



Sustainable Development Action Plan (SDAP)



Environment

Influence our business ecosystem to generate a positive environmental impact while reducing the carbon footprint of our activities

Lever 1: Support our internal and external partners in reducing their environmental footprint

Lever 2: Structure our purchasing processes and decisions to align with responsible procurement guidelines



Social

Continue to focus on growth, development and inclusion in our operations to inspire our talent, our industry and the Canadian society

Lever 1: Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities

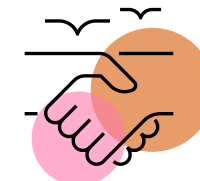
Lever 2: Provide a welcoming, collaborative and safe work environment for the physical and psychological well-being of talent



Governance and economy

Leverage our collective intelligence, our courage to explore and our pursuit of the best approach to meet our clients' current and future sustainability need

Lever 1: Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities



Indigenous communities

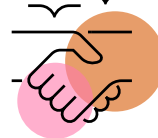
Strengthen our relationships with Indigenous communities, value their contributions and integrate their unique perspectives into our total rewards consulting practices

Lever 1: Encourage sustainable autonomy for Indigenous Peoples and build trusting relationships with communities

Lever 2: Encourage the sharing of Indigenous perspectives in the context of organizational duties

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STRATEGIC DIRECTIONS	LEVERS	ACTIONS
 Environment	Influence our business ecosystem to generate a positive environmental impact while reducing the carbon footprint of our activities	Lever 1: Support our internal and external partners in reducing their environmental footprint ■ Conduct an organizational carbon footprint assessment according to the international standards of the Greenhouse Gas (GHG) Protocol - scopes 1, 2 and 3 ■ Establish an internal decarbonization committee ■ Set up and deploy a decarbonization plan based on the organizational carbon footprint assessment ■ Implement an action plan to raise awareness and mobilize talent for decarbonization Lever 2: Structure our purchasing processes and decisions to align with responsible procurement guidelines ■ Factor environmental and social criteria into purchasing decisions via a responsible procurement policy ■ Formalize and roll out a questionnaire to assess service providers in terms of sustainability using private data ■ Train key employees on procurement best practices as outlined in the policy
 Social	Continue to focus on growth, development and inclusion in our operations to inspire our talent, our industry and the Canadian society	Lever 1: Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities AMONG OUR CLIENTS: ■ Over 2,200 hours of research and development to conduct more than 50 DEI assessments covering multiple components of total rewards ■ Draw on clients' DEI experience and strategy to generate insights and inspire other organizations to undertake or advance their DEI transformation ■ Create a quantifiable indicator to measure the impact of reducing employment inequalities among our clients AT NORMANDIN BEAUDRY: ■ Training and awareness: Enhance inclusive behaviours and reduce cognitive bias ■ HR policy and practices: Adjust our values to offer a more inclusive corporate culture and pay transparency ■ Analyze our human capital management systems using DEI assessments specialized in bias identification IN CANADIAN SOCIETY: ■ Deploy a volunteer policy with an employer incentive and a philanthropic policy ■ Plan an Impact Day aimed at engaging the team and collaborating with the NPO ecosystem ■ Participate in various discussion forums to shift mindsets regarding the impact of reducing employment inequalities Lever 2: Provide a welcoming, collaborative and safe work environment for the physical and psychological well-being of talent ■ Offer a holistic, integrated health plan that includes social, financial, psychological and physical health ■ Foster a culture of appreciation and recognition through close leadership and inspiring exchanges (team success stories, ENGAGE, feedback training, etc.) ■ Launch training on psychosocial risks and create an action plan
 Governance and economy	Leverage our collective intelligence, our courage to explore and our pursuit of the best approach to meet our clients' current and future sustainability needs	Lever 1: Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities ■ Create a core group of sustainability experts ■ Provide specialized social sustainability support for clients ■ Develop employees' internal competencies in social sustainability and sustainable total rewards ■ Achievement of B Corp certification
 Indigenous communities	Strengthen our relationships with Indigenous communities, value their contributions and integrate their unique perspectives into our total rewards consulting practices	Lever 1: Encourage sustainable autonomy for Indigenous Peoples and build trusting relationships with communities ■ Set up a specific training program on Indigenous realities ■ Launch a university scholarship to support and recognize the investment of future Indigenous talent ■ Encourage employees to volunteer for Indigenous organizations ■ Incorporate a financial support component for Indigenous communities into the firm's philanthropic policy Lever 2: Encourage the sharing of Indigenous perspectives in the context of organizational duties ■ Actively participate in Indigenous forums to share best practices in sustainable governance and investment ■ Integrate best practices for considering Indigenous realities and knowledge into consulting services offered to non-Indigenous clients