



WORKING TOGETHER, MAKING THINGS BETTER

2023 ESG Report

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About this Report

This 2023 Environmental, Social, and Governance (ESG) Report reflects our ongoing commitment to transparency and accountability in our sustainability efforts. This report references activities for the period January 1 to December 31, 2023, with comparatives to previous years and is written with reference to the Global Reporting Initiative (“GRI”) reporting standards. Pinchin does not fall under any specific GRI Sector Disclosures.

In this year's report, we outline the strategic priorities that have guided our ESG efforts, highlight the significant strides we've made, and discuss key activities undertaken throughout 2023. ESG data related to recent acquisitions have not been fully integrated yet due to data availability. In each section of the Report, we have specified when data includes acquisitions. Pinchin's sustainability data and disclosures have been subjected to internal quality checks and are factual to the best of our knowledge at the time of reporting. The report was formally reviewed and approved by Pinchin's subject matter experts, the Chief Development Officer and the Chief Executive Officer prior to its release.



Message from our CEO



Jeff Grossi, CEO

Dear valued stakeholders,

As we reflect on 2023, I am proud to share that we have continued to grow and expand our expertise to respond to emerging market drivers. A notable milestone this year was the addition of the US firm, Ransom Environmental, to our Pinchin platform. This strategic acquisition not only allows us to continue to extend our core services into the US but also aligns perfectly with our vision and mandate to establish a significant footprint in the US. Our vision, "Together we are creating one North American company that will be the predominant engineering and environmental service provider to all phases of the Real Estate lifecycle," is becoming a reality.

Throughout the year, I have had the privilege of speaking with many of our people across our platform. I continue to be impressed by their talent, passion, and the scale of the projects we support. Their dedication and expertise are the driving forces behind our success.

Our leadership team has been diligently working on organic growth initiatives, and I am delighted to report that we have welcomed 27 new shareholders to our employee ownership program this year. This initiative not only gives our employees a stake in our success but also empowers them to contribute to our collective achievements.

We have also grown our internal corporate sustainability program team to drive our ESG efforts and expanded our Building Performance and Sustainability team to better support our clients in achieving their ESG goals. This symbiotic relationship allows us to make a larger impact both within our company and in the broader market. We're proud to see the positive changes our team is bringing about.

Additionally, our ongoing focus on social impact and support for local communities continues to be a significant part of our efforts. We believe that contributing to the well-being of the communities where we operate is essential to our mission.

Transparency regarding our impacts, goals for change, and plans for progress remains a core commitment. We want our stakeholders to have confidence in our ability and dedication to being the force for positive change that we aspire to be. Thanks to the commitment of our employees, our core values will remain the foundation for future growth and success.

Our Core Values:

- Act with honesty, integrity, and accountability;
- Deliver exemplary quality and service;
- Conduct ourselves with respect;
- Empower employees through professional development;
- Promote the health & safety of all employees; and
- Ensure corporate social responsibility.

We are delighted with what we have achieved this year. Our strong 2023 operating performance reflects our dedication to our mission and values. With sincere appreciation for your ongoing support and collaboration, we are confident in our capacity to drive positive change in the industry and generate enduring value for all stakeholders.

Jeff Grossi
Chief Executive Officer



Our Business

COMPANY BACKGROUND

Pinchin is a privately held company incorporated in 1981 by Dr. Don Pinchin to provide consulting services to the asbestos abatement industry. Since then, the company has expanded to 58 offices across North America. For over 40 years, we have solved our clients' most challenging problems and enabled a safer, healthier environment through comprehensive environmental and engineering consulting services. We approach our clients' complex challenges with a carefully chosen combination of deep technical insights, solid business consulting skills, strong management capabilities, and sustainability expertise. Our state-of-the-art laboratory facility provides accredited, reliable, confidential laboratory results for asbestos, mould, legionella, bacteria, and environmental odour.

Most of our client relationships are long and deep rooted with a concrete foundation in trust and understanding. We understand the nature and urgency of transactions and client needs. North American businesses and their financial institutions rely on Pinchin to identify conditions that may result in unacceptable risk. We continue to be an active partner in our industry and community. We have staff that sit on boards and committees across Canada to represent our clients and help shape policy and legislation that has a direct impact on their business and bottom line.

We have expanded our wide range of environmental, engineering, and sustainability solutions through strategic acquisitions. Following our acquisitions of PM Environmental in 2022, we completed the acquisition of Ransom Consulting LLC in 2023. Pinchin's growth strategy includes geographic expansion in the US, addition of new markets, and the development of new technical fields that will further position the company as a leader. Employee ownership will continue as a critical component of the company.

It is our mission to help our clients balance their business goals with an understanding of both their natural and built environments. We strive to provide high-quality service, grounded on the core principles of honesty, integrity and accountability. Together, we will identify and manage each organization's environmental, and engineering risks.



OUR SERVICES

At Pinchin, we offer a comprehensive range of services across various disciplines to address our clients' environmental, health, safety, and engineering needs. Our key service areas include:

- **Building Science & Sustainability:** Investigations, condition assessments, sustainable design, and certifications.
- **Emissions Reduction & Compliance:** Environmental approvals, reporting, pollution abatement, and compliance programs.
- **Environmental Assessment:** Environmental impact assessments, protection plans, hydrogeology, water quality testing, and compliance audits.
- **Environmental Due Diligence & Remediation:** Site assessments, remediation, decommissioning, and risk assessments.
- **Environmental Laboratory Services:** Analysis of samples for hazardous materials and contaminants.
- **Environmental Monitoring & Compliance:** Water quality monitoring, ecological assessments, and species inventories.
- **Geotechnical Engineering:** Site investigations, foundation design, and slope stability assessments.
- **Hazardous Materials Management:** Identification, management, and remediation of hazardous materials.
- **Insurance Claims Support:** Damage assessment, remediation, and underwriting support.
- **Mechanical Engineering & Design:** Sustainable building design, HVAC systems, and energy modelling.
- **Occupational Health & Safety:** Air and noise monitoring, OH&S auditing, training, and emergency response.
- **Indoor Environmental Quality:** Indoor air quality investigations, mould analysis, and legionella management
- **ESG Advisory:** ESG strategy development, reporting, GHG accounting, and assurance.



Mission

Helping our clients balance business goals with an understanding of both their natural and built environments.



Values

Honesty, Integrity, & Accountability | Quality | Respect | Empower | Health & Safety | Corporate Social Responsibility



980+ colleagues



50+ offices



EcoVadis Gold

Proudly achieved EcoVadis Gold, placing us in the top 5% globally for our strong sustainability program.



Don Pinchin, Founder

MARKETS SERVED

For decades, Pinchin has been providing clients with solution-focused services and training in the environmental, engineering, building science, and health & safety fields to:

- Property Managers and Developers
- Government Institutions
- Hospitals and Health Care Facilities
- Educational Institutions
- Manufacturers
- Power Generators and Utility Providers
- Private Equity and Institutional Investors
- Financial Institutions
- Insurance Companies and Adjusters
- Contractors (General, Restoration, Hazardous Materials)



Supporting the United Nations

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs), ratified by the member states of the United Nations in 2015, provide a universal and visionary framework for global cooperation and action. These goals bring together stakeholders to proactively address and solve broad challenges such as extreme poverty, economic inclusion, finite and diminishing natural resources, and the multifaceted impacts of climate change.

Pinchin is committed to sustainable action through our operations and project work. While our efforts positively impact all 17 SDGs to varying degrees, we focus on specific core SDGs where we can have the greatest scalable impact through our project scope and services.



We harness technical expertise and our market influence across the value chain to drive progress towards beneficial outcomes for communities and ecosystems. Our [UNSDG Appendix](#) details how our sustainability strategy aligns with the SDGs and provides references for more information on how Pinchin is advancing these goals.



Case Study: Bird Strike Mitigation



A heritage building in British Columbia was experiencing frequent bird strikes, where birds would collide with its windows. Despite previous attempts to mitigate the issue with window decals, the problem persisted. This situation threatened biodiversity by harming bird populations and highlighted the need for more effective solutions to protect local bird populations and maintain ecological balance.

Pinchin conducted a detailed study to understand the bird strike patterns at the building, identifying high-risk collision areas and the bird species most affected. Key recommendations included replace existing windows with bird-safe, energy-efficient alternatives, and incorporating bird-friendly design elements and modifications to landscaping and lighting.

The study provided valuable insights into the significance of bird strikes and their impact on biodiversity. Birds are crucial for maintaining ecological balance, and their loss can disrupt ecosystems, affecting food distribution, forest health, and overall conservation efforts. Replacing windows with bird-safe, energy-efficient alternatives not only reduces the number of bird collisions and making urban areas safer for wildfire, but also improves the building's performance and reduces energy consumption, positively impacting climate action.



Case Study

ENERGY & DECARBONIZATION



A portfolio of 14 buildings in Ontario required Energy and Decarbonization Studies to outline a pathway to sustainability reduce carbon emissions at each location. The objective of the study was to improve the energy efficiency and operational performance of the buildings while minimizing their greenhouse gas (GHG) emissions. This would involve recommending options and measures that could be incorporated into both short- and long-term capital investment plans, which aims to reduce GHG emissions as close to zero as possible.

A comprehensive approach was implemented that focused on evaluating and integrating low-carbon and energy-efficient technologies, and integrating recommendations alongside findings from prior property condition assessments for retrofit planning. In addition to the technical analyses, financial analyses were conducted to assess the cost-effectiveness of different energy conservation measures. Our practical approach has been refined over time through the experience gained by our team in conducting Property Condition Assessments, Building Envelope Condition Assessments, Energy Audits, and Mechanical design work.

The Energy and Decarbonization Studies have equipped the community financial services client with customized insights to reduce carbon and energy usage at each of their own properties, in alignment with their ESG strategy and dedication to communities, people, and the planet.

WATER SUPPLY ASSESSMENT



A small community located in northwestern British Columbia relies on a combination of a privately operated piped water system from surface water sources and individual groundwater wells for its domestic water supply. The potential impacts of climate change on the quality and reliability of these water sources are a concern, particularly given the challenges of arsenic and heavy metals in groundwater, and the susceptibility of surface water bodies to higher bacterial load and changing water levels with rising atmospheric temperatures.

We initiated a phased approach beginning with a desktop study to gather and analyze existing data on water sources and supply conditions. This includes reviewing academic studies, hydrogeology, local geology, climate data, and existing water quality data, as well as trend analysis on climate and water quality parameters. Subsequent phases will involve further field data collection and analysis, and exploring alternative potable water supply options.

Our assessment identifies potential impacts and mitigation measures to maintain a reliable and safe water supply for the community. This proactive approach helps the community's resilience against climate change, supporting broader environmental and public health goals.



Materiality

In an evolving world, we continuously monitor material risks, including those related to sustainability.

We regularly perform a materiality assessment to evaluate emerging factors that could have significant social, economic, and environmental impacts across our range of stakeholders. Guided by the Global Reporting Initiative (GRI), this process helps us identify material sustainability topics that are crucial to our operations and stakeholders.

Our material topics were initially determined in 2022 and are reviewed annually to ensure their ongoing relevance. Since then, we have incorporated additional material topics into our ESG Strategy, aligning with evolving stakeholder expectations, our core business strategy, and emerging ESG trends. We will be updating our Materiality Assessment and ESG strategy using a double materiality process in 2024. Our corporate ESG team conducted the previous materiality assessment using the process below.

- 01 IDENTIFICATION**
We assessed our strategic priorities, industry risks and opportunities, market trends, best practices, current events, and the regulatory environment. This thorough evaluation allows us to define our material topics effectively.
- 02 CATEGORIZE**
The identified topics were reviewed and assessed for commonalities and interconnections. By grouping related topics, we streamlined our focus areas to create a more cohesive strategy. This approach enabled us to pinpoint key themes where our initiatives could deliver the most substantial impact, ensuring a comprehensive and effective response to the identified material issues.
- 03 STAKEHOLDER ENGAGEMENT**
We actively engaged with our stakeholders to validate our material topics and gather additional insights. This included conducting company-wide employee surveys to collect valuable input and taking into account the topics that clients have communicated as important to them.

- 04 PRIORITIZATION**
We ranked the material topics based on their significance to our business and their importance to our stakeholders. This prioritization ensures that we focus on the most critical areas.
- 05 IMPLEMENTATION**
We develop specific initiatives and action plans to address the prioritized material topics. We also engage and train our team members and users to drive meaningful progress and create sustainable value for our stakeholders.
- 06 MONITOR AND REPORT**
We continuously track the progress of our initiatives, focusing on the topics communicated by our clients. Regular reporting ensures transparency and helps us identify areas for improvement.

OUR MATERIAL TOPICS

The following consolidated topics were analyzed and prioritized, as listed under the Material Topics in the table below. These topics have been organized into the chapters of this report, titled "Core ESG Topics".

	CORE ESG AREA	MATERIAL TOPIC
Environmental	Climate Change	GHG Emissions Management Waste Management
	Health & Safety	Safety, Health, & Wellness
Social	Our People & Culture	Diversity, Equity & Inclusion Training & Development
	Local Communities	Local Communities
Governance	Business Ethics	Ethics & Compliance
	Cybersecurity & Privacy	Cybersecurity & Privacy
	Procurement	Procurement



ENVIRONMENT

[GHG Emissions Management](#)

[Waste Management](#)



Greenhouse Gas Emissions Management

Climate change is a global risk that is directly influenced by human activity and demands urgent attention. As part of our mission statement, we are committed to protecting the natural environment around our workplace, at client sites, at home, and in the community at large. We strive to balance the needs of business with our dedication to environmental protection and make environmentally friendly choices whenever practical in our services, purchasing practices, and daily operations.

Managing greenhouse gas (GHG) emissions is a core aspect of this commitment. Addressing GHG emissions is not just about mitigating climate change; it's also about upholding our commitment to sustainable development and helping our clients achieve their environmental goals.

Our Environmental Policy governs our environmental management practices and details our commitment to environmental responsibility, including the ways in which we expect our colleagues, sub-contractors, and suppliers to help drive progress towards our environmental goals and priorities

2023 HIGHLIGHTS

- Launched a pilot with Modo, a car-sharing service, in the British Columbia region to provide staff access to Modo vehicles, encouraging the use of EVs.
- Implemented an advanced digital tool to calculate and manage our carbon inventory.
- Offset our carbon footprint by investing in Tree Canada's Grow Clean Air program to support forest conservation.

GHG INVENTORY

As part of our environmental policy, we measure and report our environmental impact to maintain an understanding and awareness of our present and future impact on the natural world. Our GHG inventory provides a comprehensive overview of our emissions, categorized by scope and type:

Scope 1: Accounts for the emissions arising directly from our operations, such as those associated with our vehicle fleet and fuels used on-site for heating.

Scope 2: Covers the emissions associated with our purchase of electricity.

Scope 3: Includes the indirect emissions of our business associated with business travel, employee commuting to work, and purchased goods.

	2023	2022
Total Scope 1 - Direct Emissions	1,068	1,070
Total Scope 2 - Indirect Energy Emissions (location-based)	437	464
Total Scope 3 - Indirect Emissions	2,411	3,144
Total Direct & Indirect Emissions tCO₂e	3,916	4,678
Carbon Offsets	391	0
Net Total GHG Emissions (Less Carbon Offsets)	3,525	4,678
Gross Emissions Intensity by Employee	4	5
Office Energy Intensity by Employee (kWh)	2,481	2,450

See [Emissions Data](#) for a detailed carbon inventory and methodology.

As a professional services firm, our operational environmental impact is mainly attributed to energy usage in our offices, business travel, and the consumption of office supplies. In 2023, we emitted a total of approximately 3,916 metric tonnes of carbon dioxide equivalent (tCO₂e) GHG emissions. Scope 3 emissions accounted for 62% of our total GHG emissions, with approximately 65% of scope 3 resulting from business travel. We recognize the need to address our carbon footprint and are developing a carbon reduction roadmap to management our emissions moving forward.

We purchased carbon offsets through Tree Canada's Grow Clean Air program to support the Coastal First Nations communities on British Columbia's North and Central Coast and Haida Gwaii. These offsets help protect the Great Bear Rainforest, a 6.4-million-hectare area rich in biodiversity and traditional territorial land of the coastal First Nations communities. We will continue to explore opportunities to complement our carbon offset portfolio with additional high-quality credits for future fiscal years.

Building on the foundation of our internal corporate program, we have begun evaluating the way we conduct projects across all disciplines to identify more opportunities for decarbonization and reducing environmental impact. Our goal is to incorporate innovative solutions and improve current practices to advance sustainability and promote awareness among our stakeholders. We look forward to sharing our progress and outlining the specific steps we are taking to achieve these objectives.

1. In 2023, we revised the methodology for calculating business travel (air, land, accommodation) emissions. For comparability, this change has been applied to previously reported business travel amounts, which has resulted in a recalculation and restatement of business travel amounts and emissions totals for the 2022 data shown in this report.



Waste Management

Effluents and waste management is a vital area of focus for our firm because we play a key role in advising clients on sustainable practices in a world increasingly focused on environmental responsibility. Our environmental management system (EMS) aligns with ISO 14001:2015 standards to ensure efficient waste handling and compliance.



2023 HIGHLIGHTS

- Our laboratory has initiated the process of issuing test reports in a paper-less format, estimated to have saved approximately 12,000 pages of paper through digitization in 2023.
- By recycling our electronic components, 345 kg e-waste was recycled through the Electronic Recycling Association (ERA), a non-profit organization dedicated to refurbishing and responsibly recycling unwanted electronic devices across Canada.

OVERVIEW OF WASTE PRACTICES

As a professional services firm working primarily in leased office spaces, our operations do not produce a significant amount of office and kitchen waste. However, we still take proactive measures to reduce single-use plastics and increase recycling across our offices. We do this by providing various waste streams, such as recycling and compost, wherever they are available through local municipal or locally available private waste management and recycling service providers. These services are sometimes contracted directly by our offices, but more often, the contractual relationship is managed by the landlord.

Pinchin's in-house Environmental Laboratory is known for its high-quality, customer focused services across Canada, also generates waste from our microbiology and asbestos samples. We follow and enforce strict quality control procedures to manage this waste effectively. As most of the materials received or used in the asbestos lab may be contaminated with asbestos, recycling these materials is challenging. However, we reuse plastic bags when suitable and use reusable sample dishes where appropriate. Given that ISO requirements guide our microbiology laboratory's analyses, waste generation can only be minimized if these standards remain unaffected.

Even so, we continually explore ways to reduce waste. For example, one effective measure we have implemented is requesting customers to use smaller bottles for cooling tower water samples, reducing the volume of waste. In 2023, we began issuing test reports in a paperless format, which saved approximately 12,000 pages of paper, with plans to digitize additional laboratory forms in 2024.

Through the services we provide, we can influence the waste produced by our clients and support waste management projects. We intend to conduct a thorough analysis to better support clients in reducing their waste-related impacts. We recognize that we can influence clients through the responsible management of assets and by identifying opportunities to increase the circularity of material and resource choices. We currently do not track waste related to the projects we conduct, but will be completing reviews of our Standard Operating Procedures in order to reduce our waste in all the work that we do.

We provide consulting services to support clients with waste audits, diversion, and management. Our primary objective is to assist clients with waste minimization by focusing on the 3Rs; reduce, reuse, and then recycle. Through waste minimization and the application of reduction strategies, energy and resources are conserved and landfill waste is diverted.

Waste Performance

Waste Type	2023 (Mt)	2022 (Mt)
Total Non-Hazardous (Office) Waste	29.33	20.83
Total Diverted	17.06	14.37
Diversion Rate	58%	69%
Total Hazardous Waste	2.81	2.25

Note: Office waste is extrapolated.





SOCIAL

Safety, Health & Wellness

Diversity, Equity & Inclusion

Training & Development

Local Communities





Safety, Health & Wellness



2023 HIGHLIGHTS

- Exceeded the target of 2500 with 2841 near miss reports.
- Although incident and near miss reporting increased significantly from the previous year (50% and 150% respectively), the number of severe injuries / illnesses has not increased. We continue to have zero fatalities and zero major/critical/severe injuries.
- Our 2023 Employee Engagement Survey indicated that employees feel physically safe while at work, are comfortable making suggestions and voicing concerns relating to health and safety, and believe Pinchin takes action to maintain their health and safety.
- Developed new training content, in partnership with our Learning & Development team.
- Enhanced our onboarding program, working directly with hiring managers and new employees.
- Continued to manage, audit and improve our health & safety programs to ensure compliance.

The well-being of our employees, clients, and the communities we serve is paramount. As a company specializing in environmental and engineering consulting, there are inherent health and safety risks associated with our work and with our ever-changing work environment. These hazards can range from fieldwork in remote areas, handling hazardous materials, construction site hazards, exposure to noise, chemicals, and biological agents. These challenges demand meticulous attention to keep our employees safe.

We are committed to the wellbeing of our employees and believe that everyone should go home healthy and safe at the end of their workday. To reach this objective, our Health and Safety Management System ensures that everyone has the necessary training, resources, and support they need to do their job safely and confidently. We believe that a strong focus on health and safety fosters a positive work environment, encourages collaboration, and boosts morale. By investing in our employees' well-being, we also invest in the long-term success of our company and the sustainability of our operations.

Part of Pinchin's business involves retaining contractors to conduct on-site services for clients, with Pinchin's oversight. Pinchin has a robust vendor onboarding system that vendors must be approved through before they can conduct work for Pinchin. This includes, in part, a review of their health and safety performance, policy, training and processes. Pinchin also has Contractor Management program, that includes tools to ensure adherence to our high health and safety standards during on-site work.



SAFETY PERFORMANCE

	2023	2022	2021	2020	2019
Fatalities	0	0	0	0	0
Total Recordable Incident Rate	1.29	1.28	1.14	1.26	0.95
Days Away, Restricted or Transferred	0.59	0.59	0.38	0.28	0.12
Lost Time Incident Frequency	0.35	0.47	0.25	0.14	0.12
Medical Incident Rate	0.23	0.12	0.13	0.14	0.00
Hours Worked	1,703,282	1,712,814	1,574,869	1,423,611	1,677,026
Near Miss Targets	2,500	500	0	0	0
Actual Near Misses	2,841	511	165	100	107

The safety indicators for 2023 reveal several important trends and areas of focus.

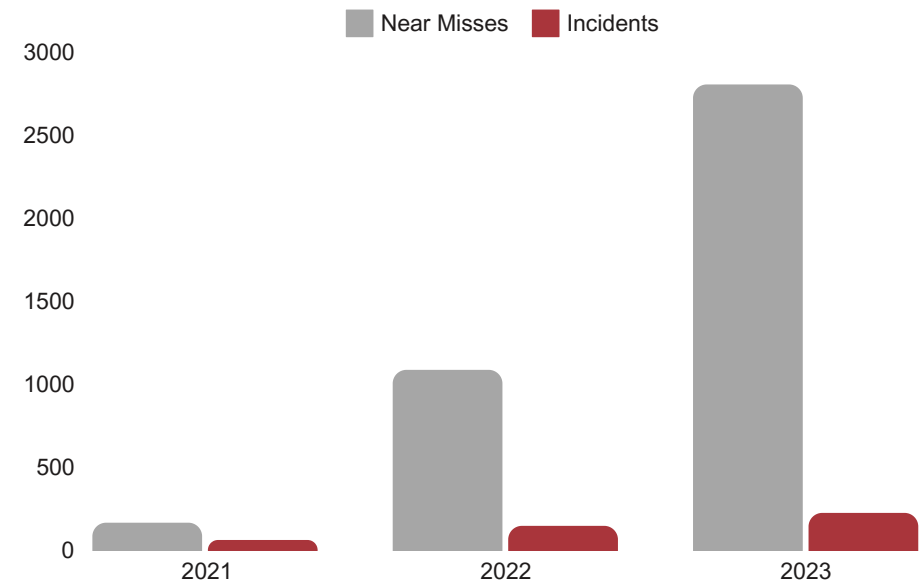
The Total Recordable Incident Rate (TRIR) and Days Away, Restricted or Transferred (DART) remained relatively stable, despite an overall improvement (increase) in incident reporting. This improvement in incident reporting is also believed to be the reason for rise in the Modified Injury Rate (MIR), which is a measure of injuries that required medical attention but were not significant enough to warrant modification of work duties or days away from work.

The Lost Time Incident Frequency (LTIF) decreased in 2023. Pinchin believes that effective and early return to work (RTW) after an injury or illness has numerous benefits for employees, and this data reflects Pinchin’s commitment to our RTW program.

Our safety indicators demonstrate that as our Health & Safety Program has evolved and incident reporting rates have improved, the number of serious incidents has not increased significantly. This suggests that true, serious injuries are rare. This is a positive indicator of the world class, interdependent safety culture we are working to build at Pinchin.

Unlike incident reports, which are lagging indicators, near miss reporting is a leading indicator of safety performance. Near miss reports give us the opportunity to act before an incident occurs. Reporting observed hazards or close calls (collectively called Near Misses) helps us identify when we need to educate employees or make a change to the Health and Safety Program. Near Miss reporting is also inclusive, in that, everyone, in all areas of the organization encounter hazards and can therefore contribute to the safety culture at Pinchin.

Pinchin is committed to continuous improvement in health and safety. The corporate health and safety team is in constant discussions about how to improve the program, mitigate risk, and deal with hazards on an ongoing basis. We regularly review process and tools to control hazards, reevaluate our training requirements and programs. Each year, the entire H&S Program Manual undergoes a review, with different elements receiving particular attention based on changes in regulation or operations. Changes go through an approval process and are ultimately communicated to all employees. Some notable areas of attention in 2023 are: Physical Security, Working Alone and/or in Isolation, Risks of Driving and Workout Outside in Warm Weather.





RIGHT TO REFUSE UNSAFE WORK

As a company committed to upholding human rights and safety, we believe that no job should put an employee’s health or safety at risk. Every employee has the legal right to refuse work that they believe is unsafe or could potentially harm their health or well-being. This right is fundamental to maintaining a safe and healthy workplace. We continuously work to ensure that all our employees understand their legal rights, responsibilities, and obligations concerning their right to refuse unsafe work. We have clear procedures in place to manage such situations, ensuring that potential health and safety risks are promptly addressed without fear of reprisal.

PROMOTION OF WORKER HEALTH & WELLBEING

We define health as a state of physical, mental, and social well-being—not just the absence of injury or disease. That’s why mental health is an essential part of our commitment to our employees. Our focus is on creating a positive work environment that supports overall health and well-being.

Our culture is all about our people, and we encourage everyone to look after themselves and each other. We have implemented the following health and wellness programs and strategies:

Wellness Policies

- **Smoke-Free Workplace:** We are committed to providing a healthy, comfortable, and productive environment for our employees and visitors. To eliminate hazards and ensure compliance with relevant legislation, our company is entirely smoke-free.
- **Wellness Leave:** Eligible employees receive paid wellness leave each fiscal year, which can be used for personal illness, mental or physical wellness appointments, or caring for an immediate family member with a short-term illness.

Work-life Balance Policies

- **Workplace Flexibility:** In accordance with our Core Values, which guide our culture and behaviors as an organization, and to support our employees in a successful balance between work obligations and their personal lives, Pinchin has established a Workplace Flexibility Policy. This includes options for working from home, allowing employees to manage their work and personal responsibilities more effectively.

- **Disconnecting from work:** To support and encourage employees to disconnect from work and create a successful balance between work obligations and their personal life, whether an employee is working traditional hours in the workplace, working remotely or has a flexible working arrangement, Pinchin has established a Disconnecting from Work Policy.

Health & Wellness Programs:

- **Pinchin Employee Wellness Program:** We value our employees' health and well-being, committed to helping them feel fulfilled at work, home, and in their communities. Our Employee Wellness Program offers diverse resources for all dimensions of health: physical, emotional, social, financial, and environmental.
- **Mental-Wellness Support:** Pinchin's Employee Assistance Program provides employees with confidential counseling, consultants, community referrals, and multimedia resources in the areas of life, health, family, work and money. Services are available 24/7 and are provided at no additional cost. Programs like “Not Myself Today,” stress management workshops, and mental health awareness campaigns help build understanding and support for mental health and wellness.
- **Comprehensive Health Benefits:** Our group health plan includes life and disability insurance, extended healthcare, prescription drugs, vision, and dental care. Employees can choose between a Health Spending Account (HSA) or a Personal Spending Account (PSA) to suit their needs.



Our People & Culture



2023 HIGHLIGHTS

- Expanded our Pinchin University (PinchinU) library with critical content and provided access to 300+ learning solutions for our colleagues in the US.
- 84% response rate in the 2023 Employee Engagement Survey, with the Diversity, Equity, & Inclusion (DE&I) driver averaging a score of 86%, an improvement compared to 2022, indicating positive perceptions of our DE&I Initiatives.
- The DE&I Committee began phase 1 of introducing Employee Resource Group to connect employees, share experiences, and advocate for underrepresented groups.
- Partnered with the University of Calgary and Laurentian University to establish career fairs for Indigenous students and promote diversity in recruitment.
- Introduced DE&I Moments during various group meetings to foster awareness and understanding across the workforce.
- Enhanced our Human Resources Information System (HRIS) to capture additional employment and self-identification information.

DIVERSITY, EQUITY & INCLUSION

As the global workforce continues to rebound from changes driven by the Covid-19 pandemic, geopolitical shifts, and economic uncertainties, the challenge of talent and skill shortages remains prominent. Companies are increasingly acknowledging the value of a diverse and inclusive workforce as not only an ethical responsibility but also a strategic advantage. In response, businesses are seeking creative solutions to attract and retain talent, while employees are actively looking for workplaces that emphasize well-being, fairness, diversity, and inclusion.

Recognizing these trends, we understand the importance of nurturing a diverse, safe, and engaged workforce as a fundamental aspect of our business. Our success hinges on the incredible people who make up our team. One of our key Strategy Focus Areas is **LEAD WITH PEOPLE**, which aims to establish our talent as best in class.

Our talent strategy focuses on creating an environment where our colleagues can develop their careers in an inclusive and engaging workplace – one where they feel energized to realize their full potential and talents while making a positive impact. We offer them opportunities to grow and develop their skills through various training and development programs.

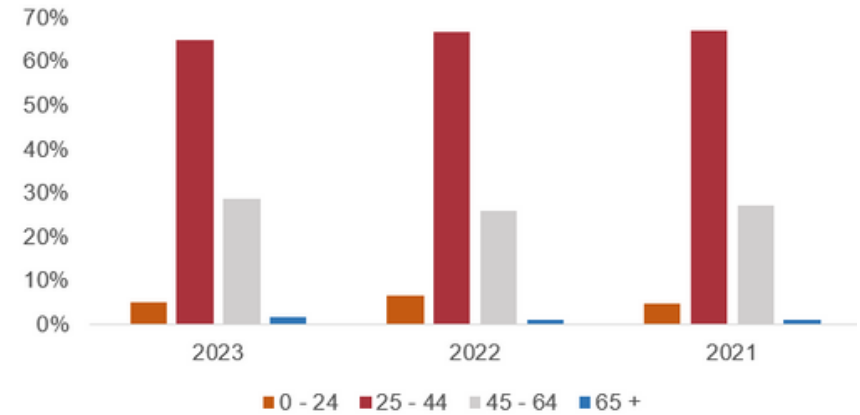
To advance our commitment to diversity, equity, and inclusion (DE&I), we updated our HRIS system to capture more comprehensive employment equity and self-identification data. This information, while voluntary, is highly important for us. It helps us understand our workforce, remove barriers, and measure DE&I progress. We believe employees participation is essential in creating an inclusive and equitable workplace for everyone and encourage employees regularly to update their employment equity and self-identification information in their ADP personal profile.



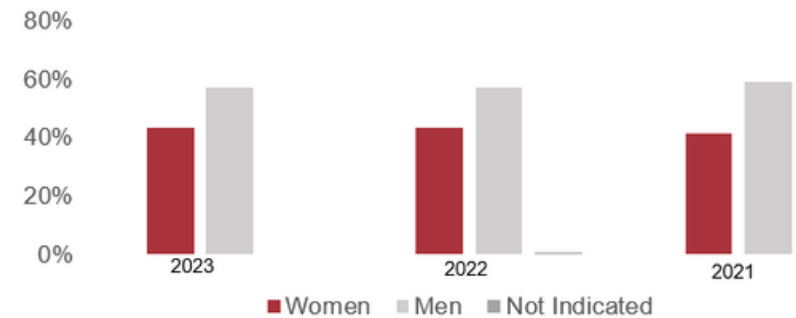
WORKFORCE DATA

	2023	2022	2021	2020	2019
Full-time	896	888	764	731	768
Part-time	29	28	15	19	23
Contract	10	36	21	0	6
Casual	48	10	19	0	16
Total	983	962	819	750	813

Workforce by Age



Workforce by Gender



Note: Workforce data includes Pinchin, PM Environmental, and Ransom. Pinchin staff align to gender identities beyond "women" and "men". We are continuously working to more accurately and completely capture gender identity data across our organization. The data provided above is a hybrid of biological gender identity based on information available at this time.



DIVERSITY, EQUITY & INCLUSION

At Pinchin, we're proud to have developed a Diversity, Equity, & Inclusion (DE&I) program, managed by our People & Culture team. This program is all about fostering a workplace where everyone feels valued and comfortable being their true selves. Key components of the DE&I program include:

- **DE&I Committee:** Our DE&I Committee is a diverse group of employees who come together to share their experiences and perspectives. Members lead by example and champion DE&I initiatives in their region and across the company by presenting at town hall meetings, facilitating DE&I updates at team meetings, and sharing resources, etc. This committee plays a crucial role in identifying what we are doing well and where we need to improve in terms of DE&I.
- **Policies:** We have established several key policies to support out DE&I efforts and ensure and welcoming environment for all employees. These policies help eliminate barriers and promote fairness and respect. Our key DE&I policies include:
 - Code of Conduct Policy
 - Diversity, Equity & Inclusion Policy
 - Recruitment Policy
 - Workplace Violence and Harassment Policy
- **Training and Initiatives:** To reinforce learning and action planning to develop a commitment to inclusive practices, we created an e-learning module on the foundations of Diversity, Equity, & Inclusion that is available on Pinchin University, accessible to all employees and mandatory for new hires. We continued to review and strengthen our mandatory DE&I training programs to ensure that all employees receive education on current topics related to diversity, equity, and inclusion. We anticipate launching a new, updated DE&I training schedule to all employees in Q4, 2024.

INCLUSIVE CAREER DEVELOPMENT

We believe that every employee deserves the opportunity to grow and succeed. Our career development program is designed to be inclusive to ensure that all staff have access to the resources they need to advance their careers, regardless of their background. Our Career Development Program guides employees through mapping out their career paths, initiating career conversations with managers, and building development plans to enrich their current roles or further advance their careers.

We have also established a Mentorship Program to support those who want to build long-term careers with us. Through facilitating the continued development of our staff, we are investing in the future of the Company and aligning the program with one of our strategy focus areas – **Lead With People.**

Our Performance Review Program ensures that performance expectations are clearly set and that every employee receives constructive feedback on their work. This program is integral to our DE&I efforts, as it guarantees that all permanent employees are reviewed annually, providing everyone with the opportunity for fair and supportive feedback.

INTERNAL PAY EQUITY AUDITS

We conduct annual pay equity audits to ensure that salaries align with job responsibilities, experience, and performance. These audits help identify disparities and guarantee comparable compensation for employees in similar roles. We believe that promoting fairness contributes to reduced turnover and increased employee satisfaction. Additionally, the audits address salary gaps arising from non-job-related factors such as gender or race. Equity pay audits are essential to maintaining internal consistency and external competitiveness of salaries and are integral to our overall compensation program.





TRAINING & DEVELOPMENT

We believe in the power of continuous learning and development. For a consulting firm, staying ahead means investing in our people. We are committed to helping our employees grow, ensuring they are equipped with the latest skills and knowledge to excel in their roles and deliver top-notch service to our clients.

Our training and development programs cover a wide range of areas. We focus on leadership development to build strong leaders who can guide their teams effectively. Safety training is a priority because the well-being of our staff is paramount. New-hire training helps newcomers get up to speed quickly, while cross-training allows our team to gain diverse skills and adapt to different roles. We also offer refresher training to keep everyone’s skills sharp and current, and we emphasize knowledge transfer to ensure that valuable insights and expertise are shared within the organization.

We encourage employees to continue their education to enhance both their value to Pinchin and their personal growth and job satisfaction. Accordingly, we reimburse employees for training and education courses.

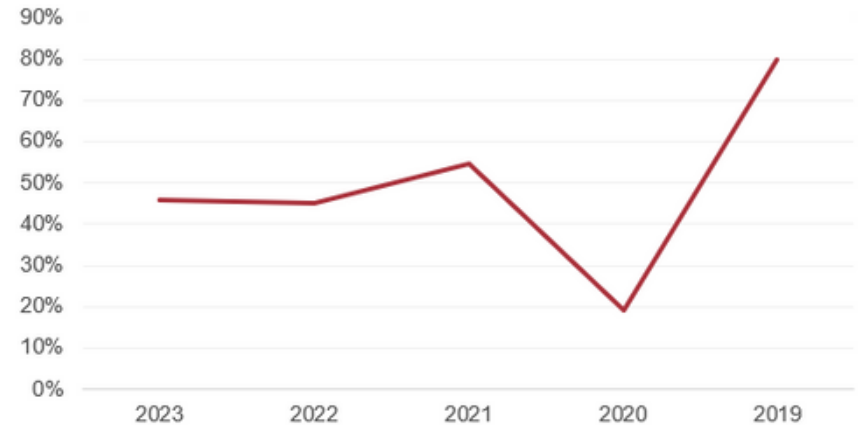
PINCHIN UNIVERSITY: EMPOWERING OUR EMPLOYEES

In addition to our budgeted training, we also have Pinchin University (PinchinU), our Learning Management System (LMS), for business-driven and professional development training and education. This dynamic system offers a suite of courses designed to provide consistent training for staff across geographic regions. It comes equipped with interactive compliance, Health and Safety, practice, and professional development courses such as leadership, time management, and enhanced project management. All staff can access and take these training courses, and we update PinchinU regularly.

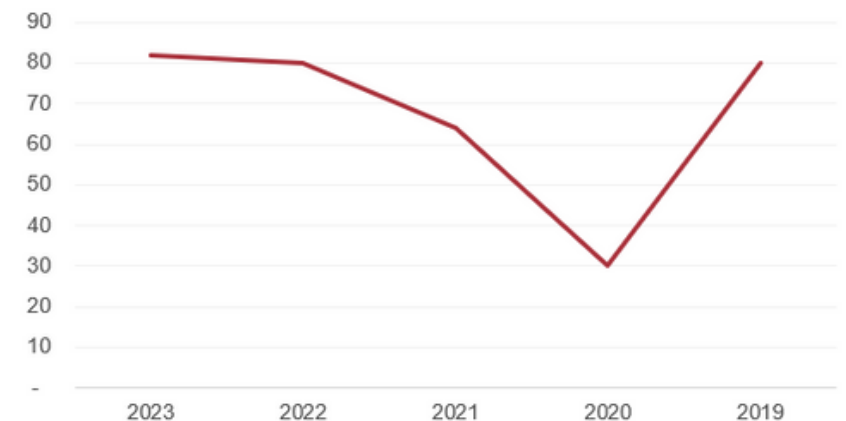
Our goal for 2023 was to build our PinchinU library with critical content based on gap analysis and high-demand requests. As a result, our offerings mainly included Practice/Operations training, providing timely information on how to complete various job-specific tasks effectively, efficiently, and safely. In 2023, we provided staff in our new subsidiaries access to our catalog of 300+ learning solutions. We are excited to see that our 150 new LMS users are finding value in this system, and we look forward to partnering with our experts in the US to expand our learning offerings, including US-specific content. In 2023, 7,902 hours of training was completed on the PinchinU platform, which represents approximately a 47% increase from 2022!

In 2023, we used 46% of our budgeted training amount, which is a slight improvement from the previous year. While we are proud of the progress we have made, we recognize there is room for growth. We would like to bring our training efforts back to pre-pandemic levels and are committed to making even better use of our training resources next year. We are excited about the future and the continued development of our team.

% of Training Budgeted Amount Used



Average Training Hours Per Employee



Note: These graphs do not include data associated with PinchinU training and do not include subsidiaries. Additionally, the percentage figures for the budgeted training amount do not account for labour costs associated with training or PinchinU training expenses.



Local Communities

Recognizing that our success is intrinsically linked to the well-being and prosperity of the communities in which we operate, we are passionate about being a responsible corporate citizen in the communities where we live and work. To support the communities we serve, we engage in strategic nonprofit partnerships, pro bono work, employee volunteering, and philanthropy.

FEEDING LOCAL COMMUNITIES

We believe that access to nutritious food is fundamental to the well-being of our communities. That is why we have it a priority to support local food banks and community food programs. In 2023, we have proudly donated over \$50,000 to support food banks across Canada. Our [Charitable Contributions](#) appendix lists a few of the charities and organizations we supported throughout 2023.

TEAM UP TO CLEAN UP

Taking actionable steps to support our environment is a part of our core value. One of our flagship initiatives is the Team Up to Clean Up (TUTCU) event, which is a national community outreach event where Pinchin employees from coast to coast come together to clean up an area within their community.

All staff members are encouraged to use their volunteer time to clean up local and meaningful outdoor spaces. To ensure their safety and effectiveness, we provide our employees with all necessary cleaning equipment, including gloves, bags, and other protective gear.

In 2023, a total of 24 offices across Canada took part in the event to support environmental stewardship and community well-being and 5,391 lbs. of waste was collected, which was approximately 174% increase from 2022!

LOOKING AHEAD

Moving forward to 2024, we are excited to announce a new community impact campaign. This initiative will focus on strategic areas to guide our efforts and maximize our positive impact. Having a focused campaign is important to allow us to better concentrate our resources and expertise on the areas where we can make the most significant impact. Our campaign will emphasize key aspects such as enhancing environmental practices, supporting educational initiatives, and strengthening community resilience. This approach will drive the next phase of our efforts for a sustainable and meaningful improvements in the communities we serve.

2023 HIGHLIGHTS

- \$105,520.28 in cash donations.¹
- 1,272 paid volunteer hours.
- 5,391 lbs waste collected from community habitats.
- \$148,597 in sponsorships.



1. Amount in Canadian Dollars



GOVERNANCE

Ethics & Compliance

Cybersecurity & Privacy

Procurement





2023 HIGHLIGHTS

Ethics & Compliance

At Pinchin, ethics and compliance are at the heart of our governance framework. We set high standards for our colleagues to act with integrity and comply with all relevant laws and regulations. Our commitment to ethical conduct is essential, and we expect everyone within the company to uphold the highest standards.

Even the appearance of impropriety can significantly damage our reputation and image. That's why any project or ethical conflicts are promptly reported to our Project Risk Committee, which then assigns an oversight process to manage and govern our response. As part of our ongoing business governance, we continuously assess risks related to corruption.

Our Conflict of Interest Policy details potential conflicts that are strictly not tolerated. Additionally, our Code of Business Conduct and Ethics embodies the Company's commitment to conduct its business and affairs with honesty, integrity, and in accordance with our Core Values.

This Code applies to all directors, officers, and employees of Pinchin, as well as all business partners, suppliers, and contractors associated with the Company.

We will not permit any form of retaliation, whether it be discharge, demotion, suspension, threats, or any other form of discrimination against any employee who reports a concern without malice. Our culture of accountability and responsibility to our stakeholders ensures that we consistently demonstrate these Core Values in all our business practices, both internally and externally. This commitment helps us build and maintain an exemplary reputation in our industry and community.

- **Zero violations** related to anti-competitive behaviour, anti-trust, and monopoly legislation.
- **Zero incidents** of non-compliance with regulations.
- Completed annual review of the Code of Conduct and other policies related to ethics and compliance.
- **Drafted Supplier Code of Conduct.**
- Maintained onboarding and annual refresher training for Pinchin employees with a **completion rate of 89%** of training on Ethical Business Practices.

2023 HIGHLIGHTS

- No identified leaks, thefts, or losses of company or client data.
- Implemented a new cybersecurity awareness and training program, requiring all staff to complete a brief training course every quarter.
- Implementing updated Center for Internet Security (CIS) baselines for devices and cloud configurations. This ensures that all devices are configured according to security standards and recommendations.
- One concern brought to our attention regarding data privacy. After a thorough investigation, it was confirmed that no data was leaked, and the issue was promptly resolved.

Cybersecurity & Privacy

Cybersecurity risks have become a major concern for organizations globally. The rise of sophisticated cyber threats, such as ransomware attacks, data breaches, and phishing schemes, poses significant risks to businesses, regardless of their size. These incidents can lead to severe financial losses, legal ramifications, and irreparable damage to a company's reputation.

Data privacy is equally critical. With the increasing amount of personal and sensitive information being shared and stored, companies have a duty to protect this data from unauthorized access and misuse. Safeguarding data is crucial for fostering trust among clients, employees, and business partners, confirming that confidential information remains secure and is handled responsibly. Additionally, establishing a strong cybersecurity and privacy program empowers organizations to address potential risks, comply with regulations, and safeguard their reputation.

ENSURING CYBERSECURITY EXCELLENCE

We take pride in implementing strong cybersecurity practices that reflect our industry's best standards for businesses. Although we do not disclose every specific practice for confidentiality reasons, we are committed to maintaining transparency regarding our general approach. An overview of our practices is as follows:

- Encrypting all data in transit and at rest using industry-standard algorithms and protocols.
- Implementing a multi-factor authentication system for accessing customer data and systems.
- Using firewalls, antivirus software, endpoint detection and response software, DLP, network access controls, and intrusion detection and prevention systems to prevent unauthorized access and malicious attacks.
- Conducting regular backups and disaster recovery tests to ensure data availability and integrity.
- Training and educating employees on security best practices and policies.
- Implementing 3rd party 24/7 Security Operations Centre (SOC) that addresses all security alerts generated within company infrastructure.

Maintaining compliance with relevant data protection laws and regulations is a critical priority for our organization. To this end, we have implemented the following key procedures:

- Conducting regular audits and assessments of the company's data protection and security systems, processes, and policies, and identifying and addressing any gaps, risks, or issues.
- Updating and revising the company's data protection and security policies and procedures to reflect the latest developments and changes in the data protection laws and regulations, and to ensure alignment and consistency with them.
- Documenting and evidencing the company's data protection and security measures and compliance.
- Maintaining Disaster recovery, Cyber incident, and Business continuity plans to ensure business resilience and the protection of critical data and systems.



Procurement

With growing awareness of sustainability and ethical practices, companies are expected to make mindful purchasing decisions that not only benefit their bottom line but also have positive social and environmental impacts. Trends in procurement are shifting towards greater transparency, ethical sourcing, and sustainability initiatives.

Our purchasing activities have significant impacts on our suppliers, local¹ communities, and the environment in our procurement markets. Our supplier relationships allow us to contribute to job security and promote sustainable business practices. In addition, we place a strong emphasis on local procurement to support the economies where we operate and cultivate strong relationships with local suppliers.

At Pinchin, we believe that sustainable procurement means collaborating with our suppliers to achieve three key pillars that embodies the principle of double materiality:

- Economic: making cost-effective decisions that support long-term financial health of both our company and society. This includes local procurement, fair trade practices, and sustainable innovations.
- Environment: prioritizing sustainable products and solutions to minimize environmental impact, working who demonstrate strong environmental stewardship.
- Social: ensuring our procurement practices protect human rights, prevent child labour, uphold health and safety standards, and foster diversity and inclusion within our supply chain.

SUB-CONTRACTOR AGREEMENT OVERVIEW

When we retain sub-contractors to perform a portion of our services, the sub-contractor must agree to our terms, which incorporates key provisions expecting compliance with legal requirements and uphold ethical standards. Our sub-contractor must agree to adhere to all applicable environmental laws and regulations which requires them to obtain necessary permits and licenses, thereby validating their operations as legally authorized and environmentally responsible. We have also included pollution liability insurance to help alleviate environmental risks and emphasize our dedication to sustainability. Furthermore, we incorporate a conflict of interest clause expecting our sub-contractors to reveal any potential conflicts and encourage a culture of honesty. We also require sub-contractors to comply with our specific health and safety standards to protect workers' well-being and maintaining safety on our project sites.

GREEN LEASE CHECKLIST

In our drive towards energy efficiency and sustainability, we've developed a sustainable leasing scorecard for our operating locations. This scorecard is influenced by recognized standards such as LEED, BOMA Best, WELL, Rick Hansen Guidelines for accessibility, and Passive House, and is used to evaluate potential properties we might lease.

The scorecard incorporates various criteria, each assigned a specific score, and a property must achieve a minimum total score for us to consider leasing it. These criteria cover a range of sustainable building practices, with a strong focus on energy efficiency. For example, we look at energy-related features such as Energy Star certified appliances, on-site renewable energy sources, efficient shading mechanisms for windows, and the extensive use of LED lighting in office areas.

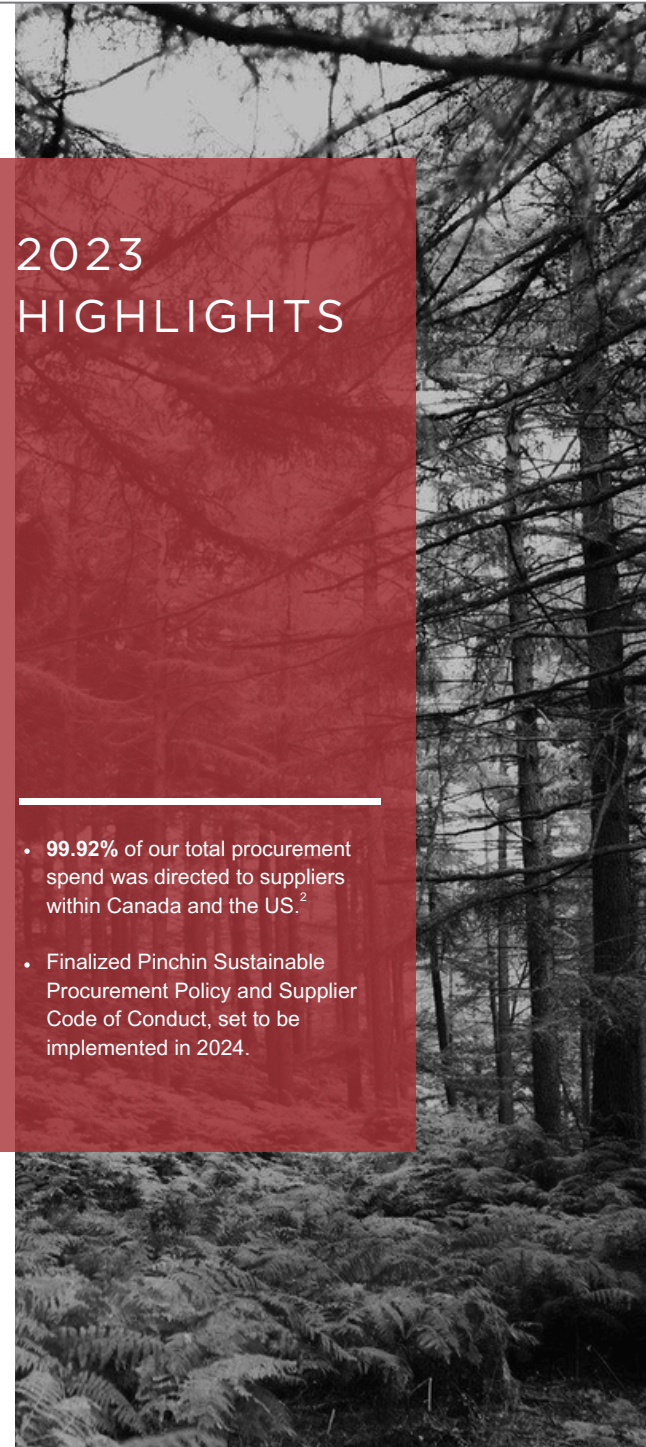
We also take a holistic approach by looking beyond the criteria within our scorecard; we consider other sustainable features that any potential office space may offer. In the event that an office fails to achieve the minimum required score, we may consider diligently explore ways to enhance the workspace, wherever possible, to ensure it meets our standards.

SUSTAINABLE PROCUREMENT

In 2023, we have made progress by developing our corporate Sustainable Procurement Policy, encompassing environmental, social, economic, and ethical aspects. No new suppliers were screened under this policy in 2023. However, we will be implementing this policy in 2024 to embed sustainability considerations into our procurement processes. As part of our onboarding process, we will begin to require our suppliers to provide information on their sustainability strategies and data. Over time, we plan to integrate these factors as a standard part of our procurement process across the organization and establish a minimum requirement for all suppliers.

2023 HIGHLIGHTS

- **99.92%** of our total procurement spend was directed to suppliers within Canada and the US.²
- Finalized Pinchin Sustainable Procurement Policy and Supplier Code of Conduct, set to be implemented in 2024.



1. For the purposes of our sustainable procurement practices and in alignment with GRI 204: Procurement Practices, we define "local" on a country basis. This means that any supplier located within the same country (Canada, USA) as the operation they are supplying to is considered a "local" supplier.
2. Data is specific to Pinchin and does not include our US entities. However, as a North American company, we are committed to supporting the local communities where we operate.



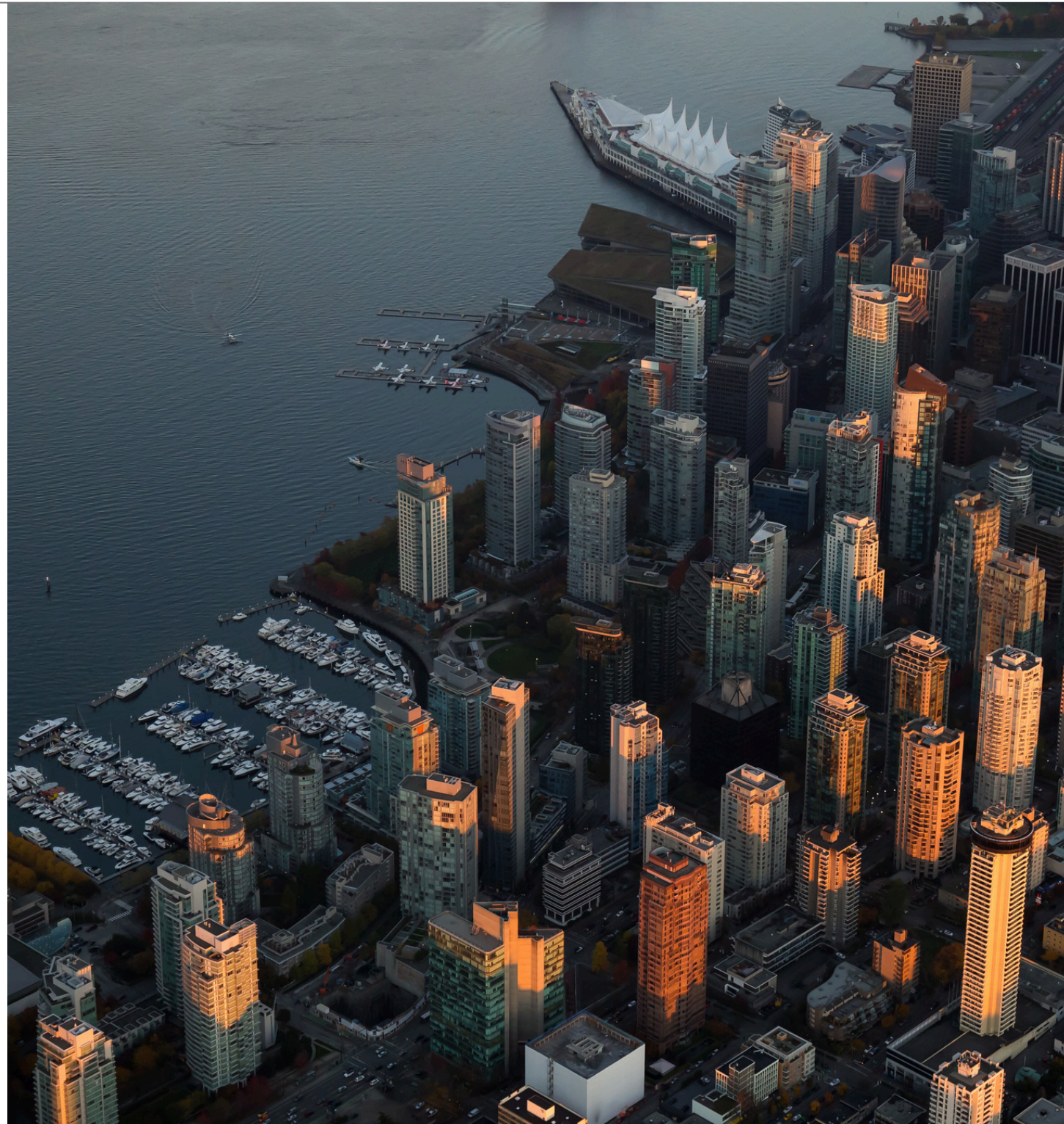
APPENDICES

Appendix A: GRI Context Index

Appendix B: Emissions Data

Appendix C: UNSDGs

Appendix D: Charitable Contributions





Appendix A: GRI Content Index

Pinchin has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023, with reference to the GRI standards. The GRI 1: Foundation 2021 was used to prepare the report.

GRI STANDARD	DISCLOSURE	PINCHIN RESPONSE
GRI 2: GENERAL DISCLOSURE		
GRI 2: General Disclosures 2021	2-1 Organizational details	Refer to Our Business .
	2-2 Entities included in the organization's sustainability reporting	Refer to Our Business .
	2-3 Reporting period, frequency and contact point	Pinchin publishes an annual ESG report. Pinchin 2023 ESG Report covers the period January 1, 2023 to December 31, 2023.
	2-4 Restatements of information	Pinchin updated GRI 305-3 Emissions data to reflect minor adjustments in our business travel emissions. We consider these changes to be immaterial.
	2-5 External assurance	Pinchin did not obtain external assurance on the information in this Report. However, we conducted internal audit to ensure the accuracy of our data.
	2-6 Activities, value chain and other business relationships	Refer to Our Business .
	2-7 Employee numbers	Refer to Our People & Culture .
	2-8 Workers who are not employees	Although most of our work is carried out by our employees, we also utilize contracted labor resources. We collect basic information on our subcontractors, but since they are not permanent employees and do not have guaranteed hours, we do not gather additional employment details. These contractors provide a range of technical and administrative services throughout the year, depending on our project workload and needs.
	2-9 Governance structure and composition	Pinchin group companies all report to the Board of Directors. The Board is responsible for overseeing the management of the organization's impacts on the economy, environment, and people. The Board of Directors, along with the Executive Leadership Team, ensures strategic decision-making and effective management.
	2-10 Nomination and selection of the highest governance body	The Board of Directors is nominated by Keystone Capital, our platform partner. This process involves ensuring that the Board comprises individuals with the necessary expertise and experience to oversee Pinchin's strategic direction and management.
	2-11 Chair of the highest governance body	The Chair of the Board of Directors is not a senior executive.
	2-12 Role of the highest governance body in overseeing management of impacts	Not disclosed due to confidentiality constraints.
	2-13 Delegation of responsibility for managing impacts	Not disclosed due to confidentiality constraints.
	2-14 Role of highest governance body in sustainability reporting	The Executive Leadership Team, is responsible for reviewing and approving the reported information. The Report was formally reviewed and approved by Pinchin's subject matter experts, the Chief Development Officer, and the Chief Executive Officer prior to its release.
	2-15 Conflict of interest	To ensure conflicts of interest are prevented and mitigated, any project of ethical conflicts are reported to our Project Risk Committee. The Committee then assigns an oversight process to manage and govern our response effectively.



Appendix A: GRI Content Index

GRI STANDARD	DISCLOSURE	PINCHIN RESPONSE
GRI 3: MATERIAL TOPICS		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	If there is a critical ESG concern, it is immediately communicated to the Executive Leadership Team. Specifically, any critical concerns are initially reported to the Chief Development Officer. If the issue cannot be resolved at this level, it is escalated to the Chief Executive Officer. During the reporting period of 2023, no critical concerns were raised to the highest governance body.
	2-17 Collective knowledge of the highest governance body	The Pinchin Board of Directors and Executive team is comprised of regional and sectoral leaders who bring diverse perspectives and expertise.
	2-18 Evaluation of the performance of the highest governance body	No independent evaluation of the Board of Directors as it relates to their ESG performance.
	2-19 Remuneration policies	Not disclosed due to confidentiality constraints.
	2-20 Process to determine remuneration	Not disclosed due to confidentiality constraints.
	2-21 Annual total compensation ratio	Not disclosed due to confidentiality constraints.
	2-22 Statement on sustainable development strategy	Pinchin is committed to sustainable development and utilizes the UN Sustainable Development Goals (SDG) framework to guide our strategy. We have also committed to aspects of the United Nations High Commissioner for Refugees (UNHCR) in our internal strategy. Our CEO addresses the significance of ESG to Pinchin's future in the introductory letter in this Report. Furthermore, "Supporting the United Nations Sustainable Development Goals" section of this Report outlines our commitment to the SDGs.
	2-23 Policy commitments	Pinchin is dedicated to responsible business conduct with a strong focus on protecting the environment and society. We ensure thorough due diligence, apply the precautionary principle in our environmental practices, and uphold human rights. Our commitment is reflected in various policies, including our Accessibility Policy available on our website, our Health and Safety Policy, and our Environmental Policy. Our Employee Handbook also outlines our respect for human rights; these values are integrated into our everyday operations.
	2-24 Embedding policy commitments	Pinchin embeds policy commitments at all organizational levels through consistent communication and training. Responsibilities are clearly assigned across departments, ensuring they are integrated into our organizational strategies, operational policies, and procedures.
	2-25 Processes to remediate negative impacts	Pinchin encourages value chain members to report any unlawful actions or unethical behaviours that violate our policies or values. Issues can be reported to our Risk Committee, a manager, a People & Culture representative, or Executives.
	2-26 Mechanisms for seeking advice and raising concerns	Employees seeking advice on implementing Pinchin's policies and practices, or wishing to raise concerns about the company's business conduct, are encouraged to speak with their manager, People & Culture Team, or any member of the Executive team. While there is no formal grievance process or repository for anonymous complaints, concerns can be reported directly to our Risk Committee for further investigation and action.
	2-27 Compliance with laws and regulations	During the reporting period January 1, 2023 to December 31, 2023, Pinchin did not incur any fines or non-monetary sanctions related to non-compliance with laws or regulations in environmental, social, and economic areas, including accounting and tax fraud, corruption, bribery, competition, the provision of products and services, environmental compliance, and labour issues.
	2-28 Membership associations	Refer to our website .
2-29 Approach to stakeholder engagement	Refer to Materiality .	
2-30 Collective bargaining agreements	At this time, Pinchin employees are not covered by collective bargaining agreements.	



Appendix A: GRI Content Index

GRI STANDARD	DISCLOSURE	PINCHIN RESPONSE
GRI 3: MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Refer to Materiality .
	3-2 List of material topics	Refer to Materiality .
	3-3 Management of material topics	Pinchin manages material topics through comprehensive policies, targeted initiatives, and continuous monitoring to ensure sustainability, ethical practices, employee well-being, and community engagement. Detailed, topic-specific management approaches and performance indicators are provided throughout this report.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Refer to Procurement .
	205-1 Operations assessed for risks related to corruption	As part of our governance framework, we continuously evaluate our operations for potential corruption-related risks. We have implemented control measures to identify and mitigate significant risks effectively. The specific number and percentage of operations assessed for these risks are considered confidential and therefore not disclosed.
	205-2 Communication and training about anti-corruption policies and procedures	Refer to Ethics & Compliance . We maintain onboarding and annual refresher training for all employees that includes anti-corruption behaviours and ethical conduct. This ongoing training helps keep our employees continuously informed about our anti-corruption policies and procedures. Our ethics policies, procedures, and training extends to the Executive Leadership Team and Board of Directors.
	205-3 Confirmed incidents of corruption and actions taken	Refer to Ethics & Compliance .
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Refer to Emissions Data .
	302-3 Energy intensity	Refer to Greenhouse Gas Management .
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Refer to Greenhouse Gas Management .
	305-2 Energy indirect (Scope 2) GHG emissions	Refer to Greenhouse Gas Management .
	305-3 Other indirect (Scope 3) GHG emissions	Refer to Greenhouse Gas Management .
	305-4 GHG emissions intensity	Refer to Greenhouse Gas Management .
	305-5 Reduction of GHG emissions	Refer to Greenhouse Gas Management .
	305-6 Emissions of ozone-depleting substances (ODS)	Given that Pinchin operates in leased offices, we do not have control over the central HVAC system in the base buildings and do not track the ozone-depleting substances in the tenant-interior HVAC systems. We focus solely on measuring greenhouse gases.
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Ozone-depleting substances (ODS), nitrogen oxides (NO _x), sulfur oxides (SO _x), hazardous air pollutants, and particulate matter are not applicable and have been excluded.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Refer to Waste Management .
	306-2 Management of significant waste-related impacts	Refer to Waste Management .



Appendix A: GRI Content Index

GRI STANDARD	DISCLOSURE	PINCHIN RESPONSE
GRI 3: MATERIAL TOPICS		
GRI 306: Waste 2020	306-3 Waste generated	Refer to Waste Management . For office waste, we have estimated the total waste generated by extrapolating data from waste audits conducted in the majority of our office sites. These audits provide insights into the composition and quantity of our office waste, helping us to develop and implement effective waste reduction initiatives. We strive to expand our waste management efforts to include more waste streams in our offices. We do not track waste related to our projects work.
	306-4 Waste diverted to disposal	Refer to Waste Management .
	306-5 Waste directed to disposal	Refer to Waste Management .
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screen using environmental criteria	Refer to Procurement .
	308-2 Negative environmental impacts in the supply chain and actions taken	None.
GRI 403: Occupational Health & Safety 2018	403-1 Occupational health and safety management system	Refer to Health & Safety .
	403-2 Hazard investigation, risk assessment, and incident investigation	Refer to Health & Safety .
	403-3 Occupational health services	Refer to Health & Safety .
	403-4 Worker participation, consultation, and communication on occupational health and safety	Refer to Health & Safety .
	403-5 Worker training on occupational health and safety	Refer to Health & Safety .
	403-6 Promotion of worker health	Refer to Health & Safety .
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to Health & Safety .
	403-8 Workers covered by occupational health and safety management system	Refer to Health & Safety .
	403-9 Work-related injuries	Refer to Health & Safety .
GRI 404: Training & Education 2016	404-1 Average hours of training per year per employee	Refer to Our People & Culture .
	404-2 Programs for upgrading employee skills and transition assistance programs	Refer to Our People & Culture .
	404-3 Percentage of employees receiving regular performance and career development reviews	Refer to Our People & Culture .



Appendix A: GRI Content Index

GRI STANDARD	DISCLOSURE	PINCHIN RESPONSE
GRI 3: MATERIAL TOPICS		
GRI 405: Diversity & Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Refer to Our People & Culture . By year end 2023, Pinchin Executive Leadership Team comprises 13 members, including 2 females (15.38%) and 11 males (84.62%).
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Zero discrimination incidents reported.
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	Refer to Local Communities . Pinchin operations are actively involved in community engagement through various philanthropic efforts and volunteer activities. Although we do not currently perform formal impact assessments or manage structured development programs, we are dedicated to contributing positively to the communities we serve.
	413-2 Operations with significant actual and potential negative impacts on local communities	None.
GRI 414: Supplier Social Assessments	414-1 New suppliers that were screened using social criteria	Refer to Procurement .
	414-2 Negative social impacts in the supply chain and actions taken	None.
GRI 416: Customer Health & Safety 2016	416-1 Assessment of the health and safety impacts of products and service categories	Refer to Health & Safety .
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None.
GRI 418: Cybersecurity & Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to Cybersecurity & Privacy .



Appendix B: Emissions Data

Our quantification methodology is aligned with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. We track Pinchin’s carbon emissions against our baseline year of 2022. Our previous baseline year was 2019; however, we updated it to 2022 following acquisitions to reflect improved data availability and accuracy.

Tonnes of CO2e	2023	2022
Scope 1 direct emissions¹		
Stationary combustion	522	620
Mobile combustion	546	450
Total scope 1 emissions (tCO2e)	1,068	1,070
Scope 2 indirect energy emissions²		
Energy usage (electricity and heating) kWh	2,294,741	2,357,323
Total scope 2 emissions (location based)	437	464
Total scope 1 & 2 emissions (tCO2e)	1,505	1,533
Scope 3 indirect energy emissions³		
Air travel	254	167
Land-based travel	1,164	1,241
Accommodation	153	114
Employee commuting	810	1,593
Total business travel emissions	2,381	3,115
Purchased goods emissions (corporate accounts)	30	29
Total scope 3 emissions	2,411	3,144
Total direct & indirect emissions (tCO2e)	3,916	4,678
Carbon offsets	391	
Net total GHG emissions (less carbon offsets)	3,525	4,678

1. Scope 1 covers all direct GHG emissions, such as those combustion in owned or controlled boilers and vehicles. Scope 1 breakdowns by GHG type, including CO2, CH4 and N2O.

2. Scope 2 covers indirect GHG emissions from the generation of purchased electricity, heat, or steam.

3. Scope 3 covers other indirect emissions and were calculated based on mileage (ground transportation and employee commuting). Employee commuting emissions are determined through our annual employee survey. Emissions data for air travel and hotel stays are obtained from our corporate travel agency, where business travel GHG emissions were calculated via a third party. For travel arrangements not managed by the corporate travel agency, we use a spend-based methodology. In 2023, we revised the methodology for calculating business travel (air, land, accommodation) emissions. For comparability, this change has been applied to previously reported business travel amounts, which has resulted in a recalculation and restatement of business travel amounts and emissions totals for the 2022 data shown in this report.

4. Pinchin purchased 391 tonnes of carbon offsets to reduce the net total GHG emissions. We invested in Tree Canada’s Grow Clean Air program to support improved forest management practices led by coastal First Nations communities living in the Great Bear Rainforest. We will continue to assess opportunities to complement our carbon offset portfolio with additional high-quality credits for use in future fiscal years.

Fuels and electricity emission factors were obtained from the Canadian National Inventory Report. Wherever data was missing, best-effort estimates were used for all scopes.

Appendix C: United Nations Sustainable Development Goals



At Pinchin Ltd, we understand the critical importance of good health and well-being for all individuals. Our consulting services aim to enhance the comfort and health of building occupants by improving indoor air quality and mitigate hazardous materials to create more pleasant and healthier spaces.

SDG 3: Ensure healthy lives and promote well-being for all at all ages

Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Improve indoor air quality across the built environment. Mitigate risks from hazardous material to protect human health and the environment. Promote the health and safety of staff through robust occupational health initiatives. 	<p>3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p> <p>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.</p>	<p>Refer to Health & Safety for how Pinchin manages the health and safety programs to ensure safe working environment and promote worker health.</p> <p>Poor indoor air quality can greatly affect the comfort and health of occupants. Hazardous materials pose risks to the health of occupants. Through our consulting work, we help reduce illnesses caused by indoor air contaminants, poor ventilation, and hazardous materials. We assist clients in meeting expectations for comfortable and healthy indoor air quality. We also provide clients with communicable disease programs, developing client-specific systems in addressing the various biological hazards they may be exposed to as part of their activities.</p>



We recognize the vital importance of clean water and effective sanitation for health and well-being. Our consulting services focus on enhancing water quality, managing water resources responsibly, and promoting safe sanitation practices.

SDG 6: Ensure availability and sustainable management of water and sanitation for all

Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Improve water quality in communities and businesses. Ensure safe and effective sanitation solutions. 	<p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p>	<p>We offer consulting services for building water audits and quality monitoring services to reduce usage and ensure safety in existing structures and development projects. Our team assesses potential exposure risks to chemical and biological hazards within water systems. As aquatic ecosystem stewards, we protect water from contamination, ensuring sustainability through stream setback delineations safeguarding watercourses and riparian zones from pollution. This promotes clean groundwater and surface water recharge. Additionally, we monitor environmentally sensitive activities near water sources to further protect these ecosystems.</p>

Appendix C: United Nations Sustainable Development Goals



We are committed to promoting the use of affordable and clean energy. Through our consulting services, we help improve energy efficiency and support the transition to renewable energy sources, and reduce greenhouse gas emissions.

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all		
Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Improve energy efficiency in buildings and industrial processes. Support the transition to renewable energy sources. Reduce greenhouse gas emissions through better energy management 	<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.</p> <p>7.3 By 2030, double the global rate of improvement in energy efficiency.</p>	<p>Refer to Greenhouse Gas Management for our corporate effort.</p> <p>We support clients in achieving sustainable building and development certifications such as LEED, BOMA, WELL, Fitwel, and ENGERY STAR during new project and existing building design and construction. We promote accessible and energy-efficient building design to improve our communities. Our services include net-zero pathway studies and energy audits to reduce energy use and emissions. We also evaluate renewable energy options such as solar and geothermal on a project-by-project bases, with potential to decarbonize global energy supply.</p>



We strive to create sustainable, resilient, and inclusive urban environments. Through our expertise in building science, environmental assessment, hazardous materials management, and more, we support the development and maintenance of sustainable cities and communities.

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable		
Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Support sustainable design and construction practices. Ensure environmental compliance. Improve indoor and outdoor environmental quality. 	<p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	<p>Refer to Supporting the United Nations (UN) Sustainable Development Goals (SDGs) for our case study example.</p> <p>Pinchin actively promotes sustainable cities and communities through a wide array of specialized services. Our team, which includes engineers and LEED Accredited Professionals, specializes in environmental assessments and infrastructure support. Our practical solutions include building commissioning, HVAC retrofits, and sustainability plans. We work across various industries to provide expertise in areas such as pollution abatement, noise control, and spill response to contribute to creating safer, more sustainable urban environments.</p>

Appendix C: United Nations Sustainable Development Goals



We focus on reducing waste, using resources efficiently, and promoting sustainable practices. We strive to cultivate a sustainability mindset within our organization and with our clients, making environmental responsibility a key part of our operations and services.

SDG 12: Ensure sustainable consumption and production patterns		
Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Promote sustainable management and efficient use of natural resources. 	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>Refer to Waste Management for our corporate efforts.</p> <p>Committed to sustainable management and efficient use of natural resources, we progressively integrate sustainable practices into our activities. Beyond our internal ESG programs, we offer consulting on waste, water, and energy audits, and upgrades to clients. We assess prospective and renewing office leases for compliance with LEED, Fitwel, WELL, Rick Hansen Accessibility, and BOMA Best standards. When approaching building envelope restoration opportunities, we evaluate repurposing construction materials for reuse in our projects and others.</p>



We recognize the pressing need to tackle climate change and adopt sustainable practices. Our expertise enables us to help clients lower their carbon footprints, boost climate resilience, and champion environmental stewardship.

SDG 13: Take urgent action to combat climate change and its impacts		
Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Mitigate climate change and enhance resilience to its impacts. 	<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Refer to Greenhouse Gas Management for our corporate efforts.</p> <p>Acknowledging the universal impact of climate change, we're committed to reducing operational emissions and limiting community impact. We share knowledge and expertise, innovatively tackling climate challenges through consulting for building decarbonization and resilience and reducing operational and embodied carbon. Our climate risk assessments help clients mitigate the effects of climate change on their buildings, utilizing resiliency baseline assessments, PIVEC protocol assessments, and our internal Climate Vulnerability Summary (CVS). The CVS includes an analysis of physical climate risks in relation to the geographical location of the site, reviewing climate models and past climate trends. By providing cost-effective solutions to reduce environmental risks, we ensure that our clients can sustainably navigate the challenges posed by climate change.</p>

Appendix C: United Nations Sustainable Development Goals



We recognize the critical importance of healthy aquatic ecosystems for sustaining marine biodiversity, supporting human well-being, and regulating the global climate. Our specialized expertise enables us to address the complex challenges facing marine environments and to implement effective conservation and restoration practices.

SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Conserve and sustainably use the oceans, seas, and marine resources. 	14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.	Our commitment to aquatic ecosystem conservation, integral for food, medicine, education, and climate regulation, drives us to engage in initiatives including fish salvage, stream restoration, and biomonitoring. We advise on best practices to prevent ecosystem pollution and act as stewards to protect against water contamination. Through stream setback area delineation, we safeguard watercourses and riparian zones, ensuring clean groundwater recharge. We also monitor environmentally sensitive works near water sources.



We focus on conserving, restoring, and sustainably managing terrestrial and freshwater ecosystems and biodiversity. Our work involves leveraging scientific expertise and innovative strategies to address the pressing environmental challenges of our time, ensuring a healthier planet for future generations.

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Pinchin's ambitions	Related UNSDG targets	How Pinchin advance these goals
<ul style="list-style-type: none"> Conserve, restore, and sustainably manage terrestrial and freshwater ecosystems. Conserve biodiversity. 	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	We leverage science-guided planning to combat biodiversity loss, climate change, and environmental degradation. We assess and mitigate potential impacts of development on environments and at-risk species. Our strategies include controlling invasive plants, guiding site layouts for habitat connectivity, and conducting environmental assessments to preserve valuable resources. We implement measures such as salvage, nest protection, avoidance of green area fragmentation, replacement planting, and sensitive ecosystem fencing to conserve biodiversity. We also develop tree planting plans, monitoring and protection measures to ensure deforestation actions stemming from developmental projects are offset. Partnering with local conservation groups, we volunteer to plant trees, reinforcing our commitment to preserving terrestrial ecosystems.



Appendix D: Charitable Contributions

Pinchin donates to a variety of different causes throughout the year. Below is a list of a few of the charities and organizations we committed to helping throughout 2023:

Anti-Hunger Coalition Timmins	Labrador West Ministerial Food Bank	Ronald McDonald House Charities (RMHC)
Alzheimer Society of Canada	Lakeridge Health Foundation	Saskatoon Food Bank Inc
Archway Community Services	LGBT Youthline	Saint John North End Food Assistance Group
Barrie Food Bank	London Food Bank	SickKids Foundation
Calgary Inter-Faith Food Bank Society	Markham Food Bank	Salvation Army: Chatham-Kent Ministries and Sarnia Corps
Campfire Circle	Martha's Table Kingston	Salvation Army: Windsor Centre of Hope
Community Care of St. Catharines & Thorold	Mississauga Food Bank	SickKids Foundation
Canada Wildfire Funds – Canadian Red Cross	Nutrition for Learning	St. Vincent Place SSM
Durham Catholic District School Board	Rainbow Youth Centre	Sudbury Food Bank
Feed Nova Scotia	Red Cross Alberta Fires	Sunnybrook Foundation
Feed the Need Durham	Red Cross Atlantic Fires	The Community Food Sharing Association Newfoundland & Labrador
Good Shepherd Ministries	Red Deer Food Bank Society	The Food Bank of Waterloo Region
Hamilton Food share	Regina & District Food Bank Inc.	The Mark Preece Family House
HeroWork Radical Renovations	Regional Food Distribution Association	The Salvation Army – Lake of the Woods Community Church Kenora
Kawartha Food Share	RFDA Regional Food Distribution Association Thunder Bay	The Salvation Army – Ottawa Bethany Hope Centre

We welcome and encourage your thoughts and ongoing dialogue.

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