



Building on benchmarks

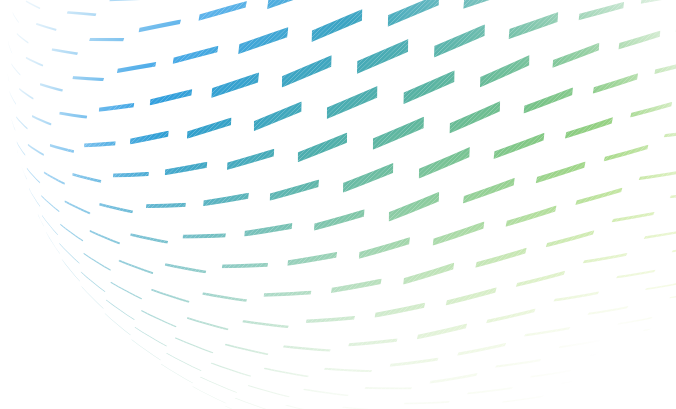
# Advancing our ESG priorities

Alithya proudly continues its quest to do the right thing with the publication of its third ESG report

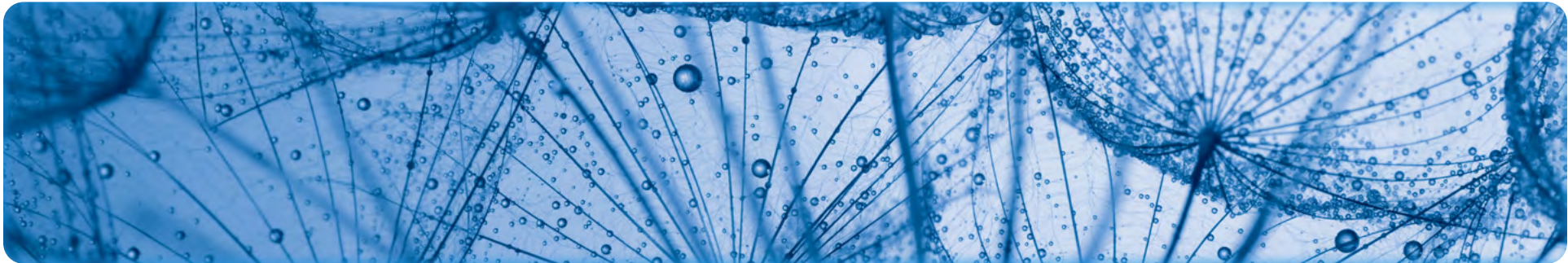
Fiscal year 2024, ended March 31, 2024

**Alithya**

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This fiscal 2024 report is Alithya’s third comprehensive ESG Report and addresses the environmental, social, and governance (“ESG”) factors the Company has determined are most material to its stakeholders.

Data in this report is based on available information for the fiscal period from April 1, 2023, to March 31, 2024 (“fiscal 2024”), unless stated otherwise.

This report contains forward-looking statements that are based on certain assumptions and expectations and subject to certain risks, which could cause actual performance and results to differ materially. This report also refers to certain financial measures that are not defined by International Financial Reporting Standards (“IFRS”). For more information, please refer to the Sections “Forward-Looking Statements” and “Non-IFRS and Other Financial Measures” found at the end of this report.

References to “Alithya”, “we”, “our”, “us”, “the Company” or similar terms refer to Alithya Group inc. and its consolidated subsidiaries, and references to the “Board” refer to the Board of Directors of Alithya Group inc.

References to “SASB” refer to the Sustainability Accounting Standards Board. Overseen by the IFRS Foundation, SASB Standards set the bar in terms of sustainability issues most relevant to global investors, providing companies like Alithya with quantitative and qualitative metrics for measuring its performance. Applicable to industries of all sectors, the SASB standards identify the subset of ESG issues most relevant to financial performance and sustainability in each industry. Being a technology firm, Alithya’s ESG metrics have been gathered from the SASB Materiality Map for Technology & Communications - Software & IT Services. In this report, Alithya discloses all of the suggested indicators.

Financial amounts are reported in Canadian dollars.

# Alithya at a glance

Empowered by the passion and enthusiasm of a talented global workforce, Alithya is positioned on the crest of the digital wave as a trusted advisor in strategy and digital technology services.

Transforming the world one digital step at a time, Alithya leverages collective intelligence and expertise to develop practical IT solutions tailored to complex business challenges. As the guardian advocate of its clients' successes, Alithya accompanies them through their full digital evolutions, paving new roads for enabling their future business strategies.

Living up to its name, meaning truth, Alithya embraces a business model that avoids industry buzzwords and technical jargon to deliver straight talk provided by collaborative teams focused on three main pillars:

- / Strategic consulting
- / Enterprise transformation
- / Business enablement

## Toronto Stock Exchange

Alithya's subordinate voting shares are traded on the TSX under the symbol "ALYA".

## Vision

Be recognized as the trusted technology advisor.

## Mission

Advise, guide, and support our clients in their pursuit of innovation, excellence, and the achievement of their business objectives through the optimal use of technologies.

# F2024 ESG highlights

Fiscal 2024 marked the furtherance of our commitment to doing the right thing, with concrete measures taken to build upon opportunities identified in our second ESG report, released in September 2023.

Some notable highlights of Alithya's fiscal 2024 ESG report include:

## Achieved Carbon Care Certification®

in recognition of concrete actions to reduce our environmental impacts

Reduced our carbon emissions by  
**23% to 977 tonnes of CO<sub>2</sub>eq**

Implemented an  
**Unlimited Vacation Policy**  
for all employees in North America

Earned third consecutive Bronze-level  
**Gender Parity Certification**  
from Women in Governance

Advanced to Phase III of the Partnership Accreditation in  
**Indigenous Relations Bronze Certification process**

Introduced global access to a third-party  
**learning and skills development**  
platform for all employees

**Two OCTAS awards**  
for Alithya's development of connected mirrors for a smart home run by Fondation Les Petits Rois

**33%**  
of Alithya's current Board members are women

# Three-year strategic plan

Alithya reaffirms its commitment to evolution and adaptability through its three-year strategic plan, which is built on the foundations of agile methodologies and a steadfast dedication to meeting and balancing the evolving needs of our employees, our clients, and our investors.

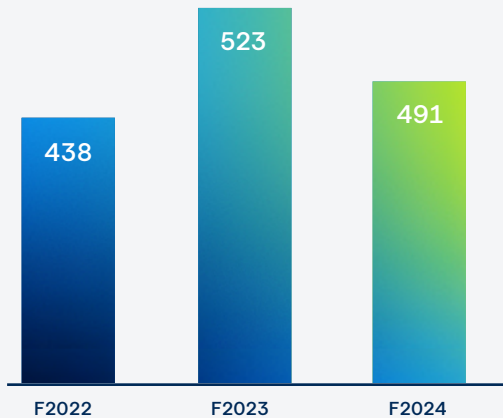
The F2025-2027 strategic plan, effective April 1, 2024, sets forth a clear roadmap and ensures that our decisions and actions support the objectives of all our stakeholders. It represents another milestone in our journey, harnessing our collective achievements for the benefit of all involved.

From humble beginnings to our current position as a trusted technology advisor, Alithya has continually progressed, navigating diverse landscapes with confidence and foresight. As we turn the page to a new chapter characterized by strategic transformation, we aim to leverage our expanded scale and capabilities to deliver value added business and IT services, propelled by disciplined strategies and focused investments.

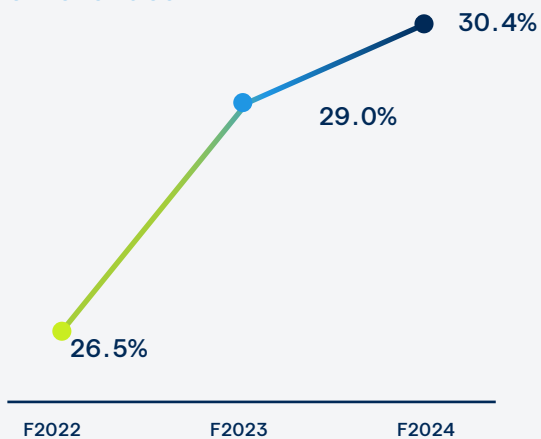
Central to our success is the focus and balanced attention to each of our key stakeholders: our employees, our clients, and our investors. They each play a pivotal role in shaping our trajectory, and our actions are intentionally crafted with their best interests in mind.



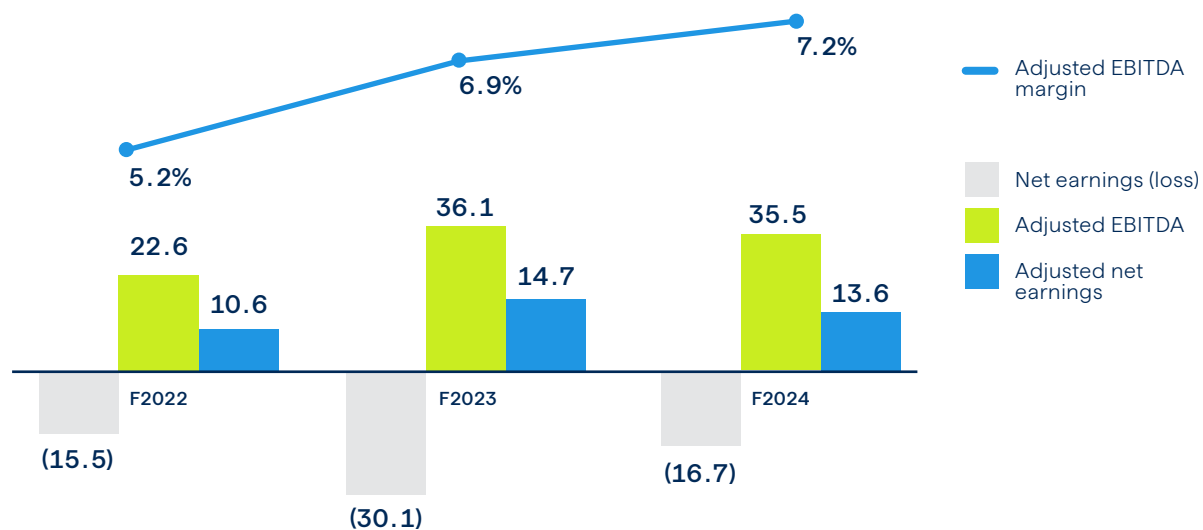
### Revenues (in millions of \$)



### Gross margin as a percentage of revenues<sup>1</sup>



### Net earnings (loss), adjusted EBITDA<sup>2</sup>, adjusted net earnings<sup>2</sup> and adjusted EBITDA margin<sup>2</sup> (all in millions of \$, except for adjusted EBITDA margin)



**480.5 million**

Fiscal 2024 bookings<sup>1</sup> reached 480.5 million dollars, which translated into a book-to-bill ratio<sup>1</sup> of 1.13.

<sup>1</sup> These are other financial measures without a standardized definition under IFRS, which may not be comparable to similar measures used by other issuers. See the section titled «Non-IFRS and other financial measures» at the end of this report for more information.

<sup>2</sup> These are non-IFRS financial measures without a standardized definition under IFRS, which may not be comparable to similar measures used by other issuers. More information and quantitative reconciliations of Adjusted Net Earnings and Adjusted EBITDA to the most directly comparable IFRS measures are presented at the end of this report under the caption "Non-IFRS and other financial measures". "Adjusted EBITDA Margin" refers to the percentage of total revenue that Adjusted EBITDA represents for a given period.

Message from  
Pierre Turcotte,  
Chair of the Board



With ambitious targets set to address our position as a bigger company in the years ahead, we relish the opportunity to exemplify the definition of doing the right thing along the way.







Alithya's commitment to doing the right thing is engrained in the foundations of our Company which today employs thousands of people across a global footprint. The contents of this report invite readers into Alithya's progressive world to discover the drivers of our business and the motivators of our vibrant organizational culture. Each of our five material ESG topics is a focus for Alithya and reflects our vision and values developed over the last 32 years.

On April 1, 2024, we embarked on a three-year strategic plan to guide us forward in a rapidly evolving world of technology. In preparing our plan, we strived to ensure that our goals would align with those of our stakeholders. That process included extensive interviews with our valued clients and investors, and careful assessments of our frequent internal surveys that encourage our employees to openly contribute to our progress and success.

In preparing this third ESG report, we embraced the same meticulous approach. We listened to our people, our clients, and our investors, and we fine-tuned our ESG objectives accordingly, while embracing worldwide best practices. The ESG goals established herein are rooted in our new strategic plan, which provides that we will undertake steps towards achieving net-zero status in the future. With ambitious targets set to address our position as a bigger company in the years ahead, we relish the opportunity to exemplify the definition of doing the right thing along the way.

Each milestone that we reach is a source of pride, and every step forward is a benchmark of progress in our collective effort to contribute to a better world.

**Pierre Turcotte**

Chair of the Board

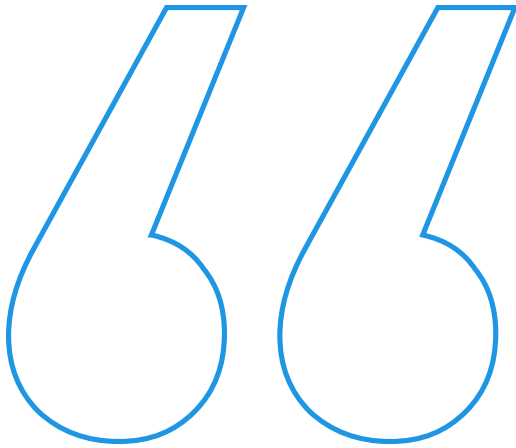
Message from

# Paul Raymond, President and Chief Executive Officer



Our business has grown around a nucleus of humanity, and our team members are the engines that drive our technological successes.





I am proud to present this third ESG report, which outlines the progress that Alithya has made in addressing the ESG topics and goals most embraced by our stakeholders. To ensure the latter's continuous representation, we have endeavored once again to present an evolving, and forward-looking report. To do so, we revisited interviews conducted with our stakeholders in 2021 during the preparation of our inaugural ESG report, and we gathered new input during interviews to inform our three-year strategic plan, which we began to implement on April 1, 2024. As a result, we are confident that our five material ESG topics remain relevant and material to our stakeholders, and that our third annual ESG report is a benchmark of progress.

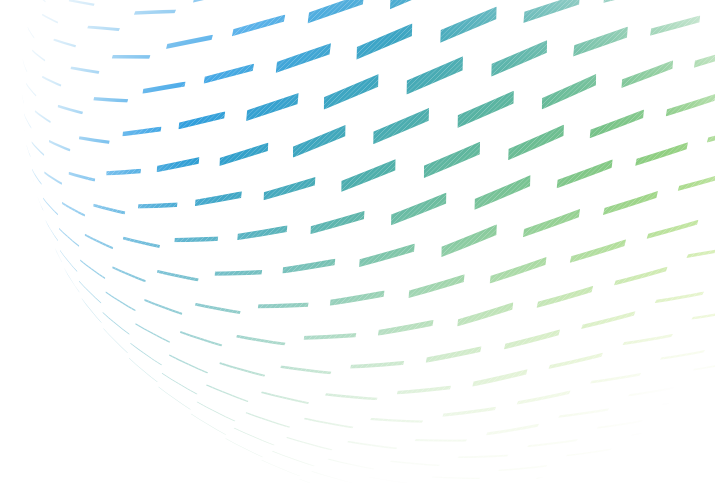
From the Company's inception, our business has grown around a nucleus of humanity, and our team members are the engines that drive our technological successes. The human factor will never be replaced, and the strength derived from the bonding of communities can never be replicated. Beyond being a philosophy, that is a commitment that permeates our organizational culture, from the collective intelligence of our communities of practice, to our thriving enterprise resource groups, and our charitable campaigns.

As we find ourselves at a crossroads of progress and change, we are also poised to grow our Company and to expand our geographic footprint in the years ahead. One of the objectives set forth by our strategic plan is to ramp up the number of our team members based outside of North America by the end of our 2027 fiscal year, while also leveraging more automation to enhance efficiency. The achievement of that objective inherently includes the growth of our organizational culture beyond our current borders. Accordingly, more profoundly than ever, we renew our commitment to doing the right thing in the spirit of our thriving and growing communities... and for the greater sake of humanity.

**Paul Raymond**

President and Chief Executive Officer

# Board and Management oversight of ESG



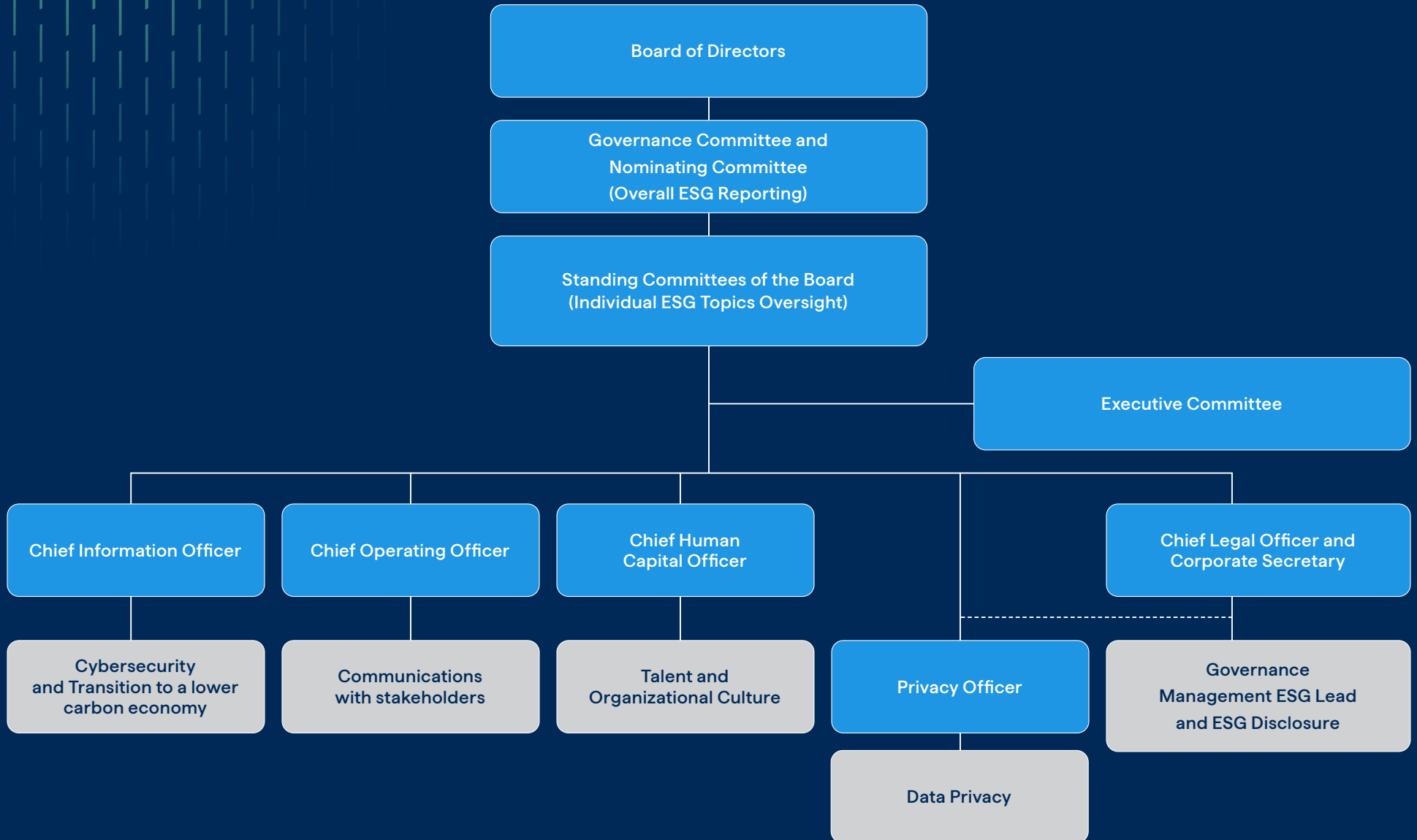
Supported by robust corporate governance policies and best practices, our commitment to ESG excellence led by our Executive Team continues, diligently guided by Alithya's Corporate Governance and Nominating Committee (CGNC), assisted by the Audit and Risk Management Committee (ARMC), and the Human Capital and Compensation Committee (HCCC).

In our pursuit of a sustainable future, the CGNC convenes annually with the Chairs of the ARMC and HCCC to assess progress and advise the Board on ESG strategic priorities.

The CGNC continues to oversee Alithya's ESG disclosures and governance practices to ensure that they align with our established and evolving targets and initiatives. In collaborating closely with our Board, our Executive Team, and our other internal committees, the CGNC is responsible for identifying the most relevant and material factors that contribute to Alithya's ESG commitment to its stakeholders.

Alithya's Executive Team continues to drive the implementation of our ESG initiatives and to ensure their alignment with our overarching strategy. The Executive Team provides oversight of our ESG priorities and interfaces with our designated Board Committees. Alithya's ESG Executive Lead, our Chief Legal Officer and Corporate Secretary, continues to ensure clear and transparent communication of our priorities and progress with the Board and our various ESG committees.

# Alithya's ESG governance structure



# Alithya's five material ESG topics

Our inaugural ESG report, published in September 2022, combined the materiality assessment findings of an independent ESG advisor with the goal of identifying five material ESG topics to address in our quest towards doing the right thing.

As we continue to pave the road forward, those same five material topics remain most material to the Company's operations, financial performance, and market value. Accordingly, this third ESG report addresses the same five material ESG topics, with new insights into progress made as we fine tune our approach with transparency and concrete action.

## SASB Index Software IT Services Standard

As we continue to pursue excellence in the realms of each of our material topics, we are committed to continuing our transparent disclosures in respect to Sustainability Accounting Standards Board (SASB) criteria.

The SASB is a non-profit organization dedicated to bridging the gap between companies and investors in terms of disclosing relevant sustainability information applicable to industries of all sectors.

SASB standards help us identify ESG issues most relevant to our financial performance and sustainability in alignment with metrics compiled from the SASB Materiality Map for Technology & Communications - Software & IT Services.

## The 5 key material topics of Alithya's ESG framework

In adhering closely to the aforementioned SASB standards, and through ongoing consultations with external experts, our sustained commitment to doing the right thing has been a driver of knowledge, progress, and positive impacts for our organization and our stakeholders.



1

Talent



2

Organizational  
culture



3

Cybersecurity  
and data privacy



4

Governance



5

Transitioning to a  
lower-carbon economy

# Our ESG goals and roadmap

As outlined in this report, our commitment to doing the right thing encompasses the goals established in our first two ESG reports.

The following outlines details of the progress made on these goals throughout fiscal 2024. During fiscal 2025, which began on April 1, 2024, Alithya will continue working towards the objectives listed in the following pages.



Goal Progress

Globalize Enterprise Resource Groups (ERGs) by continuing formalization of these groups, appointing leaders, and investing time and resources to assist them in delivering training, education, and networking opportunities to all teams.

We have realigned the global goals and objectives of our ERGs to implement global ERG representation, promoting an organizational culture of involvement and inclusion. We have also strengthened the foundations of our locally based ERGs and scaled their impacts across the organization through a clear roadmap and objectives for each group.

With respect to women: (i) increase their representation across all job levels and across all business units globally; and (ii) implement talent management processes and tools that enable their systematic advancement at all levels.

In respect to hiring, we are in the process of developing a talent attraction strategy for targeting and hiring women and underrepresented groups from different talent pools for all roles, including leadership. To bolster our efforts, our Learning and Development teams have also been mandated with building programs tailored to the promotion of greater diversity within our leadership teams. In the past year, we launched the Leading at Alithya as a People Manager training program, of which 41% of participants were women. Furthermore, to measure our baseline and progress more accurately, we are currently in the process of developing enhanced analytics for this space.

Make various trainings and learning opportunities accessible through formal and informal programs/ tools provided to all employees across our global footprint at all levels, and to capture and document key performance indicators for our internal learning and development offer across all Alithya geographies.

We have put formal internal learning and development programs in place and have continued to improve and offer various programs to address the development needs of all employees, including high-potential employees. In addition to our internal programs and academies, we have entered into a licensing agreement with Udemy Business, a major learning and skills development platform, to offer global access to thousands of online courses for all permanent employees. We also continued to make accessible the opportunity for external training through various conferences, educational programs, and certifications.

Investments in wellness initiatives in all Alithya geographies is a top priority.

Following a successful test pilot project conducted in the US in 2023, Alithya implemented an Unlimited Vacation Policy for all permanent employees in North America effective April 1, 2024. This policy, which grants an unlimited number of vacation days per year, is intended to assist employees in optimizing their work-life balance. Greater flexibility also enables individuals to observe holidays that are important to them which may not be included on Alithya's official calendar of statutory holidays.



Goal

Progress

Promote Alithya’s internal Volunteer Program to facilitate the participation of its employees in charitable activities within their communities, and track and disclose the number of hours spent volunteering during a given fiscal year.

In fiscal year 2024, we reaffirmed our commitment to making a positive impact in our communities, as our employees collectively volunteered 1,071 hours. Beyond the hours dedicated by our employees, this is a testament to the compassion and generosity that defines our Alithya teams. We will continue to encourage our people to participate in the Volunteer Program moving forward.

Develop a roadmap to effectively manage all aspects of Alithya’s charitable donations strategy as part of a larger ESG policy to maximize the impact of Company allocated funding for charitable causes embraced by Alithya and its employees.

Alithya introduced a comprehensive policy with associated procedures for approving employee proposals for corporate donations and sponsorships, and we have also clearly defined four key avenues of charitable giving for employees to follow, including: donations derived exclusively from Alithya’s annual earnings, funds raised during our annual year-end global fundraising campaign, regional charitable actions proposed by employee groups, and support for causes embraced by our valued clients.

Monitor employee engagement and feedback from pulse surveys to help guide investments in initiatives designed to ensure employee retention, alignment, and ambassadorship.

Alithya’s Employer Net Promoter Score (eNPS) increased by +1 over the previous fiscal year as a measure of improved employee satisfaction and loyalty within the organization. The improvement reflects the increased willingness of our employees to serve as brand ambassadors for Alithya, which is also indicative of a growing sense of pride in what the Company does and stands for. Our Ethics & Social Responsibility driver remains high at 7.8, as does Ambassadorship at 7.9.

Integrate diversity, formal practices, tracked KPIs, and intersectionality into Alithya’s vibrant culture.

While keeping privacy and sensitivity considerations in mind, Alithya is in the process of launching a self-identification questionnaire to provide us with clearer oversight of our diversity metrics.

Goal

Progress

Implement measures in pursuit of international certifications and comply with international cybersecurity standards.

We continue to make improvements in our controls, to monitor our networks and infrastructure, and to track security incidents using our Information Security Management System (ISMS), a robust security management framework based on ISO 27001 standards which was developed to manage information security, confidentiality, integrity, availability, and legal compliance.

The Privacy Officer will continue to oversee privacy matters throughout the Company, including by raising awareness and launching training programs, and by performing internal audits.

In response to growing concerns and evolving legislation addressing data privacy, our Privacy Officer added a privacy module to Alithya's annual security awareness and training program for all employees.

Oversee continuous improvements to the Company's Privacy Protection Program.

Alithya's Privacy Officer regularly monitors amendments to legislation regarding data privacy. Through close collaborations between our Chief Information Security Officer, our Legal Department, and our data custodians, we diligently endeavor to implement additional policies, processes, and heightened standards as necessary to ensure that we remain compliant.

Continuous improvement of our cybersecurity training programs, including the implementation of training components specifically tailored to the specializations of our internal audiences.

As a trusted advisor to our clients, we continue to introduce measures to address cybersecurity concerns, including the introduction of a new training course for our software developers.

Continue to enhance our third-party security assurance and integration within existing Alithya frameworks.

We have now formalized our third-party security assurance process, and we continue to work on the further integration of additional Alithya processes.

## Goal

## Progress

To increase the precision of our next inventory results, Alithya intends to evaluate third party recommendations that have been identified as pathways towards reducing uncertainty and improving methodology.

To enhance our methodology, we have implemented several measures aimed at increasing the accuracy of our results for our fiscal 2024 and future inventories, including an employee mobility survey, along with a refined questionnaire to obtain detailed data on air and car travel and employee's related expense accounts, that we intend to make annually. We also intend to obtain more details on Alithya's electricity consumption data for the majority of the premises from which we operate.

Alithya will also endeavor to obtain Carbon Care Certification<sup>®</sup>. To obtain this certification:

- Alithya will continue to develop a third-party inventory of GHG emissions in accordance with the requirements of the ISO 14064-1 standard, including both direct and indirect energy emissions.
- Alithya will establish an Environment Committee to propose and implement tangible initiatives that demonstrate our commitment to reducing GHG emissions.

We are proud to announce that we have obtained Carbon Care Certification<sup>®</sup>. This achievement is a result of conducting a GHG emissions inventory in accordance with ISO 14064-1 standards, and by demonstrating our commitment to GHG reduction through various initiatives such as annual employee mobility surveys, detailed travel data collection, and tracking electricity consumption for all buildings. Also, we established an Environment Committee comprised of members of our management and employees to propose and implement concrete measures. Subsequently, the Company and our Environment Committee have successfully implemented tangible initiatives aimed at reducing our environmental impact. The majority of Alithya's activities take place in sustainable buildings, certified LEED or BOMA, strategically located with central and easy access to public transportation. Furthermore, 57% of our office spaces are situated in Quebec and Ontario, regions where 99.6% and 92% of energy production, respectively, is sourced from renewable energy<sup>3</sup>, according to the Canadian Energy Regulator. We are also monitoring the efficiency gains of our cloud service partners. Furthermore, we continue to enhance our GHG emissions inventory in compliance with ISO 14064-1 standards, covering both direct and indirect emissions associated with energy consumption.

After complying with Level 1 recognition requirements, Alithya will undertake steps towards achieving carbon neutrality (net zero) certification (Level 2). In doing so, we could consider offsetting our direct and indirect GHG energy emissions (Scopes 1 and 2) by purchasing reductions that meet one or other of the following requirements:

In our three-year strategic plan, launched on April 1, 2024, Alithya declares its commitment to sustainability by aiming to initiate proactive steps towards attaining Carbon Neutrality Certification (Level 2) in the future. This initiative underscores our dedication to environmental responsibility and aligns with our long-term vision for a more sustainable future.

- Credits from one of the following recognized standards: Verified Carbon Standards (VCS), Climate Action Reserve (CAR), or The Gold Standard;
- Obtaining GHG emission reductions from a GHG project compliant with ISO 14064-2 that is certified by a verification body accredited by the Standards Council of Canada.

## Goal

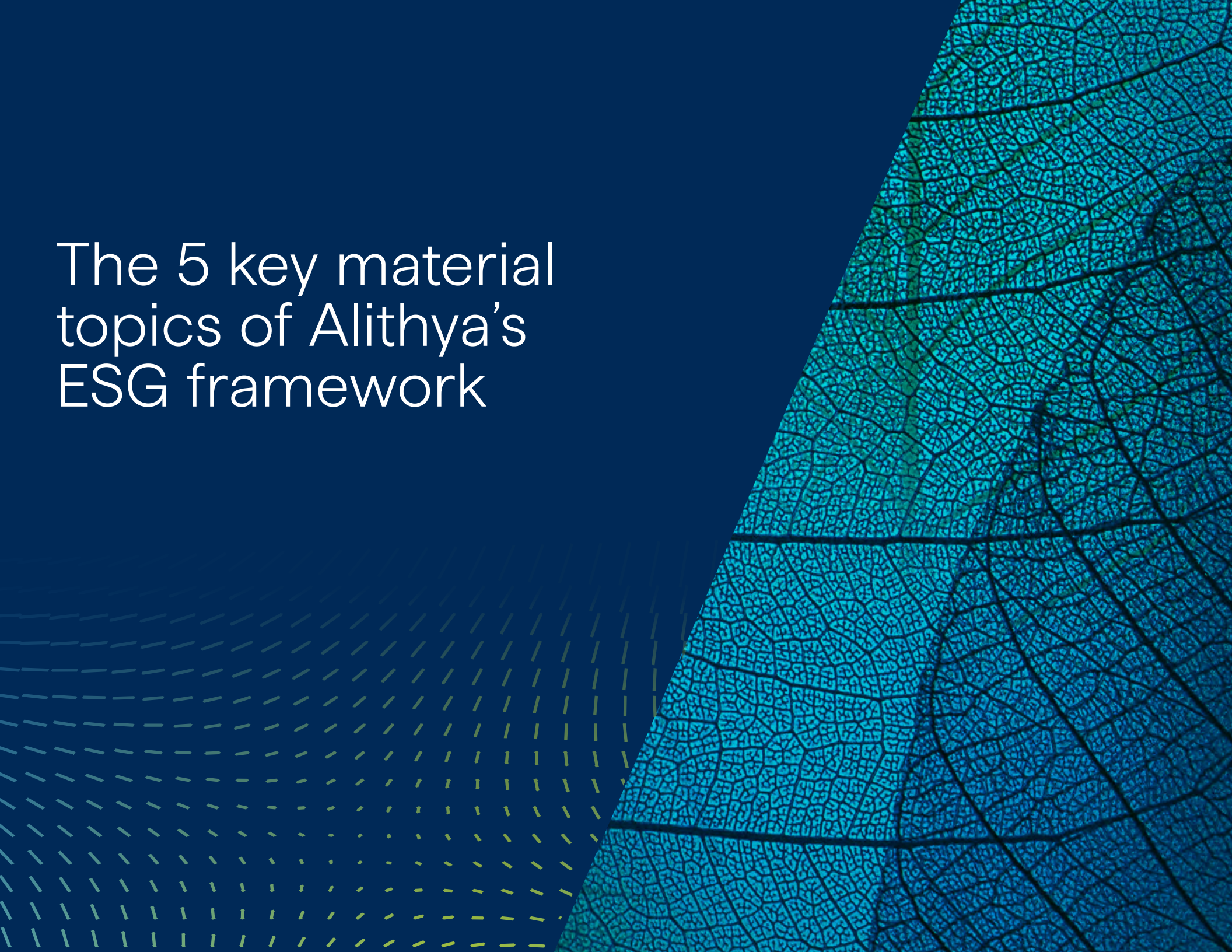
Alithya will continue to monitor legal and regulatory developments, best practices, and stakeholder feedback and will review and update its governance framework and policies, whenever necessary, to ensure that they remain consistent with current industry realities, evolving standards, and emerging trends.

## Progress

Alithya remains committed to staying abreast of legal and regulatory changes, industry best practices, and stakeholder input. We regularly assess and revise our governance framework and policies as needed to align with evolving industry norms, emerging trends, and current realities.



# The 5 key material topics of Alithya's ESG framework





# Talent

## Essential insights

Alithya is committed to empowering excellence at all levels of the organization. Attracting, developing, rewarding, and retaining the highest levels of skilled professionals is an ongoing priority. With people at our core, our culture of collaboration and ownership embraces employee well-being, flexibility, and professional growth as foundations of our pursuit to be recognized as a best-in-class employer.

### **Our human-centric approach: Supporting talent acceleration for sustainable success**

Our holistic and robust offerings of employee well-being resources and professional development programs continue to foster a strong culture of trust and collaboration, and the collective intelligence of our people drives innovation and enables the value proposition that we present to our clients.

### **Employee well-being**

On April 1, 2024, we introduced the Alithya Unlimited Vacation Policy for all permanent employees in North America, entitling them to an unlimited number of vacation days. The purpose of this policy is aligned and responsive to employees'

needs, increasing their workplace flexibility and enhancing Alithya's employee value proposition to position the Company as an employer of choice for top talent. Additionally, the policy enables Alithya to embrace our employee diversity by providing them the opportunity to observe and accommodate religious and cultural holidays that are not part of the Company's legislated statutory holidays.

We also continue to bolster the services and tools made available to employees through our wellness portals. We have created separate wellness portals for our Canadian and US employees to provide them with access to a host of wellness services, free of charge, as part of a one-stop-shop of securely stored personal health information.

To stay abreast of the evolving needs of our growing workforce, we continuously gather employee feedback on various work-related issues via Officevibe, our employee engagement survey platform. Officevibe provides real-time data collection, and the insights from these internal surveys are integrated throughout this ESG Report.



## Prevention of workplace harassment

Alithya strictly prohibits any form of harassment in the workplace or during work-related activities, whether it involves employees or interactions with clients, suppliers, and other external parties. Our globally applied Prevention of Harassment in the Workplace Policy is enforced through a formal program whereby employees can report harassment directly to a member of the Human Capital Team or anonymously through the Alithya whistleblower line. Alithya is committed to resolving all such complaints promptly.

## Learning and development

Alithya prioritizes continuous access to advanced skills development, and we consistently update our training and development programs to address evolving realities, focusing on relevant technical and leadership skills. Besides online training options, Alithya provides a training subsidy for employees to enroll in external programs that are not available through the Company's existing platforms.

### The Alithya Leadership Academy

The Alithya Leadership Academy was launched in May 2018, in collaboration with McGill University's Faculty of Management, to foster the Company's leaders' training and development. Available in both French and English, the training is comprised of two programs: The Fundamentals Leadership program and The Advanced Leadership program. Both programs target the

development of our employees at the director level and up and are comprised of several modules, each addressing specific themes deemed highly relevant to Alithya's performance. The goal of the programs is to empower our leaders with the necessary skills to effectively lead and support their respective teams.

Enrolment in the Alithya Leadership Academy currently stands at more than 300 participants, including more than 190 actively participating in training sessions. To date, combined participation has generated a 93% satisfaction rate. In May 2023, the Alithya Leadership Academy was honored with a prestigious Mercuriades award in the Training and Workforce Development category. The Mercuriades is one of Quebec's most prestigious business competitions recognizing the innovation, ambition, entrepreneurship, and performance of Quebec-based companies.

### Leading at Alithya as a People Manager

In fiscal 2024, Alithya also introduced a parallel Leading at Alithya as a People Manager program as a complementary pathway to building a resilient and forward-thinking organization. The micro-module program runs for 10 months and is designed to empower managers with the skills, knowledge, and insight they need to effectively lead and manage their respective teams. Alithya's intent in introducing this program is to ensure a positive work environment for all employees, while fostering strong collaboration and driving team performance conducive to overall success and productivity for the organization.



### Global licensing for third-party training platform

In the spirit of on-going development of employee technology and leadership skills, Alithya introduced a global training license from the Udemy Business platform for all permanent employees in fiscal 2024. The global license enables online access to Udemy's abundant and wide-ranging training modules, allowing employees to continuously hone their coveted skills, while adding new skills to their toolboxes.

### Associate Academies

Alithya Associate Academies target new recruits within our consulting practices, with specialized onboarding programs to help launch their careers and sharpen their skills in agile project delivery, product development, client relations, and more.

## Diversity committees

Diversity remains a fundamental aspect of Alithya's employee value proposition, thus influencing our strategies for attraction, development, recognition, and retention. This commitment is reflected in our dedicated Enterprise Resource Groups, which were developed to address some of today's most pressing issues.

### Empowering Women at Alithya Committee

Rebranded from the previous name of Women in Leadership, our Empowering Women at Alithya Committee is tasked with supporting women by raising awareness and mobilizing people and resources to build an environment conducive to their success. By supporting women in their career development endeavors, Alithya intends to foster greater diversity in decision-making at all levels of the Company.

In March 2024, Alithya Canada was granted Bronze-level Gender Parity Certification from Women in Governance for the third consecutive year, validating Alithya's achievements in the categories of Strategy, Actions, and Results.



## LGBTQ+ Committee

This ERG has worked diligently to create a safe and inclusive environment for LGBTQ+ members, allies, and advocates by partnering with the Human Capital team and business leaders to develop strategies and organize events. Training sessions focused on understanding LGBTQ+ realities have been well received and have helped to clarify concepts like cognitive biases, inclusive practices, and change drivers for managers. As awareness has grown, so has participation.





Progressive  
Aboriginal  
RELATIONS

COMMITTED

Canadian Council for  
Aboriginal Business



### Indigenous Relations Committee

Since 2019, Alithya has been a proud member of the Canadian Council for Indigenous Business (CCIB), an organization committed to fostering partnerships between Indigenous and non-Indigenous communities and businesses.

Oversight of membership and associated responsibilities lies with our internal Indigenous Relations Committee, alongside a dedicated Progressive Aboriginal Relations Working Group that focuses on advancing Alithya's standing within the Canadian Council for Indigenous Business' Partnership Accreditation in Indigenous Relations (PAIR) certification program.

In 2022, Alithya expanded its supplier network to include eSupply Canada, marking the first Indigenous company to be added to our list of approved suppliers. This significant milestone underscores our unwavering dedication to equity, diversity, and inclusion. Partnering with eSupply Canada represents a pivotal advancement in Alithya's journey toward achieving full Partnership Accreditation in Indigenous Relations certification.

After submitting updated documentation to the Partnership Accreditation in Indigenous Relations (PAIR) program in January 2024, Alithya received positive feedback and has been approved to advance to Phase III of the PAIR Committed process. Phase III is the final stage before applying for PAIR Bronze Certification, which Alithya intends to do by April 2025.



## Performance

### Learning:

Apart from the training hours invested in UdeMy Business, our employees completed an **average of 91 training hours/employee**, more than doubling from 45 hours in the previous year.

60% of our employees leveraged their UdeMy Business license, for an **average of 15 hours of training per active user**.

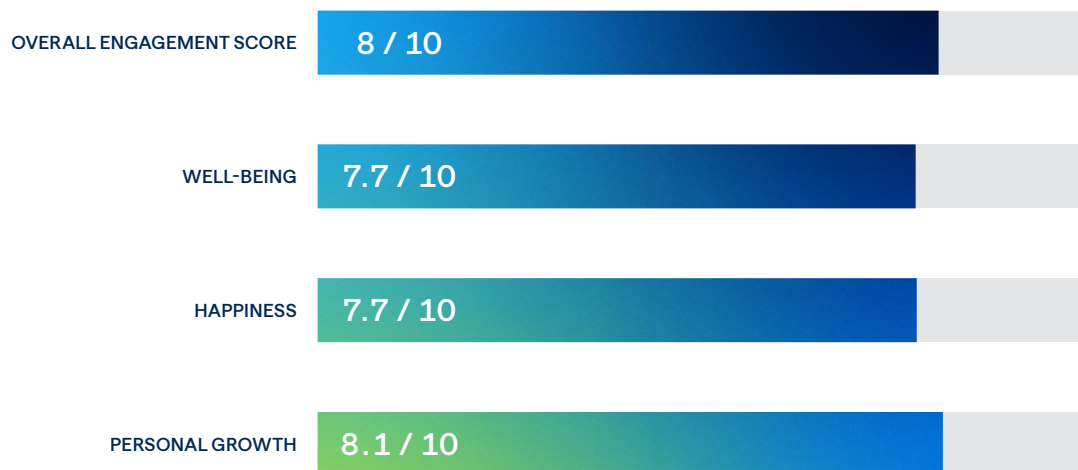
### Gender representation:

**32.1%**  
of employees are women

**3 of 9**  
Board members are women

**33.2%**  
of managers are women

### Engagement score in Officevibe



## Governance

### Leadership in Human Capital Management

Alithya's Chief Human Capital Officer, in collaboration with leaders from various departments, bears the responsibility for overseeing professional development, succession planning, compensation, benefits, and other workplace initiatives. These programs are designed to nurture our employees' skills and to create a thriving environment where equity, inclusion, and diversity are fundamental to every aspect of our organizational culture.

### Enterprise Resource Groups

Alithya champions a diverse and inclusive workplace through its Enterprise Resource Groups, which are driven by employees and aimed at fostering an inclusive culture. Supported and endorsed by Alithya's Management Team, these groups operate under the guidance of the Chief Human Capital Officer to promote diversity and inclusion across the organization.

### Board-Level Oversight

The Human Capital and Compensation Committee bears responsibility for overseeing human resource programs including succession planning, professional development, and diversity and inclusion initiatives. This oversight ensures that these critical aspects of our organizational strategy align with our core values and objectives.



# Organizational culture

## Essential insights

Alithya's long journey has been characterized by consistent growth, driven both organically and through strategic mergers and acquisitions across various geographies. This trajectory continues to foster a diverse workforce comprising professionals with varied backgrounds, knowledge, qualifications, ages, geographical locations, cultural influences, and more.

Since our inaugural ESG Report, Alithya has continued to expand its geographical presence, and our three-year strategic plan introduced on April 1, 2024 envisions an increase of top talent presence outside of North America by the end of our 2027 fiscal year. In addition to bolstering the Company's technical competencies, our growth strategy has simultaneously enriched our talent diversity. Our focus remains on addressing the evolving challenges of nurturing an exceptional organizational culture, achieved through the introduction of innovative tools, enhanced benefits, and expanded personal and professional career progression opportunities.

## An approach grounded in core values

Our organizational culture is built upon a foundation of core values: trust, respect, integrity, creativity, well-being, and passion. These values are ingrained in the daily operations and interactions within our Company and are externally promoted through the ambassadorship of our employees who uphold them. Integral to our talent attraction processes, these core values ensure that every new addition to our team is poised to contribute positively to our organizational ethos.

Fiscal 2024 was a year of harmonization, aligning our operations to foster unity under a 'One Alithya' banner. Among those efforts, our Human Capital Team unveiled a Global Total Rewards Harmonization program with variable pay plans for our employees. This incentivized approach is intended to create an aligned and common focus on key success factors driving sustainable growth and performance, while promoting equity, fairness and aligning our employees with the interests of our stakeholders.



## Acquisitions

A mainstay of each of our strategic plans over the years has been our approach to the acquisition of companies that align with our core objectives, at favorable valuations, and at opportune moments. This methodical approach prioritizes complementary synergies that enhance Alithya's offering to clients within our targeted industries, while creating greater value for our investors. Furthermore, each acquisition encompasses human capital, thus the alignment of acquired resources with our organizational culture is a critical consideration.

With the addition of new offices in Austin, and Hyderabad, and moving the Toronto office within the downtown core over the course of fiscal 2024, the collective intelligence of our workforce continues to expand, and we continue to implement new tools and initiatives aimed at seamlessly integrating new talent into our unique global culture. These efforts underscore our commitment to fostering a cohesive and inclusive environment that reflects the core values of Alithya.



## Employee engagement and workplace flexibility

Insights from our employee engagement pulse surveys allow us to continuously monitor and integrate employee preferences and suggestions into our organizational culture. As an innovative tech company, Alithya embraced a progressive hybrid work policy ahead of the curve, empowering managers to tailor flexible work schedules with their respective teams that balance the needs of clients with our organizational ethos. That said, the nature of our business sometimes necessitates an on-site presence at a client facility, and ensuring that those expectations are met is an operational priority.

## Supporting employee initiatives

Altruism thrives within our organizational culture, and we are committed to maximizing the impacts of our collective philanthropic endeavors. That commitment is exemplified by the recent introduction of a comprehensive donation and sponsorship policy aimed at bolstering the impact of our community initiatives.

Alithya and its employees collectively donated \$376,000 to various organizations across our regions during fiscal 2024. In December 2023 alone, our annual year-end giving campaign in North America raised \$60,000 to support HealthPartners, United Way, Moisson Montréal, 24h Tremblant, and Feeding America.

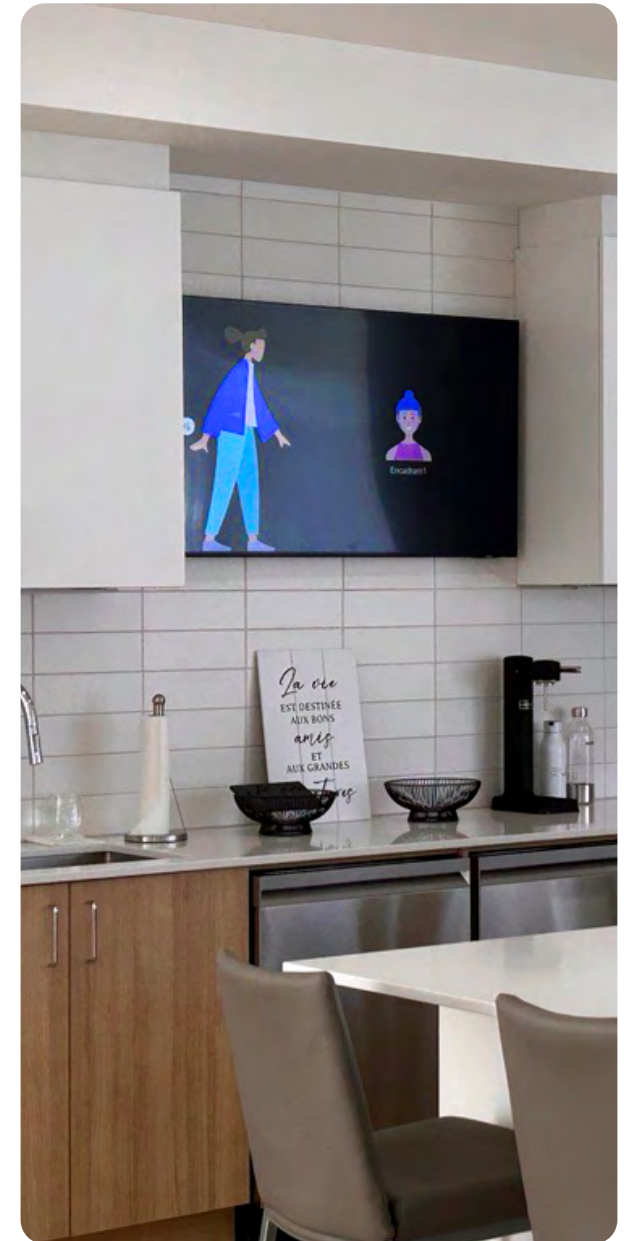
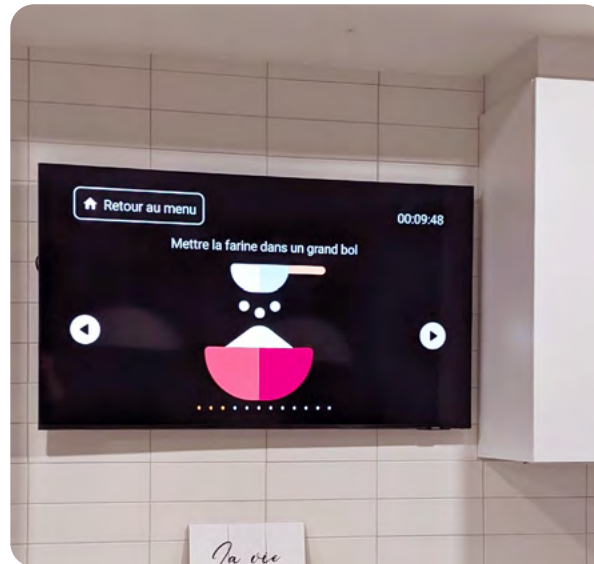
Alithya continues to encourage employee involvement in the communities where they work and live through the provision of one paid Volunteering Leave day per year to engage in charitable activities. Also, we continue to foster and support regional fundraising initiatives led by teams of employees across our diverse geographic locations, sponsoring events such as the Make-a-Wish 48-Hour Bike Ride, 24hr Tremblant, and the Terry Fox Run, while also supporting teams in France who participate annually in the Odyssée race against breast cancer. In Ontario, Canada, for instance, a group of Alithya employees participated in a Habitat for Humanity Team Build project for the third time in May 2023 on Neyaashiinigmiing First Nation territory.

## Les Petits Rois

In early 2024, Alithya teams proudly rolled out two 'connected mirrors' for a new smart home run by Fondation Les Petits Rois, an organization dedicated to increasing the autonomy of young adults living with intellectual disabilities and autism spectrum disorders. Working closely with university researchers and clinical professionals, Alithya developed an app solution that embeds in the rear frame of mirrors to enable a personalized and interactive task management program for the home's young adult residents, while also providing caregivers with broader analysis tools. The technological and social innovation is the first of its kind, made possible by combining the power of technology with the extraordinary skillsets of Alithya's professionals for the greater good.



The project received two OCTAS awards in 2024, including an OCTAS de l'Excellence, and the Lauréat Or in the Culture & Society category.



## Performance

### Group-led endeavors:

Alithya and its employees collectively donated \$376,000 to various organizations across our regions during fiscal 2024.

- Alithya donated warm blankets valued at \$50,000 to non-profit organizations in Quebec City assisting vulnerable individuals.
- Alithya entered 20 teams (120 cyclists) in the annual Make-A-Wish 48-Hour Bike Ride and raised \$117,000.
- In December 2023 alone, our annual year-end giving campaign in North America raised \$60,000 to support HealthPartners, United Way, Moisson Montréal, 24h Tremblant, and Feeding America.
- Throughout the year, Alithya proudly donated \$148,000 to support a diverse range of organizations, making a meaningful impact in our communities.

### Officevibe scores

ALIGNMENT WITH VISION AND MISSION

7.7 / 10

AMBASSADORSHIP (ORGANIZATIONAL ADVOCATES)

7.9 / 10

RELATIONSHIPS WITH MANAGERS

8.6 / 10

### Community involvement:

1,071

hours afforded by Alithya's Volunteering Leave program to contribute to charitable work.

## Governance

Alithya's robust culture is a reflection of its leadership and is reinforced throughout the organization by a workforce retention framework prioritizing commitment, fulfillment, and transparency.

The Company's focus on being a people-centric organization begins at the top, with a leadership team that not only upholds Alithya's core values, but also endeavors to foster those values across the entire organization. In various forms of collaboration, our employees, our managers, and our leadership team work together to ensure that Alithya exudes the essential characteristics required to attract, retain, and integrate new talent in an increasingly competitive recruitment landscape.

All outcomes derived from Alithya's collective efforts are reviewed and reported to the Board and associated Committees during each quarterly meeting.



# Cybersecurity and data privacy

## Why it matters

As a service provider, trust and integrity are critical components of our reputational capital. Our commitment to being a model of cybersecurity and data privacy integrity begins at home, with a business model grounded in our ability to effectively manage our own systems and data in compliance with applicable laws. Additionally, robust internal cybersecurity and data protection processes bolster our ability to protect our employees and our clients.

## Our approach

### Cybersecurity

As abundant cyber threats continue to emerge on a global basis, we remain vigilant in proactively deploying updated systems and security controls for protecting employees, clients, and our Company. We continue to monitor our networks and infrastructure and to track security incidents with our Information Security Management System (ISMS), a robust security management framework based on ISO 27001 standards, which was developed to handle information confidentiality, integrity, availability, and legal compliance.

In recognizing ISO 27001 certification as an essential process for securing private information, we continue to mature our security and privacy management framework in respect to ISO 27001 and 27701 standards. To date, two of our wholly owned subsidiaries have achieved ISO 27001 certification and other compliance standards. We measure the progress of other Alithya services towards security certification, and we continue to vigilantly monitor new risks and to implement new measures targeting Company-wide compliance with international security and privacy standards.

Additionally, Alithya adopted an Artificial Intelligence Policy in early fiscal 2025 to establish parameters for harnessing the power of artificial intelligence (AI), and to simultaneously promote human creativity and ingenuity in its applications, while mitigating the risks associated with the use of AI. This policy reflects our commitment to an ethical and responsible use of AI, while also leveraging its potential to drive innovation and growth. By adopting this policy, Alithya is positioning itself as a leader in the responsible use of AI and will ensure that the use of such technology aligns with the core values and expectations of our stakeholders.





## Data Privacy

Through its Privacy Protection Program, Alithya is committed to ensuring the security, confidentiality, and accuracy of personal information within our stakeholder ecosystem. This includes the data of our clients, employees, partners, and suppliers that we collect, process, and store, as applicable. Alithya's Privacy Officer oversees its compliance with the laws that protect personal information, including but not limited to U.S. and Canadian laws and regulations, as well as the European Union's General Data Protection Regulation (GDPR), and puts in place policies, standards and procedures to cause personal information to be accessed, collected, processed and stored securely and in accordance with such applicable

laws and regulations. We also perform frequent reviews of our privacy procedures, policies, and protocols to ensure rapid responses to evolving issues and regulatory compliance requirements.

In response to growing concerns and evolving legislation addressing data privacy, our Privacy Officer added a data privacy module to Alithya's security awareness and training program for all employees. Alithya's Privacy Officer regularly tracks additions and amendments to legislation regarding all aspects of privacy protection. Through close collaborations between our Chief Information Security Officer, our Legal Department, and our data custodians, we diligently endeavor to implement additional policies, processes, and heightened standards as necessary to ensure that we remain compliant.

## Governance

Responsibility for cybersecurity and data privacy at Alithya lies with Alithya's Board, which receives bi-annual security reports from the Chief Information Security Officer through the Audit and Risk Management Committee, as the case may be, and bi-annual reports from Alithya's Privacy Officer through the Corporate Governance and Nominating Committee.

Alithya also has a Privacy and Security Management Committee (PSMC) in place that meets monthly to review Alithya's enterprise privacy and security management, its policies, and its procedures, and to define the Company's responses to existing and newly identified operational and legal risks. The PSMC comprises the Company's President and Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Legal Officer and Corporate Secretary, Chief Human Capital Officer, Chief Information Officer, Privacy Officer, and Chief Information Security Officer.

On a day-to-day basis, our IT department manages cybersecurity threats with the guidance and support of the Chief Information Security Officer, implementing enterprise-wide IT operations controls, monitoring cloud-based solution security controls, and much more. We have now formalized our third-party security assurance process and we continue to work on the further integration of additional Alithya processes.





# Transitioning to a lower-carbon economy

## Why it matters

Transitioning to a lower-carbon economy is dependent on every link in the chain, and Alithya embraces its responsibility in respect to the expectations of stakeholders and the world at large. By operating responsibly, we recognize that our contributions extend beyond the delivery of our products and services to encompass the businesses of our clients, where we assist them in digitizing processes that contribute to their own carbon footprint reductions.

## Our approach

To obtain a clear picture of our carbon footprint, we continued to engage the services of an accredited third party, recognized in accordance with the ISO 14065 standard from the Standards Council of Canada (accreditation number: 1009-7/2).

Despite a relatively low carbon impact as a service provider in the digital transformation space, Alithya maintains an inventory of its greenhouse gas (GHG) emissions, prepared in accordance with ISO 14064-1:2018 standards and Greenhouse Gas Protocol requirements.

The yearly inventory is leveraged to identify the sources of both our direct and indirect GHG emissions, to measure our environmental performance over time, to identify trends, to assess the effectiveness of mitigation strategies, and ultimately, to set realistic reduction targets toward net zero.

Furthermore, Alithya will continue to offer products and services to help our clients transition to lower-carbon operations, including enterprise solutions like Oracle Cloud EPM for ESG and Sustainability Reporting that helps our clients plan and manage their ESG practices, now and into the future.



## Carbon Care Certification®

In our fiscal 2023 ESG Report, we signaled our intent to pursue basic Carbon Care Certification® from Enviro-accès (versus carbon-neutral certification). In this fiscal 2024 report, we are proud to reveal that we have met our objective, joining a select group of organizations that have taken concrete actions to reduce their environmental impacts.

Through this certification, which recognizes an organization's efforts to responsibly manage its greenhouse gas emissions, Enviro-accès confirms that Alithya is aware of the issue of climate change and is proactive in its approach.

## Data included in the inventory

- / Direct emissions (combustion in buildings, as well as refrigerant leaks from air conditioning systems in company buildings);
- / Indirect energy emissions (electricity imported by buildings);
- / Indirect transport emissions (employee travel in the course of work, travel to get to work, transport of raw and residual materials, and production of fuels consumed);
- / Indirect emissions due to products used by the organization (production of computer equipment, landfilling of residual materials, production of fuels used in buildings, and cloud computing data storage).

## Corrections to fiscal 2023 reported emissions

As stated in our previous reports, Alithya remains committed to enhancing our methodologies in accordance with the latest and most accurate industry practices as we continue our ESG journey. In executing on that commitment, improved methodologies applied to calculations of our GHG emissions inventory uncovered some inaccuracies in calculations reported in our fiscal 2023 report:

- / Emissions corresponding to the number of computers purchased during the reporting period: The updated figures reduce our indirect emissions due to products used by the organization.
- / Emissions related to employee travel: This update increased our emissions related to indirect transport.
- / Emissions linked to refrigerant gas leaks: These emissions were recalculated using the enhanced methodology applied to this current report. The numbers for fiscal 2023 did not change significantly when recalculated.

Those corrections collectively contributed to a significant discrepancy in the overall tonnage of CO<sub>2</sub>eq previously reported. In our fiscal 2023 report, we disclosed total emissions amounting to 1,792 tonnes of CO<sub>2</sub>eq, while that number has now been adjusted to 1,268 tonnes of CO<sub>2</sub>eq using the same enhanced methodology that has been applied throughout this current fiscal 2024 report.

## Fiscal 2024 emissions

From April 1, 2023, to March 31, 2024, Alithya's total GHG emissions amounted to 977 tonnes of CO<sub>2</sub>eq. Using primary sources of information, data collection was carried out through direct interviews with internal employees and from official documents, as well as through secondary sources of data collected by recognized institutions.

A majority of Alithya's operations are located in sustainable buildings (LEED, BOMA), and the company selects office locations in areas with central, easy access to public transportation. The sources of emissions that produced the most GHGs in fiscal 2024 for Alithya are, respectively, emissions due to the production of computer equipment, employee commuting, and emissions due to the disposal of waste materials, with respective totals of 180 tCO<sub>2</sub>e, 177 tCO<sub>2</sub>e, and 173 tCO<sub>2</sub>e.



## Fiscal 2024 comparison with fiscal 2023

The GHG emissions calculated for our fiscal 2024 year have been compared with the results of our fiscal 2023 year, with the results and their variations presented by category in pie charts under the section Performance. A reduction of 291 tonnes, or 23%, was observed between the two inventory periods, attributable to both the refinement in the collection and analysis of our GHG data, and to changes within the company, such as a reduction in the number of employees.

In fiscal 2024, the most significant reduction in GHG emissions is observed in the amount of computer equipment purchased compared year over year. Other notable reductions are seen in employee commuting for work, fuel production for travel and transportation, and waste production sent to landfills, which can partially be explained by a decrease in the number of employees between the two periods.

It is also worth noting that there was an increase between the two periods in emissions generated by cloud data storage, which can be attributable to more accuracy in the data obtained regarding the location of this storage. Emissions due to the production and combustion of natural gas and electricity consumption in buildings also increased, due to the opening of new offices.

## Governance

The Chief Information Officer's team is responsible for collecting information on Alithya's environmental footprint, and for providing that information to a third party to calculate Alithya's total GHG emissions. That third party is accredited as a validation and verification body in accordance with the ISO 14065 standard from the Standards Council of Canada.

Alithya has established an Environmental Committee to propose and implement tangible initiatives that demonstrate our commitment to reducing our GHG emissions.



## Performance

### Total GHG emissions

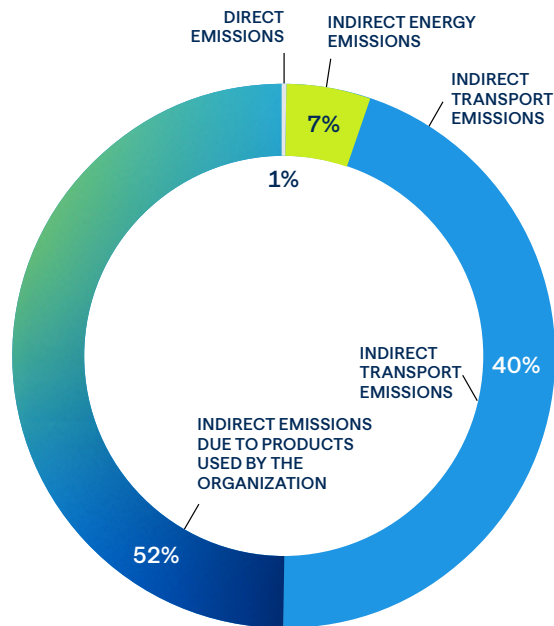
977

tonnes of CO<sub>2</sub>eq, a reduction of

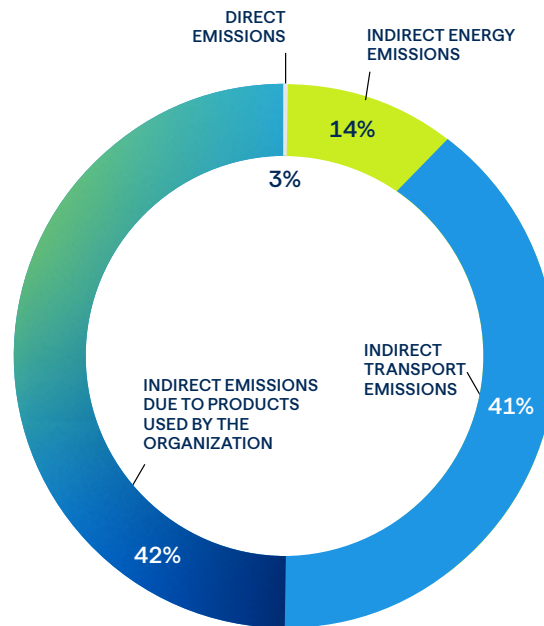
23%

year-over-year.

### Rectified fiscal 2023 total GHG emissions by source category



### Fiscal 2024 total GHG emissions by source category





# Governance

## Why it matters

In endeavoring to position ourselves as a trusted advisor offering tailored, digitally based solutions to our clients, our strong focus on trust and governance assists us in distinguishing ourselves in a highly competitive technological services market. Support for that process begins with ensuring that our stakeholders, including our clients, our employees and our investors, have confidence in our governance practices.

## Our approach

### Corporate Governance guidelines

The Corporate Governance and Nominating Committee, which is responsible for recommending director candidates to the Board, considers merit based on a balance of skills, background, experience, knowledge, and personal characteristics. The Corporate Governance and Nominating Committee also sets measurable objectives for achieving diversity and recommends them to the Board for adoption.

The Corporate Governance and Nominating Committee had established a target to have by the end of fiscal 2024 at least 30% of directors on the Board self-identifying as women, and at least one director who self-identifies as a member of a visible minority, as an Indigenous person, or as a person with a disability. Such target was achieved, as of March 31, 2024: three of the nine directors of the Board self-identified as women, representing 33% of the Board, and one director self-identified as a member of a visible minority.



## Code of Business Conduct

Given the importance attributed to our six core values, namely trust, respect, well-being, passion, integrity, and creativity, Alithya adopted a new Code of Business Conduct effective May 1, 2023, to set out a unique foundation governing the way all directors, officers, employees and subcontractors of the Company and its subsidiaries shall conduct themselves in their role at Alithya, including high standards of business practices and integrity.

The Code of Business Conduct helps guide all employees in acting responsibly and with integrity in all that we do. In addition to defining the types of behaviors that we expect, our Code of Business Conduct provides guidance for dealing with a range of situations that employees may encounter in the course of their work, both internally and externally. The Corporate Governance and Nominating Committee (CGNC) periodically reviews and makes recommendations to the Board with respect to the Code of Business Conduct and other relevant policies at least annually to ensure that they remain consistent with current industry reality, standards and trends; clearly communicate Alithya's organizational mission, values, and principles; and serve as reference guides for employees to govern everyday business conduct and decision-making.

Any exception or waiver for directors or executive officers may only be made by the Board upon recommendation from the CGNC and any exception or waiver of the provisions of the Code of Business Conduct for employees and subcontractors may only be made by the Chief Legal Officer and Corporate Secretary. No waiver has been granted to a director or executive officer in connection with the Company's Code of Business Conduct during the fiscal year ended March 31, 2024. Management periodically reports to the CGNC on compliance with the Code of Business Conduct within the organization, and the Governance Committee reviews management's monitoring of such compliance. The CGNC also oversees the public disclosure relating to the Company's Code of Business Conduct.

## Supplier Code of Business Conduct

In November 2023, Alithya adopted a new Supplier Code of Business Conduct to ensure that all aspects of Alithya's operations are driven by high standards of business conduct and ethical practices that underline the Company's core values of trust, respect, well-being, and integrity. The policy applies to all suppliers of goods and services to Alithya, excluding Alithya subcontractors who are governed by our Code of Business Conduct.

## Whistleblower Policy

Alithya has a Whistleblower Policy that offers a communication channel for the reporting of actual or suspected unethical conduct or improper activities such as accounting, auditing or other financial reporting fraud or misrepresentation, violations of laws that could result in fines or damages or that could adversely impact Alithya's reputation, unethical business conduct in violation of the Company's Code of Business Conduct or any Alithya policies or our clients' code of conduct and policies, or danger to the health, safety or well-being of our professionals and/or the general public. The Whistleblower Policy also provides the steps to follow to report such misconduct by contacting the Chair of the Audit Committee, who oversees the Company's Whistleblower Policy.

## Additional information

The Company's Code of Business Conduct and associated principal policies are available on our website at [alithya.com/en/investors/governance](https://alithya.com/en/investors/governance). Additional details on Alithya's approach to governance can be found in our fiscal 2024 Management Information Circular, which is available on our website at [alithya.com/en/alithya/investors](https://alithya.com/en/alithya/investors), as well as on the [www.sedarplus.ca](https://www.sedarplus.ca) website.

## Governance

The Board is committed to adhering to the highest standards of corporate governance. The role, specific mandate, and functioning rules of the Board and its committees are set forth in our Corporate Governance Guidelines, as well as in the Mandate of the Board of Directors and each committee's Charter.<sup>5</sup>

The Corporate Governance and Nominating Committee's primary mandate is to oversee Alithya's approach to corporate governance issues, to recommend to the Board corporate governance practices consistent with the Company's commitment to high standards of corporate governance and to address potential risks related to corporate governance matters. The Governance Committee is also responsible for identifying, and recommending to the Board, potential director candidates who possess the qualifications and skills to fulfill the Board responsibilities, and for oversight over the Company's ESG initiatives and strategy.

The Human Capital and Compensation Committee's primary mandate is to approve and recommend to the Board compensation programs, compensation policies, and processes for executive officers, as well as amendments to current incentive compensation and equity compensation plans or the adoption of new plans, in order to retain senior management employees with the skills and expertise needed to enable Alithya to achieve its goals and strategies at a fair and competitive compensation. The Human Capital and Compensation Committee also oversees Alithya's succession plan and key culture and human resources initiatives, including employee engagement, employee health and well-being, equity, and diversity and inclusion, which remain top priorities.

The Audit and Risk Management Committee is responsible for reviewing the financial statements of the Company and public disclosure documents containing financial information and to report on such review to the Board, to ensure that adequate procedures are in place for the review of public disclosure documents that contain financial information, to oversee the work and review the independence of the external auditor, and to oversee the Company's internal control over financial reporting. The Audit and Risk Management Committee also oversees the Company's overall enterprise risk management processes, including for IT systems and infrastructure, security and cybersecurity risks.

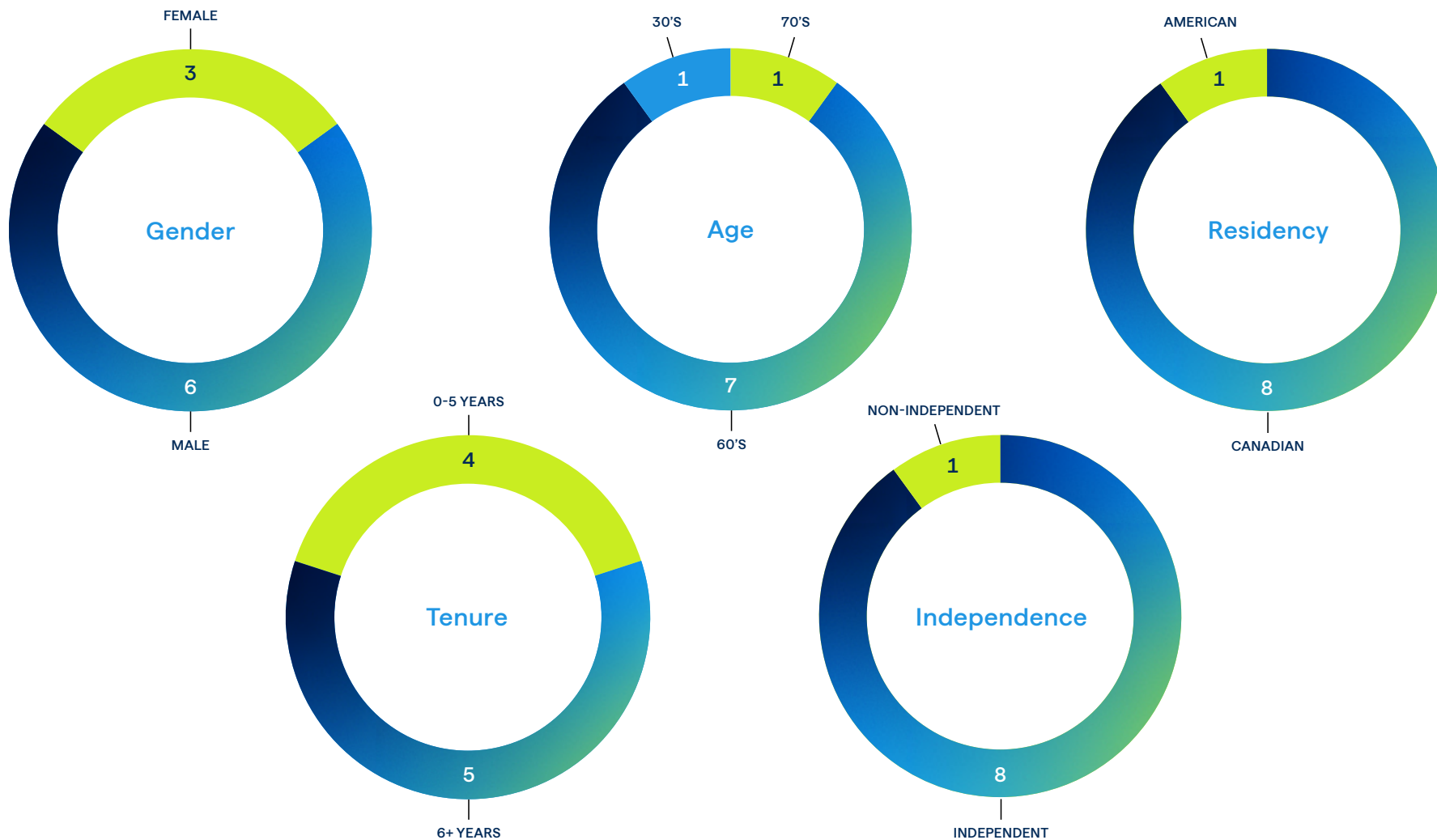
The President and CEO is responsible for leading the growth and success of Alithya. In fulfilling his responsibilities, he develops strategic plans in response to emerging opportunities and risks, and with a view to sustained profitable growth and long-term value creation. Once approved by the Board, the President and CEO subsequently oversees the implementation of such plans.

For more information on governance with respect to ESG issues, please see the Section "Board and Management Oversight of ESG" in this report.

<sup>5</sup> Our Corporate Governance Guidelines, Board Mandate and each committee's Charter can be found on our website at [alithya.com/en/investors/governance](https://alithya.com/en/investors/governance)

## Performance

The following is a snapshot of key characteristics of our directors as of March 31, 2024:





# SASB Index Software IT Services Standard

SASB standards help us identify ESG issues most relevant to our financial performance and sustainability in alignment with metrics compiled from the SASB Materiality Map for Technology and Communications - Software and IT Services.

Metric	SASB Code	Disclosure
Percentage of employees that are (1) foreign nationals and (2) located offshore	TC-SI-330a.1	(1) In respect to Alithya’s international operations, the Company does not have consolidated data on the number of employees who do not have citizenship in the country where they work. (2) As of March 31, 2024, 8% of Alithya’s workforce resides outside of its core market, which comprises Canada, the United States, and France.
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-SI-330a.3	Alithya is developing a process that will allow its employees to self-identify as part of an ethnic group. As for gender, (1) 33.2% of managers are women, and (2 and 3) 32.1% of employees are women.
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Alithya considers the voluntary and involuntary turnover rate to be confidential and, as such, does not disclose such information.
Description of policies and programs to prevent worker harassment	SV-HL-310a.4	Alithya’s Prevention of Harassment in the Workplace Policy applies globally and follows a formal program that has been put in place and that is reviewed on a continuous basis to comply with evolving laws and regulations.
Amount of legal and regulatory fines and settlements associated with (1) employment discrimination and (2) labor law violations	FB-FR-310a.4	(1 and 2) Alithya paid no legal or regulatory fines, nor had to pay any amount following disputed employment discrimination or labor law in its core market, comprised of Canada, the United States, and France.
Employee engagement as a percentage	TC-SI-330a.2	According to Alithya’s weekly pulse surveys, powered by Officevibe, the global engagement score is 8/10.

## Data Privacy

Metric	SASB Code	Disclosure
Description of policies and practices relating to behavioral Advertising and user privacy	TC-SI-220a.1	<p>Alithya has published several key documents on user privacy and behavioral advertising:</p> <ul style="list-style-type: none"> <li>/ The Employee Privacy Policy covers how Alithya collects personal information from employees, how it is stored, how long we keep it for, and how it is shared with third parties, and how they can exercise their rights regarding their information.</li> <li>/ The Privacy Policy, available on Alithya's website, describes our practices when collecting and processing external users' personal data. It includes information about how we protect their privacy and explains their rights regarding their personal data.</li> <li>/ Alithya adheres to the interest-based advertising principles of the Digital Advertising Alliance and Digital Advertising Alliance of Canada by providing external users with enhanced notice, transparency, and control of our digital marketing practices. The Cookie Policy, available on Alithya's website, explains how we use cookies and provides guidance on how users can deactivate or delete them.</li> </ul>
Number of users whose information is used for secondary purposes	TC-SI-220a.2	The Company does not specifically disclose TC-SI-220a.2.

Metric	SASB Code	Disclosure
Total amount of monetary losses incurred from legal proceedings associated with user privacy	TC-SI-220a.3	There were no monetary losses incurred from legal proceedings associated with user privacy in fiscal 2024.
(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	TC-SI-220a.4	(1) No law enforcement requests for user information, (2) no user data requests, and (3) no requests resulting in disclosure.
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	TC-SI-220a.5	This standard is not applicable to Alithya's provision of business-to-business services to its clients. It is the client and the client's products and services that may or may not be subject to government-required monitoring, blocking, content filtering, or censoring.

## Cybersecurity

(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	TC-SI-230a.1	Alithya considers this information to be confidential and, as such, does not disclose it.
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Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards

TC-SI-230a.2

Alithya's Information Security Management System provides a foundation for a risk-based approach to the development, review, and ongoing improvement of policies, processes, standards, and controls related to information security, data privacy, physical security, and business continuity. Additionally, Alithya maintains ISO 27001 and ISO 27701 certifications for a number of its services and monitors the progression of other services towards certification. Alithya also promotes internal awareness initiatives to foster a culture of security and responsibility within our workforce. For more information, see Management's Discussion and Analysis of Financial Condition and Results of Operations for the year ended March 31, 2024.

(1) Number of licenses or subscriptions,  
(2) percentage that are cloud-based

TC-SI-000.A

Alithya centrally holds information on the number of licenses and subscriptions but prefers not to make those numbers available.

(1) Data processing capacity,  
(2) percentage outsourced

TC-SI-000.B

Alithya does not hold centralized information on data processing capacity, nor on the percentage that is outsourced.

(1) Amount of data storage,  
(2) percentage outsourced

TC-SI-000.C

Alithya's on-premise and cloud-based servers were used to calculate our greenhouse gas emissions and to determine their sources. For security purposes, Alithya does not disclose the amount of data storage and the percentage that is cloud-based.

Number of (1) performance issues and (2) service disruptions; (3) total customer downtime

TC-SI-550a.1

Alithya provides several hosting options to its clients: on-premise software, hybrid cloud solutions, cloud computing services, and web services. Since Alithya integrates all IT management activities at either client facilities or in the cloud, we do not hold information on performance issues, service disruptions, or total client downtime, post-implementation.

Metric	SASB Code	Disclosure
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	TC-SI-130a.1	(1) Indirect energy-related emissions result from the use of electricity consumed in premises rented by Alithya. Data for buildings were obtained in two different forms: direct consumption data in terms of the quantity of electricity for premises leased by Alithya and, for missing data, an extrapolation from the electricity consumption of one of the buildings occupied by Alithya, by square meter area ratio, was carried out. In fiscal 2024, the total energy consumed was 1,773,001 kWh. Indirect emissions due to energy consumption amounted to 134 tonnes of CO <sub>2</sub> eq. (2) Even if an important proportion of Alithya's operations are located in sustainable buildings (LEED, BOMA), the company does not have data on whether or not those buildings produce some of their own energy. (3) Furthermore, 57% of our office spaces are situated in Quebec and Ontario, regions where 99.6% and 92% of energy production, respectively, is sourced from renewable energy, according to the Canadian Energy Regulator. Alithya does not have comparable information on the type of energy produced for its US and international operations.
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	Alithya does not have data pertaining to water consumption in its facilities, however we believe the number to be relatively insignificant given that most of Alithya's operations are conducted remotely.
Discussion of the integration of environmental considerations into strategic planning for data center needs	TC-SI-130a.3	Alithya understands the importance of clearly establishing the impact of the entirety of its operations, including the associated effects of cloud-hosting hardware. With technology at the core of its business model, Alithya will continue to monitor how its cloud partners are creating efficiency gains by investing in next-generation computing, storage, and heat removal technologies, which will be required to avoid steep energy use growth.

<sup>4</sup> Government of Canada. Canada's Renewable Power. CER – Canada's Renewable Power – Quebec and Ontario. CER – Canada's Renewable Power – Quebec (cer-rec.gc.ca)

Metric	SASB Code	Disclosure
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1	Alithya’s direct emissions (Scope 1) accounted for 3% of its total emissions, or 32 tonnes of CO2.
Discussion of long-term and short-term strategy or plan to make Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	In our three-year strategic plan launched on April 1, 2024, Alithya commits to sustainability by aiming to initiate proactive steps towards attaining Carbon Neutrality Certification (Level 2) in the future. This initiative underscores our dedication to environmental responsibility and aligns with our long-term vision for a more sustainable future.

Metric	SASB Code	Disclosure
Total amount of monetary losses due to legal proceedings associated with anti-competitive behavior regulations	TC-SI-520a.1	No losses were reported in fiscal 2024 regarding legal proceedings associated with anti-competitive behavior regulations. Should material monetary losses occur in the future, they would be disclosed in Alithya’s quarterly Management Discussion and Analysis.
Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	Alithya’s Business Continuity Management program was developed to ensure human safety, and to provide effective resilience, recovery, and contingency capabilities for ensuring the continued delivery of Alithya services. Forming part of the Alithya Information Security Management System, the Program is designed to respond to identifiable risks including unavailability of facilities, IT systems, and the Alithya workforce. Our Alithya Business Continuity Policy has been approved by the Privacy and Security Management Committee.
Percentage of gender and racial/ethnic group representations for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	FN-AC-330a.1	<p>As of March 31, 2024, three of the nine directors of the Board self-identified as women, representing 33% of the Board, and one director self-identified as a member of a visible minority. As of March 31, 2024, Alithya did not compile information about the ethnic origins of its managers, however gender at the management level includes:</p> <ul style="list-style-type: none"> <li>/ 33.2% of managers are women</li> <li>/ 2 out of 6 members of the Executive Committee (CEO, COO, CFO, CLO, CIO, and CHCO) were women</li> <li>/ 32.1% of Alithya employees are women</li> </ul>



Metric	SASB Code	Disclosure
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	EM-SV-530a.1	Alithya monitors changes to legislation, regulations, and/or rules that address environmental and social factors that affect the Company on an ongoing basis and analyzes them to ensure compliance once they have entered into force.
Description of whistleblower policies and procedures	FN-AC-510a.2	Alithya's Whistleblower Policy and Code of Business Conduct are both available in the Governance section of our website. Please refer to the Whistleblower Policy sub-section. Alithya's Supplier Code of Conduct is also available on our website.
Description of the management system for prevention of corruption and bribery throughout the value chain	RT-AE-510a.3	Alithya is subject to the anti-corruption and anti-bribery laws of Canada, the United States, and other jurisdictions in which it operates. We believe in fair, free, and open markets and have zero-tolerance for corruption. Our anti-corruption and anti-bribery approach, as well as mechanisms for reporting such behaviors, are addressed in our Code of Business Conduct, available in the Governance section of our website as well as in our Supplier Code of Conduct available on our website.

# Forward-looking statements, non-IFRS and other financial measures

## Forward-looking statements

This ESG Report contains statements that may constitute “forward-looking information” within the meaning of applicable Canadian securities laws and “forward-looking statements” within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and other applicable U.S. safe harbours (collectively “forward-looking statements”). Statements that do not exclusively relate to historical facts, as well as statements relating to management’s expectations regarding the future growth, results of operations, performance and business prospects of Alithya, and other information related to Alithya’s business strategy and future plans, or which refer to the characterizations of future events or circumstances represent forward-looking statements. Such statements often contain the words “anticipates,” “expects,” “intends,” “plans,” “predicts,” “believes,” “seeks,” “estimates,” “could,” “would,” “will,” “may,” “can,” “continue,” “potential,” “should,” “project,” “target,” and similar expressions and variations thereof, although not all forward-looking statements contain these identifying words.

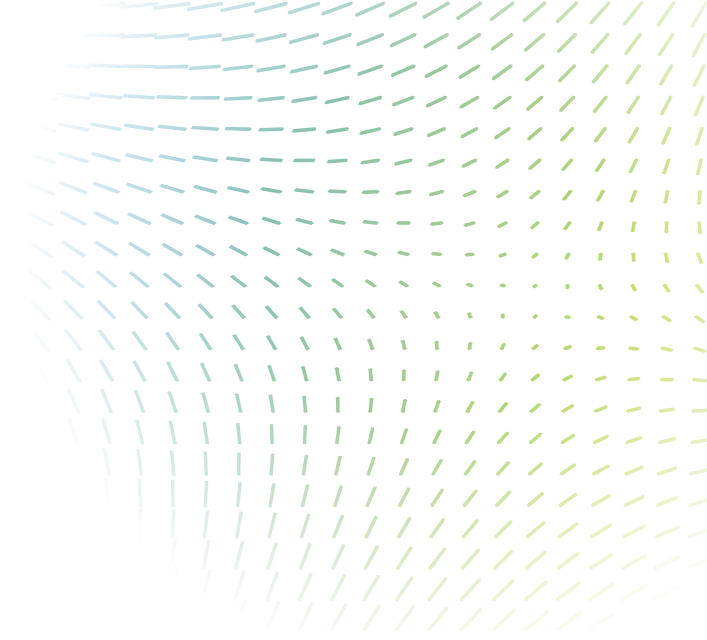
Forward-looking statements in this ESG Report include, among other things, information or statements about: (i) the goals set in our three-year strategic plan and our ability to achieve them; (ii) our ability to develop our business, including by

broadening the scope of our service offerings, by leveraging AI, our geographic presence, our expertise, and our integration offerings, by entering into new contracts and penetrating new markets, and by increasing our offshore activities; (iii) our strategy, future operations, and prospects, including our expectations regarding future revenue resulting from bookings and backlog and providing stakeholders with long-term growing return on investment; (iv) our expectations regarding our financial performance, including our revenues and profitability; (v) our ability to retain and attract qualified employees, maintain employee engagement and enhance employee experience; (vi) our ability to identify suitable acquisition targets and realize the expected synergies or cost savings relating to the integration of our business acquisitions, and (vii) our ability to balance, meet and exceed the needs of our stakeholders.

Forward-looking statements are presented for the sole purpose of assisting investors and others in understanding Alithya’s objectives, strategies and business outlook as well as its anticipated operating environment and may not be appropriate for other purposes. Although management believes the expectations reflected in Alithya’s forward-looking statements were reasonable as at the date they were made, forward-looking statements are based on the opinions, assumptions and estimates of management and, as such, are subject to a variety of risks and uncertainties and other factors, many

of which are beyond Alithya’s control, and which could cause actual events or results to differ materially from those expressed or implied in such statements.

Such risks and uncertainties include but are not limited to those discussed in the section titled “Risks and Uncertainties” of Alithya’s Management’s Discussion and Analysis for the year ended March 31, 2023, as well as in Alithya’s other materials made public, including documents filed with Canadian and U.S. securities regulatory authorities from time to time and which are available on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com) and EDGAR at [www.sec.gov](http://www.sec.gov). Additional risks and uncertainties not currently known to Alithya or that Alithya currently deems to be immaterial could also have a material adverse effect on its financial position, financial performance, cash flows, business or reputation. Forward-looking statements contained in this ESG Report are qualified by these cautionary statements and are made only as of the date of this ESG Report. Alithya expressly disclaims any obligation to update or alter any forward-looking statements, or the factors or assumptions underlying them, whether as a result of new information, future events or otherwise, except as required by applicable law. Investors are cautioned not to place undue reliance on forward-looking statements since actual results may vary materially from them.



## Non-IFRS and other financial measures

Alithya reports its financial results in accordance with IFRS. This ESG Report includes certain supplementary financial measures and ratios which have not been prepared in accordance with IFRS and other financial measures. Adjusted EBITDA, Adjusted EBITDA Margin, and Adjusted Net Earnings are non-IFRS measures and Bookings, Book-to-Bill Ratio and Gross Margin as a Percentage of Revenues are other financial measures used in this ESG Report. These measures are provided as additional information to complement IFRS measures by providing further understanding of Alithya's results of operations from management's perspective. These measures do not have any standardized meaning prescribed by IFRS and are therefore

unlikely to be comparable to similar measures presented by other companies. They should be considered as supplemental in nature and not as a substitute for the related financial information prepared in accordance with IFRS. They are used to provide investors with additional insight into Alithya's operating performance and thus highlight trends in Alithya's business that may not otherwise be apparent when relying solely on IFRS measures. Please refer to section 5 titled "Non-IFRS and Other Financial Measures" of Alithya's management's discussion and analysis for the years ended March 31, 2024, March 31, 2023, and March 31, 2022, filed on SEDAR+ at [www.sedarplus.com](http://www.sedarplus.com) and EDGAR at [www.sec.gov](http://www.sec.gov), which sections are hereby incorporated by reference in this ESG Report, for an explanation of the composition and usefulness of these non-IFRS and other financial measures.

The following table reconciles net loss to Adjusted Net Earnings for the years ended March 31, 2024, 2023, and 2022:

	For the year ended March 31		
(in \$ thousands)	2024	2023	2022
<b>Net earnings (loss)</b>	<b>(16,660)</b>	<b>(30,097)</b>	<b>(15,548)</b>
Business acquisition, integration and reorganization costs	3,384	18,079	11,617
Amortization of intangibles	23,095	27,497	14,285
Share-based compensation	6,257	8,112	4,454
Impairment of property and equipment and right-of-us assets	1,462	2,758	—
Income tax related to deferred tax asset recognized on purchase price allocation	—	(6,026)	—
Income tax expense related to above items	(3,930)	(5,581)	(4,218)
Depreciation	5,913	6,536	5,435
<b>Adjusted Net Earnings<sup>12</sup></b>	<b>13,608</b>	<b>14,742</b>	<b>10,590</b>
Basic and diluted earnings (loss) per share	(0.17)	(0.32)	(0.18)
Adjusted Net Earnings per Share <sup>12</sup>	0.14	0.16	0.12

1 Non-IFRS measure. See section 5 titled "Non-IFRS and Other Financial Measures" of Alithya's MD&A for the year ended March 31, 2024, 2023, and 2022 filed on SEDAR at [www.sedar.com](http://www.sedar.com) and on EDGAR at [www.sec.gov](http://www.sec.gov).

2 Figures for the year ended March 31, 2024 reflect adjustments for certain changes to the calculations and assumptions.

The following table reconciles net loss to EBITDA and Adjusted EBITDA for the years ended March 31, 2024, 2023, and 2022:

For the year ended March 31

(in \$ thousands)	2024	2023	2022
<b>Revenues</b>	<b>491,125</b>	<b>522,701</b>	<b>437,885</b>
<b>Net loss</b>	<b>(16,660)</b>	<b>(30,097)</b>	<b>(15,548)</b>
Net financial expenses	11,857	9,335	4,579
Income tax (recovery) expense	61	(6,257)	(3,027)
Depreciation	5,913	6,536	5,435
Amortization of intangibles	23,095	27,497	14,285
<b>EBITDA<sup>1</sup></b>	<b>24,266</b>	<b>7,014</b>	<b>5,724</b>
EBITDA Margin <sup>1</sup>	4.9%	1.3%	1.3%
<i>Adjusted for:</i>			
Foreign exchange loss (gain)	102	159	(26)
Share-based compensation	6,257	8,112	4,454
Business acquisition, integration and reorganization costs	3,384	18,079	11,617
Impairment of property and equipment and right-of-us assets	1,462	2,758	—
Internal ERP systems implementation	—	—	840
<b>Adjusted EBITDA<sup>1</sup></b>	<b>35,471</b>	<b>36,122</b>	<b>22,609</b>
Adjusted EBITDA Margin <sup>1</sup>	7.2%	6.9%	5.2%

<sup>1</sup> Non-IFRS measure. See section 5 titled "Non-IFRS and Other Financial Measures" of Alithya's MD&A for the year ended March 31, 2024, 2023, and 2022 filed on SEDAR at [www.sedar.com](http://www.sedar.com) and on EDGAR at [www.sec.gov](http://www.sec.gov).