased Assets) GHG emissions (in t CO2e)	20,507

For questions around sustainability or how
we can help your business, please contact:

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www.snclavalin.com/en/sustainability



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