

To: Sophie Larivière-Mantha, Eng., MBA, ASC President of the Ordre des ingénieurs du Québec

From: Jacques Lamarre
Retired engineer, former president and CEO of SNC-Lavalin

Date: August 13, 2025

Madam President,

I have been a member of the Order of Engineers for 59 years. Today, it is with regret that I find myself obliged to hand in my resignation, considering that the bond of trust with the Order has been definitively broken.

I have had a career of which I am proud, especially the years when I had the honor of leading SNC-Lavalin. When I took over the reins of the company in 1996, the company was going through a difficult period. With the contribution of a first-rate team, we have been able to make it a flagship of the Quebec and Canadian economy.

At the beginning of 2009, when I left the management, the company had three solid assets to ensure its sustainability. I was extremely pleased with such an accomplishment under my tenure. The three assets are:

1. Financial Asset

Financial assets generated more than \$6 billion in profit:

- The 16.77% interest in Highway 407 represents nearly \$7 billion in profit (since the book value was zero) as its last tranche (6.76%) was recently sold for \$2.8 billion.
- Alberta's high-voltage electrical transmission system, sold to Berkshire Hathaway for \$3.2 billion, generated a minimum profit of \$1.2 billion.
- Other assets such as the head office building, the stake in the nickel mine in Madagascar, etc., have produced at least \$500 million more.

In addition, the balance sheet showed \$1 billion in cash, with recourse debt limited to \$100 million, had a net worth of \$900 million.

2. Technical Asset

- Nuclear expertise was developed, leading to the acquisition of Canada's CANDU technology. Despite the unfavourable context at the time (in particular the closure of Gentilly-2), we bet on the future. Today, this technology is a growth lever for AtkinsRealis.

Three light rail projects were completed in Ankara, Kuala Lumpur and Vancouver (Canada Line), all delivered on time and without claims. The Vancouver project is recognized as one of the most reliable and punctual in the Americas.

3. Community Asset

- SNC-Lavalin, considering the bad reputation of the City of Laval at the time, refused to do business with it, unlike many engineering firms that were active there.
- In 2010, I personally wrote to the Prime Minister's Office to request an inquiry into the construction industry. The Minister of Labour at the time, Lise Thériault, set up a working group on union placement, in which I participated, out of conviction.
- This group made recommendations that were quickly legislated. Its impact was greater than several commissions of inquiry.

On the strength of this career and its achievements, it is with dismay that I learned of the decision of the Disciplinary Council, which acquitted me of seven counts, but held me responsible for seven others. I am deeply disappointed by this decision and undermines the bond of trust that must exist between a professional order and its members. Without going through all the irregularities, let me mention the following:

- **Biased testimony:** The Syndic of the Order chose to believe witnesses in a conflict of interest, to whom he offered immunity, and who were found guilty elsewhere of acts committed without my knowledge to the detriment of SNC-Lavalin, and of which they are trying to impute knowledge to me.
- **Unfair procedure:** The Syndic of the Order decided to file a complaint with 14 counts of offence even though I no longer practice as an engineer and left SNC-Lavalin in 2009, more than 16 years ago. The Disciplinary Council also recognized that these delays were "very long" and unjustified. More than 150,000 pages were sent to me in bulk, with duplicates, unrelated to the charges. Such treatment is unacceptable and constitutes a serious lack of procedural fairness.
- **Limited activity of municipal engineering:** This represented 0.1% of SNC-Lavalin's activities, led by qualified professionals, with clear instructions not to work with the City of Laval. If I had known the facts that were later revealed to the Charbonneau Commission, I would have closed this division. I also offered my full cooperation to the investigators of the Charbonneau Commission, which did not find any adverse conclusions against me.
- **Libyan affair:** As soon as I arrived as CEO, I took over a problematic project in Libya, in which some executives of SNC-Lavalin's construction division, with the complicity of Saadi Gaddafi, defrauded the company without my knowledge. Informed in 2012 by the Swiss

authorities, I immediately denounced these practices, cooperated with the investigation and have never been prosecuted in this regard. Moreover, the Council exonerated me of any involvement in the Gaddafi yacht affair, just as it was in the Jacques Cartier Bridge case.

Conclusion

Faced with an unjust and unreasonable decision by the Disciplinary Council, and considering the Order's relentlessness towards me, I am now submitting my resignation as a member, subject to all my rights.

I have always defended engineering as a profession based on rigor, competence and integrity. I leave with a clear conscience, my head held high, and the conviction that I have acted in the interest of my profession and my country.