



ESG Report



Fostering ingenuity
to better value nature

BBA.CA

About this report

In this document, we'll be summarizing our environmental, social and governance (ESG) initiatives and goals that benefit our employees and partners; our clients, contractors and suppliers; our regulators and professional associations; the communities where we operate; and our planet.

This report applies to our operations across our 16 Canadian offices and excludes our operations in the USA and Chile. All monetary values expressed in this report are in Canadian dollars.

Additional information

We welcome your feedback and any questions you may have about this report or our performance.

Please email them to esg@bba.ca



Why is this report important?

At BBA, we recognize that our business operations have both direct and indirect impacts on the world around us. We're grounded in ensuring sustainability, which the United Nations defines as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

We recognize that sustainability is complex and is continuously evolving, so we're committed to adapting to any changes and challenges we may face in the future.

As a private firm, we take pride in publicly reporting our ESG initiatives. This topic is highly sought after in the business ecosystem, and investors, clients and partners are keenly interested in it. We believe that as an organization, it's imperative to be transparent and honest with our stakeholders to maintain their trust.

What does this report cover?

This is our first official ESG report, and it summarizes our key accomplishments in the last five years. Since the beginning, we’ve always been aware of our corporate social responsibilities and have continually engaged in carrying out concrete efforts.

However, we understand that society's ESG expectations are evergrowing, and we’re excited to continue taking on this challenge. As such, we’ve been working extremely hard to become leaders in ESG and to improve upon our actions. In line with the United Nations’ Sustainable Development Goals (SDGs), this report provides an overview of our ambitions and how we plan to evolve as a sustainable organization, setting the tone for future progress.

Land recognition

As a national organization, we recognize and respect the traditional ancestral territories of the Indigenous peoples of Turtle Island, which refers to North America. We believe that building meaningful relationships with these nations is a path to reconciliation and should be founded on common values and principles.

How will our reporting evolve?

As we progress, we intend to align with relevant disclosure frameworks and standards, such as the Global Reporting Initiative (GRI), the Taskforce on Climate Related Financial Disclosures (TCFD) and the CDP (formerly known as the Carbon Disclosure Project). At this time, standards and frameworks are rapidly evolving and converging, so we’ll continue to monitor which reporting tools are best suited to our business needs.

We're in the process of establishing key performance indicators (KPIs) and developing methods to measure them on an ongoing basis. These indicators will serve to mitigate ESG risks and will also be used to help us review our progress and implement future plans. Our subsequent reports will include this information.

We welcome support from Indigenous peoples as we work on projects located on their ancestral lands and traditional territories, and continually strive to build the trust needed to strengthen these relationships. Acknowledging their lands is essential to paying homage to the diversity among nations.

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Introduction

Executive summary

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-



Executive summary

BBA is a global consulting engineering and environmental services firm that helps clients navigate the challenges of a rapidly changing industrial sector.

Our team of experts is committed to developing innovative, sustainable and socially responsible projects for our clients and communities, while supporting BBA's goal of being an exemplary corporate citizen.

BBA's 40+ years of evolving sustainable practices

A focus on our last five years

ESG has been integral to our culture since our founding, pre-dating its mainstream definition. While reflecting on this longstanding commitment, this report highlights our progress for the past five years toward aligning with the United Nations' Sustainable Development Goals.



To further demonstrate our efforts and progress toward sustainable business practices, we're releasing our first official public ESG report.

We've consistently conveyed our commitment to evolving ESG principles to our employees, partners, clients and collaborators. This report provides additional transparency about our firm's performance, strategy and goals, thereby enhancing our pledge to building a more sustainable world.

BBA's culture is centered around a passion for fostering human ingenuity to better value nature. This is what inspires our employees to make a positive impact every day and work toward good corporate governance practices, resilient communities and a better planet for future generations.

Over the past five years, we've taken even more steps to achieve our growing ESG ambitions. These include recently launching our [Toward Net Zero plan](#), which outlines our goal to reduce our CO₂ equivalencies by 47% by 2030, to help limit global warming to 1.5°C.

Furthermore, we prioritize diversity, equity and inclusion (DEI) and, as such, created a DEI committee in combination with the Osmosis Network in 2022. This network creates synergy to advance women's talent and stimulate conversations around gender diversity.

We're also very aware of how our work impacts local communities and, as a result, have signed various agreements and formed partnerships with them. As we move forward to support the reconciliation process in Canada, we want to ensure that Indigenous communities are actively involved in what we do.

We believe every individual can make a difference, and this is what inspires us to make the biggest impact every day.

Given the rapidly changing priorities around the world, we knew we had to review our strategic plan to coincide with the increased focus on climate change, work-life balance and the many other aspects that have been emphasized in recent years. As such, to keep a closer eye on our performance, we created two new leadership positions: the Chief People and Sustainability Officer, reporting directly to the CEO, and the Vice-President of Health, Safety, and Sustainability.

Lastly, since accurate reporting is essential to support our ESG program, we'll soon be implementing newer tools and processes to better track our progress and keep up with current standards and expectations.

These are initial steps, and we plan to develop even more opportunities to strengthen ESG practices within our organization and the industry.

Messages from our leadership



Jérôme Pelletier, P.Eng., MBA
President and CEO

Toward a sustainable tomorrow

The world is transforming. Sustainability has taken centre stage and expectations are escalating for companies to demonstrate strong and measurable ESG performance.

This movement is driving companies to advance their business model and innovate in order to thrive in a world where cost competitiveness and productivity remain a key challenge.

“Integration of sustainability into business models is crucial for long-term success.”

As catalysts for change, we're committed to supporting the industry in its transition to a sustainable, mutually beneficial future. It starts with leading by example. We intend to adapt

our solutions to ensure sustainability in every project we undertake. We hope to leave a positive impact on our industry and inspire others to do the same.

On the journey to sustainability, we understand that every client’s operations, context and challenges are unique. At BBA, we tailor our services to suit our clients’ needs because providing custom solutions is the key to solving any problem, no matter how unique or complex it may be.

And, while we need to build for today, we also need to design for tomorrow. We believe that scalability and adaptability must be embedded in the blueprint of every solution we develop.



Renée-Claude Turgeon, CRIA
Chief People and Sustainability Officer

A purpose-driven approach

We must commit today to developing the sustainable solutions that will form the foundation for generations to come, and everyone has a role to play.

As we work together toward building a healthier environment, stronger communities and better corporate governance, we collectively create shared value.

At BBA, we believe successful business transformation comes from the varied expertise and points of view that a diverse and creative team has to offer. This is especially true for a consulting engineering firm whose strength relies on its ability to innovate. Being able to perceive issues and opportunities differently is a major asset. When we value each other, we create amazing results.

While diversity is a fact, inclusion is a choice. As an employer, we're responsible for creating an

“Putting people first is at the core of this transition. This means ensuring the safety and well-being of our employees, clients and the public, while being responsible stewards of the environment.”

inclusive culture and engaging our team in a common mindset that inspires openness, respect and trust. This is what guides our decisions and actions every day. After all, our actions are what will transform our society on a larger scale.

Our Firm

About BBA

Our purpose, mission, vision and values

Our expertise across the value chain



About BBA

One of Canada’s leading private consulting engineering and environmental service firms in the energy and natural resources industry

We help companies with their challenges and transformations by relying on our sharp business acumen, extensive practical experience and vast technological curiosity. We use our team's ingenuity to develop innovative, scalable and proven engineering strategies and solutions.

17 + 1k

offices across
Canada and abroad

Terrace
Vancouver
Trail
Calgary
Edmonton
Santiago, Chile
Sudbury
Toronto

Rouyn-Noranda
Val-d’Or
Mont-Tremblant
Montréal
Mont-Saint-Hilaire
Québec City
Saguenay
Labrador City
Sept-Îles

employees

43

years of innovation

Our purpose, mission, vision and values



Our purpose

Fostering ingenuity to better value nature

We believe that our most important resources are natural: ones we need to work with, never against. And it all starts with leading by example. For us, sustainability is a mindset, and it forms the foundation of every project we take on. We don't do what we do for recognition. We do it for our people, for the planet and for generations to come.

Our mission

We're proud professionals who positively impact society's development by offering practical and technologically advanced solutions in a mindful way.

Our vision

BBA will be top of mind for clients and talented people seeking a professional services firm that thrives on creating value for communities with safe, sustainable and resilient solutions.

Our values

People first

The health, safety and wellness of our employees, clients and the public are our responsibility. We treat them as family.

Ingenuity

We always find a way to make it work. We exceed expectations by taking our clients' challenges as our own.

Eco-mindfulness

As we develop our projects, we respect, protect and care for the environment and its resources. They are our legacy to future generations.

Rigour

We aim for quality in everything we do. Working together with our clients from ground level, we do it right the first time.

Fun and collaboration

By collaborating and sharing our knowledge, we empower each other.

→ [Watch our corporate video](#)

Our expertise across the value chain

Engineering has changed and so have we. Creating resilient and progressive solutions inspires us.

Whether we're providing end-to-end technical project management services or helping teams resolve business challenges, our sights are always set on the same goal: to combine ingenuity and practicality to create resilient, reliable and sustainable solutions.

FROM STRATEGY TO EXECUTION

We consider the effect of the environment on our work and the effect our work has on the environment.

INDUSTRIES WE SERVE



Mining and metals



Power and renewables



Energy and chemicals



Forestry, pulp and paper and other industries

LEADERS IN FULFILLING ENTIRE PROJECT ECOSYSTEMS

Governance

Studies and assessment

Planning

Design

Procurement

Installation and construction

Testing and commissioning

Operation and maintenance

Decommissioning and closure

UN SDGs

The United Nations Sustainable Development Goals

Advancing the UN SDGs at BBA

Quality education and gender equality

Affordable and clean energy

Industry, innovation and infrastructure

Responsible consumption and production

Climate action



The Old Crow solar project met the Vuntut Gwitchin First Nation's desire to live in harmony with nature and their environment, including reducing their dependence on diesel. Photo: Solvest

Advancing the UN SDGs at BBA

In 2015, the United Nations crafted a blueprint of peace and prosperity for all people and our planet. The goal was to unify all countries on meaningful end states, from gender equality to responsible consumption and production. This led to the creation of seventeen (17) UN Sustainable Development Goals (SDGs), to achieve by 2030.



Our sustainability promise

Companies have an important role to play in achieving the UN SDGs, and BBA is committed to being part of this shared global plan for the planet.

We believe that shaping a brighter future for generations to come requires a commitment today toward greener industrialization and energy sources. It also requires us to transform how we work, live and play. This can only occur with the varied expertise and innovative points of view that come from diverse and creative

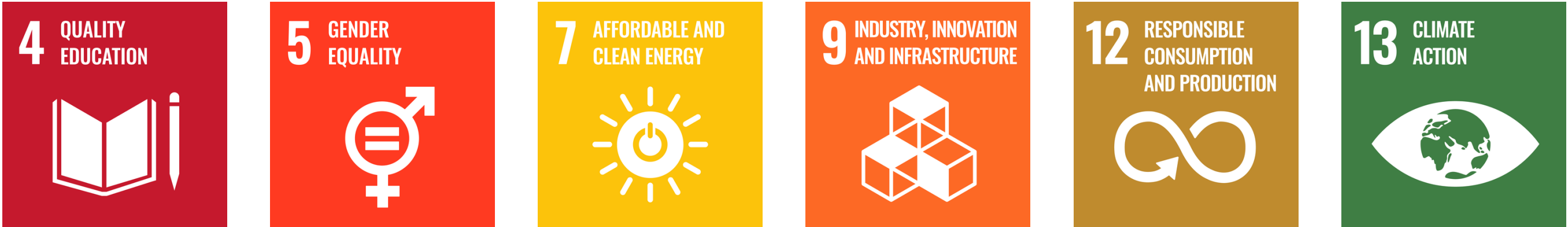
teams. We've also heard clearly from Indigenous communities that the economic success of our projects contributes to their social health. Sustainability is also about leaving inspiring project legacies.

We expect that there will be many major opportunities to make a positive impact in the years to come, which is why we've made the energy and natural resources industry our playground and why, at the heart of it all, we put people first.



BBA'S 6 core
UN SDG'S

We've identified six of the 17 UN SDGs that BBA contributes to the most through our client projects and in our own operations:



Quality education



This goal aims to ensure inclusive and equitable education for all, because it's one of the most powerful and proven means for sustainable development.

As a consulting engineering firm, our capacity to be a catalyst for change and to support the industry in its transition to a sustainable future relies solely on our people's expertise and know-how. We make it our duty to develop today and tomorrow's talent.

Since our founding, we've created, supported, participated in and invested in many education-related initiatives that empower people with the knowledge, technology and skills necessary for a better future.



Donation of \$20,000 to the Mamu Tshishkutamashutau – Innu Education School Board in Sheshatshiu, Newfoundland, made with our Indigenous partner, Hagerty Penashue Holdings. BBA has been working with them on a project in the region.

For more examples of how BBA contributes actively to providing quality education in our society, please refer to the following section of this report:

→ [Social > Employee engagement](#)

Gender equality



This goal strives to empower women and girls through inclusion and equal opportunities, which is proven to support economic growth and development.

As stated by Engineers Canada, “Diversity in engineering means engaging the best minds of the profession, which includes women, Indigenous peoples and internationally educated professionals.” We foster this at BBA.

To encourage women to take steps into STEM studies, we're proud to have joined Engineers Canada in its goal to have 30% of women on its teams and in leadership positions by 2030. To date, 29.8% of BBA employees and 27.8% of our leadership team are women. Still, we believe we can and must do better.



BBA's Osmosis Network aims to create synergy, advance women's talent and stimulate conversations around gender diversity.

For more examples of how BBA contributes actively to ensuring gender equality in our society, please refer to the following section of this report:

→ [Social > DEI](#)

Affordable and clean energy



This goal focuses on sustainable energy sources and on providing affordable, accessible and clean energy for all by expanding infrastructure and upgrading technology.

The face of energy is changing. Our society is moving toward a low-carbon industrial future. Decarbonization is happening now and being defined collectively. Industrial companies have an important role to play in accelerating the creation of this new energy world, a world that's more equitable, both socially and environmentally. And with global energy consumption constantly increasing, it's important to invest in renewable resources and make them even more reliable, affordable and viable.

For over 40 years, BBA has been recognized for its technical expertise in maintaining and leveraging existing energy infrastructure, while improving industrial operations by incorporating renewable energy sources, efficiency measures and more.

And now, our holistic, multidisciplinary and practical vision supports industrial clients in developing their decarbonization and energy transition plans. We help them move from strategy to execution with rigorous and well-sequenced implementation.

We also partner with various Indigenous Nations to carry out key strategic projects and bolster their climate change action plans. In doing so, we've witnessed that economic, social and environmental imperatives can coexist.

Here are some of our flagship projects that exemplify our commitment to developing affordable and clean energy for all.

[→ See more projects](#)



Henvey Inlet First Nation wind project

Henvey Inlet First Nation, a community with 200 on-reserve residents located some 90 km south of Sudbury, sought to build a wind farm that would turn strong gusts into clean energy. Their vision was to own and operate a facility that would support the band's future development by providing emission-free electricity and sustainable revenues from the sale of power to the province.

[→ Learn more](#)



Old Crow solar project

The Old Crow community, home of the Vuntut Gwitchin First Nation, is located 800 km north of Whitehorse, inside the Arctic Circle. The nation wants to live in symbiosis with nature and its environment, including reducing its dependency on diesel.

[→ Learn more](#)

Photo : Ben Power

Industry, innovation and infrastructure



This goal aims to build resilient infrastructure, invest in research and innovation and promote the development of inclusive and sustainable industrialization.

Once again, innovation is bringing us to a pivotal point in the evolution of industry. Fortunately, many companies, universities and investors are embracing innovation at a time when technological development is booming in the industrial and energy sectors, such as CO₂ capture and conversion, and green hydrogen. Resourceful and passionate minds dedicate a great deal of effort to watch their innovative ideas turn into effective, profitable and sustainable solutions.

The BBA team is a trailblazer in decarbonization engineering solutions, assisting industrial clients on the front lines of this transformational move toward a resilient and low-carbon economy. We've been involved in some of the largest and most innovative hydrogen and carbon capture projects in Canada—at source and directly from the atmosphere.

And, as digital technology becomes an increasingly important part of our lives, smart solutions are opening new doors to the energy, mining and manufacturing industries. Our team at BBA knows that to make smart decisions, we need good data. Providing raw, real-time data unlocks opportunities for dialogue and feedback, while empowering community players to hold companies accountable in taking swift action, when needed.

At BBA, we've been developing these types of cutting-edge expertise for years and have continued to invest a great deal of effort in keeping up with the best solutions to properly equip our clients.

→ [See more projects](#)



SAF+ Consortium pilot plant for sustainable aviation fuel

This is the first project to be undertaken in Québec to capture and convert CO₂ into a usable product and is a precursor in North America. Hopes are high, because this type of fuel could transform the future of civil and commercial aviation—along with a host of other industries with various projects and applications—by contributing greatly to the decarbonization effort.

→ [Learn more](#)



Woodworth dam rehabilitation to provide drinking water to the community

The City of Prince Rupert needed to replace the aging Woodworth Dam and turned to Austin Engineering (now BBA) to optimize its redesign. This was a critical project, as the 100-year-old dam is the main source of drinking water. Using an innovative approach, the team worked closely with First Nations to balance economic and environmental goals.

→ [Learn more](#)

Responsible consumption and production



This goal promotes a more resource-efficient economy through sustainable consumption and production, reducing our ecological footprint.

Our reliance on natural resources is steadily increasing. The mining industry is a key player in producing materials essential to human progress and is the starting point in the supply chain for much of the economy.

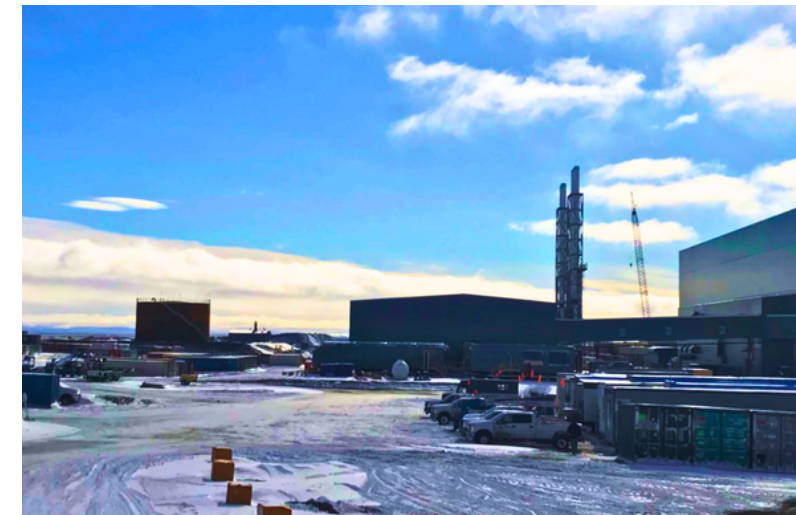
But as demand rises, the mining sector faces increasing pressure from governments, investors and society to find new ways to enhance the positive impacts it has across the UN SDGs. From exploration, construction and operations to mine closure and post closure, mining companies must adopt best-in-class environmental practices through all stages of the mine's life cycle.

BBA works with mining clients to evaluate their organization's impact and co-create a clear vision of change. Fortunately, companies have come to realize that the only way to be economically viable is to operate while being environmentally and socially responsible. A better understanding and appreciation of the value of biodiversity, both to their long-term operations and to local communities, are essential to succeed.

Also, as the mining industry is energy intensive and a significant emitter of greenhouse gases, BBA experts are helping them upgrade their technology, optimize their operations and change their management techniques. Every day, we're making it increasingly possible for mining companies to envision a much-reduced environmental footprint by using new innovative methods.

We apply these solutions across many industries to help with responsible consumption and production.

→ [See more projects](#)



Meliadine mine cogeneration plant

The Meliadine mine is about 25 km north of Rankin Inlet, Nunavut, and can only be accessed by sea and air. Supplying power to such remote mining facilities can be a real challenge. BBA designed a concept so the client could diversify its energy mix, setting an example in the mining industry by demonstrating that economic viability and environmental awareness can go hand in hand.

→ [Learn more](#)



Raglan mine renewable power system

Tugliq Energy integrated two wind turbines into the Raglan mine site as well as various storage systems, including lithium-ion batteries, hydrogen fuel cells and a flywheel. The storage systems serve as a power reserve to offset the variation in wind generation and the reduction in the spinning reserve of the diesel plant generators.

→ [Learn more](#)

Climate action



This goal is aimed at taking the necessary actions to fight climate change and its impacts on our physical, biological and social environments.

More and more, climate change is impacting our livelihoods, our communities and our ecosystems around the world.

The air we breathe, the water we drink, the food we eat and the building materials we use all rely on biodiversity—the most complex feature of our planet.

As we become more aware of how we affect the environment, the climate action movement is driving industries to adopt better environmental practices through all stages of their project life cycles.

Over the years, BBA has expanded its expertise from conventional engineering to include a broader scope. Our goal is to assist industrial and institutional clients on the front line of this transformational move toward a circular, resilient and low-carbon economy. Our team now has specialists from all business advisory, engineering, environmental and earth science disciplines. We foster a “sustainability by design” approach where projects integrate environmental principles from the start. We achieve this through an adaptive and collaborative process across our disciplines.

BBA also wants to minimize its own environmental impacts by achieving carbon neutrality in its operations and supply chain by 2030, or sooner. Furthermore, we understand the direct effects our profession has on the planet, and we find it's imperative not only to promote awareness but to support other industry stakeholders in their own initiatives, such as sponsoring the [Breton Award](#) at ACEC's CCE Awards (Tree for life), which honours engineering firms that demonstrate outstanding environmental stewardship.

→ [See more projects](#)



Photo for illustrative purposes only

Tata Steel GHG emissions reduction plan

The government of Newfoundland and Labrador adopted a carbon pricing program in 2018. As a result, Tata Steel management asked BBA, a trusted supplier, to help them understand requirements and develop a strategy for reporting greenhouse gas (GHG) emissions. The government program requires companies to adopt GHG emission reduction targets, coupled with financial incentives.

→ [Learn more](#)



CO₂ Solutions capture and recovery

CO₂ Solutions is a leader in carbon capture using enzymes. This technology captures CO₂ emissions directly from smokestacks, purifies them using an enzyme similar to one that's found in our respiratory system and uses them in an adjacent greenhouse complex where they grow cucumbers.

→ [Learn more](#)

Our Corporate ESG Goals

Our short- and long-term ESG ambitions

Toward Net Zero initiatives

04+

CO₂ Solutions chose BBA to design and build the first commercial carbon-capture unit in Québec at the Resolute Forest Products plant. The technology captures CO₂ emissions directly from industrial stacks, purifies them and uses them in Les Serres Toundra's greenhouses to grow cucumbers.

Our short- and long-term ESG ambitions

As a consulting engineering and environmental services firm, we recognize our responsibility to shape the world around us. Our work goes beyond technical excellence, and we're committed to making a positive impact on society. We believe that successful business transformation comes from a diverse and creative team. By sharing our knowledge and expertise, we empower each other to drive innovation and success.



	ENVIRONMENT	SOCIAL	GOVERNANCE
Confirmed in 2022	<ul style="list-style-type: none">We defined our Toward Net Zero plan and signed a long-term partnership that supports Tree Canada's National Greening Program for reforestation and afforestation to compensate for our firm's carbon emissions since its founding in 1980. <p>→ About Tree Canada</p>	<ul style="list-style-type: none">We refined our social impact strategy and revised our pillars to align with our corporate culture, our brand and our efforts toward reconciliation. The following three pillars will guide our philanthropic investments nationally, locally and in Indigenous communities: 1) Environment 2) Diversity 3) EducationIn line with Engineers Canada's goal, we pledge to have 30% of women on our teams and in leadership positions by 2030.	<ul style="list-style-type: none">We revisited our 2020-24 strategic plan and created two new leadership roles specifically focused on sustainability: a Chief People and Sustainability Officer and a Vice-President, Health, Safety, and Sustainability.
Short-term 2023	<ul style="list-style-type: none">Begin applying the Toward Net Zero plan by setting up key actions in Year 1.	<ul style="list-style-type: none">Establish a self-identification process to respectfully gather information from employees and applicants to ensure employment equity (EE). This information will be used to analyze and monitor the progress of EE groups within BBA.Launch our new Social Impact program and ensure 1% of our pre-tax profits is allocated to charities within our three pillars and in our local community initiatives.Launch a comprehensive employee well-being program, which will include educational and awareness training that will align with our recent Employee Health and Well-being policy.	<ul style="list-style-type: none">Analyze all our business practices and incorporate ESG principles throughout.Develop an ESG system to track non-financial data relevant to our KPIs and to support reporting that aligns with current standards and frameworks.
Long-term 2-5 years	<ul style="list-style-type: none">Roll out the Toward Net Zero plan initiatives to reduce our CO₂ equivalencies by 47% by 2030, compared to our 2019 baseline, to help limit global warming to 1.5°C.	<ul style="list-style-type: none">Adopt a DEI maturity model to ensure that we preserve our inclusive culture as we grow.Develop proper land acknowledgements in the communities where our offices are located and ensure our projects respect and pay homage to the diversity of Indigenous Nations.	<ul style="list-style-type: none">Increase ESG reporting to our board of directors, starting with an annual report on our ESG strategy, with detailed industry-recognized metrics by 2025.

Toward Net Zero initiatives

BBA aims to be an exemplary corporate citizen and join other transformative leaders in reducing our impact on the planet. Here are the initiatives we plan to achieve by 2030 to reduce our emissions and help limit global warming to 1.5°C.

Already in place

SCOPE 3

- Implement a hybrid workplace strategy to limit the number of days at the office and minimize our building footprint.

Short-term plan - To begin in 2023

SCOPE 1

- Rent office spaces with lower emission intensity for buildings not powered by renewable sources.
- Transition 100% of our car fleet to plug-in hybrid electric or electric vehicles.

SCOPE 2

- Implement energy efficiency measures for IT equipment (office computers, meeting rooms, servers, TVs, etc.).

SCOPE 3

- Implement an air travel policy to limit flights for non-client meetings, targeting a 50% flight reduction compared to our 2019 levels.
- Reduce project-related travel by using holographic technology devices, targeting a 10% travel reduction compared to our 2019 levels.



Medium/Long-term plan - To roll out by 2030

SCOPE 2

- When possible, power our buildings with renewable or clean energy.

SCOPE 3

- Substitute air travel with trains between Québec and Ontario.
- Rent electric vehicles or PHEVs, whenever possible, and select the carbon offset option for car rental companies.
- Request electric taxis, whenever possible, and select the carbon offset option.
- Implement an app to facilitate employee carpooling.

➔ Going the extra mile

Based on a comprehensive analysis performed by an external partner, BBA has identified that our GHG emissions come from the following activities:

SCOPES 1 & 2 - 26%

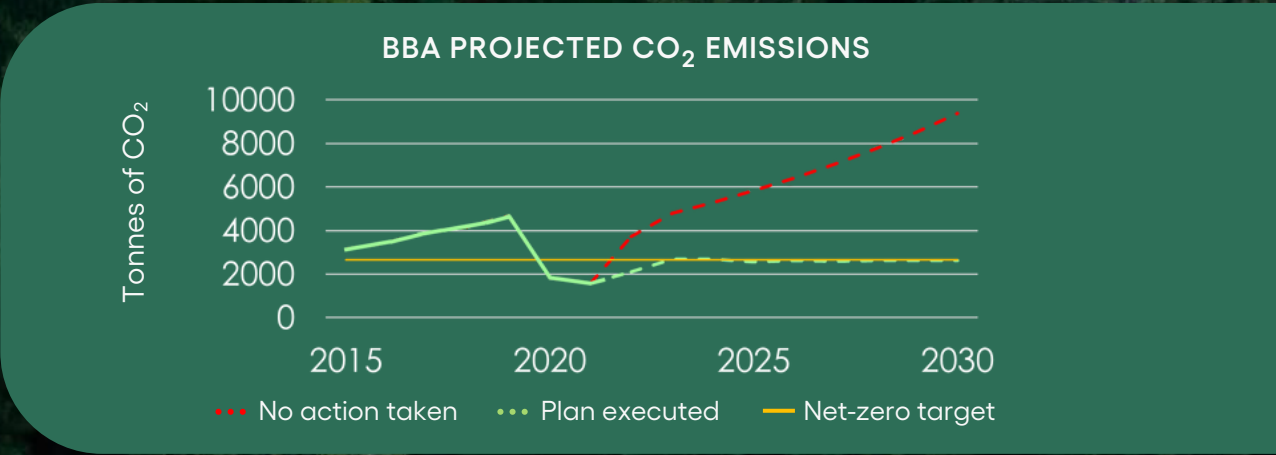
- Corporate facilities (buildings)
- Corporate vehicles
- Purchased electricity and steam for heating

SCOPE 3 - 74%

- Business travel
- Employee commuting
- End-of-life treatment of sold products
- Purchased goods and services

In addition, we've entered into a strategic partnership with Tree Canada to compensate for our Scope 1 and 2 emissions since BBA's founding in 1980.

➔ Staying on target amid evolving challenges



In 2020, as for many companies, the pandemic had a significant impact on our commuting activities, which allowed us to reach our Net-Zero target sooner. At the same time, our workforce grew rapidly, and we had to purchase the technology and equipment required to support our new hybrid work model, which increased our emissions. We've managed to remain on target, and we'll continue to be vigilant by conducting regular assessments and making any necessary adjustments to our plan.

Environment

Environment and emission management

Biodiversity and resource conservation



Community gardens and beehives on the rooftop of BBA's Montréal office.

Environment and emission management



To build a better future, we need to be fully aware of our impact on the environment and the actions we can take to reduce it. That's why BBA takes the time to listen to, learn from and get inspired by communities. We recognize that governance and educational tools, including reconciliation and advocacy efforts, are critical to our environment and emission management strategy.

BBA launched specific initiatives in recent years to support its corporate goals:

- In 2020, we published our Environmental policy and, in 2022, we rolled out our Toward Net Zero plan, which will continue to 2030.
- In 2021, BBA introduced an annual employee survey to measure its footprint and commuting habits.
- A pilot project to reduce site travel, leveraging HoloLens virtual reality technology, was initiated in 2022.
- A strategic partnership was officially signed in 2022 with Tree Canada to compensate for the firm's carbon emissions over the last 40 years through their National Greening Program for reforestation and afforestation.

BBA is also committed to building employee, client and industry awareness through various initiatives such as:

Sponsoring the ACEC-Canada Breton award (previously Tree for life) since 2018

By sponsoring the [Breton Award](#) yearly, BBA is demonstrating its interest in drawing attention to environmental management by celebrating exemplary sustainable engineering projects.

Holding an internal campaign to build employee awareness

An entire week was dedicated to promoting activities related to reducing our CO₂ emissions, so employees understand and get involved in the collective effort.

Involving employees through our local environment committees

The goal of these committees is to get employees involved in local initiatives that encourage businesses in our regions and promote our value of eco-mindfulness.

Recognizing efforts by planting trees

In collaboration with Tree Canada, BBA has committed to planting a tree for every survey our clients fill out—a great way to build their awareness while gathering insights on our projects.

ACQUISITION IN 2018

Biofilia was a strategic acquisition in our commitment to expand our environmental services and anchor eco-mindfulness in our core values.



THOUGHT LEADERSHIP

The Ingenuity Effect campaign

BBA launched a social media campaign in 2022 that examines the issues industry is facing and shares its perspective for sustainable solutions.



→ [See this post on LinkedIn](#)

ANNUAL GIVING CAMPAIGN

Tree Canada

\$165k+

in donations to plant new trees across Canada in the past five years.



Biodiversity and resource conservation



Honey collection event from Montréal office beehives



Charging stations in Mont-Saint-Hilaire

At our firm, eco-mindfulness is a deeply ingrained value that we prioritize and uphold every day. We recognize the importance of biodiversity protection and resource conservation, and we're committed to incorporating these actions into our daily practices. We aim to promote these values not just internally, but also within our wider community.

Preserving our resources: Each action counts

We've implemented several measures and quick wins at our offices to reduce our environmental impact. Here are some examples:

- Geothermal energy and electrical charging stations are available at our head office.
- 90% of our offices have eco-friendly features, including motion sensors, composting and recycling, and water machines to reduce plastic bottle consumption.
- We've adopted a paperless approach, which includes strict and secured printing, e-cards for employee celebrations and virtual brochures and reports that can be accessed using QR codes.

Beehives and rooftop garden initiatives to foster biodiversity and build awareness

As part of our initiatives to promote biodiversity, we're proud to host beehives at our Montréal office, which provide a safe haven for bees that are currently threatened with extinction.

Our Environment subcommittees organize activities annually where employees can extract honey from the hives and learn more about the important role bees play in pollinating and maintaining healthy ecosystems.

Furthermore, we've established rooftop gardens at two of our offices. These gardens promote biodiversity by providing habitats for local flora and fauna, as well as a space for employees to socialize. These initiatives demonstrate our firm's dedication to sustainability and inspire us to continue making a positive impact on the environment.



Planting event in Mont-Saint-Hilaire



Social

Common goals with Indigenous communities

Diversity, equity and inclusion

Health, safety and well-being

Employee engagement

Charities, donations and volunteering



Grise Fiord, the most remote community in Northern Canada. BBA supported the installation of a new power plant to provide a safe, sustainable and affordable energy source for the community.

Common goals with Indigenous communities

Our purpose has always been to foster human ingenuity to better value nature, and we're proud to know that we share these values with Indigenous communities. We recognize that land is required for all the projects we work on and that we must protect it now and in the future.

With over 600 communities in Canada alone, we recognize that we need to be inclusive of Indigenous perspectives and embrace their diversity by adapting our practices to their values and needs. This way, Nations benefit from the projects we carry out on their ancestral lands.

BBA is committed to handing down successful project legacies, and we're excited about being part of future history.

Working with Indigenous Nations to create healthier communities

It's essential for BBA to establish strong and transparent relationships with Indigenous communities. We believe investing in what's important to Nations is simply good business and brings positive benefits to everyone involved.

To us, the true meaning of partnerships is listening to what communities have to say and aligning our values with theirs. Every group brings a different perspective, and we're proud that our expertise has helped in their success and self-sovereignty. We've been involved in numerous Indigenous projects over the years and plan to continue growing this inspiring synergy together.



Listening and learning to improve our practices

As part of our governance process and a key component of our Indigenous Peoples policy (published in 2020), we want to learn more from these communities by working alongside them.

We seek understanding and insight from knowledge keepers and elders, and aim to incorporate what we learn into our daily practices.

Believing in reconciliation and enhancing our understanding of the truth of history

To build awareness of the history, culture and realities of Indigenous communities, all employees were asked to participate in a targeted training program in 2022, and it has now become part of our Onboarding program.

Also, National Day for Truth and Reconciliation has been commemorated across all our offices since 2020. We've held various activities, including a panel organized with a knowledge keeper from the Métis Nation of Alberta and BBA experts who shared their growth experiences from past projects.

Sustainability and collaboration with Indigenous communities are essential to our industry. That's why we strive to be ambassadors to serve as prime examples of how these principles can be put into action (i.e., the Old Crow Solar project).

PROUD MEMBER OF



2022 National Day for Truth and Reconciliation



[The Old Crow Solar project](#)
Award of Excellence at the 2019 ACEC-Canada Gala

Diversity, equity and inclusion

BBA is about more than just a workplace. It’s about people. As an employer, we’re responsible for creating an inclusive culture based on respect. After all, our daily actions are what will transform our society on a larger scale.

At BBA, we've taken concrete steps to implement DEI initiatives that align with our values. Here are some examples:

- Our recruiting process was adjusted in 2022 to ensure greater diversity, including the composition of our talent squad and the interview and selection panels.
- The BBA DEI Committee and the Osmosis Network were formalized in 2022 to foster synergies.
- Activities were organized with university groups to support women in science, including scholarships across Canada.
- Women's Day and International Women in Engineering Day were commemorated both internally and externally.
- We offer our teams training about unconscious bias as well as a pre-site coaching program to support our anti-harassment policy.



Building an inclusive culture is the key to a sustainable tomorrow

Having a diverse set of perspectives is critical for innovation in consulting engineering. Therefore, we make it a priority to build teams with diverse backgrounds and promote a culture of DEI.

AWARENESS CAMPAIGN

Promoting diversity

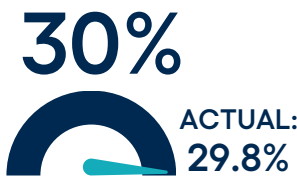
The Ingenious Women campaign presents a range of women role models on the BBA team who are building a more sustainable and equitable world.

→ [See this post on LinkedIn](#)



WOMEN REPRESENTATION

Committed to meet Engineers Canada's objective by 2030



BBA is proud to follow Engineers Canada's goal of having women make up 30% of its workforce by 2030.

PARTNERSHIP SINCE 2000

Supporting women expertise and ESG



The [Artemis Project](#) aims to accelerate business outcomes for women entrepreneurs in the mining and metals industry and to use ESG as an imperative for genuine change.

Health, safety and well-being



Health, safety and environment (HSE), as well as well-being, are a way of thinking, acting and living. They become a reflex that we develop and that stays with us in everything we do. At BBA, achieving excellence in this area is a responsibility shared by our executives, managers and employees.

We care about our colleagues and their well-being

- In recent years, BBA has implemented multiple policies to preserve our employees' well-being, such as an official Employee Health and Well-being policy, a revised Anti-violence, Bullying, Harassment and Discrimination directive, and a Disconnecting from Work directive in 2022.
- We offer various assistance programs to support our employees, including:
 - The Employee and Family Assistance program
 - The newly added ALIAS program, a confidential, anti-harassment reporting hotline
- We've held an annual Well-being Awareness Week with special in-office and virtual activities since 2017.
- We launched special manager training activities on mental health in 2021, which were adapted to the new realities of hybrid work.

On site, at the office and even at home, health and safety prevention is ongoing

- Our extensive HSE employee prevention program, put in place in 2011, has been re-evaluated and updated to align with our new hybrid work realities, including evacuation measures, first-aid attendants and a safety hotline.
- A new safe workplace self-declaration form was introduced in 2022 to ensure employees stay safe while working from home.
- Our Onboarding program includes an HSE initiation program and extensive training for employees going to sites.
- Since 2022, all visitors are asked to watch our HSE instructions video when they arrive.
- A special Safety Month was organized in 2022 to build awareness, including virtual conferences and fun in-office activities.
- Near-miss reporting and HSE minutes at the beginning of every meeting are well established across our teams.

QUALIFICATION COMPLETED: 2022 CERTIFICATION OBTAINED: EARLY 2023

Building healthy and well-being-friendly work environments.



→ [Learn more about Entreprises en santé](#)

BBA GOLDEN RULES

We established 10 HSE rules addressing high-risk aspects of our work, and monthly enhanced statistics are reported to management for prompt action.



→ [See BBA's Golden Rules](#)

Employee engagement

BBA develops tomorrow's talent by empowering people with the knowledge, technology and skills necessary for a better future.



The BBA's Great Adventure campaign microsite and podcast

KINCENTRIC
Best Employer
CANADA 2021

Our firm has ranked in Canada's Best Employers' top quartile every time we've participated.

→ [About Kincentric](#)

ENHANCING THE EMPLOYEE EXPERIENCE ACROSS THE LIFE CYCLE

1. Awareness

Every year, we support education across Canada through a series of bursaries and by sponsoring student competitions at all levels, from high school to university, like the Canadian Engineering Competition and the Canadian Mining Games.

3. Onboarding

Based on employee feedback, we revisited our Onboarding program to adapt to the new realities of a hybrid workplace, while also making it more dynamic, including a teambuilding activity 90 days after joining our organization.

5. Rewards

We ensure our total rewards package is based on equity and is aligned with our market through a well-structured process that's managed by an external HR consulting firm. The Synergy premium will also be launched in 2023 to recognize employee and team efforts.

7. Innovation

We launched our new Connect platform to stimulate innovation and gather employees' creative ideas on a regular basis.



2. Recruitment

We've invested great effort in attracting new talent by developing creative initiatives to showcase our culture as well as other key benefits that come from working at BBA, like the BBA's Great Adventure social media campaign and podcast series.

→ [Visit the BBA's Great Adventure microsite](#)

4. Talent development

We set up a new program to support employee development:

- My BBA Journey, which supports managers and employees during their overall performance and career discussions.

6. Engagement

We find many opportunities to poll our employees and ask for their feedback so we can improve our work environment:

- Stay and exit interviews
- Annual employee survey conducted by Kincentric, leading to:
 - A corporate engagement plan defined by the Engagement committee
 - Local engagement plans defined by BBA employees

Charities, donations and volunteering

Since its founding, we've contributed to improving the quality of life in communities where we operate. We've supported organizations in environment, education, health and the fight against poverty.

Employee Giving program

In 2022, our Employee Giving program took a new direction to align with our Toward Net Zero plan by focusing on one of our core corporate values: eco-mindfulness. As in previous years, BBA matched every dollar raised by its employees. In total, we donated \$92,000 to plant 18,400 trees.

Extra donations in times of crisis

Considering the difficult context of the last three years due to the COVID-19 pandemic, BBA decided to make extra donations to local organizations across Canada that fight poverty and social exclusion, totalling \$166,000. These organizations include: Greater Vancouver Food Bank, Calgary Food Bank, EVA's (Toronto), Le Grain d'Sel (Mont-St-Hilaire), Le refuge (Montréal) and more.

Volunteering as team building activities to support local communities

BBA has participated in various volunteering activities over the years to give back to communities. These initiatives allow our teams to develop a stronger sense of purpose and camaraderie. Here are a few examples:

- Organizing shoreline cleanups along the West and East coasts
- Helping out on an organic farm during the harvest
- Assisting organizations that provide aid to those in need, such as Accueil Bonneau and Moisson Montréal
- Fulfilling wish lists for underprivileged children through "Opération Père Noël"
- Participating in fundraising races, i.e., Leucan
- Participating in and donating to the COVID vaccination centre in Montréal's South Shore, Québec
- Hosting blood drives at our head office

Promoting education

Year after year, BBA gets involved in several major academic competitions as a sponsor or jury member, such as the Canadian Mining Games and the Canadian Engineering Competition.



\$1 M

in donations to support our local communities over the last five years



Governance

- Stakeholder ecosystem
- Corporate governance
- Ethics, quality and risk management
- Cybersecurity and privacy



BBA participated in the Henvey Inlet wind project, which now provides substantial benefits for the First Nation community and clean energy for 100,000 homes across the province.

Stakeholder ecosystem

To inform our sustainability focus and our overall business strategy and priorities, the following stakeholder groups are regularly asked for input through the means described.

Why is consultation essential to sustainable business?

Establishing a stakeholder consultation strategy early in the process promotes acceptability in a sustainable development context and a synergy that will stimulate innovation.





Corporate governance

To reach our strategic aspirations as an organization that is both innovative and committed to supporting the industry in its transition toward a sustainable and profitable future, we've reviewed our organizational structure and processes to guarantee our success.



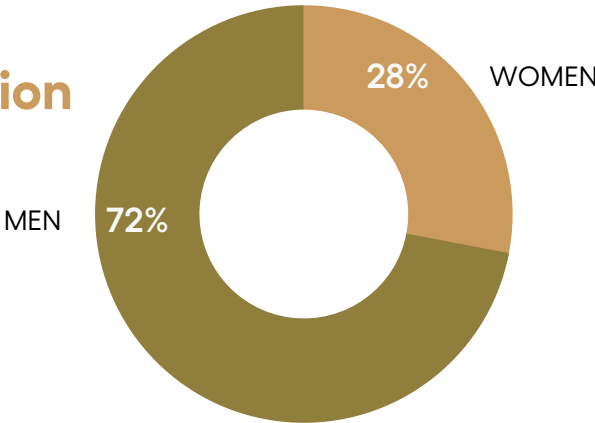
Platinum member

For the 14th consecutive year, BBA solidifies its position in this prestigious ranking, demonstrating its commitment to excellence.

➔ [About Best Managed](#)

BBA'S LEADERSHIP

Gender representation



New organizational structure in 2022

We introduced two key positions to ensure strong ownership of our critical mandates:

- Chief People and Sustainability Officer:

Responsible for the sustainable development strategy and oversees health and safety, knowledge, talent and culture.

- VP, Health, Safety and Sustainability:

Oversees policies for employee well- being, environmental protection and social responsibility.

Board mandate and selection

The board of directors, whose members are nominated and elected by partners and given term limits, plays a critical role in overseeing the firm's operations and long-term viability, which is intrinsically linked to ESG considerations. Selection criteria include: leadership, ethics, engagement, technical skills, experience in strategic planning and diversity. A focus is also put on gender and regional representation.

To align with corporate goals and values, our board member selection process maps criteria and identifies gaps. By carefully considering these criteria, we're actively working to equip our team with the necessary resources to effectively drive the firm forward.

Advising committees

Advising committees, chaired by a board member and comprised of BBA partners, provide essential guidance and resources in key areas:

- 1) Governance
- 2) Strategy
- 3) Finance and audit
- 4) People and practice
- 5) Shareholder assessment
- 6) Information technology

Training and guidance for our leaders

Our leaders receive ongoing ESG training, which includes diversity, equity and inclusion, Indigenous engagement, as well as corporate governance, enabling them to navigate this complex and quickly evolving landscape.

As they share common goals and values with Indigenous communities, they also regularly seek guidance from knowledge keepers and elders for insight and mentoring.

Policy governance

We continuously reconfirm our policy approval process with the board governance committee to ensure adherence to best practices and effective decision-making.

OUR LEADERSHIP



Jérôme Pelletier
PRESIDENT AND CEO



Martin Milot
CHIEF OPERATING OFFICER



Vincent Massé
CHIEF FINANCIAL OFFICER



Renée-Claude Turgeon
CHIEF PEOPLE AND SUSTAINABILITY OFFICER



François Chapados
CHIEF GROWTH AND DEVELOPMENT OFFICER AND BOARD MEMBER



Isabelle Leblanc
VP, MINING AND METALS MARKET



François Vitez
VP, POWER AND RENEWABLE MARKET



Stéphane Charest
VP, ENERGY AND CHEMICAL MARKET



Laura Mottola
VP, ADVISORY SERVICES



Navin Gangadin
VP, CENTRAL CANADA OPERATIONS AND PMO



Christophe Desage
VP, WESTERN CANADA OPERATIONS



Frédéric Didier
VP, EASTERN CANADA OPERATIONS AND BOARD MEMBER



Colin Hardie
CHAIR OF THE BOARD



Julia Gartley
VP, HEALTH, SAFETY AND SUSTAINABILITY AND BOARD MEMBER



Joe Nava
BOARD MEMBER



André Allaire
BOARD MEMBER



Lyne Ricard
BOARD MEMBER



Pierre Deslandes
BOARD MEMBER



[See our leadership team bios](#)

Ethics, quality and risk management



Our commitment to excellence is reflected in the high quality standards we set. Our rigorous approach, combined with a strong sense of ethics, minimizes risks and ensures successful outcomes. We closely monitor the needs and expectations of all stakeholders and work jointly with our clients' teams to deliver the best results.

Client satisfaction

At BBA, we place great importance on client satisfaction, so their feedback is crucial. We use a range of methods to gather their feedback, such as confidential Qualtrics surveys and calls from our Quality Director at the end of each project. By analyzing the results we receive in business intelligence reports, we identify areas for improvement and ensure we meet the evolving needs of our clients.

Ongoing evaluation of internal processes

We understand that to provide excellent service, we need to have effective internal processes in place. We conduct ongoing quality audits within client projects and regular business process audits to identify non-conformities and assess process maturity, including adapting to hybrid work modes. Our revamped project post-mortem process drives better insights for business improvements. Third-party audits for clients and suppliers maintain high standards, and our consistent problem-solving methodology is led by excellence leaders and supported by the Quality team. An annual SWOT analysis identifies opportunities for continuous improvement initiatives.

Integrity and business risk processes

By proactively managing risks, we ensure that we're prepared for any eventuality and can continue to provide excellent and transparent services to our clients. Our framework includes:

- A business risk management directive
- An opportunity and proposal risk management directive
- A business risk management committee, consisting of members from leadership, the board of directors, Operations and Shared Services
- A confidential hotline, ALIAS, for reporting any suspected instances of fraud or misconduct

Awareness and regular training

Building awareness and accountability within our Operations teams is essential for delivering excellent service. That's why we introduced Excellence Leaders in 2019. They support office directors in achieving quality objectives and serve as quality and problem-solving experts. Additionally, our onboarding program includes quality awareness training to ensure all new employees understand our commitment to service excellence. To remain relevant and effective, we recently updated our Code of Ethics and Professional Conduct and require all our employees to read it every year. We also provide annual awareness training on potential business risks and mitigation measures for our client account managers and partners.

CERTIFICATION MAINTAINED SINCE 1997

This standard outlines key principles of quality management, such as:

1. Strong client focus
2. Leadership engagement
3. Process approach
4. Continuous improvement



→ [Learn more about ISO 9001](#)

CLIENT SATISFACTION

Although we consistently score high in our surveys, we strive for a perfect score in overall satisfaction and use this feedback as leverage for training and knowledge sharing.



Cybersecurity and privacy



In today's business landscape, resiliency and transparency are increasingly important for companies to thrive. This is particularly true for engineering firms, where intellectual property protection, data protection and physical safety are critical. Prioritizing these factors builds trust with clients, employees and stakeholders, and positions us for long-term success in a changing environment.

Cybersecurity awareness training

Our firm prioritizes information security through policies for acceptable equipment usage. We provide all users with mandatory cybersecurity awareness training. Phishing and second chance alerts for external links are some of the tools we've implemented to prevent spam and malicious emails.

Monitoring and auditing

By conducting regular audits of shared apps and tools, we demonstrate a proactive approach to cybersecurity. We take action to minimize risks while ensuring a strong digital presence, including auditing our active directory and working with top-tier vendors. Additionally, we stay compliant with privacy regulations, helping us meet legal obligations in the countries where we operate. This also helps us protect our business and clients from potential cyber threats.

Email

We've integrated several measures to maintain a secure work environment that protects our business and client data. This includes email banners, anti-spoofing protocols, sandboxing and anti-phishing techniques. Moreover, we've deployed advanced threat protection to identify and address potential email security threats.

End-user devices

Security is a priority at every level of our IT infrastructure. We restrict local administration rights to prevent unauthorized access. We've upgraded our antivirus platform to next-generation managed detection and response protection—an outsourced cybersecurity service that combines technology and human expertise to perform threat hunting, monitoring and response. We also use a vulnerability assessment tool to safeguard our distributed, hybrid network.

Authentication methods

We implement various measures to protect our data and systems, including multi-factor authentication, a complex passphrase protocol and a risky sign-in alert feature to prevent unauthorized access.

Client and project information

We ensure that all information stored on corporate equipment is accessible only by authorized and authenticated workers. Our internal data is protected from external threats by using a combination of firewall and multi-factor authentication protocols. Additionally, all backups are encrypted to enhance security, providing an extra layer of protection against potential data ransomware.

OUR SERVICES IN INDUSTRIAL CYBERSECURITY



With the same level of rigour that we apply to our business, we develop cybersecurity solutions that protect our clients' facilities, workers and the environment. From strategy to execution, we use technology as an enabler for successful transformations.

→ [Discover our approach and solutions](#)

NATIONAL STRATEGIC MANDATE



Natural Resources Canada (NRCan) selected BBA in 2020 to strengthen the cybersecurity of Canada's critical energy infrastructures. BBA established a methodology for assessing cyber risks for industrial control systems.

→ [Learn more about this project](#)



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