



# 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

STRATEGIC DIRECTIONS	LEVERS	ACTIONS
 <p><b>Environment</b></p>	<p><b>Influence our business ecosystem to generate a positive environmental impact while reducing the carbon footprint of our activities</b></p>	<p><b>Lever 1:</b> Support our internal and external partners in reducing their environmental footprint</p> <ul style="list-style-type: none"> <li>Conduct an organizational carbon footprint assessment according to the international standards of the Greenhouse Gas (GHG) Protocol - scopes 1, 2 and 3</li> <li>Establish an internal decarbonization committee</li> <li>Set up and deploy a decarbonization plan based on the organizational carbon footprint assessment</li> <li>Implement an action plan to raise awareness and mobilize talent for decarbonization</li> </ul> <p><b>Lever 2:</b> Structure our purchasing processes and decisions to align with responsible procurement guidelines</p> <ul style="list-style-type: none"> <li>Factor environmental and social criteria into purchasing decisions via a responsible procurement policy</li> <li>Formalize and roll out a questionnaire to assess service providers in terms of sustainability using private data</li> <li>Train key employees on procurement best practices as outlined in the policy</li> </ul>
 <p><b>Social</b></p>	<p><b>Continue to focus on growth, development and inclusion in our operations to inspire our talent, our industry and the Canadian society</b></p>	<p><b>Lever 1:</b> Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities</p> <p><b>AMONG OUR CLIENTS:</b></p> <ul style="list-style-type: none"> <li>Over 2,200 hours of research and development to conduct more than 50 DEI assessments covering multiple components of total rewards</li> <li>Draw on clients' DEI experience and strategy to generate insights and inspire other organizations to undertake or advance their DEI transformation</li> <li>Create a quantifiable indicator to measure the impact of reducing employment inequalities among our clients</li> </ul> <p><b>AT NORMANDIN BEAUDRY:</b></p> <ul style="list-style-type: none"> <li>Training and awareness: Enhance inclusive behaviours and reduce cognitive bias</li> <li>HR policy and practices: Adjust our values to offer a more inclusive corporate culture and pay transparency</li> <li>Analyze our human capital management systems using DEI assessments specialized in bias identification</li> </ul> <p><b>IN CANADIAN SOCIETY:</b></p> <ul style="list-style-type: none"> <li>Deploy a volunteer policy with an employer incentive and a philanthropic policy</li> <li>Plan an Impact Day aimed at engaging the team and collaborating with the NPO ecosystem</li> <li>Participate in various discussion forums to shift mindsets regarding the impact of reducing employment inequalities</li> </ul> <p><b>Lever 2:</b> Provide a welcoming, collaborative and safe work environment for the physical and psychological well-being of talent</p> <ul style="list-style-type: none"> <li>Offer a holistic, integrated health plan that includes social, financial, psychological and physical health</li> <li>Foster a culture of appreciation and recognition through close leadership and inspiring exchanges (team success stories, ENGAGE, feedback training, etc.)</li> <li>Launch training on psychosocial risks and create an action plan</li> </ul>
 <p><b>Governance and economy</b></p>	<p><b>Leverage our collective intelligence, our courage to explore and our pursuit of the best approach to meet our clients' current and future sustainability needs</b></p>	<p><b>Lever 1:</b> Leverage our influence in total rewards to shape decisions that will contribute to reducing employment inequalities</p> <ul style="list-style-type: none"> <li>Create a core group of sustainability experts</li> <li>Provide specialized social sustainability support for clients</li> <li>Develop employees' internal competencies in social sustainability and sustainable total rewards</li> <li>Achievement of B Corp certification</li> </ul>
 <p><b>Indigenous communities</b></p>	<p><b>Strengthen our relationships with Indigenous communities, value their contributions and integrate their unique perspectives into our total rewards consulting practices</b></p>	<p><b>Lever 1:</b> Encourage sustainable autonomy for Indigenous Peoples and build trusting relationships with communities</p> <ul style="list-style-type: none"> <li>Set up a specific training program on Indigenous realities</li> <li>Launch a university scholarship to support and recognize the investment of future Indigenous talent</li> <li>Encourage employees to volunteer for Indigenous organizations</li> <li>Incorporate a financial support component for Indigenous communities into the firm's philanthropic policy</li> </ul> <p><b>Lever 2:</b> Encourage the sharing of Indigenous perspectives in the context of organizational duties</p> <ul style="list-style-type: none"> <li>Actively participate in Indigenous forums to share best practices in sustainable governance and investment</li> <li>Integrate best practices for considering Indigenous realities and knowledge into consulting services offered to non-Indigenous clients</li> </ul>