Sustainability at the heart of our growth

For a safer, more resilient, and more inclusive industry

2025 Sustainability Report



POMERLEAU

CONSTRUCTION

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This year marks a significant milestone for Pomerleau: 60 years of building and evolving. Over the past six decades, we have grown by building much more than just projects: from coast to coast, we have forged a strong culture, built dedicated teams, and helped make the communities we serve more resilient.

Pomerleau has stood the test of time, becoming the company we know and love today because we have always placed the health and safety of our people at the heart of our decisions as we have evolved alongside our industry. Over the years, we have increasingly integrated sustainability principles into our operations and developed strong areas of expertise to effectively meet our clients' needs and address the challenges of a constantly evolving sector.

Above all, these 60 years of progress rest on the strength of collective effort. Together with our partners and clients, we have built lasting relationships that allow us to advance our own practices and those of the industry. In 2025, we continued this collective commitment by actively contributing to the evolution of practices and standards, notably through our involvement with the Canadian Construction Safety Council and the Canadian Construction Sustainability Alliance.

As we build on this legacy and look to the future, we know that Pomerleau is well-positioned to continue shaping sustainable



communities at the heart of an essential industry that meets the country's strategic needs, whether in green energy, defense infrastructure, transportation systems, or housing. And we do so with the same ambition and sense of responsibility that have driven us for 60 incredible years, and will continue to inspire us for at least 60 more.

— Philippe Adam,
President and CEO



Territorial recognition

Our activities span the many traditional territories of Indigenous peoples, each with its own history, culture, and contemporary realities. We respectfully recognize First Nations, Inuit, and Métis as the ancestral guardians of the land where we live and work today. This reflects our commitment to establishing genuine and lasting relationships with Indigenous communities, businesses, and organizations across Canada.

About this summary report

This report summarizes our 2025 environmental management, social responsibility, and corporate governance performance, highlighting our priorities, achievements, and results. This disclosure reflects our commitment to accelerating the positive and sustainable transformation of our industry and of society.

This report is part of our voluntary disclosure approach. Our reporting cycle alternates between a comprehensive report—published every three years, detailing our activities and overall performance—and two interim summary reports, giving an account of the annual evolution of our performance and results. Our disclosures adhere to recognized standards, including the Sustainability Accounting Standards Board (SASB)[1], the Global Reporting Initiative (GRI)[2], and the Canadian Sustainability Disclosure Standards (CSDS)[3]. Click here to consult our previous reports.

Scope of this report

This report covers our construction and administrative operations across the country, structured around the Atlantic provinces, Quebec, Ontario, and British Columbia. Unless otherwise indicated, the performance of our subsidiaries—Borea Construction, ITC Construction Group, ITC subsidiary Farmer Construction, and Pomerleau Capital—and our joint-venture projects fall outside the scope of this report.

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1. The SASB identifies sustainability issues specific to our sector that may impact our financial performance by advocating for the use of measurable and comparable data to guide investment decisions.
2. The GRI provides standards for the disclosure of non-financial information, which enables us to communicate on topics deemed important by our stakeholders.
3. The CSDS guide us toward better management and transparency regarding climate-related risks.



2025 Highlights

B$ 6.4 Total revenue*

81% Revenue generated by sustainable projects*

0 Number of serious injuries or fatalities in our teams*

25% Of managers are women, excluding superintendents

8% Reduction in GHG emissions intensity (Scope 1 and Scope 2) compared to 2024

79% Residual materials diverted from landfill

M$ 87.3 Procurement from Indigenous companies

M$ 2.51 Donated to causes we care about

70% Projects using innovative technologies*

* Definitions of the above terms can be found on page 23 - Data Details

Collaborate. Innovate. Design. Plan. Finance. Build. Deconstruct. We lead every step anchored in our core values.

Top 3 in the industry in Canada

5,000 people

200 + projects underway

7 Canadian offices

3 areas of expertise serving local communities

Buildings

We build residential, commercial, industrial, institutional, and cultural buildings that shape communities. We deliver buildings that are tailored to community needs, designed to last, and meet the highest technical standards.

Civil and Infrastructure

We modernize and develop essential infrastructure: transportation, energy, water treatment, and urban and maritime infrastructure. We help shape the country's sustainable future by building complex structures that support mobility, public services, and the energy transition.

Major Projects

We work on some of the country's largest projects, often as part of joint ventures. Our dedicated team and rigorous processes give us the tools to manage the technical, contractual, financial and stakeholder complexities of joint-venture initiatives. We take a collaborative approach to these ambitious projects with all our partners, creating long-term benefits for communities.



Our Subsidiaries

Borea Construction

Leader in renewable energy

Borea Construction is driving the development of renewable energies in Canada and the United States.

- 78 completed projects
- 7,500 MW of green energy
- 1,000+ team members in Canada and the U.S.

ITC Construction Group

Reference in residential construction

ITC Construction Group and its subsidiary, Farmer Construction Ltd., are leaders in the construction of high-rise residential, commercial, and mixed-use buildings in Canada.

- Nearly 40 years
- More than 200 projects completed
- Team of 250 talented individuals

Pomerleau Capital

Investing in the communities of tomorrow

Pomerleau Capital takes an integrated approach to serving its public and private clients, enabling the financing, investment, construction, operation, and management of assets.

- Strategic financing and asset management
- Launch of the PCap Fund in 2022
- Five assets under management and $229 million in capital in 2025

Innovation to transform the industry

Innovation at Pomerleau means more than just introducing new technologies: It is a collective process of transformation. It aligns with both our business ambitions and our strategic priorities, which revolve around three axes: the delivery of technology initiatives, industry transformation via artificial intelligence (AI), and worksite optimization through VDC tools.

These investments are designed to increase our operating efficiency, improve our risk management, and strengthen the resilience of our organization and of the industry.

Delivering strategic technology initiatives

Every technology initiative, whether related to our work sites, internal processes, or specialized operations, is designed to generate a lasting impact and tangibly support organizational performance.

Key transformation areas with AI

We use data and artificial intelligence to drive sustainable performance throughout the company. By consolidating our data environments and integrating AI into our key areas and decision-making processes, we're improving predictability, speeding up decision making, and strengthening our risk management.

Project optimization with VDC tools

Lastly, we implement advanced digital approaches, such as virtual design and construction (VDC), building information modelling (BIM), and other cutting-edge technology to enhance project planning, coordination, and execution. These practices result in greater accuracy, fewer errors, less repeated work, and more efficient use of resources on our projects.



> We see sustainability as a resilience strategy: it prepares us for risks, improves our efficiency, and positions us to last.
>
> — Geneviève Roy, Vice-President, Environment and Sustainable Development

Canada Best Managed Companies | Canada's Top 100 Employers 2026 | Canada's Top Employers for Young People 2026 | 2026 Canada's Greenest Employers | National COR Standard | Les Trophées des Jumeaux Numériques

The evolution of our sustainable practices

2006

- Creation of the subsidiary Borea Construction, a Canadian leader in renewable energy projects

2018

- Creation of the investment subsidiary Pomerleau Capital

2020

- Integration of a sustainable development plan into strategic planning

2021

- Adoption of an initial GHG emissions (Scopes 1 and 2) reduction target of 40% by 2030

- Launch of the PCap Real Assets Fund, integrating durability criteria into its investment policy

2022

- Caisse de dépôt et placement du Québec (CDPQ) invests $150 million in line with its climate strategy

- ISO 14001:2015 certification for our environmental management system

- Announcement of our commitment to equity, diversity, and inclusion (EDI)

- Acquisition of ITC Construction Group, strengthening our nationwide execution capacity

- Creation of the Canadian Construction Safety Council (CCSC) as a founding member

2023

- Completion of the Champlain Bridge deconstruction project, our first Envision-recognized project

- Adoption of an annual allocation of 10% of the donations and sponsorships budget to environmental and Indigenous causes

- Commitment to achieving net-zero emissions by 2050 as part of the Government of Canada's Net-Zero Challenge

2024

- Creation of Construction Cheno, our first Indigenous, majority-owned joint venture, in partnership with the Cree Nation of Mistissini

- CFCSA COR® certification, attesting to the compliance of our health and safety management system with national standards

- Adoption of an initial 70% landfill diversion target

2025

- LEED Platinum certification for Haleco, the first project to be fully certified by Pomerleau

- Creation of the Canadian Construction Sustainability Alliance and launch of a roadmap for decarbonizing the construction sector

Our sustainability strategy is based on internationally recognized standards, such as the United Nations Sustainable Development Goals. Our most significant contributions focus on the following priority areas:



*These highlights provide an overview and do not cover all initiatives.



OUR TARGETS

Annual

Maintain the objective of zero serious injuries or fatalities (SIF) in our teams.

→ WOODFIBRE LNG

The Woodfibre LNG project, the world's first net-zero liquefied natural gas plant, is being built in one of Canada's most complex and remote marine environments. Coordinated maritime logistics, work on barges, and major geotechnical constraints require exemplary risk management and a strong prevention culture. A worker recognition program set up on site to reward safe work habits inspired a pilot project at Pomerleau called the Good Calls Program.

Health and Safety.

Working together to protect people, without compromise

Key Takeaways

We contributed to major industry-wide projects to prevent major accidents, serious injuries, and fatalities (SIF).

We implemented a new investigation process for high-potential incidents, increasing the involvement of senior management and enabling the identification of major precursors to serious injuries and fatalities (SIF), including lifting, isolation, and lockout.

We developed key initiatives to support and strengthen our OHS culture, including collaborative workshops with our operational teams to identify strengths, challenges, and areas for improvement.

2025 in numbers

19,853

Documented feedbacks on workers' behaviours related to OHS

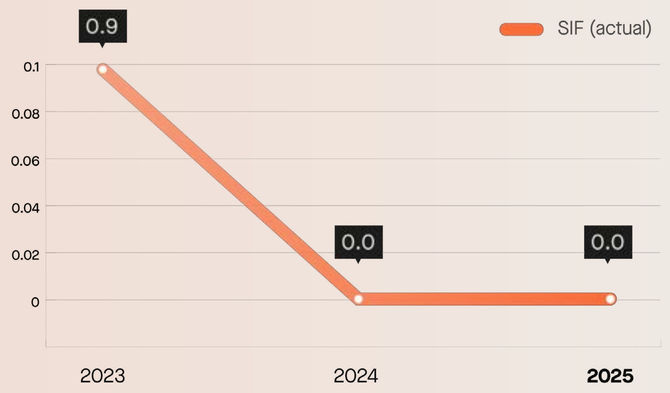
48,000

Hours of health and safety training delivered on work sites

202

Site supervisors who have completed the Builder program, a training program focusing on leadership, due diligence, and OHS responsibilities

Total Serious Injuries and Fatalities (SIF) frequency in our teams



These data have been revised retroactively to align our external disclosure with the industry

Our Milestone Achievements

Industry collaboration

We contributed to the development and publication of the CCSC (Canadian Construction Safety Council) guide to critical risk protocols for construction sites, going beyond existing legal standards, and took part in a research project with the University of Colorado research chair, the Construction Safety Research Alliance (CSRA), aimed at identifying the most effective means of communication to prevent SIF.

Improvements to the OHS Centre of Excellence

The OHS Centre of Excellence underwent a major restructuring in 2025 to reinforce its role as the central pillar of our OHS culture. We expanded the team and structured its expertise around strategic pillars to improve efficiency and enhance the support it provides to operations, management, and OHS coordinators.



Implementation of an environmental health and safety (EHS) QR code

Our EHS QR code was launched in autumn 2025 and is now deployed on 98% of our worksites. It provides real-time access to emergency measures and facilitates rapid, transparent reporting of incidents and spills.

Equity, Diversity, and Inclusion.

Fostering business growth by uplifting our people

OUR TARGETS

2026

Refine governance and the management of EDI.

2026

Increase attractiveness and engagement by promoting the role of women in construction.

2027

Include EDI training in all our key talent management processes.

→ 2SLGBTQI+ NATIONAL MONUMENT

Our participation in the construction of Thunderhead, Canada's 2SLGBTQI+ national monument in Ottawa, reflects our deep commitment to equity, diversity, and inclusion. Designed with input from 2SLGBTQI+ communities and inspired by Indigenous teachings, this project commemorates generations of people who have experienced systemic discrimination, and creates a space dedicated to truth, healing, and dialogue.

Key Takeaways

Despite a less favourable political context, Pomerleau remains committed to EDI, increasing the involvement of its leaders and making it a responsibility shared by all managers.

40% increase in the number of women in executive and vice-presidential positions compared to 2022.

Implementation of internal initiatives and sponsorships that help break down gender barriers and inspire a new generation of leaders to consider careers in construction.

Renewal of leadership on the national EDI committee.

Support from a consultant specializing in EDI to structure the evolution of our practices.

2025 in numbers

81%

completion rate for Respect and Civility training

Employees in administrative services *

1% live with a disability

1% are of Indigenous origin

17% belong to a visible or ethnic minority

3% identify with the 2SLGBTQI+ community

*Based on responses from 35% of respondents to an anonymous, voluntary survey.

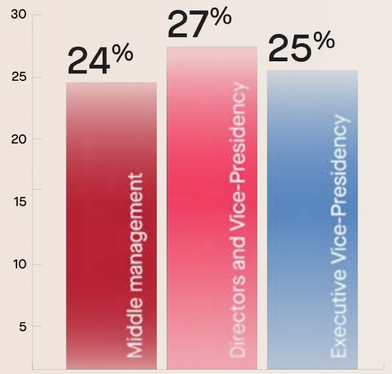
% of women in administrative services, by job category

33%
All categories

40%
Individual contributor positions

25%
Management positions (excluding superintendents)

% of women in management positions in administrative services by level



* Administrative Services: An administrative services employee is a person paid on an annual basis, a member of the superintendent's office, or an OHS coordinator.

Our Milestone Achievements



Women in Construction panel series

We held panels in our seven offices, creating a space to discuss the challenges that women face in the construction industry. These gatherings encourage dialogue among colleagues in an environment that is traditionally male dominated.

Launch of the Pride Guide

We released the Pride Guide, a resource for offices and worksites to support the implementation of Pride-related initiatives. It aims to foster genuine company-wide mobilization and helped us organize several 2025 events in our various workplaces (panels and awareness-raising activities).

Inclusive partnerships

We worked in concert with our various divisions to integrate EDI principles into their operations and engaged in dialogue with other Canadian general contractors to help the industry become a more inclusive space.



Climate Change.

Reaching net zero by 2050

OUR TARGETS

2030

Reduce our Scope 1 and 2 GHG emissions by 40%.

2030

Achieve 80% of our revenue through sustainable projects.

2035

Reduce our Scope 3 GHG emissions by 45%.

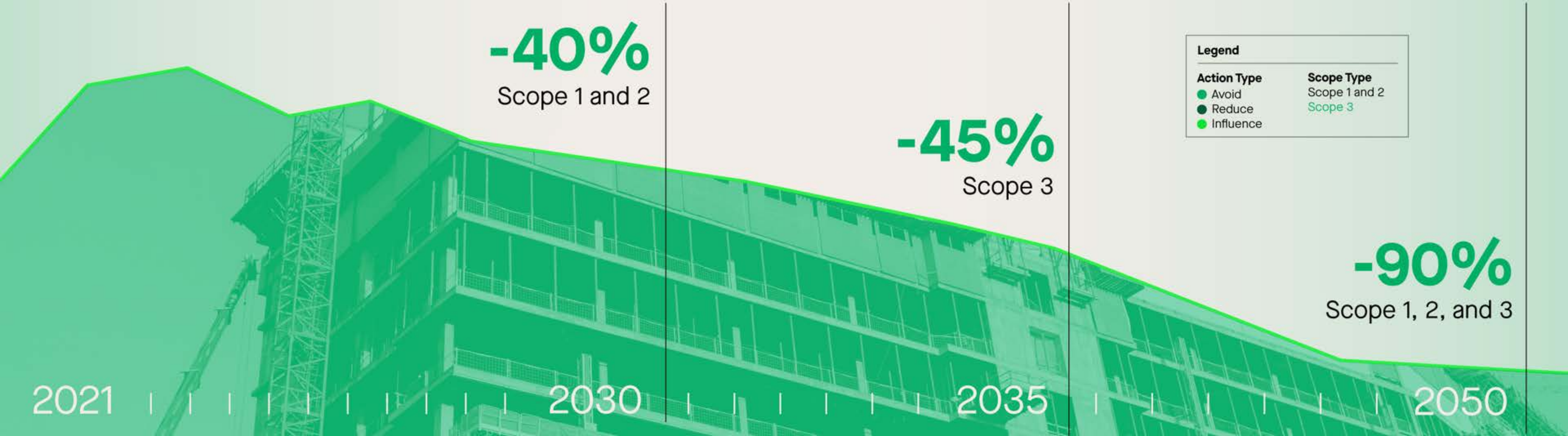
→ UNIVERSITY OF TORONTO ACADEMIC TOWER (UTAT)

The tallest hybrid steel-timber building in North America, UTAT incorporates a mass timber structure to reduce the embodied carbon emitted in the manufacture and delivery of materials and a high-performance prefabricated building envelope to optimize energy efficiency. The use of intelligent temporary electric heating enabled us to protect the wood while limiting emissions. This project further develops our expertise in integrating low-emission solutions into the design and execution of our worksites.

Our Decarbonization Plan

- Optimize temporary heating
- Deploy electric vehicles
- Deploy renewable diesel
- Deploy hybrid solutions to replace fuel-powered generators
- Reduce equipment idling
- Accelerate the use of more efficient, hybrid, or electric heavy-duty equipment
- Accelerate the connection of worksites to the power grid
- Optimize project design to promote the use of low-carbon materials
- Support the decarbonization of our subsidiaries
- Assess our investment portfolio according to sustainability criteria
- Offer lifecycle analysis and sustainable certification services to our clients
- Refine our approach to calculating Scope 3 emissions
- Progressively integrate low-carbon materials into our projects
- Support the decarbonization of joint-venture projects
- Accelerate industry decarbonization with the CCSA[1]
- Encourage our specialized partners to decarbonize
- Empower our teams to implement our plan
- Prioritize our shares of the sustainable infrastructure and building markets in our strategic planning

[1]CCSA: Canadian Construction Sustainability Alliance



Key Takeaways

Participation, as a founding member, in the Canadian Construction Sustainability Alliance and release of the first sector-wide roadmap for construction decarbonization.

Reduction of our GHG emissions intensity despite an increase in activities and operations (12% reduction compared to 2021, our reference year).

Increased integration of solutions to decarbonize our activities, including the Heat Better Challenge on all our building projects.

Achievement of our 2030 target with 81% of revenues generated from sustainable projects in 2025.

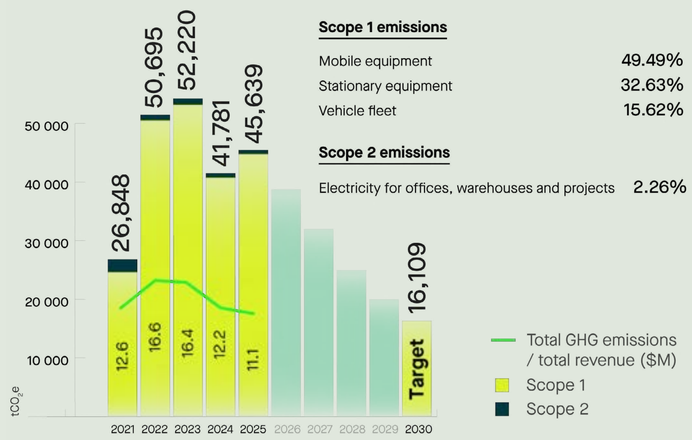
Active participation in groups promoting the decarbonization of buildings and infrastructure: CaGBC, BDQ, Partenariat Climat Montréal, Québec Capital Climat, CQ3E, Université de Sherbrooke Net Zero Research Chair.

2025 in numbers

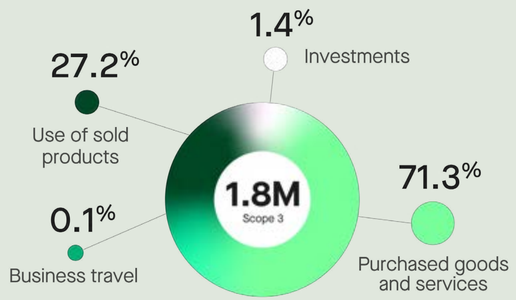
81%

of revenue generated by sustainable projects

Scope 1 and 2 emissions inventory, in tCO_2e



Scope 3 emissions (% of total CO_2e)



Our Milestone Achievements

Temporary heating optimization

70% of our sites now take part in the Heat Better Challenge, ensuring more efficient temporary heating on our sites and avoiding 2,200 tCO_2e, equivalent to 4% of our Scope 1 emissions for the year.

Deployment of trailers with solar panels

We built 3 solar-powered work-site trailers, reducing diesel consumption by 80% on sites not connected to the electricity grid.

Use of low-carbon concrete

We increased the number of Pomerleau projects incorporating low-carbon concrete from 7 to 9 in 2025, representing 8,637 tCO2e avoided—the equivalent of 4,584 round-trip flights between Montreal and Paris. We have also signed the Climate Smart Buildings Alliance's Responsible Buildings Pact, which encourages the use of low-carbon materials.



Fleet electrification

We accelerated the electrification of our fleet and now have 40 electric vehicles. We also maintained our program offering financial support to encourage our people to electrify their personal vehicles. Approximately 168 people have taken advantage of this program since it was launched.

Circular Economy.

Promoting the circularity of our materials and responsible procurement

OUR TARGETS

2026

Divert 75% of our residual materials from landfills.

2026

Document the sustainability performance of 75% of our strategic suppliers.

→ PORT OF TROIS-RIVIÈRES

Our circular economy approach to modernizing the Port of Trois-Rivières enabled us to reuse 80,000 tonnes of concrete for backfill, avoiding 730 tonnes of GHG emissions, equivalent to 387 round trip flights between Montreal and Paris. Winner of the 2026 ACRGTQ Civil Engineering and Roadworks award in sustainable development, this large-scale project illustrates our ability to innovate while also reducing the environmental impact of our worksites.

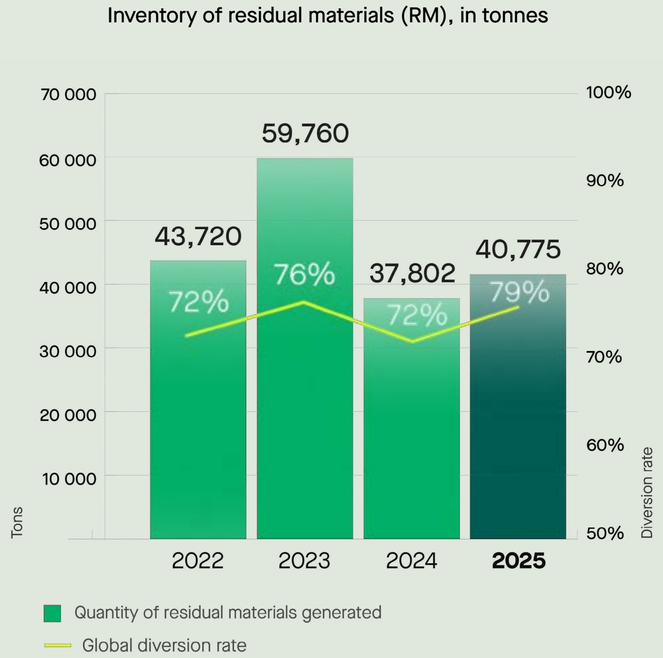
Key Takeaways

79% of residual materials generated by our projects across the country were diverted from landfills and recovered, far exceeding our initial target of 70%.

Development of partnerships aimed at creating new outlets for recovering materials from our worksites across Canada, materials which would otherwise be sent to a landfill.

Assessment of 66% of our strategic suppliers based on their sustainability performance, exceeding our initial target of 60%.

2025 in numbers



Materials

Mixed materials	**28.5%**
Concrete and cement	**24.8%**
Wood and fibres	**15.3%**
Asphalt and aggregates	**14%**
Waste	**7.3%**
Metal	**5.4%**
Gypsum	**3.8%**
Residual hazardous materials	**0.9%**

Our Milestone Achievements

Recycling plastics to make concrete

Nearly 5,700 kg of plastic was recovered from the Cloverley Elementary School worksite in Vancouver, as part of the Construction Plastics Initiative pilot project, the equivalent of around 95,000 plastic bottles. The successful integration tests of Infinatec plastic capsules into concrete slabs marks a tangible step forward in circular recycling, giving these plastics a new purpose by reintroducing them into new construction products.

Supporting our suppliers

To support and collaborate with our partners, we have assessed the sustainability performance of 66% of our strategic suppliers and provided them with targeted feedback on areas for improvement. This approach is the first step in helping them adopt more sustainable practices.



Drywall recycling

We have established partnerships with specialized organizations, such as CertainTeed and CGC, to increase the recovery and reuse of drywall debris on several of our construction sites, particularly in the greater Montreal, Toronto, and Vancouver areas.

Indigenous Relations.

Forging and nurturing lasting relations with Indigenous communities and businesses

OUR TARGETS

2026

Create three Indigenous majority-owned joint ventures.

2026

Roll out a bursary and internship program for Indigenous engineering students.

2028

Obtain PAIR Bronze certification from the Canadian Council for Indigenous Business.

→ THE WIJE'WINEN CENTRE

"Come with us" in Mi'kmaw, embodies the spirit of the new home of the Mi'kmaw Native Friendship Society. The new Wije'winen Centre, is part of a commitment to sustainable collaboration with Indigenous communities. Custom-designed and led by the Mi'kmaw community, this project is designed to be carbon-neutral and resilient to climate change. The Centre will provide a permanent program space for the urban Indigenous community in Kjipuktuk and will serve as a venue for cultural exchange and reconciliation for more than 10,000 people annually.

Key Takeaways

372% growth in procurement from Indigenous businesses, representing 2.3% of our total procurement.

Kick-off and continuation of major projects for Indigenous communities and businesses: Block 2 of Canada's Parliamentary Precinct, redevelopment of the Weeneebayko Area Health Authority (WAHA), Atlantic Science Enterprise Centre (ASEC).

Increased dialogue with Indigenous communities, including several meetings between senior management and community leaders in Quebec, British Columbia, and Ontario.

Advancement of our PAIR certification process with the Canadian Council for Indigenous Business, guiding us in economic reconciliation.

PAIR COMMITTED
PARTNERSHIP ACCREDITATION IN INDIGENOUS RELATIONS

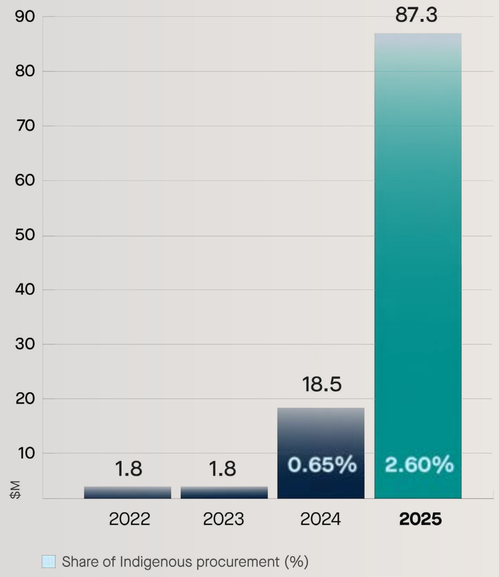
2025 in numbers

30
Active projects in collaboration with First Nations

50
First Nations with whom we have relationships

2
Joint ventures with First Nations partners

Procurement of goods and services from Indigenous businesses and communities, in millions of dollars



Our Milestone Achievements

Joint venture with Mississaugas of the Credit First Nation

Our second joint venture with First Nations partners has been established between Mississaugas of the Credit First Nation and our subsidiary ITC Construction Group.

Developing the next generation of Indigenous talent

Bursary agreements have been signed with ÉTS, Université Laval, Université de Sherbrooke, and Nova Scotia Community College to support Indigenous engineering students. Two First Nations students completed internships in summer 2025, one of whom was hired permanently as a building project coordinator.

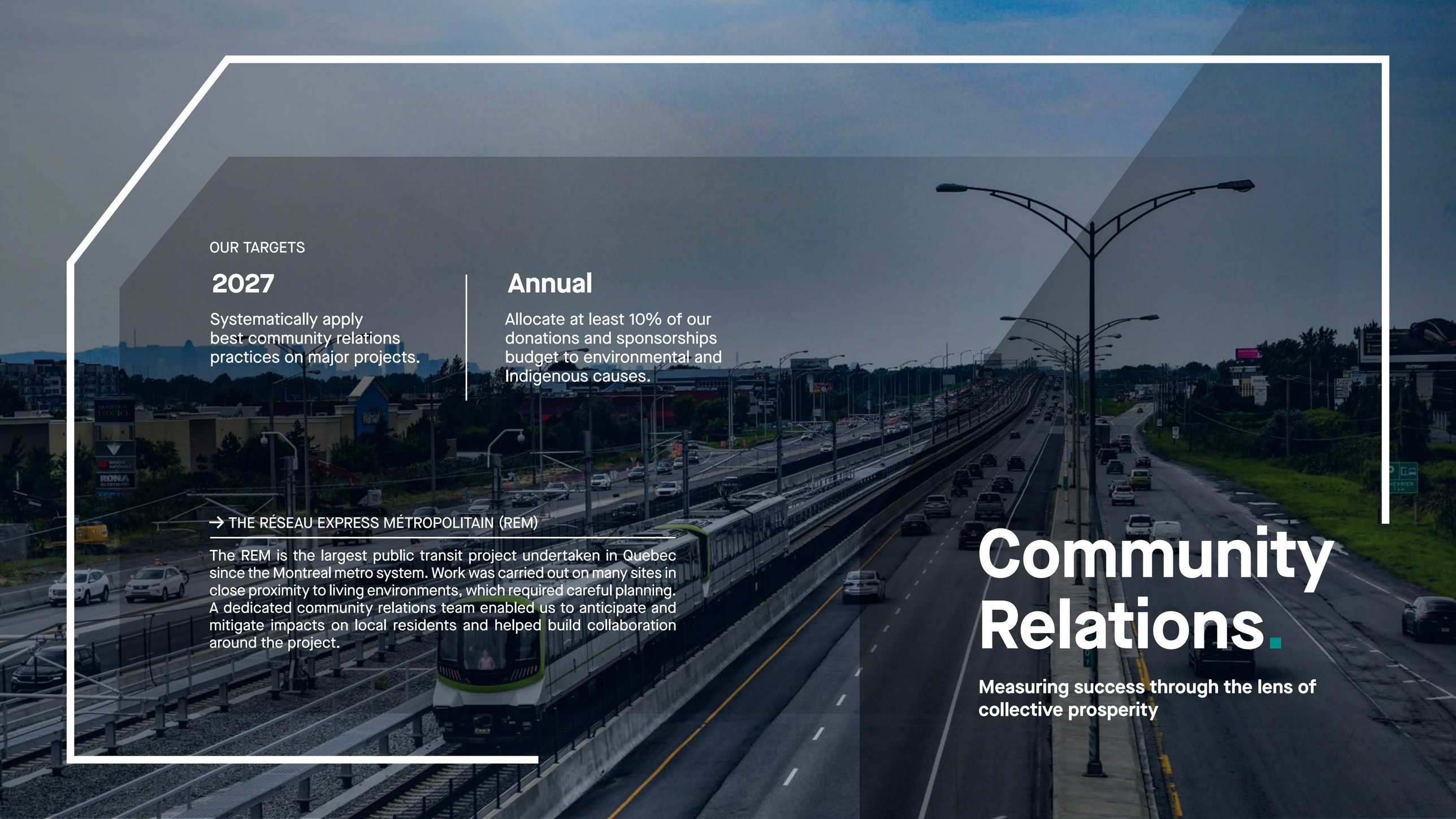
Raising our people's awareness

We organized training sessions in collaboration with local Indigenous consultants to educate our project teams on the realities of the communities they work with. Approximately fifty people on the identified worksites were made aware of the regional cultural realities of their project.



First Indigenous Relations Policy

We officially launched our first Indigenous relations policy to provide a framework for our practices. The document was illustrated by a Listuguj Mi'gmaq First Nation artist and designed in collaboration with a W8banaki firm from Odanak. This launch marks an important step in our path to greater inclusion of Indigenous peoples in the construction industry. It reflects our desire to build bridges, create real opportunities, and actively contribute to reconciliation



Community Relations.

Measuring success through the lens of collective prosperity

OUR TARGETS

2027

Systematically apply best community relations practices on major projects.

Annual

Allocate at least 10% of our donations and sponsorships budget to environmental and Indigenous causes.

→ THE RÉSEAU EXPRESS MÉTROPOLITAIN (REM)

The REM is the largest public transit project undertaken in Quebec since the Montreal metro system. Work was carried out on many sites in close proximity to living environments, which required careful planning. A dedicated community relations team enabled us to anticipate and mitigate impacts on local residents and helped build collaboration around the project.

Key Takeaways

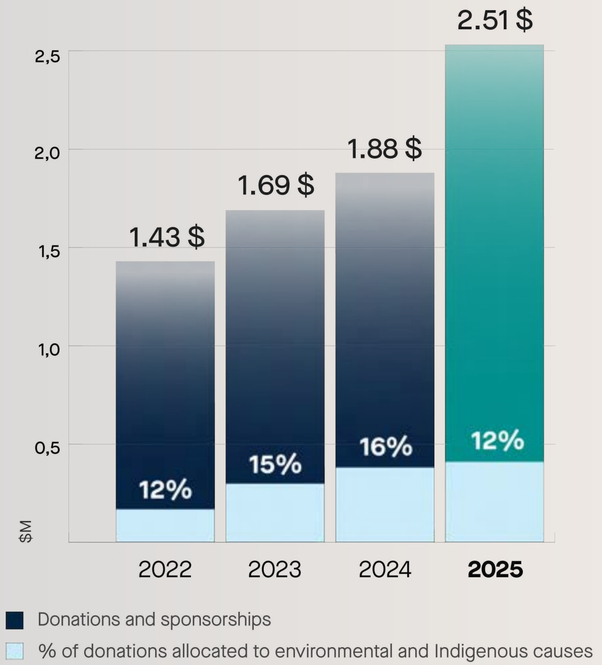
Allocation of $2.51 million in donations and sponsorships to more than 250 organizations, a 33% increase compared to 2024.

Personal contributions of $1.05 million from our major shareholders and Executive Committee members to various organizations and foundations.

Team mobilization to raise $80,000 for the Breakfast Club, demonstrating sustained collective commitment.

2025 in numbers

Donations and sponsorships, in millions of dollars



Health	**$970,593**
Discretionary giving*	**$632,384**
Education	**$389,600**
Construction	**$305,614**
Environnement	**$118,000**
Women and Youth in Construction	**$92,500**

*Donations and sponsorships provided by our field teams to local causes they care about, a direct reflection of our people's commitment to their communities.

Our Milestone Achievements



CHU Sainte-Justine Foundation

Pomerleau, a long-standing partner of the CHU Sainte-Justine Foundation, increased its donation to $125,000 in 2025 to support the Grow Beyond campaign, the largest ever fundraising campaign undertaken by a hospital in Quebec. Over the past ten years, our average annual contribution has been $30,000. This additional support reflects our commitment to pediatric health and is fully aligned with our sustainable development strategy..

Women and the next generation of builders

We dedicated $100,000 to support initiatives encouraging women and youth to consider a career in the construction industry in partnership with eight organizations across the country.

Community relations on major projects

The Major Projects business unit developed a communications and community relations process to standardize procedures on all major projects. Major Projects also developed a structured communications and community relations program—a toolkit of best practices—and built a best practices community to encourage our people to share their expertise and harmonize their approaches.



Governance

Building on solid and responsible foundations

OUR TARGETS

2026

Raise awareness among the procurement team about our procurement policy for high-risk countries.

Annual

Maintain at least 33% female representation among independent members of the Board of Directors.

Annual

Maintain and strengthen our ISO 27001 certification while consolidating our organization's cybersecurity culture.

→ BLOCK 2 OF CANADA'S PARLIAMENTARY PRECINCT

Block 2 is a major redevelopment project in Ottawa's Parliamentary Precinct. This complex, high-security heritage site requires integrated planning between design and construction. A dedicated Industrial Safety team reporting to Ethics and Compliance ensures compliance with the requirements of Public Services and Procurement Canada's Contract Security Program (CSP).

Key Takeaways

Strengthening of our enterprise risk management through initial steps to account for climate-related risks and opportunities on our worksites and maintenance of our ISO 27001 certification, which reflects the maturity of our cybersecurity practices.

ISO 27001

Consolidation of our ethics framework through the deployment of in-house training on modern slavery aimed at improving team vigilance, and an internal campaign to increase the visibility of our reporting line.

Integration of annual decarbonization and circular economy performance targets and indicators into our credit facility with support from the NBC and RBC as sustainability structuring agents.

2025 in numbers

19

Senior management discussions on environmental and climate-related risks, opportunities, and initiatives

60 %

Board members with expertise in sustainable development

33 %

Women among independent members on the Board of Directors

Report on workshop sessions relating to climate risks and opportunities

40	+10h	10
Participants	Collaborative workshops	Risks and opportunities identified

Our Milestone Achievements



Strengthening our ethics framework

We rolled out a register and guidelines for gifts, entertainment, and hospitality to increase the transparency and traceability of third-party interactions. In-house training was provided to ensure a uniform understanding of expectations.

Accounting for climate risks and opportunities

We integrated industry-specific climate risks, identified in 2024, into our daily site logbooks and insurance claim process. This approach provides better documentation of site stoppages and better understanding of the impact of weather conditions on our operations.

Preventing modern slavery

The Board of Directors and senior management were made aware of the risks associated with modern slavery. In addition, mitigation measures were put in place in our supply chain, including a survey of our strategic suppliers to better assess and manage these risks. Read our report on modern slavery.

Data details

Definitions

Revenue

Revenue, including that generated through sustainable projects, covering the construction operations of Pomerleau, our three subsidiaries, and our joint-venture projects.

Sustainable projects

Our sustainable projects are those designed with sustainability in mind—i.e., projects aiming for sustainable certification or using low-carbon materials—and those designed to mitigate climate change—i.e., projects that will reduce greenhouse gas sources or increase greenhouse gas sinks.

Administrative services

Administrative service employees are those paid on an annual basis, members of the superintendent team, or OHS coordinators.

Innovative technology

All technological tools deployed during various construction phases on a work site (BIM, VDC, artificial intelligence, etc.) to optimize work sites and drive continuous improvement.

Our teams

The term “employees” designates anyone who works for us. A total of 2,442 employees, including our administrative and superintendent teams, are paid on an annual basis. Our “worksite teams” include the people employed by us and paid by the hour, while the term “workers” designates all people working at our sites where we are the general contractor, whether they’re employed by us or by our trade partners. Depending on their specific characteristics, some personnel-related performance indicators pertain only to certain employee categories as indicated in the Appendix.

Our specialized trade partners

This report presents only our environmental, social, and governance performance. The contribution of our specialized trade partners, to whom we subcontract a significant portion of the work on our worksites and who indirectly influence our results, is factored into certain metrics.

Our projects

The terms “worksites” and “projects” include all our construction operations, regardless of their contractual structure.

Our environmental calculations

Our inventory of greenhouse gas (GHG) emissions complies with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Emissions are quantified using activity data (fuels, electricity, refrigerants) from supplier invoices and internal systems then converted to GHG emissions using emission factors from Canada’s National Inventory Report and IPCC’s global warming potentials (AR5). Province- and supplier-specific factors are used where available.

The inventory covers the six greenhouse gases targeted by the Kyoto Protocol (CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6). Emissions are calculated over a calendar year and expressed in tonnes of carbon dioxide equivalent (tCO_2e).

The inventory includes 100% of Scope 1 and Scope 2 emissions from activities under our operational control, including offices, warehouses, equipment, and construction projects. Joint ventures are excluded as no party has full operational control. Emissions from joint ventures are included in scope 3.

The reference year for scopes 1 and 2 is 2021.

For Scope 3, the categories deemed most relevant to our activities are included, namely Category 1—Purchased Goods and Services, Category 6—Business Travel, Category 11—Use of Sold Products, and Category 15—Investments. The reference year for Scope 3 is the average of emissions for 2023 and 2024.

Internal quality control processes are applied to ensure the accuracy, consistency, and completeness of the inventory. The main sources of uncertainty concern Scope 3 for which some categories are based on sector or financial data. No other significant sources or activities were excluded from the inventory, and no carbon offsetting was applied.

The GHG inventory is coordinated by the Sustainable Development team, which is responsible for methodological consistency, data consolidation, and continuous data improvement. For the year 2025, the inventory of scope 1 and 2 GHG emissions, as well as the inventory of residual materials (including the landfill diversion rate) are subject to independent verification with a limited assurance level in accordance with ISO 14064-3:2019.

APPENDIX

Governance

- Our sustainability performance is reviewed quarterly by the ESG Advisory Committee, the Executive Committee, and the Board of Directors.
- Our ESG Advisory Committee, made up of senior executives from our three business units and representatives of key functions, reports to the Executive Committee and is responsible for assessing sustainability-related risks and opportunities, including those related to climate change, approving strategic objectives and initiatives, and making recommendations to guide and support actions to be deployed while ensuring alignment with the company's strategic plan.
- Our Executive Committee approves our main strategic orientations and targets related to sustainability priorities, including our climate-related objectives.
- Our Board of Directors' Audit and Risk Committee provides oversight to ensure that corporate risks, including environmental risks, those related to climate change, and opportunities and risks associated with the company's sustainability strategy, are properly identified, assessed, and considered by management in its risk management and decision-making processes.

Key indicators

- 60% of Board members have environmental, social, and governance expertise.
- Senior management discussed environmental and climate-related risks, opportunities, and initiatives on 19 occasions in 2025.

Strategy

- In 2024, a climate scenario analysis exercise was launched. Two scenarios were selected to guide the analysis: a low-emissions scenario in which warming is limited to 1.5°C in 2100 and a high-emissions scenario in which warming exceeds 4°C in 2100. The first phase of this exercise enabled us to assess the evolution of four physical risks and six transition risks and opportunities specific to our business sector under each scenario.
- The second phase of this exercise will evaluate their potential effects on our operations, our workers and our supply chain, as well as on our business strategy, to identify, develop, and implement mitigation and adaptation measures specific to our activities.
- To strengthen our resilience over the short, medium, and long term, we are active in markets that contribute to the decarbonization of buildings and infrastructure that contribute to Canada's energy transition.

Key indicators

- 81% of our total revenue is generated by our sustainable projects.

Risk management

- As part of the climate scenario analysis exercise, we identified and validated the risks and opportunities most relevant to our sector and 2025–2030 strategic planning.
- A standardized risk management process is being developed for projects with a pilot phase underway on certain major projects. This process, aligned with the ISO 31000 standard, is based on a matrix that identifies and assesses various risks, taking into account the specific context of the project and its objectives. Each risk is assessed according to two axes—the probability of occurrence and potential impact—then an overall score is generated, facilitating prioritization and decision making for the implementation of mitigation and adaptation measures.
- We are currently assessing how best to integrate climate-related risks and opportunities as well as site-specific mitigation and adaptation measures into our standardized risk management process. To better understand the impact of climate risks on our operations, the four greatest physical risks have been added to our health and safety work-site logbook to document weather-related stoppages on our work sites.

Targets and indicators

As part of our commitment to the energy transition, we have adopted concrete targets and indicators to guide our actions and track our progress toward more sustainable and resilient growth. Indicators to assess climate-related risks and opportunities could be defined as we develop our risk management process.

Targets

- Reduce our Scope 1, 2, and 3 emissions by 90% by 2050.
- Reduce our Scope 1 and 2 emissions by 40% by 2030, compared with 2021.
- Reduce our Scope 3 emissions by 45% by 2035 compared with average emissions in 2023 and 2024.
- Achieve 80% of our revenue through sustainable projects.

Indicators

- Annual Scope 1, 2, and 3 GHG emissions (tCO2e).
- Scope 1 and 2 GHG emissions intensity (tCO2e per million dollars).
- Percentage of revenue generated by sustainable projects.

ACTION PLAN

What we are aiming for	By when	Where we are now	What lies ahead
Health & Safety (H&S)			
Strengthening our health and safety culture			
Train 12 cohorts via the Builder program	2025	✓	Capitalize on the program's success and roll it out to new cohorts
Reducing and managing risks to protect people			
Maintain zero serious injuries and fatalities (SIF) on our teams	Annual	✓	Strengthen collaboration with CCSC alliance members regarding critical risk management protocols for exclusion zones and temporary works. Launch pilot project to reduce Potential SIF in lifting operations.
Equity, Diversity, and Inclusion			
Integrate equity, diversity, and inclusion into all our practices and processes			
Include EDI training in our key talent management processes	2027	■	Integrate EDI into our flagship training programs
Refine EDI governance and ownership	2026	↻	Define the EDI committee's governance and share its roles and responsibilities across the organization
Improve our ability to recognize areas for improvement through data management	2026	↻	Implement an applicant tracking system and a human resources management system
Increase attractiveness and engagement by promoting the role of women in construction	2026	↻	Continued organization of women-led projects across Canada

*These numbers have been revised retroactively to align our external disclosure with the industry.

New + In progress ↻ Achieved ■ Completed ✓

ACTION PLAN

What we are aiming for	By when	Where we are now	What lies ahead
Climate Change			
Decarbonize our construction activities			
Electrify 75% of our worksite vehicles	2027	↻	Electrify 25% of our fleet by 2026
Reduce our Scope 1 and 2 GHG emissions by 40% compared to 2021	2030	↻	Increase our consumption of renewable diesel, deploy more solar-powered trailers, and continue to invest in equipment that reduces our fuel consumption
Reduce our Scope 3 GHG emissions by 45% compared to the 2023–2024 average baseline	2035	+	Refine our approach to calculating Scope 3 emissions. Progressively integrate low-carbon materials into our projects. Support the decarbonization of joint-venture projects
Support our clients and partners in executing sustainable projects			
Achieve 80% of our revenue through sustainable projects	2030	↻	Promote certification and sustainable solutions among our customers and build on the growth of our sustainable infrastructure markets
Support our subsidiaries and our joint-venture projects in achieving net-zero emissions			
Account for emissions from our subsidiaries' construction operations	2026	↻	Conduct an inventory of our subsidiaries' Scope 1 and Scope 2 emissions
Offset our residual GHG emissions			
Adopt a plan for investing in carbon credits	2026	↻	Define and obtain approval for an investment plan
Circular Economy			
Increase the recovery of residual materials and reduce landfilling			
Divert 70% of residual materials from landfills	2025	✓	
Divert 75% of residual materials from landfills	2026	+	Support and encourage sorting at source through concrete initiatives
Develop responsible procurement practices			
Document the sustainability performance of 60% of our strategic suppliers	2025	✓	Develop a roadmap to support our suppliers
Document the sustainability performance of 75% of our strategic suppliers and support them in improving their practices	2026	+	Develop a roadmap to support our suppliers

New + In progress ↻ Achieved ■ Completed ✓

What we are aiming for	By when	Where we are now	What lies ahead
Indigenous Relations			
Demonstrate our genuine commitment to communities			
Obtain PAIR Bronze certification from the Canadian Council for Indigenous Business	2028	■	Submit our file for phase 2 of 3 by the end of 2026 as a prerequisite for bronze certification
Roll out the bursary and internship program for Indigenous engineering students	2026	↻	Sign agreements with other colleges and universities to offer 6 scholarships to students in British Columbia and Toronto
Create three new Indigenous, majority-owned joint ventures	2026	↻	Formalize the creation of the third joint venture and continue workshopping the other two
Raise our people's awareness of Indigenous realities			
Roll out Indigenous cultural awareness training for targeted project teams	2026	↻	Roll out training in Ottawa, Toronto, and Moosonee
Community Relations			
Cultivate healthy relationships with communities			
Systematically apply the best community relations practices to major projects	2027	↻	Maintain a single process that harmonizes communication practices across major projects
Adopt a more strategic approach to donations and sponsorships			
Allocate at least 10% of our donation and sponsorship budget to environmental and Indigenous causes	Annual	✓	Maintain the 10% allocation
Governance	2026		
Maintain at least 33% female representation among independent members of the Board of Directors	Annual	✓	Ensure that women are represented when directors are replaced
Raise awareness among our Board of Directors about the risks of modern slavery	2025	✓	
Raise awareness among the procurement team about our procurement policy for high-risk countries	2026	↻	Roll out training to raise awareness among the procurement team about our new procurement policy for high-risk countries
Maintain and strengthen our information security certification (ISO 27001) while consolidating the cybersecurity culture within the organization	Annual	✓	Continue to raise team awareness to strengthen cybersecurity culture

New + In progress ↻ Achieved ■ Completed ✓

Indicators	Unit	2025	2024	2023
Revenue, including subsidiaries and joint venture projects	$ billions	6.4	5.3	4.9
Health and Safety				
Serious injuries and fatalities (SIF) per 200,000 hours worked in our teams	Frequency	0.00	0.00	0.09
Total incident frequency per 200,000 hours worked among our teams	Frequency	1.03	1.28	1.39
Feedbacks[1] on behaviours related to health and safety	Number	19,853	24,000	3,972
Hours of health and safety training delivered to administrative employees and workers	Hours	48,000	47,794	Not measured
Number of worksite supervisors who have completed the Builder program	Number	202	20	Not measured
Equity, Diversity and Inclusion				
Number of employees in administrative services	Number	2,904	2,442	2,009
Percentage of women in administrative services, by job category	%	All categories: 33 Individual collaboration positions: 40 Management positions (excluding superintence): 25	All categories: 33 Individual collaboration positions: 40 Management positions (excluding superintence): 24	All categories: 34 Individual collaboration positions: 41 Management positions (excluding superintence): 21
Percentage of women in management positions (excluding superintendence) in administrative services, by level	%	Middle management: 24 Director and Vice-Presidency: 27 Executive Vice-Presidency: 25	Middle management: 26 Director and Vice-Presidency: 20 Executive Vice-Presidency: 25	Middle management: 23 Director and Vice-Presidency: 19 Executive Vice-Presidency: 14
Percentage of employees in administrative services living with a disability	%	1	1	1
Percentage of employees in administrative services of Indigenous origin	%	1	1	1
Percentage of employees in administrative services belonging to a visible or ethnic minority	%	17	14	14
Percentage of employees in administrative services who identify with the 2SLGBTQI+ community	%	3	5	5
Completion rate for Respect and Civility training	%	81	72	n/a
Number of managers trained on equity, diversity and inclusion as part of experiential coaching sessions	Number	103	103	89

Unless otherwise indicated, performance metrics cover our construction and management activities within our three divisions, excluding those of our subsidiaries and joint venture projects.
[1]Feedbacks are open discussions with workers that lead to reflection on behaviours to adopt or avoid when it comes to health and safety.

Indicators	Unit	2025	2024	2023
Climate Change				
Total greenhouse gas (GHG) emissions	tCO_2e	1,855,110	4,217,638	2,809,868
Scope 1 emissions	tCO_2e	44,606	40,645	51,429
Scope 2 emissions	tCO_2e	1,033	1,136	791
Scope 3 emissions	tCO_2e	1,809,471	4,175,868	2,757,648
Distribution of Scope 3 emissions by category	tCO_2e	1. Purchased Goods and Services: 1,290,232 6. Business Travel: 2,396 11. Use of Sold Products: 491,875 15. Investments: 24,967	1. Purchased Goods and Services: 1,362,980 6. Business Travel: 1,610 11. Use of Sold Products: 2,789,886 15. Investments: 21,403	1. Purchased Goods and Services: 1,051,362 6. Business Travel: 1,202 11. Use of Sold Products: 1,676,043 15. Investments: 28,972
Biogenic emissions[2]	tCO_2e	3,114	1,999	1,451
Scope 1 and 2 GHG emissions intensity by revenue[3]	tCO_2e / $ millions	11.1	12.02	16.4
Total Scope 1 and 2 emissions, by GHG type	Metric tons	CO_2 : 44,231 CH_4 : 2 N_2O : 4 HFC : 0.199 PFC : 0 SF_6 : 0	CO_2 : 40,597 CH_4 : 2 N_2O : 4 HFC : 0.149 PFC : 0 SF_6 : 0	CO_2 : 49,947 CH_4 : 7 N_2O : 4 HFC : 0.262 PFC : 0 SF_6 : 0
Total Scope 1 and 2 emissions, by GHG type	tCO_2e	CO_2 : 44,231 CH_4 : 53 N_2O : 1,168 HFC : 186 PFC : 0 SF_6 : 0	CO_2 : 40,620 CH_4 : 50 N_2O : 991 HFC : 101 PFC : 0 SF_6 : 0	CO_2 : 49,947 CH_4 : 186 N_2O : 1,118 HFC : 177 PFC : 0 SF_6 : 0
Total Scope 3 emissions, by GHG type	tCO_2e	Scope 3: CO_2 : 1,809,457 CH_4 : 0.3 N_2O : 13	Not measured	Not measured
Share of revenues generated by sustainable projects, including subsidiaries and joint venture projects[4, 5]	%	81	70	69
Circular Economy				
Total quantity of residual materials generated	Metric tons	40,775	37,802	59,760
Landfill diversion rate for all projects under construction and logistics sites	%	79	72	76
Landfill diversion rate for projects under construction aiming for a sustainable certification	%	79	77	81
Percentage of strategic suppliers assessed on their environmental, social, and governance performance	%	66	45	n/a

[2]Biogenic emissions, which originate from the combustion of biofuels, are included in Scope 1 and 2 emissions.| [3]GHG emissions intensity is calculated based on revenues generated from Pomerleau's core business activities, excluding those from our subsidiaries and joint venture projects | [4]Our sustainable projects are our sustainably designed projects, i.e. those that aim for a sustainable certification or use low-carbon materials, as well as our projects contributing to climate change mitigation, i.e. those that will reduce sources of greenhouse gases or enhance sinks of greenhouse gas. | [5]2023 figures exclude subsidiaries and joint venture projects and covers only projects under construction | [6]UA single project may fall under multiple categories. As a result, the total number of projects by category may exceed the actual number of distinct projects.

Indicators	Unit	2025	2024	2023
Indigenous Relations				
Number of ongoing projects with Indigenous participation	Number	28	20	12
Value of goods or services procured from Indigenous businesses	$	87,279,761	18,479,563	1,756,567
Value of donations and sponsorships made to Indigenous organizations	$	143,800	183,000	112,410
Number of scholarships awarded to students from Indigenous communities	Number	2	1	Not measured
Value of scholarships awarded to students from Indigenous communities	$	3,500	1,000	Not measured
Number of internships awarded to students from Indigenous communities	Number	2	3	Not measured
Number of Indigenous-led joint ventures created in partnership with Indigenous communities	Number	2	1	Not measured
Community Relations				
Donations and sponsorships	$	2,508,691	1,881,636	1,691,000
Donations and sponsorships, by strategic priority	$	Health: 970,593 Donations from the heart: 632,384 Education: 389,600 Construction: 305,614 Environment: 118,000 Women and emerging construction workers: 92,500	Health: 735,200 Donations from the heart: 337,392 Education: 451,000 Construction: 239,244 Environment: 118,800	Health: 624,060 Donations from the heart: 468,350 Education: 258,530 Construction: 200,060 Environment: 140,000
Percentage of donations and sponsorships allocated to Indigenous causes and to the protection and conservation of natural environments	%	12	16	13
Governance				
Distribution of independent members of the Board of Directors by gender	%	Women: 33 Men: 67	Women: 43 Men: 57	Women: 33 Men: 66
Percentage of Board members with environmental, social and governance expertise	%	60	60	50
Number of instances where senior management discussed environmental and climate-related risks, opportunities, and initiatives	Number	19	36	16