

Summary of our 2023 Environmental,  
Social and Governance Performance

# PERSPECTIVE

## Perspective: sustainability at the forefront

*Perspective* is more than a vision: it's our roadmap for improving how we do things, for taking real actions and paving the way for improving the construction industry by sharing solutions with all those who, like us, wish to build an engaged, inclusive and innovative community. Together, we're forging a future equal to our ambitions.

Regularly announcing our ESG performance is a way to help accelerate our industry's transition toward more sustainable practices, as recognized by our partners, the Caisse de dépôt et placement du Québec and major public clients.

We draw on the recognized standards organizations SASB<sup>1</sup>, GRI<sup>2</sup> and TCFD<sup>3</sup> to retain the elements that will best inform our stakeholders on the ESG risks and opportunities specific to a business like ours.

To prioritize the development and deployment of the concrete actions needed to attain our goals, we will produce a complete report every two years. This report is a summary of our performance in 2023.

To consult our previous reports, [click here](#).

### **A strategy in line with SDGs**

The United Nations' 17 Sustainable Development Goals (SDGs) are a universal action plan that aims to ensure the well-being of people and the planet are central concerns. Through our actions, we contribute to the SDGs 3, 9, 10, 11, 12, 13 and 17.

<sup>1</sup> The SASB standards organization identifies, by industry and activity sector, the risks and opportunities related to sustainable development that are most likely to affect a company's financial situation. It advocates the use of metrics to support investment decisions by ensuring data comparability.

<sup>2</sup> The GRI is an internationally recognized benchmark that provides standards that companies can use to support their voluntary disclosure of non-financial information. The standards retained aim to communicate topics that were deemed important during prior consultations with the company's various stakeholders.

<sup>3</sup> The recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD) guide companies towards better management and transparency regarding climate-related risks and opportunities.

# Message from senior management



Since its creation, nearly 60 years ago, the Pomerleau family has grown the company in remarkable fashion, with integrity and vision.

Today, my large team and I are devoted to preserving this unique heritage and its entrepreneurial values as we write the next chapter of its history. We will take on the increasingly complex challenges faced by the construction industry so that we can develop it responsibly.

## Entrepreneur of change

Integrating principles of environmental protection, social engagement and sound governance (ESG) into all of our practices is key to contributing, in collaboration with our clients, partners and investors, to moving the industry in the right direction.

People figure prominently in *Perspective*, our ESG roadmap launched in 2022. We focus on health, safety, equity, diversity and inclusion, as well as on the fulfillment and quality of life of the members of the communities where we work.

In this sense, ensuring safety on our sites is our constant concern and in 2023, we formally added this priority to our ESG roadmap. There are now seven key priorities guiding our actions.

The benefits are already tangible, as you'll see in the following pages. We intend to maintain this momentum to reach our ambitious targets.

We support the federal government's actions to help Canada transition to a low-carbon economy and a place where quality of life continues to improve. For example, in 2023, we announced our participation in the Net-Zero Challenge, which encourages companies to reduce their emissions and achieve net-zero by 2050. We're also working to advance reconciliation with Indigenous peoples.

Through our collaboration with clients, we're also proudly working for the sustainable transformation of the country by constructing affordable housing, public transit, mass timber buildings and battery industry infrastructure.

## A shared objective

Through our ESG ambitions and actions, we can better respond to the expectations not only of our clients, investors and partners, but of our people.

With clear ESG targets that are regularly measured, we're able to stay the course and mobilize all the members of our organization. Our last internal survey revealed that 92% of our people recognize the importance of our ESG strategy.

To this end, we have asked our people to define and commit to pursuing at least one objective that will advance one or more of our ESG targets in 2024. This objective will be taken into account in their performance evaluations.

This is how we encourage the action and accountability of our teams, while promoting the emergence of creative ideas and concrete gestures.

Our engagement strengthens our attractiveness, as evidenced by our ranking among Canada's Greenest Employers and the Top 100 Employers for Young People in Canada, as well as among Canada's Top 100 Employers for the fifth consecutive year.

## Collective success

The great progress we have made is due, first and foremost, to our employees and also to our clients, partners and shareholders, including the CDPQ and Board of Directors.

We sincerely thank you for working alongside us to shape a collective future and contribute to building a safer, more sustainable, more diverse and inclusive world.

A handwritten signature in blue ink, appearing to read 'P. Adam', written over a faint, stylized blue logo or graphic element.

Philippe Adam  
President and Chief Executive Officer

# A snapshot in numbers

**462**

health and safety training sessions for our trade partners' management teams

**70%**

of our revenues are generated by our sustainable projects

**\$1.69 M**

in support to communities

**72**

research and development initiatives currently underway

**89**

managers participated in experiential coaching sessions on equity, diversity and inclusion

**76%**

of our residual materials are diverted from landfill

**12**

active projects carried out in collaboration with First Nations

**50%**

of the independent members of the Board of Directors are women

Promenade Samuel-De Champlain, Quebec City | Quebec

# Health and safety

Working together  
to protect people,  
without compromise



Ultium Cam Plant (battery industry) | Quebec

# Working together to protect people, without compromise

The health and safety of our people, our clients, our partners and the general public is an integral part of our culture. We rely, above all, on a combination of prevention, awareness, training and information-sharing.

This concern for occupational health and safety (OHS) must be one shared by every person on our worksites and in our offices.

In 2023, for example, we brought together 1,050 members of our worksite and project teams from across Canada for a day devoted to the environment, quality and OHS across our activities.

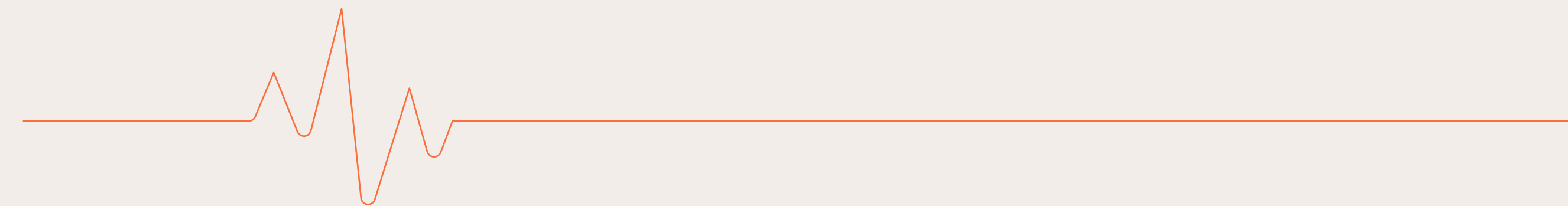
We also pursued training sessions for our trade partners' management teams, increasing from 169 sessions in 2022 to 462 sessions in 2023.

Considering our contribution rate to various OHS provincial organizations calculated based on the risk of accidents and their cost for every \$100 of insurable payroll, we maintained a stronger performance than the industry average nationwide.

The serious injury and fatality rate, calculated per 200,000 hours worked by our teams and those of our trade partners, was 0.09, with no fatalities. This indicator will serve as the reference for future performance.

In 2024, we plan to deploy our *Builder* training program to promote our OHS management tools among our site managers, and measure their teams' engagement rate by conducting a survey that will address physical and psychological health, a subject that is still taboo in the industry.

→ Our health and safety performance is detailed in the [appendix](#).



**The health and safety of our people, our clients, our partners and the general public is an integral part of our culture.**

# Our action plan for health and safety

Our action plan	Target	Status	Achievements in 2023	Next steps
<b>Strengthen our health and safety culture</b>				
Deploy our <i>Builder</i> training program.	2025	New target	<p>Analysis of training needs.</p> <p>Organization of program content to promote our OHS management tools among site managers.</p>	Finalize the training content and offer it to a first cohort in fall 2024.
Conduct a health and safety engagement survey among worksite teams.	2025	New target	Project kick-off to measure engagement and to obtain feedback on how to improve worksite health, safety and well-being.	<p>Design and conduct the survey.</p> <p>Analyze the results and prepare an action plan.</p>
<b>Reduce and control risks to protect people</b>				
Obtain ISO 45001:2018 Occupational health and safety management systems certification across our activities.	2026	New target	<p>Analysis of discrepancies between our current OHS management system and the requirements of the ISO 45001:2018 standard.</p> <p>Obtention of the Certificate of Recognition (COR) from the Canadian Federation of Construction Safety Associations (CFCSA) for our activities in Quebec.</p> <p>Maintenance of the COR for our activities outside Quebec.</p>	Conduct an external audit with the goal of obtaining ISO 45001:2018 certification.
Define and implement new personal protective equipment requirements.	2024	New target	<p>Introduction of a policy for mandatory use of gloves on the worksite.</p> <p>Selection of a state-of-the-art protective helmet featuring good ventilation, protection against lateral impacts and an RFID chip providing access to the individual's medical file.</p>	Equip all worksite teams with new protective helmets.
Reduce by 25% the rate of serious injuries and fatalities, using 2023 as the reference year.	2024	New target	<p>Participation in the Construction Safety Research Alliance (CSRA) and the Canadian Construction Safety Council to increase our knowledge and strengthen our prevention culture in order to minimize serious injuries and fatalities.</p> <p>Harmonization of our accident classification with that of the CSRA and communication of this to all our people.</p> <p>Introduction of a comprehensive process to investigate events that did or could have caused serious injuries or fatalities.</p>	Raise the awareness of our site teams with the goal of reducing risks and controlling the causes of high potential accidents.

# Equity, diversity and inclusion

Foster business growth by uplifting our people



Samia Tabarah, Regional Manager - Environnement  
Romain Brutus, Site Health and Safety Coordinator



# Foster business growth by uplifting our people

We invite each team member to show openness. That’s how we’ll be able to offer everyone equal opportunities to fulfill their potential, to ensure that all our teams and stakeholders feel represented in the way we do things, and to cultivate even more fertile ground for collaboration, innovation and growth.

The year 2023 marked an important step in our equity, diversity and inclusion (EDI) process: the establishment of an advisory committee. Comprised of 14 members from across the country and two co-chairs, its role is to promote and facilitate the implementation of EDI initiatives. It regularly reports on its progress to the Executive Committee and the Board of Directors’ Talent, Culture and Leadership Committee.

We’re also focusing on supporting our managers. In the last year, 89 participated in 1,068 hours of training and coaching to learn more about EDI and to identify the differences and similarities, as well as the existing dynamics of inclusion and exclusion in their teams.

Our work environment is increasingly diverse and is gradually starting to reflect Canada’s profile. The number of women in the company is increasing,

representing 32% of our talents in 2023, compared with 30% the previous year. The percentage of managers who are women remained stable at 14% for the second year running<sup>4</sup>.

→ Our equity, diversity and inclusion performance is detailed in the [appendix](#).



**Our work environment is increasingly diverse and is gradually starting to reflect Canada’s profile.**

<sup>4</sup> Our EDI performance takes into account the number of people remunerated on an annual basis, that is, employees in administrative services and superintendents. The total number is 2,137. Detailed data on the percentage of managers who are women can be found in the appendix

# Our action plan in equity, diversity and inclusion

Our action plan	Target	Status	Achievements in 2023	Next steps
Integrate the reflex of equity, diversity and inclusion in all of our practices and processes				
Create an EDI advisory committee to implement initiatives and formulate recommendations.	2023	<b>Achieved</b>	Creation of the committee and launch of its activities.	Define the committee's governance method and train its members. Develop and deploy the committee's initiatives.
Hire a resource specialized in EDI.	2025	New target	Support from an external consulting firm.	Hire a resource responsible for our EDI roadmap.
Deploy our training and support plan to raise our managers' awareness about EDI.	2024	On schedule	Deployment of experiential coaching sessions to 39% of our managers.	Pursue the deployment of experiential coaching sessions for the rest of the managers. Create and launch general training for non-managerial employees.
Complete the review of our key processes in talent management to better integrate EDI into the way we do things.	2025	Postponed	Target postponed to allow in-depth analysis and review of key processes. Beginning of the review of the various key processes in the employee journey. Gathering more information on our employees' profile and on practices that foster EDI among the most commonly marginalized groups.	Continue to review the key processes in the employee journey.

# Climate change



Assess the value of a project based on its carbon footprint



Eco-efficient student residence University of Toronto, Scarborough | Ontario

# Assess the value of a project based on its carbon footprint

Our science-based plan seeks to significantly reduce our own greenhouse gas (GHG) emissions and transform our value chain.

Determined to lead the transition toward a low-carbon economy, we joined the Canadian government's Net-Zero Challenge in 2023.

We have increased collaborations within the industry to accelerate the decarbonization of the built environment. Among other things, we contributed to the *Rénover et bâtir mieux* report by the Montreal Climate Partnership's Building working group. We also joined the Conseil québécois des entreprises en efficacité énergétique to sign the *Manifeste sur la décarbonation des bâtiments du Québec*.

In 2023, our Scope 1 and 2 emissions amounted to 44,523 t CO<sub>2</sub> eq, that is, 1,483 t CO<sub>2</sub> eq more than in 2022. However, the intensity of our emissions based on our revenues remained stable, at 13.88 t CO<sub>2</sub> eq per \$ million in 2022, and 13.98 t CO<sub>2</sub> eq per \$ million in 2023. The emission of approximately 500 t CO<sub>2</sub> eq was avoided through the deployment on worksites of a first reduction initiative aiming to optimize temporary heating using intelligent units.

Furthermore, 70% of our revenues<sup>5</sup> were generated by our sustainable projects, namely those designed sustainably and those contributing to climate change mitigation.<sup>6</sup> Among our building projects, 52% seek a sustainable certification. For example, Haleco (Montreal, Quebec), a residential project aiming for LEED

Platinum certification has proven that it's possible to construct a highly energy-efficient, zero-carbon building, while creating a diverse community of residents.

Among our projects underway or in the proposal stage, 33 seek to reduce their carbon footprint either through their design or during the execution of the work. For example, we are pushing forward the capabilities of mass timber for the construction of a 12-story tower at the University of Toronto. We also continue to offer our clients our Life Cycle Analysis service and have added the Green Site Program to reduce and account for GHG emissions during construction.

→ Our Climate change performance is detailed in the [appendix](#).



**Determined to lead the transition toward a low-carbon economy, we joined the Canadian government's Net-Zero Challenge in 2023.**

<sup>5</sup> Excluding those of our major projects carried out in joint venture.

<sup>6</sup> Our sustainably designed projects are those aiming for sustainable certification or using low-carbon materials, such as mass timber and low carbon concrete, while our projects contributing to climate change mitigation, as defined by the Intergovernmental Panel on Climate Change (IPCC), are those that will reduce greenhouse gas sources or enhance greenhouse gas sinks. They include, among others, public transport, renewable energy and battery industry projects.

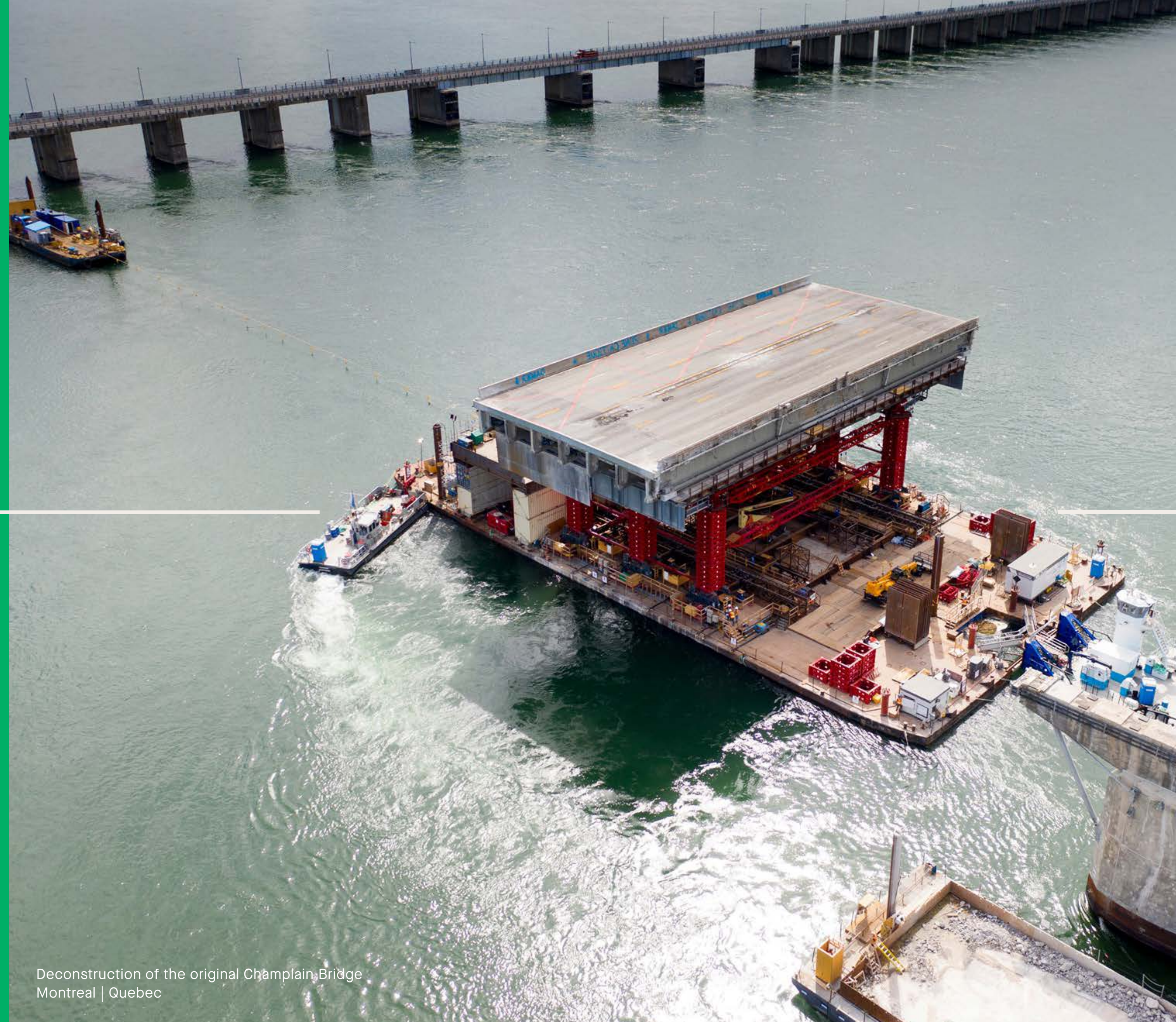
# Our action plan for climate change

Our action plan	Target	Status	Achievements in 2023	Next steps
<b>Reduce our GHG emissions by decarbonizing our operations</b>				
Reduce our Scope 1, 2 and 3 GHG emissions to reach net-zero emissions.	2050	New target	Commitment to the federal government’s Net-Zero Challenge and announcement of our net-zero emission goal by 2050.	Develop our decarbonization plan and set a reduction target to reach net-zero emissions. Conduct an inventory of our Scope 3 emissions.
Reduce our Scope 1 and Scope 2 GHG emissions by 40%, using 2021 as the year of reference.	2030	On schedule	Deployment of smart temporary heating units on 17 building sites. Enrolment of 55 employees in our Go Electric Program, a financial incentive to promote sustainable employee mobility and facilitate the acquisition of an electric or hybrid vehicle.	Use temporary smart heating units on most of our building projects. Evaluate the potential of biofuels to reduce emissions generated by our equipment on our worksites.
Electrify at least 75% of our worksite vehicles.	2027	Postponed	Ongoing commitment to our vehicle electrification target but postponed for 2 years—2025 to 2027—due to our partner manufacturer’s delay in delivering vehicles.	Review our electrification plan. In 2024, deploy the first vehicles and install mobile and fixed charging stations on our sites and at our offices.
<b>Enable our clients and partners to transition to a low-carbon economy</b>				
Increase by 30% the number of building projects seeking sustainable certification, compared with 2021 levels.	2030	On schedule	Collaboration with our clients and our partners to promote the construction and renovation of sustainable, low-carbon emission buildings. Implementation of criteria to enhance the ESG performance of future projects and investments, including the obtention of sustainable certifications.	Promote sustainable certifications and solutions among our clients.
Annually assess 100% of emissions generated by our strategic partners. <sup>7</sup>	2024	On schedule	Identification of Scope 3 emissions categories relevant to our activities.	Account for emissions generated by our strategic suppliers in accordance with Category 1—purchased goods and services—based on the GHG Protocol, on an annual basis. Refine our calculation methods to specify the emissions generated by this category.

<sup>7</sup> Our strategic suppliers are those who supply the goods, services and materials that generate most of our Scope 3 emissions in Category 1—purchased goods and services — of the GHG Protocol, and those who are essential to our construction activities.

# Circular economy

Maximize the lifespan  
of goods  
and materials



Deconstruction of the original Champlain Bridge  
Montreal | Quebec

# Maximize the lifespan of goods and materials

We're working to reduce the environmental footprint of our worksites by optimizing the use of resources based on a circular approach.

Our plan for the circularity of goods and materials prioritizes reducing the consumption of resources, protecting the ecosystems that generate them, and reusing, recycling, and recovering already existing materials.

For example, the deconstruction of the original Champlain Bridge (Montreal, Quebec) stands out both for the quantity of residual materials generated and the quantity recovered. In 2023, this project alone generated 86,355 tons of residual materials, 99.7% of which were recovered to produce, among other things, recycled concrete aggregate and steel for the construction of new infrastructure, as well as wood fibres for industries that require this material.

Aside from this deconstruction, our projects generated close to 60,000 tons of residual materials in 2023. This increase of more than 16,000 tons is due, in particular, to the fact that we were responsible for managing residual materials on an additional 30 projects, compared with the previous year.<sup>8</sup>

We diverted 76% of these residual materials from landfills, 4 percentage points more than in 2022.

We also perfected a digital traceability tool in collaboration with our suppliers. This new tool will help establish our diversion target, will allow us to refine our reporting process, and provide more accurate information on the final destination of the residual materials we generate. Inspired by best practices, we hope to gradually use it on our worksites.

→ Our circular economy performance is detailed in the [appendix](#).



**We're working to reduce the environmental footprint of our worksites by optimizing the use of resources based on a circular approach.**

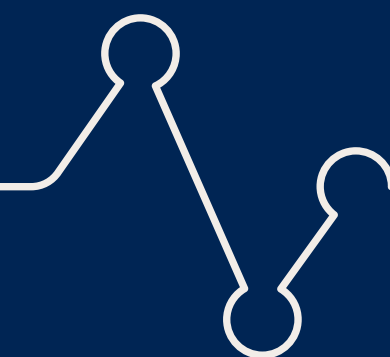
<sup>8</sup> The figures regarding residual materials and diversion rates are based on data from our waste management suppliers. They include residual materials from construction, renovation and demolition (CRD) activities generated on our worksites, excluding domestic waste.

# Our action plan for circular economy

Our action plan	Target	Status	Achievements in 2023	Next steps
<b>Account for residual materials, to manage them better</b>				
Offer the traceability of residual materials to our clients across all our projects.	2025	On schedule	Development of a traceability tool in collaboration with our Innovation team.	In collaboration with our residual material management suppliers, launch a pilot project to test the traceability tool.
Adopt a target for the reduction and diversion of residual materials from landfills.	2025	On schedule	<p>Development of diversion solutions for gypsum and residual concrete from the wash water of concrete mixers used for our projects.</p> <p>Monitoring of residual materials on all our worksites to establish an annual picture in view of setting a target.</p>	<p>Consolidate our relationships with our suppliers to promote the reduction, reuse and recycling of residual materials.</p> <p>Adopt and follow a reduction and diversion target.</p>
<b>Develop procurement strategies that promote circularity</b>				
Document the ESG performance of 100% of our strategic suppliers during the procurement process.	2025	On schedule	First evaluation of the ESG performance of five suppliers using our new evaluation grid.	Evaluate 50% of our strategic suppliers in 2024.



# Community relations



Measure success through the lens of collective prosperity



Îlot Rosemont, a housing project for low- and modest-income seniors, Montreal | Quebec

# Measure success through the lens of collective prosperity

Whether we're building a school, public transit infrastructure or any other project, or supporting a charitable organization, we contribute to the quality of life of the people where we work and to building safer, more resilient and sustainable cities.

The partnerships we forge help to advance this vision of sustainable construction rooted in the community.

In 2023, as part of a pilot project involving a dozen worksites, we tested a system for managing complaints from the communities surrounding our worksites. We are currently considering the next steps.

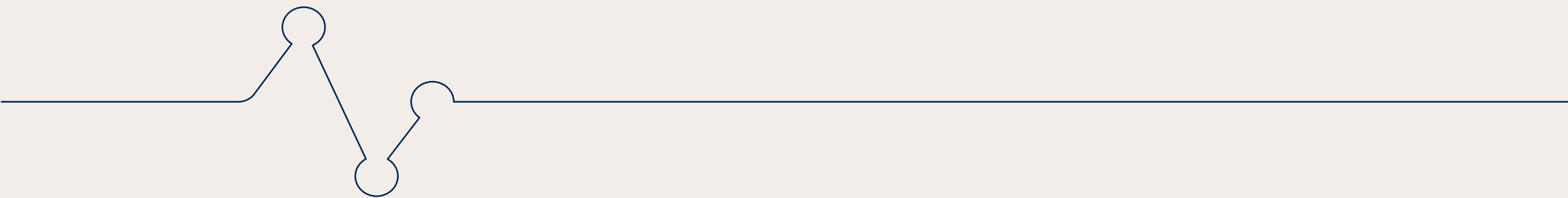
Our worksite teams continued to volunteer their time and expertise for various community projects, including the construction of a dog park in Gros Morne National Park (west coast of Newfoundland) and the renovation of charity buildings sponsored by HeroWork (Victoria and Surrey, British Columbia).

We gave \$1.69 million in donations and sponsorships to 152 organizations across Canada, an increase of 22% compared with 2022.

An additional \$113,000 was raised by our people through their participation in the sports challenge we organize every year, which they donated to Trees Canada and the Canadian Mental Health Association.

Our main shareholders and members of the Executive Committee also made \$650,000 in personal donations to various organizations, including Centraide of Greater Montreal, the mother and child university hospital CHU Sainte-Justine (Montreal, Quebec) and The Ottawa Hospital Foundation.

→ Our community relations performance is detailed in the [appendix](#).

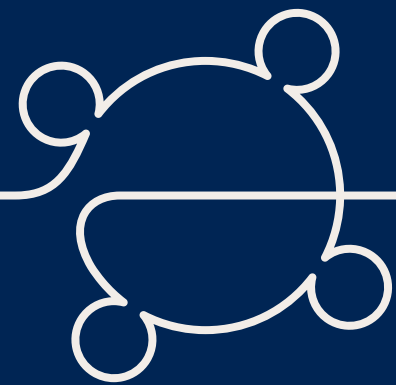


**The partnerships we forge help to advance this vision of sustainable construction rooted in the community.**

# Our action plan for community relations

Our action plan	Target	Status	Achievements in 2023	Next steps
<p>Innovate in how we manage our community relations</p>				
<p>Identify our stakeholders to maximize the positive benefits of our projects in communities.</p>	<p>2024</p>	<p>On schedule</p>	<p>Testing an effective community complaint management system as part of a pilot project involving a dozen of our worksites.</p>	<p>Evaluate projects starting in 2024 with our proactive management tool to identify those with issues and their respective stakeholders, in order to mitigate impacts on communities.</p> <p>Implement tools and processes to manage relationships with project stakeholders when required by our customers..</p> <p>Standardize complaint management.</p>
<p>Be more strategic and intentional in our donations and sponsorships</p>				
<p>Allocate at least 10% of our donations and sponsorships budget to Indigenous causes, and to the protection and conservation of natural environments.</p>	<p>2024</p>	<p>New target</p>	<p>Granting of 8% of our donations and sponsorships to environmental organizations.</p> <p>Broadening of the target to include donations to Indigenous organizations.</p>	<p>Review this target annually.</p>

# Indigenous relations



Make Indigenous peoples our business partners



Indigenous student residence, Trois-Rivières | Quebec

# Make Indigenous peoples our business partners

For more than a decade, we have carried out over 30 construction projects located in Indigenous communities or in collaboration with them.

Through long-lasting and significant commercial partnerships, we want to foster relationships that are ever more harmonious and mutually beneficial with First Nations, the Inuit and the Métis while respecting their rights, beliefs, cultures and territories.

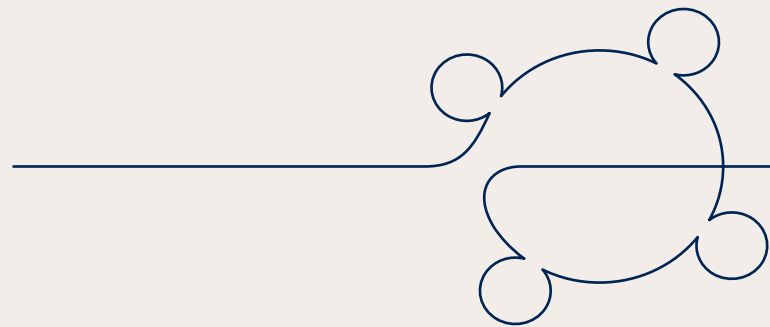
In 2023, we embarked on the Progressive Aboriginal Relations (PAR) certification process. Created by the Canadian Council for Aboriginal Business (CCAB) more than 20 years ago, this certification recognizes businesses that promote the prosperity of Indigenous peoples, are good partners and offer excellent working environments.

Above all, we focus on raising awareness among our teams and engaging with Indigenous entrepreneurs and communities. That's why over 50 managers participated in the *keys for Developing Relationships with Indigenous Communities* workshop offered by First Nations Executive Education to establish better management practices, for the benefit of communities.

On the National Day of Truth and Reconciliation, we organized seminars presented by members of different First Nations and Métis communities for the teams at each of our offices in Canada.

Today, we rely on the expertise of a team of four people that is dedicated to our roadmap for Indigenous relations. This team has supported, in particular, the people who prepare our proposals, as well as those who work on the 12 ongoing projects in which Indigenous communities and businesses participate. A good example is the Atlantic Science Enterprise Centre (Moncton, New Brunswick), a structuring project for Indigenous peoples in the Maritimes.

→ Our performance in Indigenous relations is detailed in the [appendix](#).



**We focus on raising awareness among our teams and engaging with Indigenous entrepreneurs and communities.**

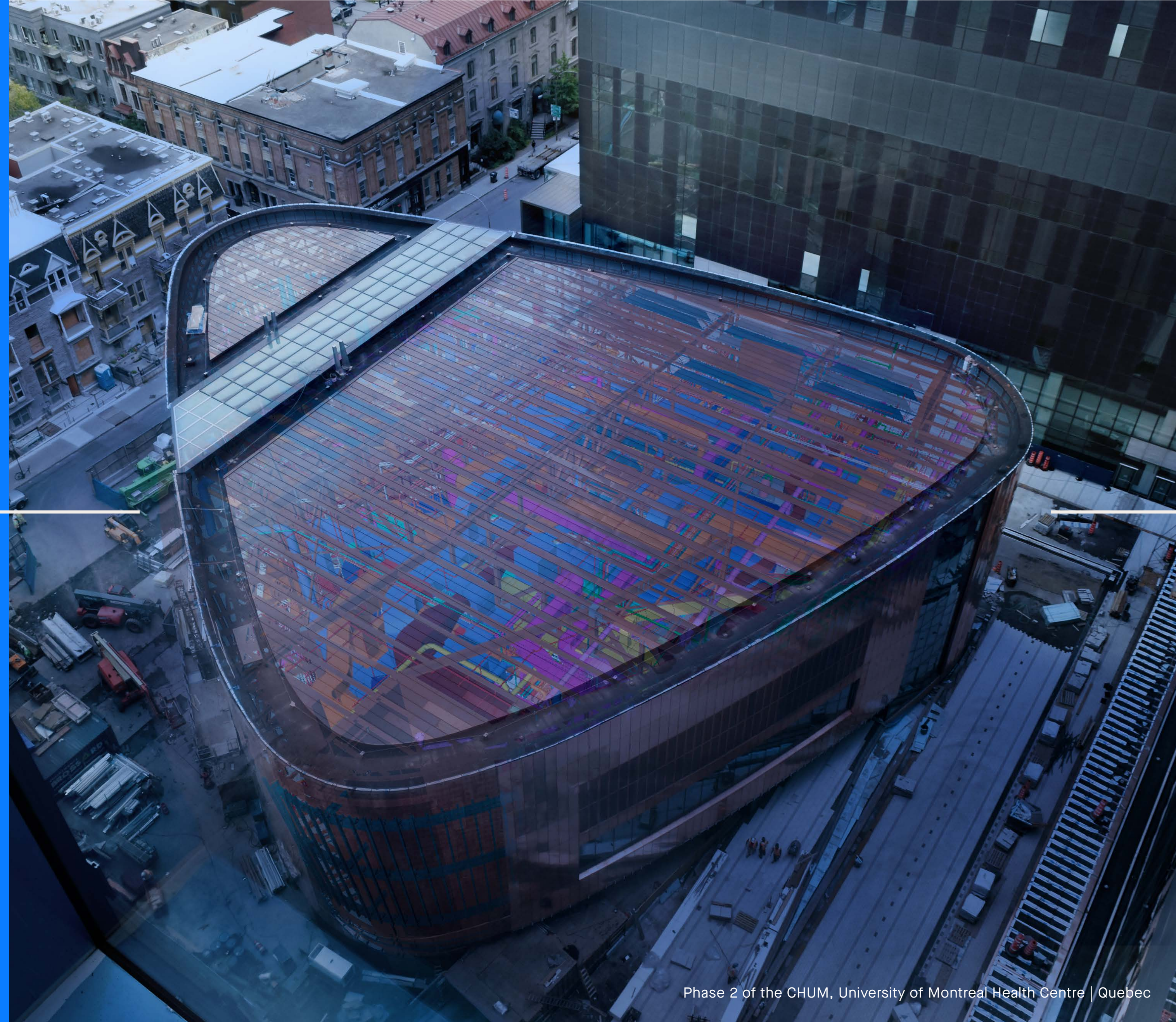
# Our action plan for indigenous relations

Our action plan	Target	Status	Achievements in 2023	Next steps
Engage with Indigenous peoples				
Obtain Progressive Aboriginal Relations (PAR) certification, bronze level.	2027	New target	Commitment to PAR certification, now at Committed level. Creation of an interdisciplinary working committee responsible for guiding us through the certification requirements.	Complete the first phase of the targeted certification, including: <ul style="list-style-type: none"> <li>- Identifying Indigenous communities of interest;</li> <li>- Adopting an Indigenous relations policy;</li> <li>- Promoting our engagement internally.</li> </ul>
Offer all our teams a training to raise awareness of the cultural realities of Indigenous peoples.	2024	Postponed	Postponement of the initial target from 2023 to 2024 to finalize the development of the online training by our external Indigenous consultant. Participation of over 50 managers in the <i>Keys for Developing Relationships with Indigenous Communities</i> workshop offered by the First Nations Executive Education. Launching of the online training as a pilot project in the Maritimes.	Complete the development of the cultural awareness online training and offer it to our project teams where Indigenous communities are concerned.

# Culture of innovation



Transform our  
practices to elevate  
the construction industry



Phase 2 of the CHUM, University of Montreal Health Centre | Quebec

# Transform our practices to elevate the construction industry

Our ESG strategy is ambitious. That's why our sense of innovation continues to be a key transformative and cross-cutting element in our search for solutions for improving our performance and achieving our ESG targets.

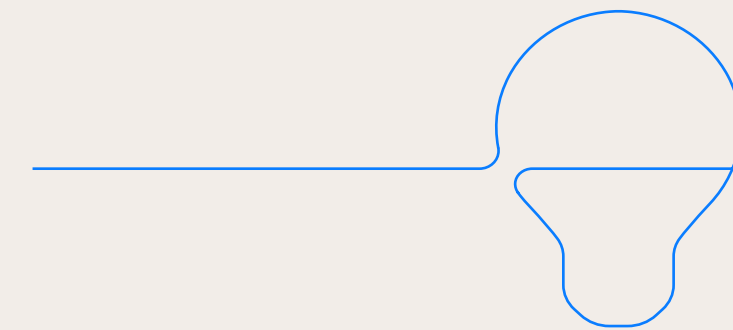
Adopting innovative practices enables the industry to build faster and cheaper, to optimize materials, energy and space, and to deliver construction projects that are more sustainable, safer and of higher quality.

We rely on a unique innovation management system. Our AXLAB and FOX teams, supported by the InnoDev team specialized in digital programming, bring together more than 30 experts who turn innovative ideas into reality on our worksites.

The year 2023 was primarily devoted to consolidating new practices on our worksites and advancing 72 research and development projects. Close to half of these projects rely on technology and digital data to improve our efficiency as well as our operational and administrative processes.

We also multiplied our use of connected sensors to increase precision, and therefore the quality of our work, and to improve the way we monitor our environmental impact. These sensors help to measure various variables such as cement resistance, the humidity of mass timber components, air quality, sound levels and much more.

→ Our innovation performance is detailed in the [appendix](#).



**Our sense of innovation continues to be a key transformative and cross-cutting element in our search for solutions for improving our performance and achieving our ESG targets.**



# Innovation at the heart of ESG

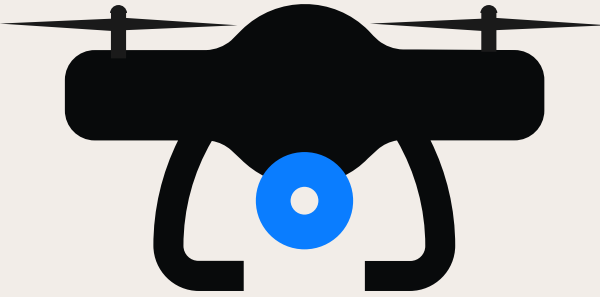


### **POMSense Analytic Decision-making tool**

The construction of a new high school (Laval, Quebec) is benefitting from this new platform.

The platform helps in making more relevant decisions, quickly and effectively, by combining Building Information Modelling (BIM), various analytical tools and data from connected sensors.

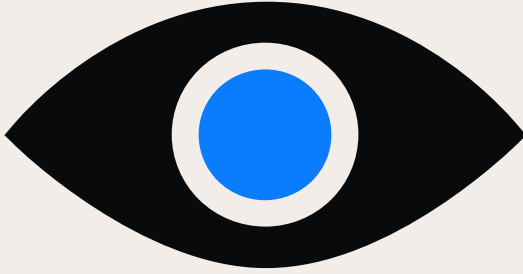
Result: We optimized temporary heating and had better control of concrete curing and ambient humidity.



### **AirPOM 2D and 3D mapping**

Using this application based on the powerful ArcGIS geolocation platform, the team working on the redevelopment of Kiweki Point on the Ottawa River (Ontario) programmed drone flights above the worksite to help create high-resolution 2D and 3D topographical maps and conduct a site survey.

The data gathered helped to better plan and monitor the worksite and convey the advancement of the work to the client.



### **Reducing collisions thanks to a proximity warning system**

The Olympic Stadium (Montreal, Quebec) and the future hospital of Vaudreuil-Soulanges (Quebec) worksite teams are employing a new alert system. They have installed cameras on some of the heavy equipment to detect the presence of people in the surrounding area using artificial intelligence in real time.

These visual and audible alarm devices warn the person operating the equipment and the people around the machinery of the danger.

# Governance

An open  
and transparent  
approach



# An open and transparent approach

A diversity of perspectives is at the heart of our ESG strategy. We know that the well-being of the planet and of society is everyone’s business. This certainty is mirrored by our decision to integrate our ESG strategy into our overall strategic business plan and our mode of governance.

This vision is shared by our entire organization.

We have the privilege of counting on cutting-edge and diversified expertise within our governance bodies to guide us in ESG matters:

- 50% of the Board of Directors has ESG expertise;
- 50% of the independent members of the Board<sup>9</sup> and 22% of the members of the Executive Committee<sup>10</sup> are women;
- In 2023, two new members representing the Buildings and Major Projects divisions joined the ESG Advisory Committee to ensure that targets and actions align with the needs and realities of our activities.

During the year, the Board of Directors’ Audit and Risk Committee instituted a new governance process to review performance, risks and improvement opportunities associated with the seven priorities of our ESG strategy. Our overall ESG performance is reviewed annually by the Executive Committee and the Board of Directors.

→ Our governance performance is detailed in the [appendix](#).

Our plan	Target	Status	Achievements in 2023	Next steps
Increase the number of women on the Board of Directors so that they represent at least 33% of independent members.	2024	<b>Achieved</b>	Appointment of the Honourable Lisa Raitt and Chantale Pelletier, bringing the number of independent members to three.	Maintain the minimum level representation of women among independent members at 33%.

<sup>9</sup> Independent members are members who do not have a direct or indirect link to the company.

<sup>10</sup> Sophie Morin, Executive Vice-President and Chief Legal Officer, was appointed to the Executive Committee in May 2024.

# An open and transparent approach

## Integrating climate-related risks and opportunities

We completed an analysis of the gaps between our practices and the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD). This first step will allow us to align the way we do things with the TCFD's recommendations.

This exercise will help us better integrate climate-related risks and opportunities into our business practices and advance our targets, thereby strengthening our governance. To achieve this end, we will, in particular:

- Monitor risks and opportunities more closely and communicate them to senior management;
- List relevant risks and opportunities and assess their impact on our business strategy;
- Integrate relevant risks and opportunities into our current management processes and develop better ways to manage them;
- Measure our Scope 3 GHG emissions and adopt medium- and long-term targets to enhance the plan that will lead us to achieving net-zero emissions by 2050.

Considering the strategic importance of the topic, senior management, the Board of Directors' Audit and Risk Committee and the ESG Advisory Committee discussed climate-related risks, opportunities and initiatives on 16 occasions in 2023.

## Our commitment against modern slavery

In step with the adoption of Canada's Modern Slavery Act in 2023, we made a commitment not to employ forced labour or child labour in our supply chain. To achieve this, we are working on putting in place due diligence policies and processes.

In May 2024, we published our [first annual report on modern slavery](#) in which we presented the measures we've taken to prevent and fight forced labour in our supply chain and in our relationships with suppliers.

## Looking to the future

The launch of *Perspective* in 2022 drove the point home: our commitment to creating and communicating value for our stakeholders over time. Not only as a provider of construction services, but also as a responsible employer and active contributor to the growth of our industry and society as a whole.

Advancing the ESG performance of our organization and our industry requires significant and ongoing efforts. Since the creation of *Perspective*, many of our collaborators and partners are becoming aware of the challenges, recognizing actions that can be taken and actively participating in change.

Until now, the adoption of clear, ambitious targets has helped us to stay the course and mobilize our teams. Always on the lookout for innovative ideas, we plan to continue along the same vein.

Our number one priority remains the health and safety of our people. Our actions are always anchored in our leaders' engagement, collaboration, prevention, raising awareness, training and knowledge sharing to protect our people, without compromise.

We also hope to become a business that is more representative of the diversity that surrounds us, where each employee feels fully included and has equal chances of reaching their full potential and enjoying success. Reviewing our business practices and processes is a long road, but it's an opportunity for us to strengthen our approach. Our EDI Advisory Committee and our coaching and training sessions will also be major assets.

### **2050 Challenge – achieving net zero**

Hundreds of companies, cities, provinces and countries, including Canada, have made formal commitments to reducing their emissions in view of achieving net-zero emissions by 2050.

As a member of Canada's construction industry, we want to continue to do our part and lead by example.

As we work to develop and deploy more and more concrete initiatives to reduce our Scope 1 and Scope 2 emissions on worksites, we will conduct an initial estimation of our Scope 3 emissions in 2024 and establish intermediary reduction targets as we work toward building our plan to reach net-zero emissions by 2050.

We are closely monitoring the emissions generated across our value chain and we will collaborate with our investors, clients, partners and peers to accelerate the industry's decarbonization and contribute to a low-carbon economy.

### **Accelerating our industry's transition**

Periodically reporting on our ESG performance is a way to help the industry's transition. We are embarking on a two-year disclosure cycle, alternating between a complete report and a summary report, such as this one which summarizes the main advances of 2023. Our next report will cover in detail our projects, activities and 2024 ESG performance.

# Scope of this report

This report looks at the construction and administration activities of Pomerleau's three business units (Buildings, Civil and Infrastructure, and Major Projects). These units are present in seven regions across Canada (Atlantic, Saint-Georges, Quebec City, Montreal, Ottawa, Toronto and Vancouver).

Our subsidiaries—Borea, ITC Construction and Pomerleau Capital—are not covered in this report.

Our environmental management system applies to the construction activities under Pomerleau's operational control, including the activities that support our projects.

We employ over 3,185 people annually. We designate as our employees anyone who works for us.

Our administrative employees represent those paid on an annual basis, including our teams of superintendents, for a total of 2,137 people.

Our worksite teams represent people employed by us and paid by the hour, whereas the term “workers” designates all people working on sites where Pomerleau is the general contractor, whether they are employed by us or by our trade partners.

Given their nature, some of the specific performance indicators related to personnel only pertain to certain employee categories, as indicated in the tables presented in the Appendix.

Although they contribute indirectly to our ESG performance, this report does not present the performance of our trade partners. “Pomerleau worksites” or “Pomerleau projects” refer to all construction activities in which Pomerleau is engaged, regardless of contractual structure, unless otherwise indicated. The projects carried out through joint ventures in which Pomerleau is involved are included in the performance indicators if Pomerleau was mandated to execute the work. In this case, they are considered Pomerleau projects.

The inventory of GHG emissions was conducted according to the GHG Protocol using the operational control approach to determine its scope. Joint venture projects are not included in this inventory.

Our circular economy calculations are based on residual materials generated on our worksites where Pomerleau has a contractual obligation to manage residual materials. For those projects, complete data on the production of residual materials are available, regardless of the party who hired the supplier.

## Discover our previous reports:

→ [Building. Our perspective. - 2022](#)

→ [Perspective - 2021](#)

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# Performance summary

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
About Pomerleau	General indicators	Number of projects	Number	Active projects: More than 200 Active worksites: 168	Active projects: More than 200 Active worksites : 177	Active projects: More than 200 Active worksites: 152	GRI 102-7 SASB IF-EN0000.A	Active projects are based on 2023 revenues. Active worksites refer to the number of worksites where construction activities occurred in 2023. This number is used to measure the environmental performance of our operations.
		Total revenue	\$ billions	3.2	3.1	2.1	GRI 201-1	Revenues generated by the activities of Pomerleau Inc., excluding revenues generated by Borea Construction, ITC, as well as those generated by joint ventures.
Best People	Health and Safety	Participants in health and safety training sessions	Number	43 188	51 239	51 536		Our teams and those of our specialized partners. Includes all training sessions given to employees and workers in matters of occupational health and safety.
		Health and safety risk awareness events	Number	80	25	Not accounted for		Our teams and those of our specialized partners.
		Participants in health and safety risk awareness events	Number	2 133	Not accounted for	Not accounted for		
		Number of events where virtual reality was used to train and raise awareness of health and safety risks	Number	17	Not accounted for	Not accounted for		
		Health and safety training delivered as part of the Environment, Quality and Health and Safety at Work days	Hours	2 100	N/A	N/A		In 2023, 1 050 employees participated in Environment, Quality and Health and Safety at Work days.
		Daily 5/360 risk analyses completed by workers	Number	175 000	236 203	More than 137 000		Our teams and those of our specialized partners.



Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Best People	Health and Safety	Daily 5/360 risk analyzes completed by workers, on the app	Number and %	Not accounted for	82 346 (35%)	Not accounted for		Our teams and those of our specialized partners. The figure is calculated based on the total number of daily 5/360 risk analyzes completed.  During 2023, we changed our occupational health and safety management software, which explains why we were unable to account for the number of daily 5/360 risk analyzes completed on the app.
		Health and safety interactions on our worksites	Number	3 972	4 131	Not accounted for		Our teams and those of our specialized partners. Interactions are open discussions with workers that lead them to reflect on health and safety matters. A form must be completed at the end of each interaction.
		Training of superintendents	%	67	80	Not accounted for		Completion rate of <i>Influence</i> training for superintendents
		Leadership training for supervisors of our specialist partners	Number	462	169	Not accounted for		Our teams and those of our specialized partners.
		Pre-construction meetings with our partners on health and safety	Number	579	1 143	Not accounted for		The teams of our specialized partners.
		Contribution rates, by province	Rate	Nova Scotia: 2.24% (3.03%) New Brunswick: 1.46% (2.12%) Newfoundland: 1.63% (2.66%) Ontario: 1.40% (1 .55%) Quebec: 0.94% (2.24%) Alberta: N/A British Columbia: 2.7% (3.88%)	Nova Scotia: 2.09% (2.82%) New Brunswick: 2.13% (3.14%) Newfoundland: 1.40% (2.71%) Ontario: 1.51% (1 .79%) Quebec: 0.84% (2.12%) Alberta: 1.15% (1.72%) British Columbia: 2.26% (4.09%)	Not accounted for		The premium rate is the amount paid for each \$100 of insurable salary for our teams only. For reference, the rate in parenthesis represents the industry average, by province.  Quebec: weighted rate which includes all classification units.  British Columbia: weighted rate which includes classification units for the construction or repair of bridges, overpasses and viaducts, and piers, wharves and dry docks.
		Total recordable incident rate (TRIR)	Rate	1.39	1.83	1.44		Our teams only
		Lost time injury frequency (LTIF)	Rate	0.18	0.18	0.09	SASB IF-EN-320a.1	Our teams only

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Best People	Health and Safety	Severity rate	Rate	3.92	2.20	1.18	GRI 403-1	Our teams only.
		Near incidents	Number	182	97	Not accounted for		Our teams and those of our specialized partners.
		SIF (Serious Injuries and Fatalities)	Frequency	0.09	Not accounted for	Not accounted for		The SIF measures the frequency of serious injuries and fatalities. It is calculated based on 200,000 hours worked by our worksite teams and those of our specialized partners.
	Equity, Diversity and Inclusion	Administrative services employees	Number	2 137 employees	1 788 employees	1 671 employees	GRI 102-7	Employees that are paid on an annual basis, as well as members of superintendence teams, are referred to as administrative services employees.
		Employees, by gender	%	Women: 32 Men: 68  *15% identify other than as heterosexual woman or man including those who prefer not to answer	Women: 30 Men: 70  *16% identify other than as heterosexual woman or man including those who prefer not to answer	Women: 29 Men: 71  *16% identify other than as heterosexual woman or man including those who prefer not to answer	GRI 405-1/107-2	Based on the number of administrative services employees. Our current system does not allow us to offer choices other than "man" or "woman".  *Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Employees, by age	%	Less than 30: 18 Between 30 and 40: 34 Between 40 and 50: 27 Between 50 and 60: 14 More than 60: 6	Less than 30: 18 Between 30 and 40: 35 Between 40 and 50: 25 Between 50 and 60: 15 More than 60: 7	Under 30: 19 Between 30 and 40 years: 35 Between 40 and 50 years: 24 Between 50 and 60 years: 15 Over 60: 7	GRI 405-1	Based on the number of administrative services employees.  An employee who's birthday falls directly on the date the data collection report was created falls in the lower age bracket. For example, an employee who turns 30 the day the data collection report was created falls in the "Less than 30" bracket. All other employees fall within their respective age brackets.
		Employees, by seniority level	%	Less than 18 months: 36 Between 18 months and 3 years: 18 Between 3 and 5 years: 16 Between 5 and 10 years: 12 Between 10 and 15 years: 9 Between 15 and 20 years: 5 Over 20 years: 5	Less than 18 months: 32 Between 18 months and 3 years: 20 Between 3 and 5 years: 15 Between 5 and 10 years: 13 Between 10 and 15 years: 10 Between 15 and 20 years: 5 Over 20 years: 5	Less than 18 months: 32 Between 18 months and 3 years: 19 Between 3 and 5 years: 12 Between 5 and 10 years: 16 Between 10 and 15 years: 10 Between 15 and 20 years: 5 Over 20 years: 6	GRI 405-1	Based on the number of administrative services employees.  An employee who's seniority levels fall directly on the date the data collection report was created falls in the lower seniority bracket. For example, an employee with exactly 18 months of seniority the day the data collection report was created falls in the "Less than 18 months" bracket. All other employees fall within their respective age brackets.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Best People	Equity, Diversity and Inclusion	Employees, by language	%	French: 75 English: 25	French: 75 English: 25	French: 75 English: 25	GRI 405-1	Based on the number of administrative services employees. Language refers to the employee's preferred language of communication.  An employee who's seniority levels fall directly on the date the data collection report was created falls in the lower seniority bracket. For example, an employee with exactly 18 months of seniority the day the data collection report was created falls in the "Less than 18 months" bracket. All other employees fall within their respective age brackets.
		Employees living with a disability	%	1	3	3	GRI 405-1	Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Employees of Indigenous origins	%	1	0.9	0.9	GRI 405-1	Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Employees belonging to a visible or ethnic minority	%	14	8.6* *Only includes employees who identify as a visible minority	8.6* *Only includes employees who identify as a visible minority	GRI 405-1	Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Managers who are women	%	All managers: 14 Managers, excluding superintendents: 21 Managers, superintendents only: 1	All managers: 14 Managers, excluding superintendents: 23 Managers, superintendents only: 1	All managers: 11	GRI 405-1/107-2	Based on the number of administrative services employees. Our current system does not allow us to offer choices other than "man" or "woman".  *Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Managers, by language	%	French: 75 English: 25	French: 74 English: 26	French: 78 English: 22	GRI 405-1	Based on the number of administrative services employees. Language refers to the employee's preferred language of communication.
		Average seniority and age of our managers	Age	Average seniority: 8 Average age: 43	Average seniority: 8 Average age: 44	Average seniority: 9 Average age: 44	GRI 102-9	

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Best People	Equity, Diversity and Inclusion	Individual collaborators, by gender	%	Women: 40 Men: 60	Women: 37 Men: 63	Women: 38 Men: 62	GRI 405-1/107-2	Based on the number of administrative services employees. Our current system does not allow us to offer choices other than "man" or "woman".  *Based on responses to an anonymous and voluntary survey sent to our administrative services employees in 2021 (775 respondents) and 2023 (1 678 respondents).
		Individual collaborators, by language	%	French: 75 English: 25	French: 74 English: 26	French: 73 English: 27	GRI 405-1	Based on the number of administrative services employees. Language refers to the employee's preferred language of communication.
		"Respect and civility" training sessions offered to employees	Number	12	83	Not accounted for		The "Respect and civility" training sessions were given in person until March 2023 by an external instructor. An online version of the training is being developed for employees who had not completed the training, as well as those who have been hired after March 2023.
		Employees who have completed the "Respect and civility" training	Number	245	1 512	Not accounted for		The "Respect and civility" training sessions were given in person until March 2023 by an external instructor. An online version of the training is being developed for employees who had not completed the training, as well as those who have been hired after March 2023.
		"Respect and civility" training	Hours	380 1.5 hours per employee	2 682 1.77 hours per employee	Not accounted for		The "Respect and civility" training sessions were given in person until March 2023 by an external instructor. An online version of the training is being developed for employees who had not completed the training, as well as those who have been hired after March 2023.
		Managers trained on equity, diversity and inclusion as part of experiential coaching sessions on equity, diversity and inclusion	Number	89	60	Not accounted for		
	Work conditions	New hires	Number	605	507	409	GRI 401-1	
		New hires, by age	%	Under 30 years old: 27 Between 30 and 50 years old: 59 Over 50 years old: 14	Under 30 years old: 29 Between 30 and 50 years old: 55 Over 50 years old: 16	Under 30 years old: 34 Between 30 and 50 years old: 55 Over 50 years old: 14	GRI 401-1	
		New hires, by gender	%	Women: 40 Men: 60	Women: 37 Men: 63	Women: 35 Men: 65	GRI 401-1	Our current system does not allow us to offer choices other than "male" or "female".

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Best People	Work conditions	Average training and development expenditure per full-time employee, per year	\$	1,321	1,011	1,600	SASB HC0101-15	
		Average training hours per employee, per year	Hours	18	15.5	20.5	GRI 404-1	
		Programs provided to improve employee skills	Number	External trainings: 193 E-learning: 1 148 Instructor-led trainings: 394	External training: 241 E-learning: 1 082 Instructor-led trainings: 122	External training: 317 E-learning: 1 033 Instructor-led trainings: 151	GRI 404-2	<i>E-Learnings</i> include training developed by Pomerleau and trainings offered to our employees through LinkedIn Learning.
		Usage of the LinkedIn Learning catalog	%	99	81	70		The usage rate represents the number of activated licenses compared to the number of licenses acquired.
		Unique users who have viewed courses on LinkedIn Learning	Number	762	338	Not accounted for		Unique users are users who have viewed training on LinkedIn Learning.
		Employees who received a regular performance and career development review, by gender	%	Women: 93 Men: 93	Women: 100 Men: 100	Women: 99 Men: 98	GRI 404-3	
		Employees who received a regular performance and career development review, by employee category	%	Administrative services employees (excl. superintendents and assistant superintendents): 93  Superintendents and assistant superintendents only: 96	Administrative services employees (excl. superintendents and assistant superintendents): 99  Superintendents and assistant superintendents only: 97	Administrative services employees (excl. superintendents and assistant superintendents): 99  Superintendents and assistant superintendents only: 97	GRI 404-3	
		Employees with access to an insurance and benefits plan provided by Pomerleau	%	100	100	100	GRI 401-2	
		Employees with access to health and/or wellness programs	%	100	100	100		
Participation of eligible employees in insurance and health and/or wellness programs	%	Insurance: 96% Dialogue: 45% EFAP: 23%	Insurance: 97 Dialogue: Not accounted for EFAP: Not accounted for	Insurance: 97 Dialogue: Not accounted for EFAP: Not accounted for		All Pomerleau employees are eligible for the insurance program. Some employees choose to join their respective union's insurance program or not to join the Pomerleau insurance program.		

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Green Value Chain	Climate change	Occasions senior management engaged in discussions around climate risks, opportunities, and initiatives	Number	16	12	13		
		GHG emissions intensity based on revenue	tCO <sub>2</sub> e/ millions \$	13.98	13.88	12.49	GRI 305-4	This figure is calculated according to the revenues generated by Pomerleau Inc., excluding the revenues generated by Borea Construction and ITC, as well as revenues generated by joint ventures.
		Total GHG emissions, Scope 1, 2, and 3	tCO <sub>2</sub> e	47 334	43 964	26 832		We have updated the emissions factors for our 2021 and 2022 inventories, which explains the difference between the data published in this report and those in our previous reports.
		Scope 1 emissions	tCO <sub>2</sub> e	44 046	42 615	25 610	GRI 305-1	
		Scope 2 Emissions	tCO <sub>2</sub> e	477	424	1 222	GRI 305-2	
		Scope 3 Emissions	tCO <sub>2</sub> e	2 811	924	Not accounted for		This figure corresponds to our business travel emissions, including hotel stays, ground, and air travel of our employees.  In 2023, we included new data sources when accounting for our scope 3 emissions, which explains the increase compared to 2022.
		Biogenic emissions	tCO <sub>2</sub> e	484	569	454	GRI 305-1	
		Annual energy consumption	GJ	855 289	801 545	390 505		
Annual energy consumption, by source	GJ	Natural gas: 265 245 Diesel: 253 792 Electricity: 146 754 Gasoline: 103 913 Propane: 72 598 Jet fuel: 7 743 Heavy fuel oil: 4 216 Ethanol: 937 Acetylene: 91	Natural gas: 333 835 Diesel: 207 832 Electricity: 87 968 Gasoline: 76 255 Propane: 75 486 Heavy fuel oil: 11 814 Jet fuel: 7 861 Ethanol: 229 Acetylene: 171	Diesel: 139 590 Natural gas: 82 420 Gasoline: 64 920 Electricity: 61 160 Propane: 32 130 Jet fuel: 3 980 Heavy fuel oil: 3 690 Biodiesel: 1 170 Acetylene: 180 Ethanol: 140				

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Green Value Chain	Climate change	Offset GHG emissions	tCO <sub>2</sub> e	1 413	600	0		In 2023, 1 413 tCO <sub>2</sub> e were offset by purchasing carbon credits from Tree Canada and Nature Conservancy Canada.
		Trees purchased for offsetting purposes	Number	0	0	1 875		
		Certified projects or projects seeking certification	%	36	36	34	SASB IF-EN 410a.1	Includes building projects (new construction, major repairs, expansions and renovations) and civil and infrastructure projects, as well as projects inspired by LEED certification. This figure is calculated according to the number of active worksites (168).
		Certified projects or projects seeking certification, by certification type	Number	61 LEED: 51 Green Globes: 5 Passive House: 2 Carbon Zero: 1 Envision: 1 BOMA Best: 1	63 LEED: 51 Green Globes: 4 Zero carbon: 2 Passive House: 1 Envision: 1 WELL: 1 Green buildings without certification: 4	51 LEED: 42 Green Globes: 4 Passive House: 1 Zero carbon: 1 WELL: 1 Green buildings without certification: 3	SASB IF-EN 410a.1	Includes building projects (new construction, major repairs, expansions and renovations) and civil and infrastructure projects, as well as projects inspired by LEED certification.
		Certified building projects or building projects seeking certification	%	52	65	51	SASB IF-EN 410a.1	Includes only building projects (new construction, major repairs, expansions and renovations), as well as building projects inspired by LEED certification. This figure is calculated according to the number of active construction sites for building projects (116)
		Share of revenues generated by sustainable projects	%	70	Not accounted for	Not accounted for		Our sustainable projects are our sustainably designed projects, i.e. those that aim for a sustainable certification or use low-carbon materials, as well as our projects contributing to climate change mitigation, i.e. those that will reduce sources of greenhouse gases or enhance sinks of greenhouse gas.  Excludes revenues generated by major projects carried out in joint ventures.
		Requests for qualification and/or proposal completed and/or won aiming for the reduction of the project's carbon footprint, either by its design or during the execution of construction activities.	Number	Calls for qualification and/or proposal: 33 Projects won: 11 Qualified projects: 13 Pending: 9	Calls for qualification and/or proposal: 32 Projects won: 13 Awaiting response: 6	Calls for qualification and/or proposal: 14 Projects won: 5		This figure includes projects aiming for Zero Carbon certification, projects designed according to Passive House standard, mass timber projects and projects on which Pomerleau must account for and/or offset GHG emissions.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Green Value Chain	Climate change	GHG reduction and/or energy efficiency initiatives developed internally	Number	2 Heat Better Challenge Go Electric program	Not accounted for	Not accounted for		
		GHG reduction and/or energy efficiency initiatives developed internally	tCO <sub>2</sub> e	503	Not accounted for	Not accounted for		
		Proposals including the Green Site and/or the Life Cycle Analysis package	Number	3	Not accounted for	Not accounted for		
		Projects using the Green Site and/or the Life Cycle Analysis package	Number	2	Not accounted for	Not accounted for		
		Suppliers engaged by Pomerleau to reduce their own GHG emissions	Number	3	Not accounted for	Not accounted for		
		Full-time employees with expertise in energy efficiency and/or sustainable construction	Number	42	37	30		
		Employees with active professional certification in sustainable construction	Number	49	46	57		Includes all administrative services employees holding professional accreditation in sustainable construction (LEED, WELL, Passive House and Envision).
		Employees trained on energy efficiency, renewable energy and sustainable construction	Number	95	75	258	GRI 404-2	
		Training in energy efficiency, renewable energy, and sustainable construction	Hours	132	436	1 080	GRI 404-2	This figure includes internal training modules, awareness sessions and external training in energy efficiency, renewable energy and sustainable construction.
		Active projects integrating prefabrication	Number	1	4	3		
Partnerships with industry peers, experts, and research chairs to accelerate climate action and the transition towards a low-carbon future.	Number	7	6	4				



Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Green Value Chain	Climate change	Investment for the conservation of carbon sinks	\$	35,078	36,000	Not accounted for	GRI 103-2	
	Circular economy	Residual materials generated	Tons	147,160	148,228	38,385	GRI 306-3	This figure includes construction, renovation and demolition (CRD) waste generated on our sites, excluding domestic waste, and is based on data obtained from our waste management suppliers.
		Residual materials generated, by material type	Tons and %	109,539 (74%) Concrete and cement 20,487 (14%) Mixed materials 5,941 (4%) Steel 5,847 (4%) Wood and fibers 1,865 (1.3%) Metal 1,030 (0.7%) Mixed waste 838 (0.6%) Gypsum 711 (0.5%) Asphalt 400 (0.3%) Paper and cardboard 306 (0.2%) Aggregates 121 (0.1%) Plastic	106,556 (72%) Concrete and cement 15,663 (11%) Metal 10,564 (7%) Mixed materials 5,774 (4%) Wood and fibers 4,665 (3%) Asphalt 1,863 (1%) Mixed waste 1,650 (1%) Gypsum 507 (0.3%) Paper and cardboard 447 (0.3%) Plastic 432 (0.3%) Aggregates 15 (0.01%) Asbestos	14,029 (37%) Concrete and cement 12,511 (33%) Mixed materials 3,877 (10%) Wood and fibers 3,671 (10%) Asphalt 1,122 (3%) Aggregates 774 (2%) Metal 565 (1%) Mixed waste 506 (1%) Gypsum 486 (1%) Paper and cardboard 470 (1%) Plastic		This figure includes construction, renovation and demolition (CRD) waste generated on our sites, excluding domestic waste, and is based on data obtained from our waste management suppliers.
		Residual hazardous materials generated	Tons and %	72 (0.05%)	82 (0.06%)	324 (1%)		
		Diversion rate from landfill	%	76* *Excludes the deconstruction project of the original Champlain Bridge	72* *Excludes the deconstruction project of the original Champlain Bridge	68	GRI 306-4	This figure includes construction, renovation and demolition (CRD) waste generated on our sites, excluding domestic waste, and is based on data obtained from our waste management suppliers.
		Diversion rate from landfill on our certified and "green" projects	%	94	98	90	GRI 306-5	This figure includes construction, renovation and demolition waste (CRD) generated on the sites of our certified and certification-inspired projects, excluding domestic waste, and is based on data obtained from our waste management suppliers.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Green Value Chain	Circular economy	Partnerships with peers, industry experts and research chairs to accelerate the transition towards a circular economy.	Number	3  Integrative project with La Factory Innovative programme on upstream circularity (inBe) CERIEC	3  Integrative project with La Factory Innovative programme on upstream circularity (inBe) CERIEC	Not accounted for		
		Suppliers assessed according to their ESG performance	Number	5	Not accounted for	Not accounted for	GRI 308-2	
	Environmental performance of worksites	Projects that have completed quarterly and/or weekly environmental inspections	%	67  Quarterly inspections: 32 Weekly inspections: 36	80  Quarterly inspections: 30 Weekly inspections: 50	61  Quarterly inspections: 41 Weekly inspections: 20		This figure includes active worksites that have completed inspections on a quarterly and weekly basis.
		Employees who have completed environmental training sessions	Number	982	1096	1294	GRI 404-2	This figure includes administrative services employees who have completed training in environmental management.
		Hours of training on environmental topics	Hours	851	922	2 534	GRI 404-2	For administrative services employees who have completed training in environmental management. This figure includes internal training modules, awareness sessions and external training.
		Workers who have completed environmental training sessions	Number	17 363*	34 612	Not accounted for		*Figure for the period from August 1, 2023 to December 31, 2023. In July 2023, we changed our Health and Safety management software, which explains why we do not have access to the data for the first part of the year.
		Workers who have completed environmental training sessions	Hours	2 604*	5 192	Not accounted for		*Figure for the period from August 1, 2023 to December 31, 2023. In July 2023, we changed our Health and Safety management software, which explains why we do not have access to the data for the first part of the year.
		Environmental training delivered as part of the Environment, Quality and Health and Safety at Work days	Hours	2 100	N/A	N/A		In 2023, 1 050 employees participated in Environment, Quality and Health and Safety at Work days.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Collective Prosperity	Community relations	Total donations and sponsorships	\$	1,691,000	1,384,984	1,342,972	GRI 103-2	
		Total donations and sponsorships per engagement stream	\$ and %	624,060 (37%) Health 468,350 (28%) Donations from the heart 258,530 (15%) Education 200,060 (12%) Construction 140,000 (8%) Environment	730,926 (51%) Health 168,750 (12%) Education 163,058 (10%) Construction 94,000 (7%) Environment 275,250 (20%) Discretionary giving	585,442 (44%) Health 374,787 (28%) Education 101,593 (8%) Construction 40,000 (3%) Environment 183,500 (14%) Discretionary giving 57,650 (4%) Pro bono		Categorization of donations and sponsorships according to the four strategic priorities of our community engagement program (environment, health, education and construction). Donations from the heart refer to discretionary giving and includes donations and sponsorships granted by worksite teams.  In 2022, we gave a donation in person hours worth \$47 000 in the Environment category which is not calculated in our total donations and sponsorships for that year.
		Organisations approached for partnerships donations or spnsorships	Number	0	5	6	GRI 103-2	
	Indigenous relations	Current projects involving Indigenous communities	Number	12	11	10		Projects located in communities, developed for them or with Indigenous participation objectives.
		Proposals involving indigenous communities	Number	26	27	9		Number of proposals submitted requiring us to describe our approach to maximize Indigenous participation.
		Information sessions about Indigenous procurement	Number	37	22	N/A		Information sessions for organizations, communities, band councils or other Indigenous organizations to inform and promote the procurement of Indigenous goods and services in our operations (including during the proposal period).
		Procurement of goods or services from Indigenous businesses	\$	1,756,567	1,758,493	655,000		An Indigenous business can be: a band within the meaning of the Indian Act, a sole proprietorship, a limited liability company, a cooperative, partnership or a non-profit organizations, in which Indigenous people have at least 51% ownership and control.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Collective Prosperity	Indigenous relations	Total donations and sponsorships for the exclusive profit or Indigenous organizations	\$	112,410	83,700	58,400	GRI 103-2	Donations, sponsorships and volunteer activities to Indigenous organizations or to promote Indigenous organizations.
		Leaders involved in representation activities related to Indigenous relations	Number of events and number of people	18 events 17 leaders	8 events 17 people	Not accounted for		Leaders participating in Indigenous events, conferences and gatherings with the aim of creating relationships between our organizations, educating ourselves and strengthening our ties with Indigenous peoples.
		Ceremonies or activities organized with indigenous communities	Number of events and number of people	2 events 10 participants	3 events 11 people	19 events 174 people	GRI 413-1	Participation in Indigenous activities and ceremonies by Pomerleau employees and representatives to promote education and cultural awareness amongst our employees.
		Training activities and/or cultural awareness workshops	Hours and number of participants	655 hours 485 participants	855 More than 300 participants	Not accounted for		Training activities (training sessions, workshops and webinars) to raise employee awareness of Indigenous history and cultures and foster healthier relationships between Indigenous and non-Indigenous people. The training activities were delivered mainly to teams of ongoing projects with an Indigenous component and to employees working closely with communities.
		Awareness publications shared internally and published externally	Number	51	16	Not accounted for		Publications produced by Pomerleau to inform and raise awareness among employees and other external stakeholders about the history, economy, art, cultures and practices of indigenous peoples.
Innovation	Culture of innovation	Employees working regularly on R&D projects	Number	30	45	39	GRI 103-2	Includes interns
		Number of R&D initiatives initiated by Pomerleau, by stage of progress	Number	72 initiatives in progress  Research and exploration at AXLAB: 39 In development by FOX and INNODEV: 12 Pilot project: 8 Deployment in progress or completed: 13	93 initiatives in progress  Research and exploration at AXLAB: 27 In development by FOX and INNODEV: 37 Pilot project: 15 Deployment in progress or completed: 14	87 initiatives in progress  Research and exploration at AXLAB: 40 In development by FOX and INNODEV: 12 Pilot project: 16 Deployment in progress or completed: 19	GRI 103-2	Current initiatives within the AXLAB, FOX and INNODEV teams.

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
Innovation	Culture of innovation	Construction projects utilizing BIM and/or VDC	%	BIM and/or VDC: 72 BIM and VDC: 67 BIM or VDC: 5	BIM and/or VDC: 88 BIM and VDC: 74 BIM or VDC: 14	BIM and/or VDC: 72 BIM and VDC: 47 BIM or VDC: 25		This figure is calculated according to the number of active worksites (168).
		R&D initiatives that leverage technology and digitization to improve processes and/or enable new activities	Number	35	27	42	GRI 103-2	
		Initiatives in development and/or deployed that leverage technology and digitalization to improve processes and/or enable new activities	%	In development by FOX and INNODEV: 54 Deployed by FOX and INNODEV: 20 Under analysis at AXLAB: 26	In development by FOX and INNODEV: 41 Deployed by FOX and INNODEV: 26 Under analysis at AXLAB: 33	50		
		Employees trained on Innovation tools	Number	1 541	2 021	2 333	GRI 404-2	
		Established and ongoing partnerships with collaborators (academic or industry)	Number	13 Academic partners: 10 Industry partners and/or collaborators: 3	13 Academic partners: 7 Industry partners and/or collaborators: 6	5		Our partnerships with industry collaborators serve to explore different technologies and innovative solutions.
		Presentations on innovation or innovative building technologies delivered at events	Number	9 Industry: 5 Academic: 2 Potential customers: 10	39 Industry: 16 Academic: 13 Potential customers: 10	30 Industry: 24 Academic: 2 Potential customers: 4		
		Courses on innovation in construction given at CEGEP and university level by Pomerleau employees	Number	5	6	6		
		Partnerships established with our clients or partners to help further implement innovative approaches	Number	9	2	2		

Theme	Subject	Indicator	Unit	2023 Performance	2022 Performance	2021 Performance	Reporting Framework	Definition
ESG Governance	Quality assurance	Quality audits carried out on worksites by Pomerleau employees	Number	125	95	100		
		Projects covered by the ISO 9001 quality management system	%	100	100	100		
		Quality training delivered as part of the Environment, Quality and Health and Safety at Work days	Hours	2 100	N/A	N/A		In 2023, 1 050 employees participated in Environment, Quality and Health and Safety at Work days.
	Cybersecurity and asset security	ISO 27001 certified offices	Number	8 certified offices (Saint-Georges, Ottawa, Halifax, St. John's, Vancouver, Toronto, Montreal, Quebec) and 1 office in the process of being certified (Moncton)	5 certified offices (St-John's, Halifax, Ottawa, Toronto, Vancouver) and 3 offices in the process of being certified (Montreal, St-Georges, Lévis)	One certified office (Ottawa) and 8 offices in the process of being certified		
		Cybersecurity training participants	Number	1 805	2 547	2 080	GRI 404-2	
		Cybersecurity audits carried out by external companies	Number	4	5	5		
		Cybersecurity training	Hours	750	Not accounted for	Not accounted for		
		Anti-phishing exercise for Pomerleau employees	Number	1	Not accounted for	Not accounted for		
	Governance	Anti-phishing exercise for Pomerleau employees	%	50	50	50	GRI 102-17	
		Board of Director members, by gender	%	Women: 33 Men: 67	Women: 25 Men: 75	Women: 25 Men: 75	GRI 405-1 GRI 102-9	
		Executive Committee members, by gender	%	Women: 22 Men: 78	Women: 10 Men: 90	Women: 10 Men: 90	GRI 405-1	
		Full-time positions with a specific focus on ESG	Number	26	15	11		Includes employees with an important role to play in the integration and maturation of our ESG strategy.
		Management systems implemented	Number	4	5	5	GRI 103-2	ISO 9000:2015 / ISO 14001:2015 / ISO 27001:2013 / COR