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	<p>Greenhouse gases</p>	<p>The McGill University Health Centre project comprises the new Glen Campus. It is a hospital, research and academic health centre with a total of 500 beds (346 single rooms for adults, 154 rooms for children).</p> <p>The project achieved a LEED Gold certification (Leadership in Energy and Environmental Design) which was over and above the contractually required LEED Silver. It is the first hospital in Quebec to reach LEED Gold.</p> 
	<p>Waste</p>	<p>The project recycles as much waste as possible from their own consumables and from debris that is collected around the facilities. Project Co operates a policy to minimise waste, and ensure a high degree of waste separation before it gets processed by a specialised waste-treatment company.</p>
	<p>Water</p>	<p>The MUHC has implemented several initiatives to reduce water consumption. For example, low-flow, water-saving faucets have been installed as well as foam-type hand-washing devices being used in order to promote infection control and less water consumption.</p>

	<p>Land Use</p>	<p>Nothing to report.</p>
	<p>General Factors</p>	<p>The Project Team is currently in discussions for a potential transfer of MUHC's electric sub-station to the St. Patrick substation, which would reduce voltage variation and power outage shutdowns of the electric system by 94%.</p>

“S”	Social	Comment
	Workforce Diversity	Project Co actively promotes the employment of a diverse workforce across gender, age, nationality or religion.
	Safety Management	Health & Safety is of paramount importance for the project’s operations. Regular safety audits are undertaken by Project Co.
	Customer Engagement	Project Co holds frequent stakeholder and customer meetings to promote collaboration, coordination and integration of operations to ensure seamless operations, maximum efficiencies and minimize disruption to the patients and hospital staff.
	Communities	<p>Project Co routinely supports community and hospital initiatives. Recent examples include the following:</p> <ul style="list-style-type: none"> • MUHC foundation – ProjectCo provided support to “Bal en rouge”. All proceeds from Le Bal Rouge will be directed to the Dr. Miguel Burnier 20/20 Campaign in support of the Ocular Pathology Laboratory at the MUHC. • Starting in Q4-2019, the MUHC Foundation will ensure the cleaning of the ATM in the Hospital Complex. The work will be performed by volunteers. • The Montreal Children’s Hospital Foundation: Radiothon for kid’s health: All the funds raised will go towards the Healthy Kids Fund to support the Hospital’s most urgent needs, to help with the purchase of medical and surgical equipment or to fund innovative programs.
	General Factors	Nothing to report at this time.

"G"	Governance	Comment
	Structure and Oversight	The project has a rigorous governance structure in place centered around quarterly board meetings. The Project Co management is governed by an authority matrix, which provides for clear guidance on their day-to-day responsibilities and authorities. The Project Co management is led by a CEO who reports to a board of directors on a regular basis with meetings occurring quarterly.
	Code and Values	The project has adopted SNC Lavalin's corporate policies, which are relevant for the project's operations, amongst others: <ul style="list-style-type: none"> - Health & Safety - Code of Conduct / Anti-Bribery - Environmental and Social Governance - Business resilience and recovery program - Global Tax Compliance - Cyber Security - Whistle blower - Modern day human slavery
	Transparency and Reporting	The projects utilise a quarterly board pack, reporting to the board of directors on the operational and financial performance of the project and compliance with its obligations and regulation/legislation, including the policies. We have a culture in place whereby errors, threats or opportunities are to be highlighted to the board of directors without further delay.
	Cyber risk and Systems	Project Co continuously performs information risk analysis and develops mitigating measures. They have a robust and comprehensive IT backup system in place.
	General Factors	Nothing to report at this time.

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