



**SNC • LAVALIN**



## Thank you for considering our position

You may have seen my statement last week where I apologized for the shortcomings that took place prior to 2012, which should have never taken place. Since then, we have worked tirelessly to achieve excellence in governance and integrity in an effort to regain the confidence of all our stakeholders and employees.

We don't want to be treated differently; we don't want the past to be forgotten; we do want to move forward. We want to be given the chance to do so through a remediation agreement.

The Government of Canada passed legislation in 2018 to allow companies to settle charges via a remediation agreement, and yet the new law is not being made available to SNC-Lavalin for unknown reasons.

### **THE FACT THAT WE'VE NOT BEEN INVITED TO NEGOTIATE A REMEDIATION AGREEMENT MAKES NO SENSE, AND THE CURRENT PATH WILL PERPETUATE THE SITUATION**

- › As a company cannot be put in jail, the impact of the wrongdoing that took place only affects current employees
- › The people who have committed wrongdoing should be prosecuted; only one individual has charges against him regarding our criminal charges
- › Innocent stakeholders continue to bear all the brunt of this uncertainty – including all 52,000 current employees who have no responsibility for any past misconduct
- › Highly-skilled employees leave organizations mired in continued uncertainty – 10,000 Canadians have left our organization through no fault of their own since 2012
- › Foreign companies with similar issues are able to work freely in Canada and around the world because of such settlement agreements in place in their own countries
- › As we remain open and committed to negotiating such an agreement, a lengthy court process may be a waste of taxpayers' money and resources

### **HOWEVER, THE BENEFITS TO CANADA OF CONCLUDING SUCH AN AGREEMENT ARE MANY**

- › Concludes process swiftly and removes uncertainty for the company and the Crown, and secures more money for public services
- › Creates more jobs
- › Generates greater procurement with small and medium-sized businesses
- › Increases trade and tax revenue
- › Establishes equal footing for all companies operating here and enables corporations to remain based here
- › Encourages transparency and self-reporting from companies
- › Protects all the innocent employees, pensioners, investors and other stakeholders who are being punished through no fault of their own

This is a time when those at home and across the world are watching. Business commentators have widely shared their views on what criminally prosecuting SNC-Lavalin would achieve and what the implications would be in Canada. Those critical repercussions are alternatives we do not want to take.

**We thank all Canadians for considering our position, and we look forward to continuing to serve Canada.**

**Neil Bruce**  
President and Chief Executive Officer  
SNC-Lavalin

### **Since 2012, SNC-Lavalin has developed and built a world-class ethics & compliance framework.**

- › Changed leadership at Board and Management levels with an enhanced culture of Integrity
- › Established a world-class ethics & compliance framework
- › Signed an administrative agreement concerning ethics and compliance with Public Services and Government Services Canada to continue our eligibility to provide services to the government of Canada
- › Reached an agreement with the Commissioner of Canada Elections
- › Concluded in 2016 an agreement between engineers and ex-engineers of SNC-Lavalin and the syndics' Office of the Ordre des ingénieurs du Québec following investigations about political contributions
- › Reached a fair and final settlement with Quebec's voluntary reimbursement program
- › Autorité des marchés financiers (AMF) certification renewed
- › Settled class actions in Quebec and Ontario filed in 2012 on behalf of security holders
- › Three action elements define our ethics & compliance program: prevent, detect and respond

**You can read about the depth of our Integrity program at [snclavalin.com/en/ethics-compliance](https://snclavalin.com/en/ethics-compliance)**