

Impact Report 2023





Table of content

President's Foreword	3		
2022-2023 Impact at a Glance	4	Community	25
Norda Stelo, an Impact Business	5	Philanthropy	26
B Corp Certification	6	Synchronized Volunteering Experience: The Start of a New Tradition?	27
Impact Business Model	7	Volunteering as Team-building	28
Measuring the ESG Impacts of our Projects	9	Equity, Diversity and Inclusion (EDI)	29
Corporate Social Responsibility (CSR) Program	11	The Community at a Glance	30
Governance	14	Environment	31
Our Mission	15	Reducing our Greenhouse Gas Emissions	32
Articles of Incorporation	16	Expertise	36
Our Board of Directors	17	The Environment at a Glance	37
Governance at a Glance	18	Partners	38
Talents	19	Knowing. Doing. Innovating.	39
The Collective	20	Client Relationship Management	39
The Voices of Talents	22	Operational Excellence	40
Health, Safety and Well-being	23	Co-creation	40
The Talents at a Glance	24	The Partners at a Glance	41



President's Foreword

We all have a role to play in dealing with the consequences of climate change and the environmental and social challenges of our era. By acting responsibly, businesses can help mitigate the effects of social change, reduce social inequalities and foster a more sustainable future. We can wait for legislation and regulation to force us to take concrete action or, instead, choose to take the lead and invest ourselves in promising initiatives. It's up to each of us to take the appropriate actions.

At Norda Stelo, we have undertaken a complete organizational transformation, over the course of nearly a decade, to give a sense of meaning to our employees, our clients and our partners. A true testament to the success of that transformation, this very first edition of the impact report transparently and honestly sets out Norda Stelo's corporate social responsibility efforts.

I hope this impact report will be received as an invitation to all businesses to become front-line players in the struggle to bequeath a healthy and prosperous future to the generations to come. Let's take action together to reverse the driving trend of climate change by choosing to put the common good at the centre of our business decisions.



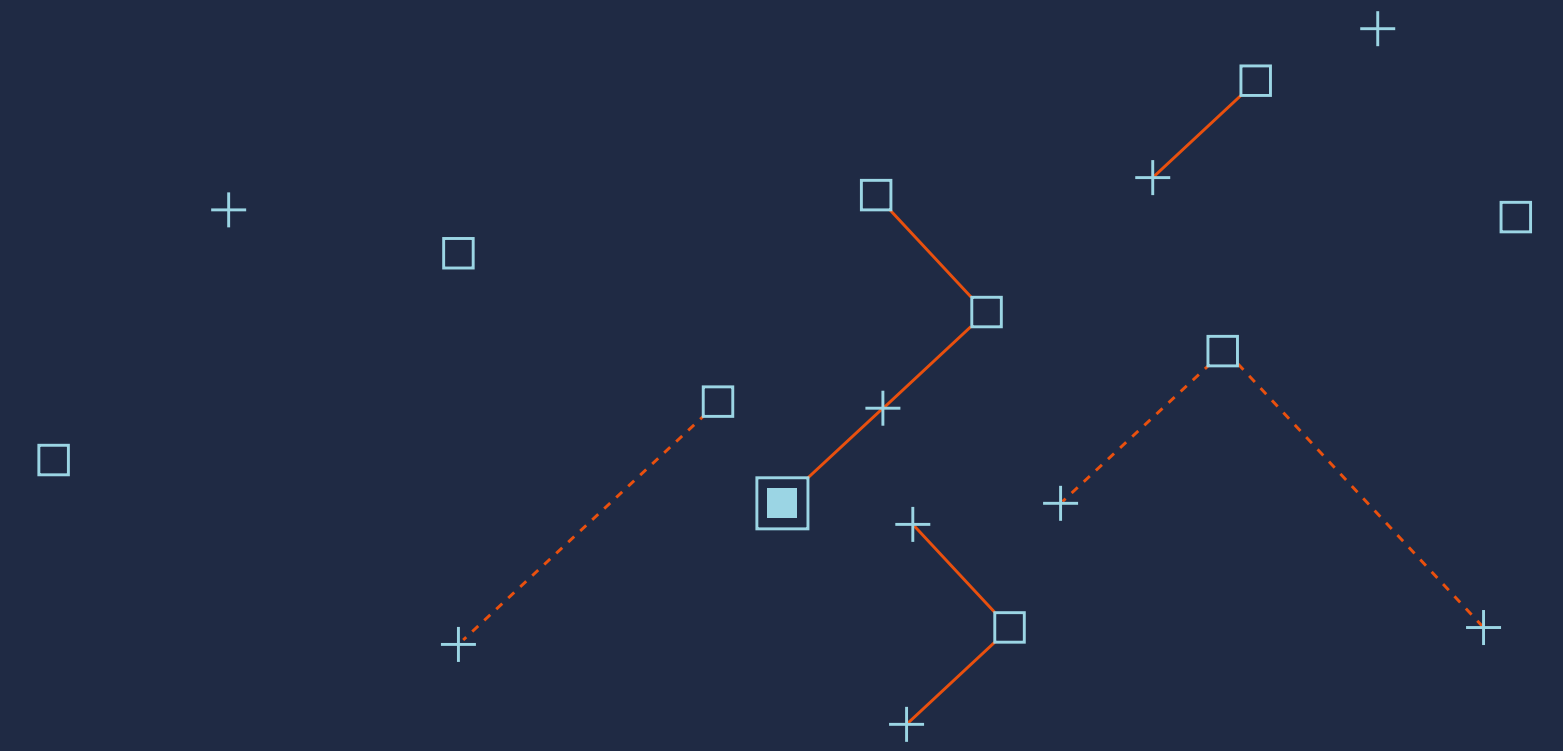
Alex Brisson
President and CEO



2022-2023 Impact at a Glance

In 2022-2023, Norda Stelo defined what it means to be an impact business and went into overdrive to achieve its corporate social responsibility ambitions. Some of the highlights of the last year include receiving B Corp certification, defining the impact business model and integrating it into the strategic plan, changing the corporate mission, amending the articles of incorporation, creating the Collective and its three committees, making a commitment to reduce greenhouse gas emissions, developing descriptions of the ESG impacts of all the company's projects and restructuring our philanthropic activities.

Are you tired out at the thought of all those accomplishments? We're not! Our sleeves are rolled up and we are inspired by the next steps, which will continue to make Norda Stelo a company that creates positive impacts for its talent, its partners, the community and the planet!



Norda Stelo, an Impact Business

The roll-out of the Corporate Social Responsibility (CSR) program and the development of Norda Stelo’s impact business model are the logical next steps in the organizational transformation undertaken a few years ago. With the entire engineering and construction market in Québec facing a major crisis, it has become crucial to reinvent ourselves and redefine what engineering-consulting means. As of now, a complete overhaul of our governance processes has been carried out and major shifts have been undertaken. These shifts were brought to life by mobilizing our employees in the redefinition of our vision and values.

Since then, the processes put in place have matured, and a people-focused corporate culture is solidly rooted in the organization. Our vision of “Mobilizing our collective intelligence towards the sustainability of our partners’ assets, our communities and the planet” has given a very concrete meaning to our projects and helps us choose them.

We knew that our commitments were authentic and that they were supporting our desire to be a good corporate citizen, but it wasn’t obvious how to concretely measure them and bring them all together in a coherent whole. The B Corp certification process

was very helpful in this. It allowed us to establish a structured, complete and measurable CSR program and take our vision to the next level by building an impact business model that truly sets us apart.

Together, the CSR program and the impact business model ensure that all stakeholders involved in the great Norda Stelo project benefit from its activities and demonstrate Norda Stelo’s intrinsic and sincere desire to be part of the solution to the climate and social issues of our times

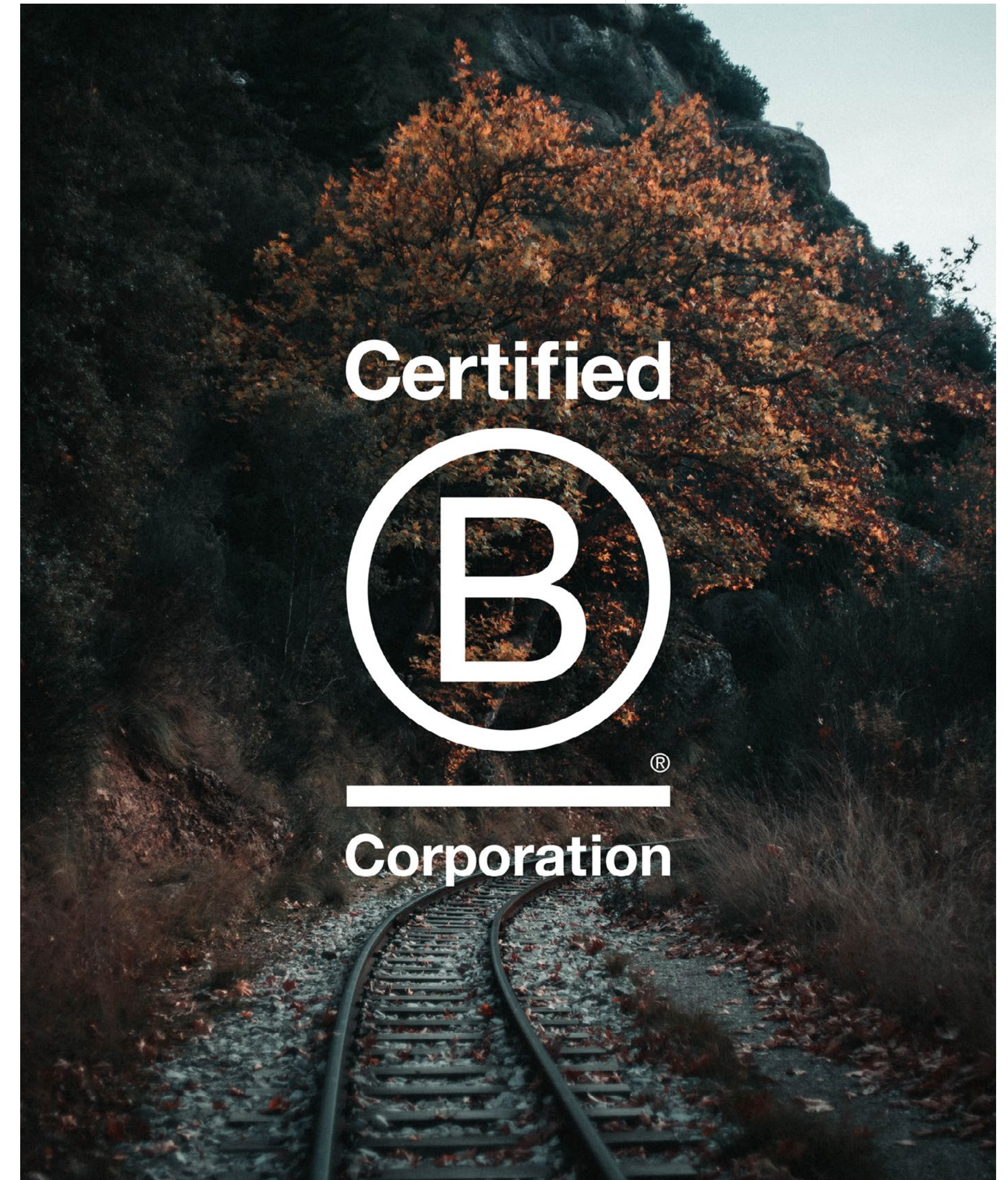
B Corp Certification

In September 2022, Norda Stelo courageously made its corporate social responsibility program a reality by becoming the first major engineering-consulting firm in Canada to receive B Corp certification. Recognized worldwide, this certification is granted to for-profit corporations that meet the highest standards for social and environmental impact, ethical governance and transparency to the public.

To be certified, a company must concretely demonstrate the actions taken in five pillars: governance, clients, employees, environment and community. B Lab, an independent organization, rigorously audits the company's performance in these five pillars and adjusts the score based on an objective assessment of its practices. Although many organizations finish the audit process under the critical threshold of 80 points, Norda Stelo is proud to have scored 88.1 on its first attempt.

Receiving B Corp certification attests that Norda Stelo does business differently, with the aim of building a more inclusive and sustainable economy, in the service of the common good.

› [Norda Stelo in the B Corp registry](#)





Impact Business Model

Norda Stelo wants to make a positive, sustainable impact with all its projects; an impact that goes beyond the simple question of profit. Whether it is increasing the resilience of built assets, reducing the use of new resources, offering eco-friendly designs, making workplaces safe or orchestrating energy efficiency projects, Norda Stelo's engineering teams are striving to build a better world, day after day.

The firm has enshrined, at the heart of its strategic plan, an impact business model that aims to focus the ingenuity and expertise of the engineering-consulting players on serving the common good, through two main objectives:

- | Improving the performance and lifecycle of a company's assets to limit the use of new resources.
- | Measuring the environmental and social impacts of all projects undertaken to participate in improving the ESG performance of our partners.

Asset Durability

Drawing on our undeniable expertise in asset integrity and our extensive experience in the engineering of existing structures, Norda Stelo has made asset durability a key component of our impact business model. We focus our energies on the sound management, improvement and optimization of built assets rather than the construction of new assets.

This philosophy has been summarized in an evocative slogan that guides our business decisions and our choice of contracts:

| **Brown is the new green.**

By drawing on this expertise and on the development of innovative technological solutions such as Stelar, Norda Stelo seeks to support our partners in the management of their assets so they can make informed, responsible decisions. The management model proposed by Norda Stelo extends the lifecycle of an asset, as well as its safe, effective and sustainable operation.

Extending the Life of Assets

In comparison to the environmental impact of producing a new asset, transporting it to the site, installing it and dismantling and eliminating the old asset, extending the lifecycle of an asset reduces the GHG emissions associated with replacing equipment or infrastructure and limits the use of new resources.

By extending the lifecycle of a piece of equipment and delaying its replacement by new equipment, a company can significantly reduce its environmental footprint, as well as increasing the asset's safety and improving its efficiency.

Read [Extending the life of assets: A strategy for reducing the carbon footprint](#) for more information.

Stelar

Smart management of asset durability requires a holistic approach involving multiple factors. It has to take into consideration the health of each asset, the associated risks, its performance, its remaining lifecycle, the related maintenance costs, its emissions and its impact on the environment and the community.

Norda Stelo relies on an innovative technological solution, Stelar, to support our partners in the management of their assets.

The team behind Stelar has developed a platform that centralizes the information that is critical to sound asset management, dividing it into four separate and complementary pillars:

- | Determining the real health of the assets
- | Measuring the environmental performance
- | Designing an asset management capital plan
- | Preparing data for machine learning



Measuring the ESG Impacts of our Projects

In the last year, Norda Stelo has adopted another tool that allows us to describe the ESG impacts of every project we undertake. This first phase in the systematic and quantitative measurement of all projects led to a collective observation that our projects definitely have an impact on communities and the planet.

In fact, since the tool was launched, positive impacts for the environment and society have been detected in 76% of the service offers made and projects completed, 23% are awaiting review by our experts to verify the impact and 1% had no positive impacts.

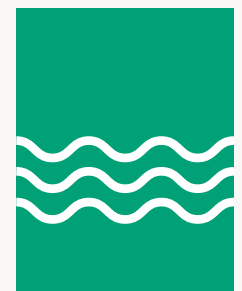
Thinking about a project from the perspective of the impact it will have gives us the basis and space required to innovate and reflect on designs and solutions that will be sustainable, resilient and in harmony with the environment.

In the next months, the second phase of the impact business model will be deployed, allowing us to quantify the ESG impacts of completed projects. This approach continues throughout each project, from the first brainstorming sessions to final delivery, and offers a different—and now crucial—look at the way we conduct our activities.

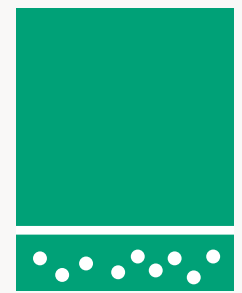
Impact Projects



Municipal wastewater treatment



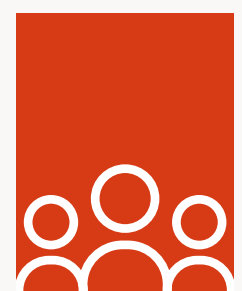
Treatment of the wastewater to specifications that exceed the requirements for safe and sustainable discharge.



Completing the upgrade within existing building structures and infrastructure to re-use and re-purpose the plant to the maximum extent possible.



Conversion of waste byproducts into clean energy for the sustainable operation of the plant.



Technology, design and implementation all by local companies providing both project related jobs and long term job security for the community.

Construction of highway 85



Wildlife crossings, landscaping and wetlands to allow the interconnectivity of natural environments.



Design of hydraulic structures considering an 18% increase in peak flow rates.



Managed wildlife crossings will be the subject of a university research project to evaluate their effectiveness and use by terrestrial wildlife.

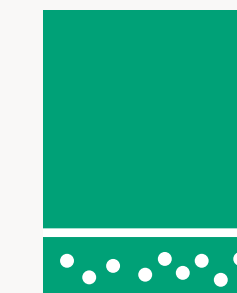


First Nations were consulted as part of the project and an archaeological study was completed to document First Nations use of the area.

Conversion of an industrial paper machine



Reduction of freshwater consumption by optimizing the machine's water loop.



Recommissioning, upgrading and optimizing equipment currently out of service.



Recovery of recycling products to produce a new range of products on the market.



Strategic project to provide job security for over 300 workers.

Corporate Social Responsibility (CSR) Program

CSR at Norda Stelo is expressed through a commitment to make a positive impact on all our stakeholders and to continually strive to improve that impact.

The ambitious CSR program that supports this commitment is grounded in the guidelines of Norda Stelo's CSR policy. It structures internal continuous improvement projects and fosters partnerships with businesses that share the same values. This is an iterative program that encourages continuous progress.

Built around five major pillars, the CSR program extends laterally through all the teams and focuses on specific themes and issues that were identified in collaboration with our stakeholders in a materiality analysis exercise carried out in 2023.

› [Read the Corporate Social Responsibility Policy](#)



Materiality Analysis

Materiality analysis is the process of identifying, highlighting and ranking the most important and meaningful factors for a company and its stakeholders. By conducting this exercise, Norda Stelo documented and examined the interests of its stakeholders in order to make informed decisions and focus its efforts on areas where it can have the most impact.

The priority issues are considered to be highly material by both the company and its stakeholders. They can be seen in the upper right corner. They include several governance issues, including ethics and transparency, the longevity of the company, financial health and innovation. These factors form the basis of the organizational transformation carried out in the last decade and they serve as the solid foundation for the

development and growth of Norda Stelo as an impact business. The health and safety of the employees are also in the top priority tier and attest to how important it is, to Norda Stelo and its stakeholders, for talents to be at the heart of its organizational plan.

The issues presented in the materiality matrix form the core of our CSR program. Objectives are set for each of them and tracked using indicators.

Methodology

Stakeholder identification

Mitchell's power and interest grid was used to identify and prioritize stakeholders. Eight groups were targeted: shareholders, board of directors, talent, customers, investors, suppliers and subcontractors, professional associations and government institutions, and the community.

Identification of material themes

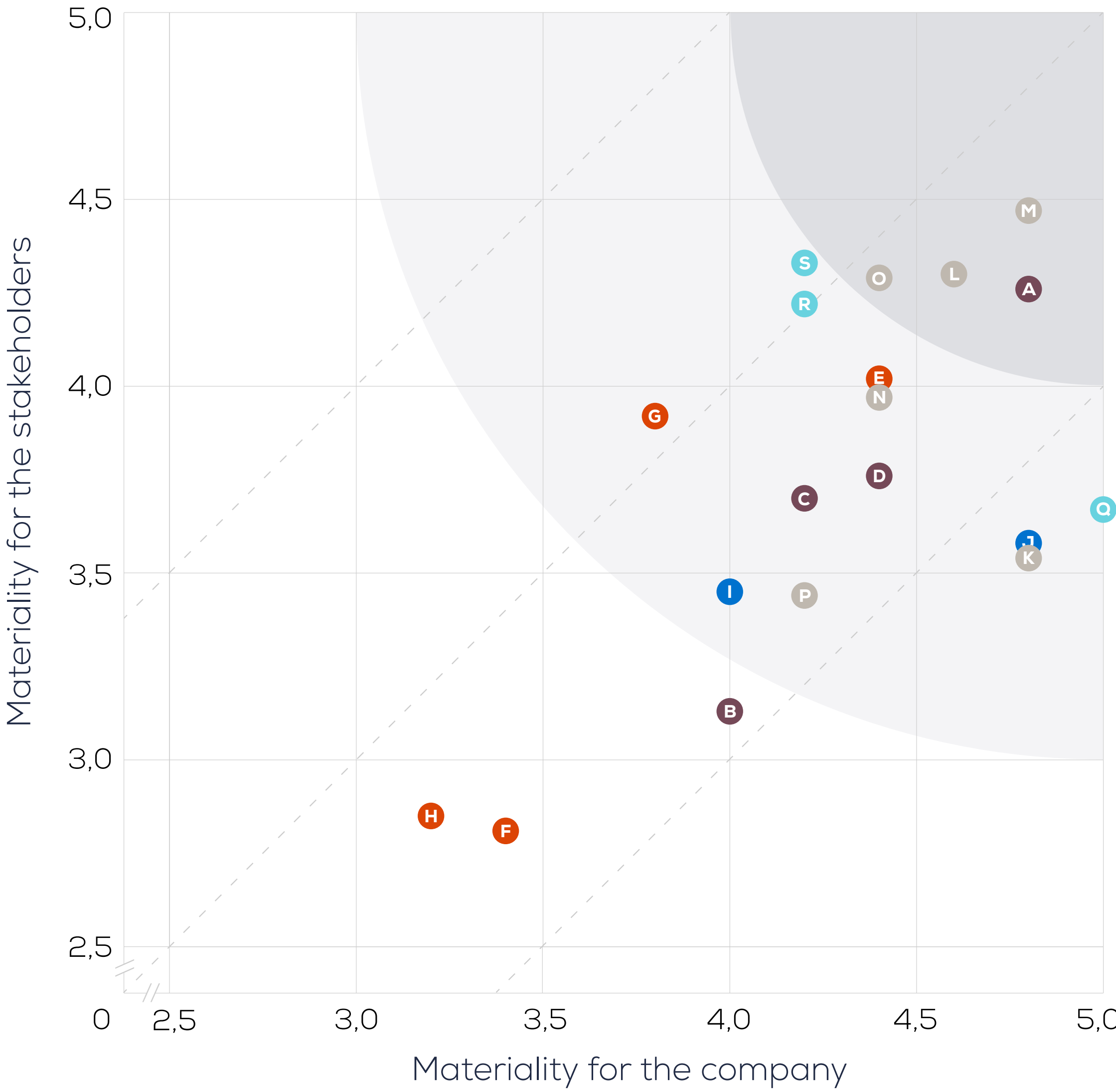
The 19 material themes chosen for the materiality analysis were selected considering criteria such as potential impact on the company, stakeholder interest, regulatory compliance, operational risks and business opportunities.

Prioritization of material themes

The voices of both stakeholders and the company were compiled via a materiality assessment form. Respondents were asked to identify, on a scale of 1 to 5, the degree of materiality of each theme.

In all, over 300 people covering all stakeholder groups were consulted as part of the exercise.

The most important and significant elements for the company and its stakeholders

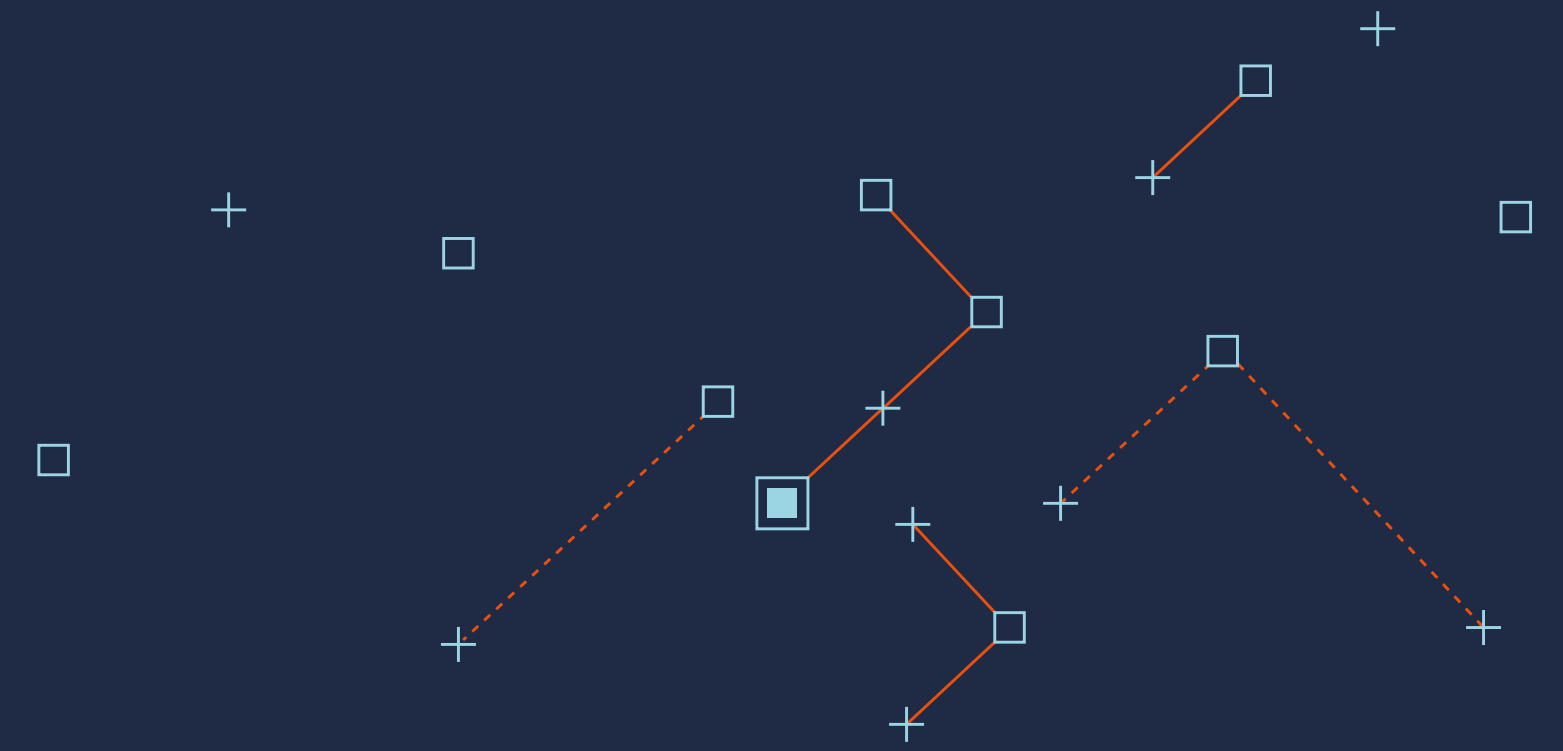


- TALENT**
 - A Employee safety, health and well-being
 - B Career development
 - C Working conditions
 - D Attracting, engaging and retaining talent
- COMMUNITY**
 - E Equity, diversity and inclusion
 - F Philanthropy and volunteering
 - G Human rights
 - H Relationship with indigenous communities
- ENVIRONMENT**
 - I Responsible procurement
 - J GHG management
- GOVERNANCE**
 - K Impact business
 - L Ethics and transparency
 - M Financial health and longevity of the company
 - N Cybersecurity and data security
 - O Innovation
 - P Internationalization
- PARTNERS**
 - Q Asset durability
 - R Client relationship management
 - S Quality of project performance

Governance

Sound governance practices play a fundamental role in value creation, risk management and the preservation of a company's reputation. Drawing on our solid governance principles, Norda Stelo has been able to uphold its integrity and maintain the deep trust of its teams and clients through the difficulties of the last few years.

Today, these same practices are allowing the company to launch its ambitious strategic plan, supported by mature, thoughtful and resolutely vibrant governance. In fact, driven by the need to act and the desire to be part of the solution, 2022–2023 has been particularly fruitful in terms of governance.





Our Mission

To more accurately reflect Norda Stelo's purpose, philosophy and desire to make a difference, we have reviewed our mission.

This new mission, developed in collaboration with the company's talents, attests to Norda Stelo's determination to transform engineering methods through technological innovation and to make a real impact on climate change and the well-being of communities.

Our new mission, inspiring and meaningful, reflects who we are:

- Driving engineering through innovation.
- Together. Sustainably.

› [See what our talents think about the new mission](#)

Articles of Incorporation

To ensure the perennity of its commitment and protect the interests of all stakeholders, Norda Stelo has amended its articles of incorporation to include the creation of a positive impact in the company's objectives and the consideration of the interests of all stakeholders in decision-making.

Far from being window-dressing, this addition, unanimously supported by the shareholders, is the official, public and solemn promise that Norda Stelo will protect the interests of its stakeholders and its vocation as an impact business in the face of the corporate turmoil the coming years may hold.

"The corporation's purpose includes, but is not limited to or restricted by, the creation of a positive impact on society and the environment, taken as a whole. This positive impact stems from business conducted by the corporation and its operations. It is based on the size and nature of the corporation's activities."

The directors shall, when they decide what is in the higher interest of the corporation, take into consideration the short- and long-term interests of the corporation and the interests of the corporation's shareholders, employees, suppliers, creditors and clients, as well as governments, the environment and the community and location in which the corporation conducts its operations (the "Stakeholders") to inform their decisions."



Our Board of Directors

Norda Stelo has the good fortune to be able to rely on a Board of Directors that made up of a majority of independent directors and 40% women to pursue its development, faithful to its vision of mobilizing collective intelligence to serve the sustainability of our partners' assets, communities and the planet.



Claude Rousseau
Chairman and
Independent
Director



Oona Stock
Independent
Director



**Pierre
Seccareccia**
Independent
Director



Alex Brisson
Director



Isabelle Tarquini
Director



Patrick Quigley
Secretary
and Ethics
Commissioner

Governance at a Glance

CYBERSECURITY AND DATA SECURITY

Protecting the company's computer systems, sensitive data and confidential information against cyberattacks, intrusions and privacy violations.

ISO27001 certification in progress

INTERNATIONALIZATION

Expansion of a company's activities beyond national boundaries by adapting to the particularities of foreign markets and managing challenges related to cultural and regulatory diversity.

Projects carried out in **16** countries on 4 continents

INNOVATION

A company's capacity to develop new ideas, products, services or processes in order to remain competitive in the market and respond to clients' changing needs.

Investment in innovation: **3%** of income

IMPACT BUSINESS

The company's vocation of pursuing commercial activities focused on the creation of positive impacts for society and the environment, in addition to generating financial benefits.

76% of projects have ESG impacts

ETHICS AND TRANSPARENCY

Adoption of high ethical standards in all business practices and determination to communicate transparently with all stakeholders.

100% of employees sign our Code of Ethics and Conduct annually

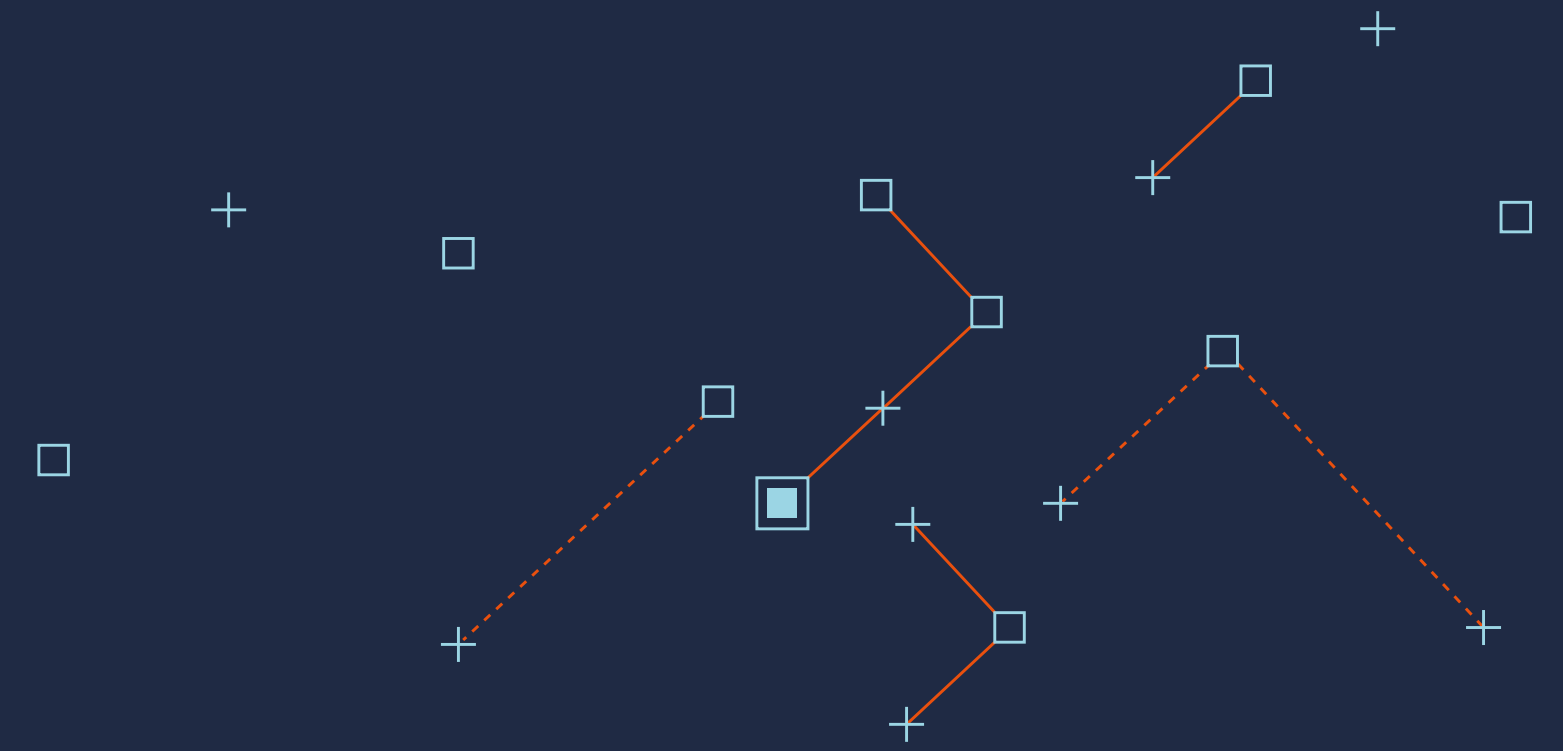
FINANCIAL HEALTH AND LONGEVITY OF THE COMPANY

The company's capacity to generate income, maintain profitability, manage debts and prosper over the long-term, taking economic, social and environmental issues into account and adapting to changes in the market and society.

13% annual organic growth

Talents

Because a company is first and foremost the people in it, it is crucial to put our talents at the heart of the action, to give them a voice in guiding decisions and to offer them the means to get involved so that the corporate culture reflects their values. At Norda Stelo, our talents shape the culture, transmit our story and values and embody the driving force required to achieve our shared goals.



The Collective

The Collective gathers together all of the company's talents in an inclusive, inspiring and friendly structure, offering three meetings each year based on the employer brand's catchlines.

We meet to break down the traditional silos of the organization, to generate ideas and draw inspiration, to immerse ourselves in our internal culture and to celebrate our achievements, big and small. Ultimately, we meet to fully experience the Norda Stelo project, which unites us and shapes our daily efforts.



First Season of the Collective: A Roaring Success!

The Collective's gatherings brought together on average 50% of Norda Stelo's talents. The meetings resulted in three committees and three internal initiatives.

A Mobilizing Force

This first meeting allowed us to playfully and cooperatively mobilize around the major priorities for Norda Stelo's future: "Generate robustness" and "Be bold."

Truly Human

The second Collective gathering centred on networking sessions designed to answer a question at the heart of the company's concerns: "How can we preserve our Truly Human DNA in the context of growth?"

Fully Committed, in Work as in Life

The idea for this third gathering was to draw inspiration from each other by highlighting everyone's personal commitments and their collective impact when combined. The talent had the floor during this emotion-packed sharing session.

Committees

The Collective initiative also includes the creation of committees linked to Norda Stelo's internal culture. The talent involved in the committees are committed, action-oriented people who mobilize around practical objectives related to issues that matter to us!

Regardless of their role in the company, their area of expertise or their work location, all talents are invited to contribute to the Collective committees.

Onboarding and Integration Committee

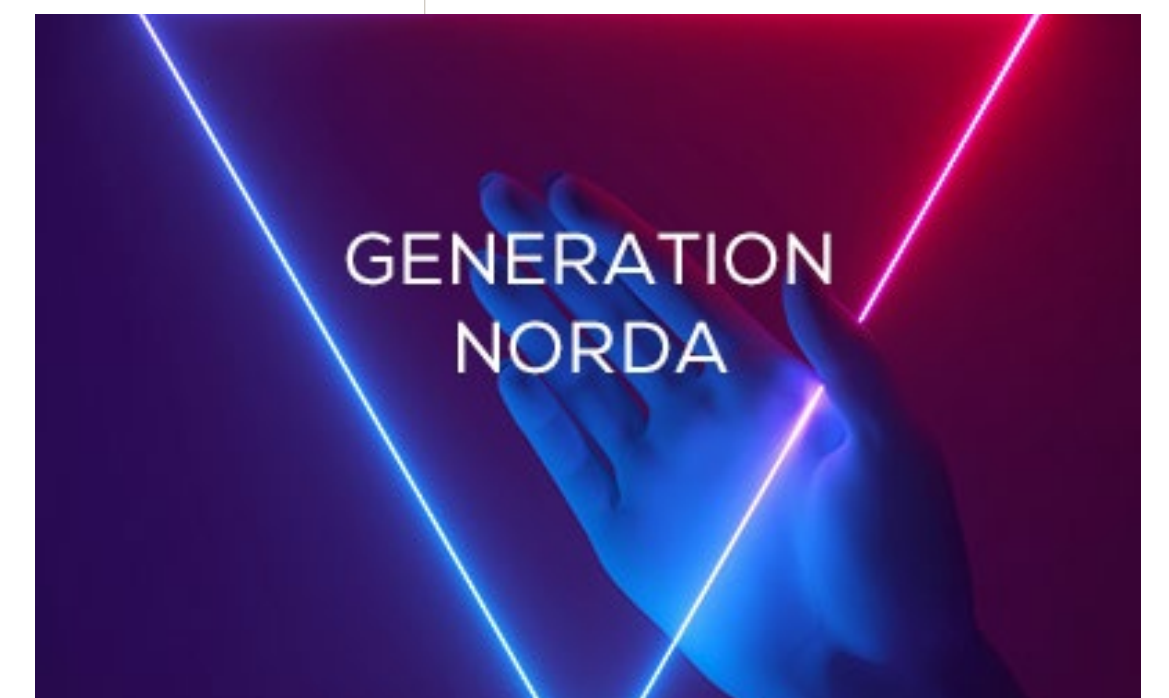
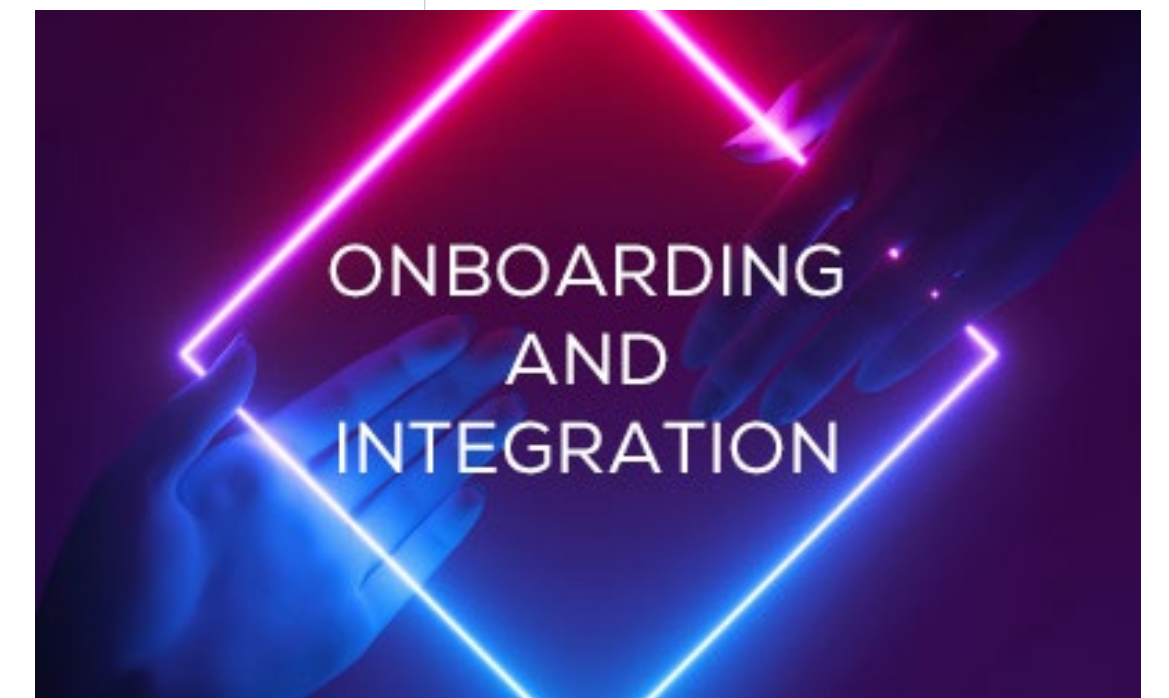
The objective of the onboarding and integration committee is to help offer an onboarding experience that reflects Norda Stelo's values and culture and to effectively equip new talent for their integration. In practical terms, the committee mapped out the key phases of intake and integration and offered a series of discovery lunchtimes to illustrate the strength of the Norda Stelo network.

Equity, Diversity and Inclusion (EDI) Committee

The EDI committee's mandate is to foster a work environment where diversity is respected and the uniqueness of each talent is valued. In its first year, the committee drafted an EDI charter, celebrated International Diversity Day and submitted recommendations for talent training in equity, diversity and inclusion.

Generation Norda Committee

Generation Norda committee was established to give young professionals the opportunity to make their voices heard in the context of strategic initiatives so that the company benefits from a broader vision of future issues.





The Voices of Talents

Since our talent are the heart of our organizational project, various communications and consultation channels exist within the company. With the sincere goal of involving the talent in the identification and prioritization of internal projects that concern them, a large-scale working conditions satisfaction survey was held in 2022–2023. Action priorities were identified based on the results, and all comments were forwarded to the teams concerned.

In practical terms, the survey results allowed us to prioritize and implement three initiatives that are dear to the hearts of the company's talent: adding two mobile days off for the entire company, launching an inclusive mentorship program and reimbursing professional order fees.

Health, Safety and Well-being

A top priority for many years at Norda Stelo, the employees' culture of health, safety and well-being reached a new level of maturity in the last year.

We proudly celebrate the symbolic threshold of a million hours without an accident!

Intrinsically tied to our operations through many processes in place, occupational health and safety (OHS) was the subject of a variety of promising internal initiatives.



Health and Safety Committee

A health and safety committee was established in February 2023. Its goal is to foster the emergence of shared solutions. It has the power to influence prevention program orientations, particularly concerning the choice of safety equipment and training and information programs. The committee participates in the identification and assessment of risks present in the workplace and in the critical risk analysis framework.

Step Up OHS Program

A new OHS performance indicator was added to the current indicators: Step Up OHS. By sharing, compiling and acknowledging every action that goes beyond minimum OHS expectations, Norda Stelo applauds all initiatives that foster a safe, kind work environment.

The Talents at a Glance

EMPLOYEE SAFETY, HEALTH AND WELL-BEING

Protection and promotion of the physical safety, mental health and general well-being of the employees within the company.

Accident frequency and severity rate:

0

WORKING CONDITIONS

Aspects related to the work environment, schedules, social benefits, life-work balance and other factors that contribute to the satisfaction and comfort of the talent.

77%

of employees find the social benefits satisfying

CAREER DEVELOPMENT

Efforts deployed by the company to help our talent advance professionally by offering them opportunities for training, mentoring and career growth.

81%

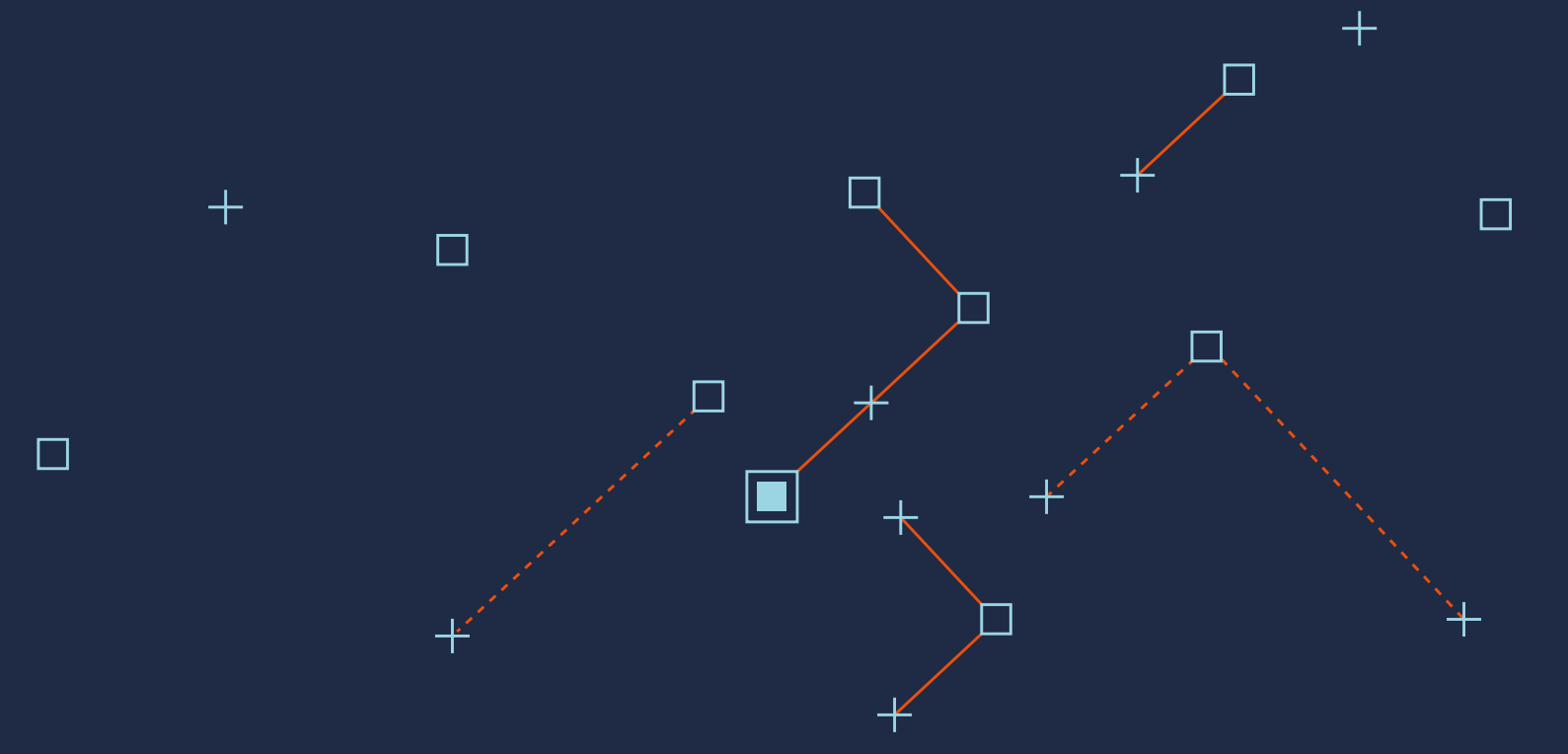
of management positions filled from within

ATTRACTING, ENGAGING AND RETAINING TALENT

Strategies and actions put in place by the company to attract talented employees, keep them engaged and motivated and encourage their long-term loyalty.

Overall engagement (2021)

75%



Community

Norda Stelo recognizes that strong, durable social fabric is beneficial for businesses working in any community. Faithful to its social responsibility vision and commitments, Norda Stelo wants to get involved by playing an active role in the communities to make a positive contribution to the well-being of society and the environment.

Philanthropy

In 2023, Norda Stelo reviewed its philanthropy policy to allow the company to step forward as an innovative philanthropy leader, to serve as a source of inspiration for our stakeholders and to engage with the community.

Philanthropic Commitments

- | Norda Stelo will match talents' donations to United Way's annual campaigns, as well as coordinate and promote campaign activities through its United Way ambassadors and campaign committee.
- | Norda Stelo will ensure that a portion of its annual philanthropy budget is distributed through donation campaigns that celebrate the successes of its teams, by allowing the talent on those teams to choose the organizations they want to donate to.
- | Norda Stelo will objectively evaluate donation applications received within three months and, based on its financial results, grant donations to organizations that meet its philanthropy criteria.

[› Read Norda Stelo's Philanthropy Policy](#)

2022 United Way Campaign

United Way lets businesses make local donations by directing the funds raised to charitable organizations that meet the specific needs of the local communities where the business operates. Donations made to United Way have a direct positive impact on local populations and contribute to sustainable socioeconomic development.

In 2022, Norda Stelo doubled our commitment to United Way by matching its talents' donations.

Together, Norda Stelo and its talents donated \$93,791, a record amount for the company!

Synchronized Volunteering Experience: The Start of a New Tradition?

Norda Stelo’s talents synchronized their mobilization in all its workplaces for a volunteering afternoon. This mobilizing and transformative mutual aid experience allowed us to weave strong bonds with our colleagues while also taking concrete action for the community.

“We just had an extraordinary volunteering experience, full of meaning, good moods, mutual support and, above all, efficiency!”

“The people we met definitely gave us a break from our professional lives and forced us to question, for at least a moment, our daily routine and comforts.”

All in all, just over a hundred employees pitched in at nearly a dozen organizations across Canada. An unforgettable afternoon worth repeating!





Volunteering as Team-building

The benefits of team-building activities have been proven. They foster effective collaboration, productivity and employee well-being. To double down, why not use these high-quality team moments to get all hands on deck and give back to the community?



Packing Lunch Bags

Teams at different workplaces turned their holiday dinner into a meals-on-wheels event! The employees got together to take part in a sharing activity, making 150 sandwiches and lunch bags that were then distributed in community fridges in the Québec City region. It was great fun.



Tablée des chefs Culinary Chore

What better place to create strong bonds than around a kitchen island? The Tablee des chefs welcomed the members of the management committee and the Generation Norda committee in a relaxed and unifying atmosphere. The objective of the “culinary chore” is to make nourishing and flavourful dishes and distribute them to Québec’s food banks.

Equity, Diversity and Inclusion (EDI)

Our commitment to equity, diversity and inclusion strengthens our values and helps us achieve Norda Stelo's mission and vision. In the last year, the EDI charter drafted by a diverse talent committee solidified our commitment to reflect these values in our daily efforts and to create a work environment that is fair, diverse and inclusive, where the uniqueness of every person is valued.

At Norda Stelo, it is essential for everyone to be treated with dignity and respect, regardless of their differences. We recognize that a diversity of identities and perspectives fosters creativity, innovation and success within our company. This is why our work environment is inclusive: every individual is valued, supported and can achieve their full potential.

[› See the EDI Charter](#)

Vivre-ensemble

Norda Stelo enthusiastically signed up to be an ambassador of the Vivre-ensemble circuit spearheaded by Ville de Québec. This initiative offers businesses a series of training modules about living together in the workplace, as well as networking activities and lectures.

As an ambassador, Norda Stelo will:

- | Offer three hours of training to its teams
- | Offer integration activities on living together, diversity, equity and inclusion knowledge
- | Work constantly to create and maintain an inclusive workplace
- | Adopt and share best practices on diversity, equity and inclusion in business

This commitment is meant to echo the organization's firm intention to serve as an EDI leader and to create an inclusive work environment where everyone can blossom, whatever their situation may be.

The Community at a Glance

EQUITY, DIVERSITY AND INCLUSION

Efforts to promote equity among individuals, to encourage diversity on teams and to create an inclusive culture where all employees feel valued and respected.

39% of employees are part of a minority group

HUMAN RIGHTS

Respect for the fundamental rights of all people involved in the company's activities, including employees, suppliers, subcontractors and local communities.

Indicator to come (2023-2024)

PHILANTHROPY AND VOLUNTEERING

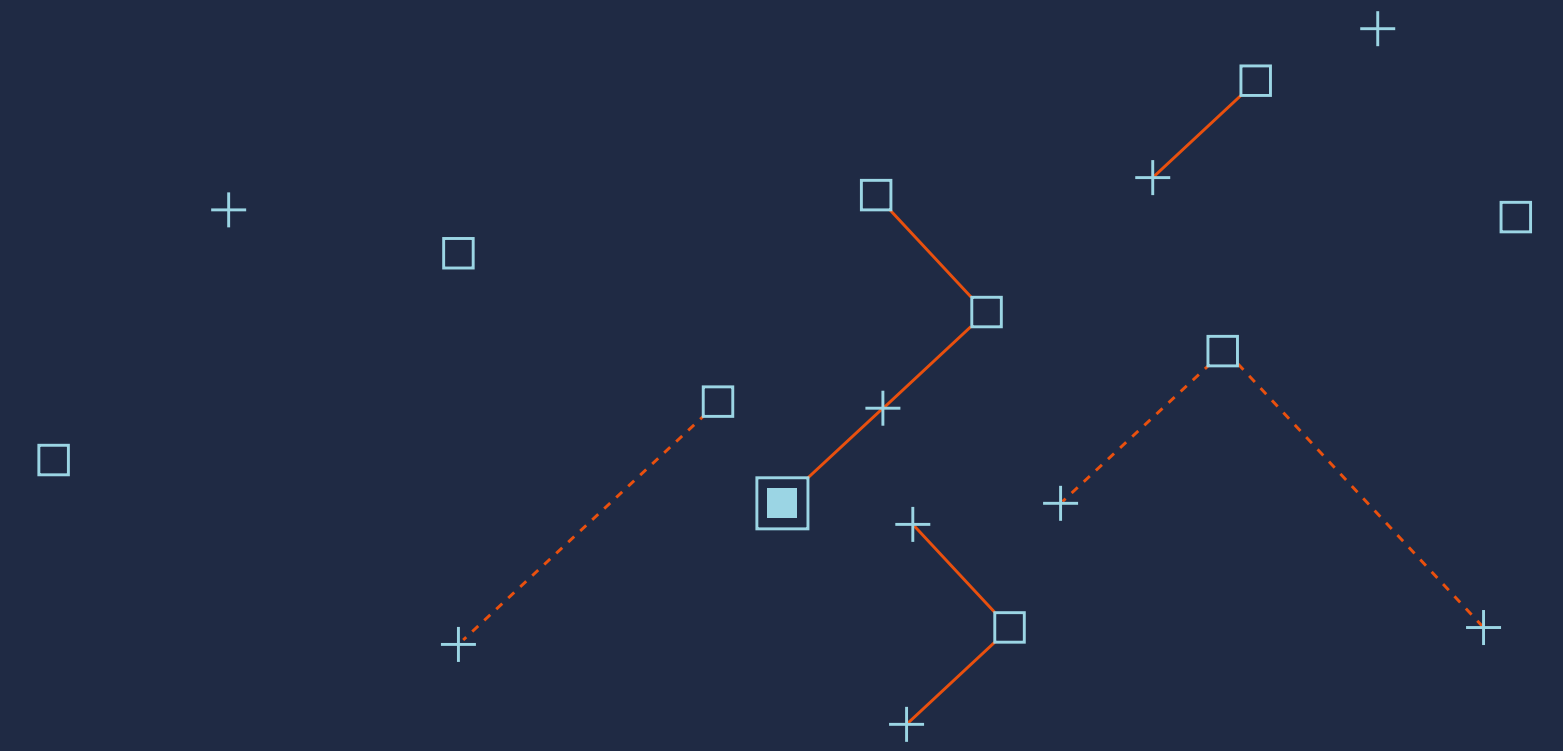
The company's initiatives to support causes through financial donations or employee involvement in volunteer activities.

\$50,565 in donations made

RELATIONSHIP WITH INDIGENOUS COMMUNITIES

The way the company interacts and collaborates with Indigenous communities, by ensuring that our activities respect their culture, rights and interests.

Indicator to come (2023-2024)



Environment

The last year has been lively on the environmental front. In both its internal practices and the expertise we offer to its partners, Norda Stelo teams are mobilizing to meet ambitious goals and pursue exciting initiatives.



Reducing our Greenhouse Gas Emissions

In any type or size of business, we all have a role to play in reducing greenhouse gas emissions. In 2023, Norda Stelo made the leap and adopted an action plan that will allow us to reach carbon neutrality through concrete reduction initiatives that really change the way we do business.

These initiatives will be documented and shared transparently to contribute to collective knowledge and nourish communities of practice that are trying to improve the ecological footprint of the corporate world.

We're proud to contribute to this key societal project!

Climate Action Committee

Starting in fall 2023, the Climate Action committee will start implementing initiatives to achieve carbon neutrality. By dedicating a cross-company team to the reduction of our carbon footprint, in addition to the traditional corporate teams, Norda Stelo is taking the means to fulfil its carbon neutrality ambitions.

Greenhouse Gas Emission (GHG) Inventory

To prioritize the actions required to achieve carbon neutrality in a reasonable and factual manner, Norda Stelo is now conducting an annual inventory of its GHG emissions.

For the year 2022-2023, the analysis and processing of available data has led to a preliminary estimate* that Norda Stelo's emissions amount to a total of 1,257 tonnes of GHG, expressed in terms of their equivalence in CO₂ emissions.

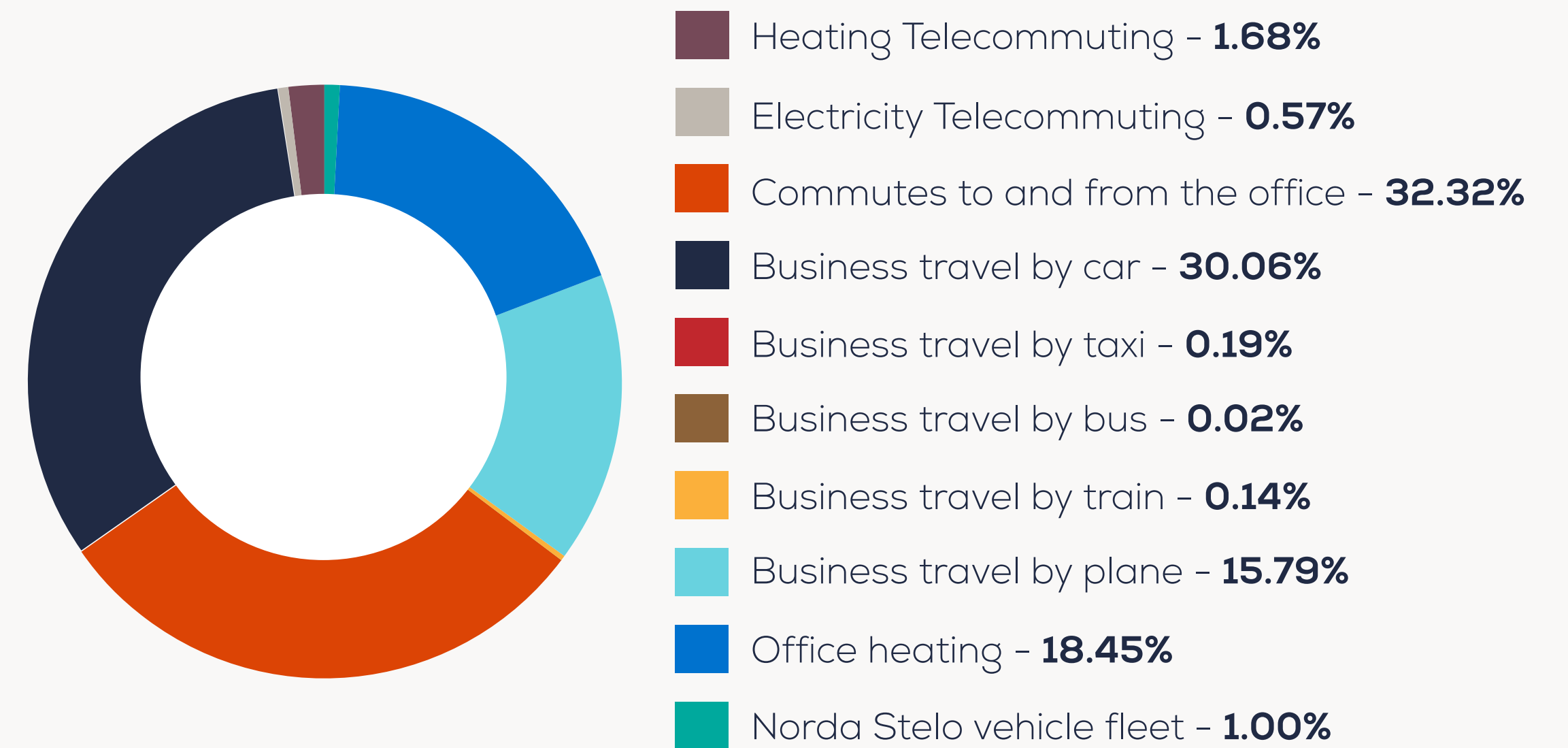
The company's four largest sources of GHG emissions are:

- | Car commutes to and from the office (32% of total emissions)
- | Car commutes (rented or personal) to and from clients' sites (30% of total emissions)
- | Office heating (18% of total emissions)
- | Business travel by air (16% of total emissions)

Together, these four categories cover 96% of the company's emissions.

* To validate our calculation methods and certify that the inventory is carried out by the book, the process and results will be audited during the next GHG emissions inventory exercise.

Preliminary estimate of GHG emissions from July 2022 to June 2023, tonnes of CO₂ equivalent



Norda Stelo Great Walk

From Tasmania to Toronto to Sept-Îles, some 300 of our employees got out and got moving for Norda Stelo's first "Great Walk." In teams, in families or solo, the invitation was simple: let's get out into the great outdoors and take a moment to acknowledge our magnificent planet.

In honour of Earth Day, and to make the event more meaningful, Norda Stelo planted a tree for every participant in the march.



Responsible Procurement

In the last year, the foundations have been laid to ensure that the company's procurement process helps reduce Norda Stelo's ecological footprint and strengthens local economic sustainability.

In practical terms, Norda Stelo has made a commitment, through our responsible procurement policy, to:

- | Choose local suppliers by preference
- | Support sustainable development by purchasing environmentally friendly products, particularly in terms of office supplies and stationery
- | Assess its suppliers based on quality criteria and their social and environmental impact

In the next year, responsible procurement indicator tracking and the development of an internal communications plan will allow Norda Stelo to gain greater maturity in these processes and set informed targets.

› [See the Responsible procurement policy](#)



Reusing and Recycling Electronic Equipment

Norda Stelo now disposes of its electronic equipment through equipment donations to OPEQ (computers for Québec schools). OPEQ reconditions the equipment and distributes it to schools and families in Québec and recycles obsolete equipment responsibly. A great example of a win-win relationship!

Expertise

Norda Stelo is actively involved in the development of solutions that will address major environmental issues, in collaboration with its partners. To support this strategic positioning and promote our experts in this field, we proceeded with some key hires and restructuring in the last year.



ESG and Decarbonization

Since ESG and decarbonization criteria are essential factors to consider for the sustainable future of our communities, a division to head up ESG and decarbonization issues has been created. This new division is working transversally in the company to both support our partners in their ESG and decarbonization strategies and contribute to the internal development of our expertise and related solutions.

Climate Change

A new climate change team was created to bring together key expertise to help Norda Stelo's partners optimize the environmental impact of their activities and new projects. The team's mission is to contribute to the United Nations Sustainable Development Goals by providing diagnostics, lifecycle analyses and technical solutions grounded in engineering, ecodesign or nature.

The Environment at a Glance

RESPONSIBLE PROCUREMENT

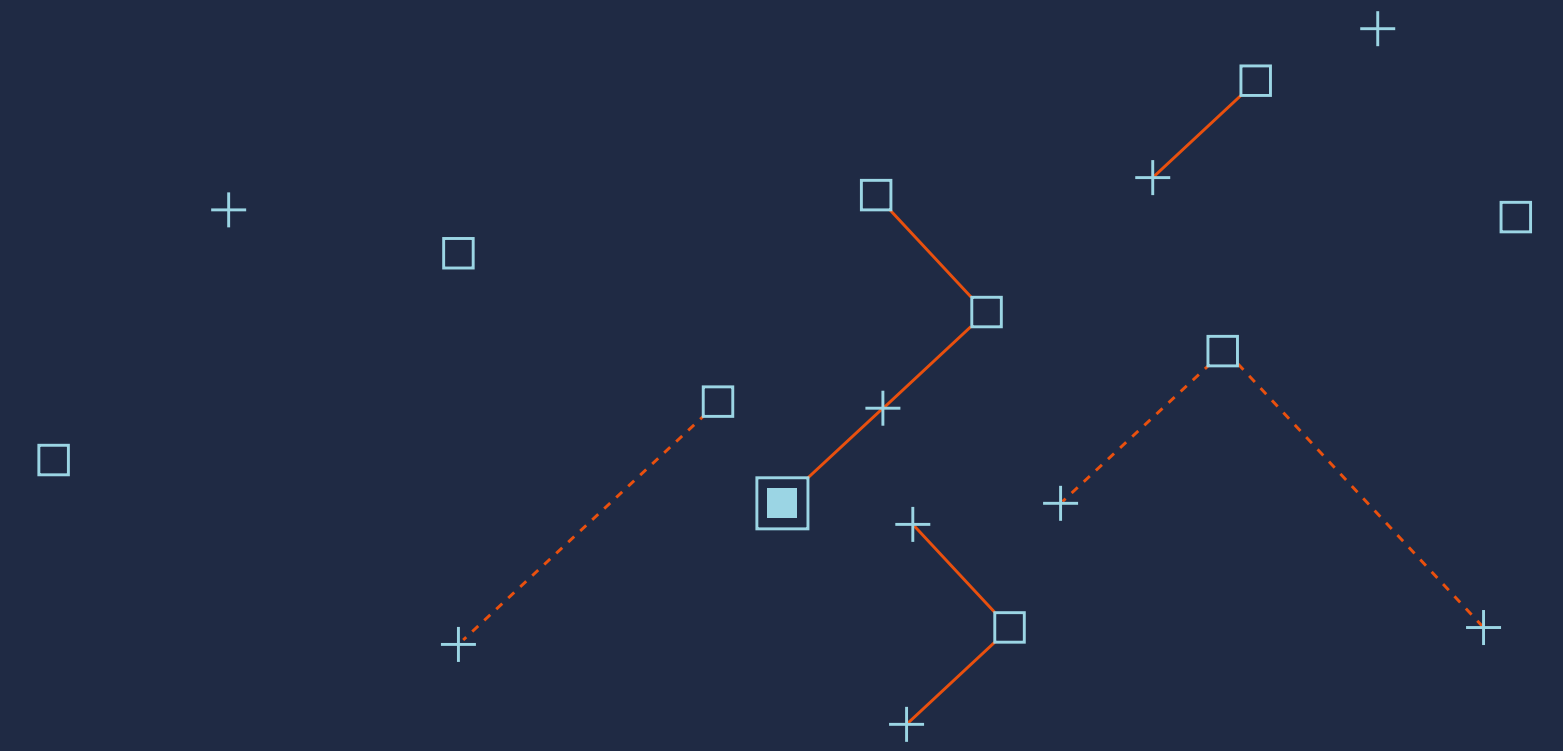
Inclusion of environmental, social and economic criteria in the procurement process in order to reduce the company's ecological footprint and strengthen local economic sustainability.

94% of office supplies and stationery are purchased through local suppliers

GHG MANAGEMENT

Efforts made by the company to measure, reduce and compensate for our greenhouse gas emissions in order to help fight climate change.

1.8 t of CO₂ equivalent emissions per talent



Partners

Our partners are the reason Norda Stelo exists.

We want to build lasting collaborative relationships with them based on shared values in order to become the trusted, benchmark team for developing solutions suited to their challenges, wherever they operate.

To achieve this, we rely on the expertise of our talent, the quality of our services and the transparency and authenticity of our discussions.

The development of our impact business models intersects with our declared desire to continue to be the partner of choice for our clients in our ever-changing world

Knowing. Doing. Innovating.

For us, soft skills matter as much as hard skills. Norda Stelo believes in building multi-disciplinary, high-performance project teams with a human dimension. Clients and employees on Norda Stelo's team become true partners, taking a proactive stance in an ongoing process of innovation.

Client Relationship Management

A new client relationship management (CRM) solution was adopted in 2022–2023. This important milestone standardizes the way we manage our relationships with our partners and raises our client satisfaction standards. The adoption of this CRM solution attests to our commitment to more fully understand our partners' needs, to provide rapid and targeted responses and to offer a better overall client experience.





Operational Excellence

The last year saw the Operational Excellence team quadruple in size! This growth funnels energy, time and attention to this crucial aspect of our operations and allows us to be more creative in our continuous improvement approach. It is from this renewed energy that Project Melius was born.

Project Melius

Melius is a transformative and promising project that maps Norda Stelo's entire project delivery process. Each step is considered and reconsidered to eliminate activities that do not add value. The mapping process also ensures that sufficient documentation exists at every step of project delivery and that it is available to the stakeholders involved. This effectively accelerates the continuous improvement of Norda Stelo's project delivery methods and enhances the vitality of our quality management system.

Co-creation

Technological solutions like Stelar are developed through co-creation with our partners to build modules that meet their specific needs and work methods. By developing tools with our partners, we are creating a technological environment unique to them and ensuring that the development plan prioritizes the right factors.

The Partners at a Glance

ASSET DURABILITY

Sustainable smart management consulting service for a company’s physical assets, through the optimization of their use, maintenance and replacement.

30% of revenue come from asset durability

CLIENT RELATIONSHIP MANAGEMENT

Strategies and practices implemented by the company to establish, maintain and improve relationships with our clients.

Indicator in the process of being implemented in the CRM (2023-2024)

QUALITY OF PROJECT PERFORMANCE

The company’s capacity to plan, organize and deliver its projects effectively by meeting deadlines, budgets and quality requirements.

ISO 9001 compliance

GOVERNANCE

IMPACT BUSINESS

The company's vocation of pursuing commercial activities focused on the creation of positive impacts for society and the environment, in addition to generating financial benefits.

76% of projects have ESG impacts

ETHICS AND TRANSPARENCY

Adoption of high ethical standards in all business practices and determination to communicate transparently with all stakeholders.

100% of employees sign our Code of Ethics and Conduct annually

FINANCIAL HEALTH AND LOGEVITY OF THE COMPANY

The company's capacity to generate income, maintain profitability, manage debts and prosper over the long-term, taking economic, social and environmental issues into account and adapting to changes in the market and society.

13% annual organic growth

CYBERSECURITY AND DATA SECURITY

Protecting the company's computer systems, sensitive data and confidential information against cyberattacks, intrusions and privacy violations.

ISO27001 certification in progress

INNOVATION

A company's capacity to develop new ideas, products, services or processes in order to remain competitive in the market and respond to clients' changing needs.

Investment in innovation: 3% of income

INTERNATIONALIZATION

Expansion of a company's activities beyond national boundaries by adapting to the particularities of foreign markets and managing challenges related to cultural and regulatory diversity.

Projects carried out in 16 countries on 4 continents

TALENTS

EMPLOYEE SAFETY, HEALTH AND WELL-BEING

Protection and promotion of the physical safety, mental health and general well-being of the employees within the company.

Accident frequency and severity rate: 0

CAREER DEVELOPMENT

Efforts deployed by the company to help our talent advance professionally by offering them opportunities for training, mentoring and career growth.

81% of management positions filled from within

WORKING CONDITIONS

Aspects related to the work environment, schedules, social benefits, life-work balance and other factors that contribute to the satisfaction and comfort of the talent.

77% of employees find the social benefits satisfying

ATTRACTING, ENGAGING AND RETAINING TALENT

Strategies and actions put in place by the company to attract talented employees, keep them engaged and motivated and encourage their long-term loyalty.

Overall engagement 75% (2021)

COMMUNITY

EQUITY, DIVERSITY AND INCLUSION

Efforts to promote equity among individuals, to encourage diversity on teams and to create an inclusive culture where all employees feel valued and respected.

39% of employees are part of a minority group

PHILANTHROPY AND VOLUNTEERING

The company's initiatives to support causes through financial donations or employee involvement in volunteer activities.

\$50,565 in donations made

HUMAN RIGHTS

Respect for the fundamental rights of all people involved in the company's activities, including employees, suppliers, subcontractors and local communities.

Indicator to come (2023-2024)

RELATIONSHIP WITH INDIGENOUS COMMUNITIES

The way the company interacts and collaborates with Indigenous communities, by ensuring that our activities respect their culture, rights and interests.

Indicator to come (2023-2024)

ENVIRONMENT

RESPONSIBLE PROCUREMENT

Inclusion of environmental, social and economic criteria in the procurement process in order to reduce the company's ecological footprint and strengthen local economic sustainability.

94% of office supplies and stationery are purchased through local suppliers

GHG MANAGEMENT

Efforts made by the company to measure, reduce and compensate for our greenhouse gas emissions in order to help fight climate change.

1.8 t of CO₂ equivalent emissions per talent

PARTNERS

ASSET DURABILITY

Sustainable smart management consulting service for a company's physical assets, through the optimization of their use, maintenance and replacement.

30% of revenue come from asset durability

CLIENT RELATIONSHIP MANAGEMENT

Strategies and practices implemented by the company to establish, maintain and improve relationships with our clients.

Indicator in the process of being implemented in the CRM (2023-2024)

QUALITY OF PROJECT PERFORMANCE

The company's capacity to plan, organize and deliver its projects effectively by meeting deadlines, budgets and quality requirements.

ISO 9001 compliance



1 800 463-2839
info@norda.com

norda.com
collectiveingenuity.norda.com