

# Interim Condensed Consolidated Statements of Financial Position

(Unaudited)

(In millions of Canadian dollars)	Notes	Sep 30, 2020 \$	Dec 31, 2019 \$
<b>ASSETS</b>			
<b>Current</b>			
Cash and deposits	5	228.4	223.5
Trade and other receivables	6	731.4	817.7
Unbilled receivables		435.3	374.2
Contract assets		76.8	67.5
Income taxes recoverable		55.7	36.2
Prepaid expenses		37.7	42.9
Other assets	8	37.8	18.1
<b>Total current assets</b>		<b>1,603.1</b>	<b>1,580.1</b>
<b>Non-current</b>			
Property and equipment		269.0	286.5
Lease assets	7	500.2	558.5
Goodwill	15	1,685.9	1,651.8
Intangible assets	15	183.1	219.6
Investments in joint ventures and associates		9.7	8.8
Net employee defined benefit asset	11	37.3	26.0
Deferred tax assets		31.4	31.9
Other assets	8	184.7	198.3
<b>Total assets</b>		<b>4,504.4</b>	<b>4,561.5</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Current</b>			
Bank indebtedness	5	31.9	19.5
Trade and other payables		567.5	576.4
Lease liabilities	7	105.3	99.9
Deferred revenue		186.8	199.2
Income taxes payable		30.5	28.4
Long-term debt	9	40.9	46.9
Provisions	10	22.6	23.9
Other liabilities	12	12.0	12.1
<b>Total current liabilities</b>		<b>997.5</b>	<b>1,006.3</b>
<b>Non-current</b>			
Lease liabilities	7	533.7	589.0
Income taxes payable		10.7	11.6
Long-term debt	9	605.2	814.0
Provisions	10	110.2	89.1
Net employee defined benefit liability	11	76.3	85.2
Deferred tax liabilities		79.3	73.2
Other liabilities	12	38.7	16.0
<b>Total liabilities</b>		<b>2,451.6</b>	<b>2,684.4</b>
<b>Shareholders' equity</b>			
Share capital	13	938.1	879.8
Contributed surplus		13.9	23.9
Retained earnings		995.9	917.7
Accumulated other comprehensive income		103.7	54.1
<b>Total shareholders' equity</b>		<b>2,051.6</b>	<b>1,875.5</b>
<b>Non-controlling interests</b>		<b>1.2</b>	<b>1.6</b>
<b>Total liabilities and equity</b>		<b>4,504.4</b>	<b>4,561.5</b>

See accompanying notes

# Interim Condensed Consolidated Statements of Income

(Unaudited)

	Notes	For the quarter ended September 30,		For the three quarters ended September 30,	
		2020 \$	2019 \$	2020 \$	2019 \$
(In millions of Canadian dollars, except per share amounts)					
<b>Continuing operations</b>					
<b>Gross revenue</b>		<b>1,177.9</b>	1,241.5	<b>3,604.0</b>	3,617.1
Less subconsultant and other direct expenses		<b>261.4</b>	288.9	<b>781.2</b>	806.8
<b>Net revenue</b>		<b>916.5</b>	952.6	<b>2,822.8</b>	2,810.3
Direct payroll costs	16	<b>437.4</b>	436.5	<b>1,347.3</b>	1,288.2
<b>Gross margin</b>		<b>479.1</b>	516.1	<b>1,475.5</b>	1,522.1
Administrative and marketing expenses	7,13,16	<b>324.1</b>	355.6	<b>1,035.4</b>	1,085.1
Depreciation of property and equipment		<b>14.3</b>	15.1	<b>43.7</b>	43.5
Impairment of lease assets	7	<b>0.2</b>	—	<b>11.9</b>	—
Depreciation of lease assets	7	<b>29.6</b>	29.3	<b>89.8</b>	85.2
Amortization of intangible assets		<b>13.6</b>	17.0	<b>41.4</b>	50.0
Net interest expense	7,9	<b>11.5</b>	17.2	<b>39.0</b>	52.1
Other net finance expense		<b>0.9</b>	1.2	<b>3.3</b>	3.8
Share of income from joint ventures and associates		<b>(0.9)</b>	(0.3)	<b>(1.1)</b>	(0.7)
Foreign exchange loss (gain)		<b>0.3</b>	1.5	<b>(0.2)</b>	4.2
Other (income) expense	17	<b>(2.1)</b>	0.2	<b>6.1</b>	(6.3)
<b>Income before income taxes and discontinued operations</b>		<b>87.6</b>	79.3	<b>206.2</b>	205.2
<b>Income taxes</b>					
Current		<b>25.4</b>	15.4	<b>55.6</b>	30.0
Deferred		<b>0.1</b>	6.1	<b>6.4</b>	23.2
<b>Total income taxes</b>		<b>25.5</b>	21.5	<b>62.0</b>	53.2
<b>Net income for the period from continuing operations</b>		<b>62.1</b>	57.8	<b>144.2</b>	152.0
<b>Discontinued operations</b>					
Net income from discontinued operations, net of tax	4	—	—	<b>10.2</b>	—
<b>Net income for the period</b>		<b>62.1</b>	57.8	<b>154.4</b>	152.0
Weighted average number of shares outstanding - basic		<b>111,898,810</b>	111,539,779	<b>111,537,905</b>	111,672,688
Weighted average number of shares outstanding - diluted		<b>112,403,434</b>	111,547,779	<b>111,957,863</b>	111,672,688
Shares outstanding, end of the period		<b>112,100,709</b>	111,293,111	<b>112,100,709</b>	111,293,111
<b>Earnings per share, basic and diluted</b>					
Continuing operations, basic		<b>0.55</b>	0.52	<b>1.29</b>	1.36
Discontinued operations, basic		—	—	<b>0.09</b>	—
<b>Total basic earnings per share</b>		<b>0.55</b>	0.52	<b>1.38</b>	1.36
Continuing operations, diluted		<b>0.55</b>	0.52	<b>1.29</b>	1.36
Discontinued operations, diluted		—	—	<b>0.09</b>	—
<b>Total diluted earnings per share</b>		<b>0.55</b>	0.52	<b>1.38</b>	1.36

See accompanying notes