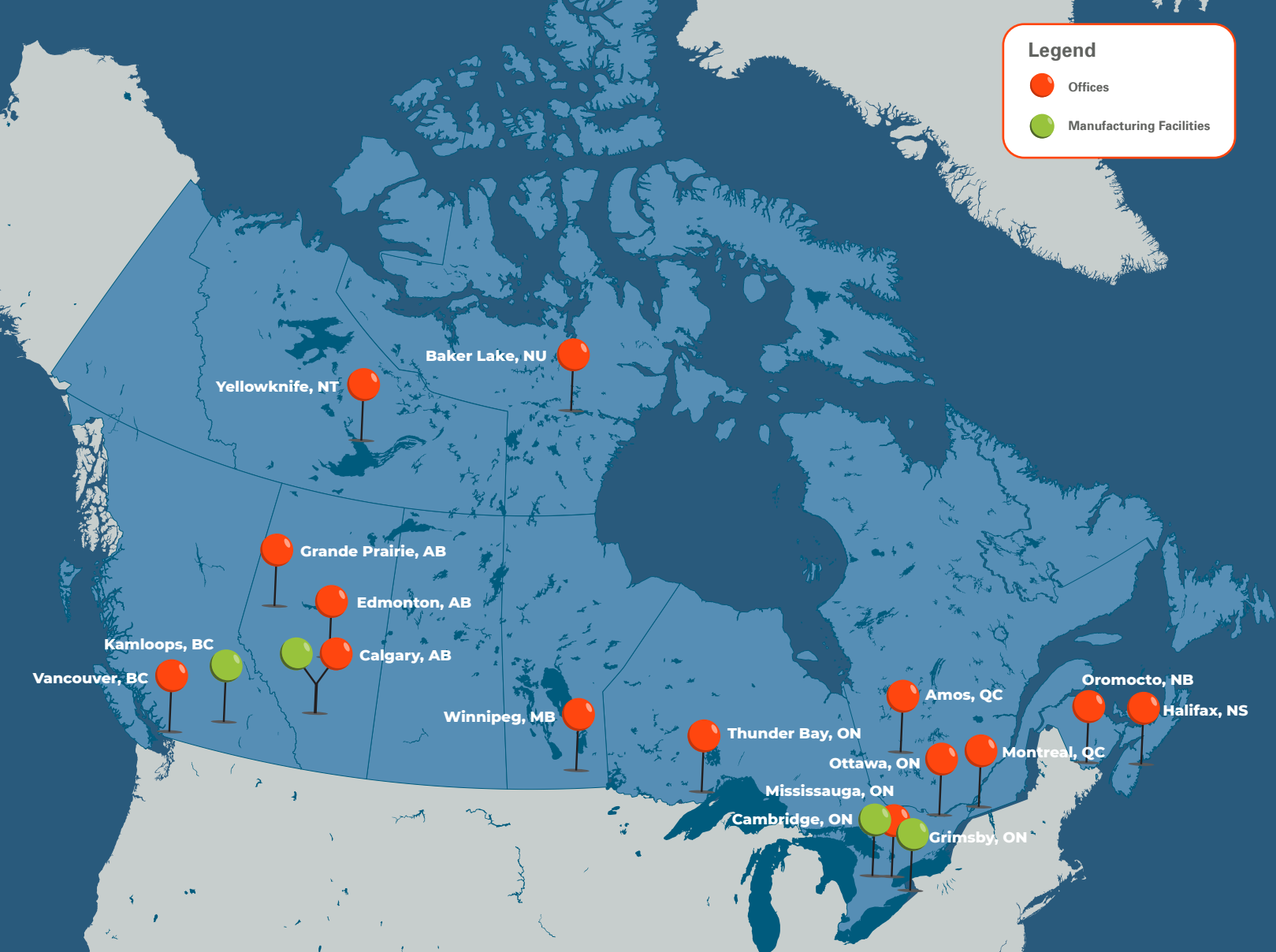




2020 Environmental, Social and Governance Report

STRONGER

BUSINESS | ENVIRONMENT | COMMUNITIES



PAN-CANADIAN INFRASTRUCTURE SUPPORT SERVICES



Solutions for Space and Infrastructure

- Project Delivery
- Modular Solutions
- Asset Management
- Operations, Maintenance and Repair
- Utilities Management



Solutions for People and Organizations

- Customer Care
- Workplace Services
- Food Services
- Workforce Accommodations
- Housekeeping and Environmental Services
- Security and Emergency Response
- Supply and Logistics

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CEO MESSAGE



CEO MESSAGE

Building a stronger business through Environmental, Social, and Governance.

I would like to thank all Dexterra Group’s stakeholders for the continued opportunity to earn your trust and create value. Dexterra Group exists to enable the higher performance and productivity of our clients and to play a vital role in our communities and economies. We achieve this by delivering quality solutions to create, manage and operate infrastructure, solutions that are powered by passionate, dedicated people.

Our inaugural Environmental, Social and Governance (ESG) Report offers a chance to highlight in greater detail our culture, commitment, and approach to building a resilient organization that creates value for stakeholders and has positive impact on the communities in which we live and work. The word that permeates each of our three pillars of sustainability is Stronger – stronger business, stronger environment, and stronger communities. Our focus on ESG initiatives is with those outcomes in mind.

While we are focused on continuous improvement, we are also proud of what we have accomplished in 2020. From a strong commitment to diversity and inclusion to industry-leading health, safety, environment, and quality practices to outreach and support programs that benefit Indigenous communities and others, we are creating a stronger Dexterra Group for shareholders, clients, employees, and partners. The COVID-19 pandemic continues to challenge us and no doubt we will face other obstacles in the future. However, with our engagement in ESG initiatives and our values of Accountability, Diversity, Partnership and Trust, we are on the right path for continued growth and sustainable success, all while living a commitment to being a good corporate citizen.

I thank you for your support on our journey.

John Mac Cuish
Chief Executive Officer, Dexterra Group

STATEMENT OF COMMITMENT

Strengthening our organization through Environment, Social, and Governance.

Dexterra Group fully recognizes the importance of sustainability initiatives including Environmental, Social, and Governance (ESG) activities in developing and strengthening our organization. Through our approach we aim to take a leadership role by advancing understanding of sustainability, developing strategic partnerships and implementing best practice to reduce the impact of our operations on the environment and contribute positively to the communities in which we live and work.

To achieve this goal, we aim to:

- Uphold high standards of governance
- Promote sustainable business models and practices
- Limit our environmental impact
- Keep our employees safe and healthy
- Be a responsible and inclusive employer; and
- Engage positively with communities and stakeholders where we operate

We are committed to upholding the key principles of sustainable management, namely, inclusivity, integrity, stewardship and transparency and will strive to continually improve our performance.

Management and Delivery of ESG

We will ensure the delivery against our objectives through the following measures:

- Embedding ESG principles and practices into the day-to-day management, including our meetings, events, offices and our travel
- Setting objectives and targets relevant to our organization and its ESG priorities that will drive innovation, best practice and knowledge sharing
- Ensuring our employees understand this commitment and are encouraged to be champions of ESG across the organization
- Developing active multi stakeholder engagement to help leverage the opportunities provided by our leadership role in ESG
- Procuring goods and services sustainably with an emphasis on supplier diversity, fair employment and environmental attributes, as well as other social and ethical criteria as appropriate and applied to our value chain

Our Board of Directors is ultimately responsible for establishing the overall approach to ESG for the organization and our leaders are accountable for delivering against this commitment.



Enabling the higher performance and productivity of our clients and playing a vital role in our communities and economies.

WHO WE ARE

What do we do?

Powered by passionate people, we deliver quality solutions for the creation, management, and operation of infrastructure.

How do we create value?

We create value for clients by maintaining and enhancing the integrity of their environments, optimizing the utility of their assets, and by delivering infrastructure to support their organizational goals.

We create value for our people by promoting a healthy, safe, and inclusive work culture, supporting their career objectives with opportunities for growth and development, and by inspiring employees to embrace initiative and drive innovation.

We create value for business partners through the collaborative pursuit of economic opportunity, respecting the needs and goals of each partner as we deliver on a common purpose.

We create value for shareholders by delivering sustained profitable growth, by investing in high value opportunities, and by exercising excellent financial stewardship.

THE VALUES WE LIVE BY



ACCOUNTABILITY

We don't just walk by. We own our successes and setbacks. If we see something wrong, we act to resolve it. If we see something right, we celebrate it.



DIVERSITY

Everyone has a voice. Sharing is how we learn. It's how we make progress and move forward as a team.



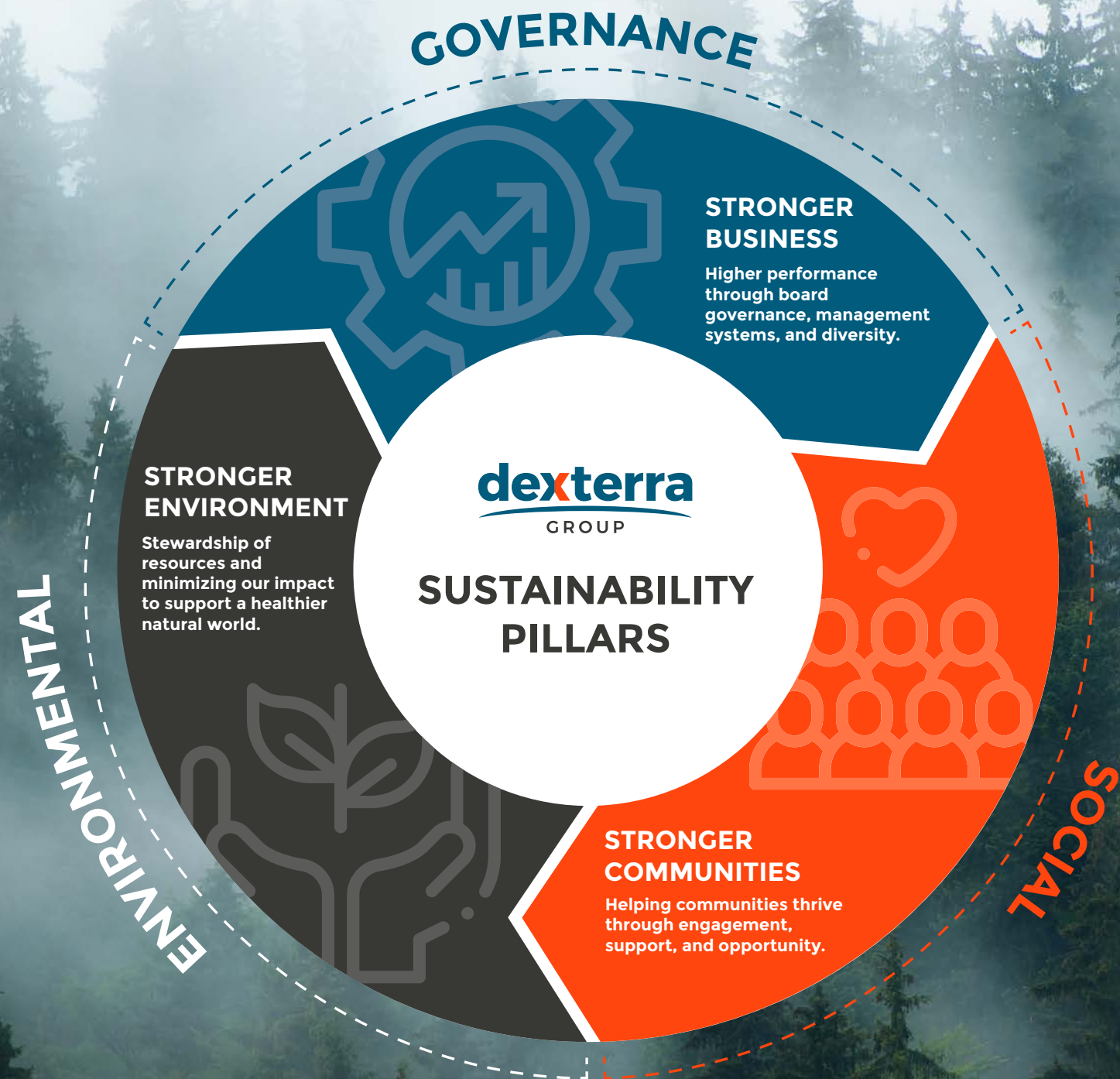
TRUST

Our actions speak louder than our words. Trust is earned through clarity, compassion and competence. It is our commitment to our clients, our colleagues and our communities.



PARTNERSHIP

Service is what we sell. By asking for, listening to and acting on client feedback, we create long-term, successful partnerships.



OUR SUSTAINABILITY PILLARS

A strategic approach to Environment, Social, and Governance

Our three pillars of sustainability guide our approach to environmental, social, and governance (ESG) initiatives while illustrating the value such activities bring to our organization and the communities and economies in which we operate.

Governance

Building a Stronger Business

Dexterra Group has in place corporate governance practices that comply with all applicable rules and policies of the Canadian Securities Administrators and the practices set out therein. Our Board of Directors is responsible for the stewardship of the corporation as outlined in the board mandate. This includes responsibility for establishing the overall approach to ESG. The Board has established an Audit Committee, a Corporate Governance and Compensation Committee, and an Enterprise Risk Management Committee; each of which has a written charter outlining its purpose, structure, authority, and responsibilities. The Board has approved a Code of Business Conduct and Ethics applicable to all directors, officers, and employees of the company and has established a Whistleblower Policy and procedure. The Board's oversight of our business activities ensures not just legal and regulatory compliance but also responsible, sustainable, and ethical decision making. Through our conduct we seek fair dealing with securityholders, clients, suppliers, competitors, and employees.

The Board's assessment of our organization's overall performance extends beyond just financial measures to include performance indicators on health and safety and the retention of key personnel. The corporate performance scorecard measures health and safety using the Total Recordable Injury Rate (TRIR) and employee retention using management turnover.

We have the tools and processes in place to identify business risks and deploy appropriate controls and mitigation strategies accordingly. We regularly engage internal and external stakeholders through multiple channels ensuring we remain current with industry trends, emerging issues, and the evolving expectations of securityholders, clients, partners, and employees. Our approach to stakeholder engagement supports continuous improvement in a meaningful way.

Dexterra Group believes every employee should come to work and go home safely. We are committed to the elimination and ongoing reduction of occupational injuries and illness in our operations, and to promote and maintain a safe and healthy workplace for all occupants within our facilities and operations. Dexterra Group has adopted a Health, Safety, Environment, and Quality (HSEQ) Policy embodying our commitment to preventing work-related physical and psychosocial injuries and illnesses, providing safe and healthy workplaces, eliminating hazards, reducing our overall environmental footprint, and promoting quality excellence in everything we do.

Our integrated approach to HSEQ embeds process thinking and continuous improvement into our integrated management system. The management system is shared extensively with our workforce and engages all levels of leadership to ensure accuracy, relevance, compliance, and conformance to our requirements.



To learn more about
Dexterra Group visit:

<https://www.youtube.com/watch?v=6li7vy1IMXM>

Key tenets of our management system include:



Leadership
and Employee
Participation



Risk & Hazard
Anticipation,
Evaluation and
Control



Competency



Communication



Emergency
Management &
Response



Incident
Investigation &
Analysis



Occupational &
Personal Health



Environmental
Stewardship



Stakeholder
Engagement



Performance &
Evaluation

The system meets, and often exceeds, stringent legislative requirements and other standards such as ISO 14001, 45001, 9001, WSIB Safety Excellence and Certificate of Recognition programs in multiple provinces.

In a world of digitization and information technology, secure management of our information is integral in ensuring the continued protection of our people, data, and processes. Dexterra Group's IT team follows the NIST Cybersecurity Framework (Identify, Protect, Detect, Respond, Recover); implemented with dedicated resources, continually improving tools, and reinforced with regular testing and training.

The quality of our people, their engagement and focus are significant factors in our performance. We are investing in the resources and programming to attract, retain and develop high-quality talent across the organization while working to cultivate a culture of positive engagement and performance. We engage with employees regularly and provide leaders with the training and tools they need to be successful. Diversity is one of our core values and an essential element in building our culture for long-term success. Dexterra Group has adopted a Diversity and Inclusion policy reflective of this commitment and we are an employer partner with the Canadian Centre for Diversity and Inclusion, an industry-leading organization designed to help employers effectively address the full picture of diversity, equity and inclusion within the workplace.

Environment

Reducing Our Impact on the Natural World

Our engagement with environmental initiatives extends not only to the immediate impact of our organization but also enabling our clients to meet their environmental performance objectives. Working collaboratively with clients and suppliers we strive to be best in class at reducing waste; managing use of water, energy, and raw materials; and protecting biodiversity wherever we operate.

Our business units undertake significant waste diversion activities every year including construction

waste reduction initiatives in our modular building business, food waste reduction programs at our remote lodges, and waste diversion initiatives on-behalf of our clients as part of our sustainable facilities management solutions. We support the implementation of technologies and tools that improve the management of energy and water in our client's facilities and enable low-carbon operations.

Dexterra Group's approach to environmental management is reflected in our integrated management system and meets the stringent legislative requirements in the jurisdictions in which we operate and the ISO 14001 Environmental Management standard.

Social

Supporting the Communities in which We Live and Work

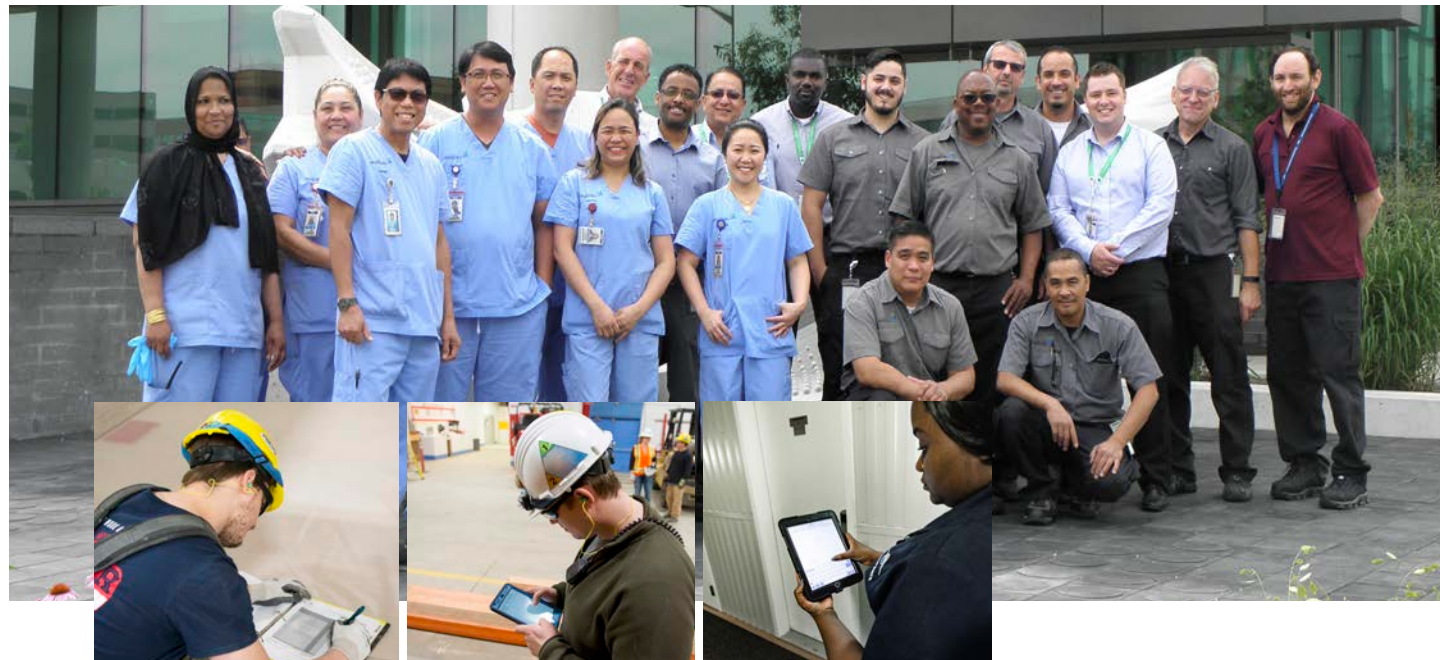
Dexterra Group plays a vital role in communities and economies across Canada and we are committed to contributing positively to the places in which we live and work. In alignment with our values, building transparent, lasting, and mutually beneficial relationships is important to the success of our business. From an emphasis on local hiring to participation in business associations to charitable support, we understand that our activities and engagement can lead to outcomes that both benefit the business and strengthen communities.

We adopt a decentralized approach to community engagement, encouraging local teams and leaders to participate in community activities and programs that are important to them and make the most sense for their operation. We meaningfully participate on committees, boards, and forums to share perspectives, lessons learned, and our passion for making our communities and work environments better. Our focus areas for community engagement, which serve as the foundation for our outreach and support programs include: Mental Health and Safety, Protecting the Environment; Supporting Indigenous Communities, Supporting Military Families, Supporting At Risk Children and Youth, and Supporting New Canadians.

We recognize the critical role that Indigenous communities and Indigenous people play in our country's prosperity. In the course of our work we engage with Indigenous communities across Canada and maintain more than 50 business partnerships that aim to provide economic benefits, local employment, and opportunities for Indigenous businesses and suppliers. Since 2000, our Outland Youth Employment Program (OYEP) has worked to level the playing field by focusing on equity and opportunity to help develop our Indigenous leaders of tomorrow. Dexterra Group is a supporter of the Canadian Council for Aboriginal Business (CCAB) and have been certified at the Bronze Level as part of CCAB's Progressive Aboriginal Relations (PAR) certification program.

The commitment by Dexterra Group toward community engagement & indigenous relations is demonstrated in the policies, programs, and resources in place. This includes a corporate Indigenous Policy and Guiding Principles and a dedicated indigenous and community relations team lead by a Vice President, Community and Indigenous Relations who reports directly to the Chief Operating Officer.





Higher performance through board governance, management systems, and diversity.



GOVERNANCE IN 2020

The strength of our business is our people; their engagement, initiative, and integrity are crucial to our success. Through good governance, effective management processes, and our values-based culture we continue to build a high-performance organization.

In 2020, the Board of Directors and the established Board Committees dutifully executed their responsibilities as outlined in their Mandate and Committee Charters. The organization met all the legal and regulatory requirements in the jurisdictions in which we operate.

Our overall Total Recordable Injury Rate in 2020 was 0.96, below our target of 1.00 for the year. Management turnover was 7%, compared to a target of 5%. We successfully maintained our ISO and COR Certifications and became SAFE certified. We implemented a new document control process, enhancing our integrated management system.

In support of renewing company culture Dexterra Group introduced new values – Accountability, Diversity, Trust and Partnership. We introduced our Powered by People video segments to highlight the breadth of roles and opportunities across our organization and celebrate the employees who perform them. To further our commitment to diversity and inclusion we implemented a new diversity and inclusion policy and became an Employer Partner with the Canadian Centre for Diversity and Inclusion (CCDI).

More than 50 leaders from across the organization were trained in Tenacity's Clients for Life®, our methodology and program for client relationship management. More than 70 leaders across the organization participated in LDR Leadership's Proactive Performance Coaching and Problem Identification and Decision-Making training. HSEQ training is ongoing throughout the year including HSEQ moments at the start of meetings, formal orientations and other courses delivered through e-learning, our weekly HSEQ A.W.A.R.E. and external training courses. Through 45 e-learning modules, 8,154 training sessions were completed.

INITIATIVES

DON'T WALK BY TAKE ACTION NOW



34
DON'T WALK BY
SUBMISSIONS
PER PERSON

Promoting and Maintaining Safe & Healthy Performance

Our Don't Walk By approach is the main avenue for employees at any level to exercise their right to participate in health and safety at Dexterra Group. For our proactive reporting, which includes hazard identification, suggestions for improvement, peer-to-peer and leadership positive observations reported by employees throughout the company, the overall rate of Don't Walk By submissions for 2020 was 34 per person.

XX



Updated Diversity & Inclusion Policy



Employer Partner with the Canadian Centre for Diversity and Inclusion



Statement of commitment to Diversity and Inclusion – Our Foundation for Moving Forward issued to employees

Diversity and Inclusion within the Workplace

Diversity is one of the core values that drives our business and helps us learn, grow, and embrace new perspectives. Through diversity and inclusion, we are creating a work culture at Dexterra Group that inspires our employees to embrace initiative, drive innovation and make our company a great place to work.

XX



SUCCESSFULLY MAINTAINED
OUR CERTIFICATION IN



Alignment of Systems & Processes

The International Organization for Standardization (ISO) enables our organization to work as a single unit with a unified objective. One of the core principles of ISO is the process of continual improvement, wherein we evaluate what we do, what we say we do and take action to improve and continually do better.

In 2020, we successfully maintained our certification in Quality Management (ISO 9001:2015), Environmental Management (ISO 14001:2015) and Occupational Health and Safety Management (ISO 45001:2018).



Stewardship of resources and minimizing our impact to support a healthier natural world.



ENVIRONMENT IN 2020

We work with our customers and suppliers to be best in class in reducing waste, managing the use of water and raw materials, and protecting biodiversity wherever we operate.

In 2020, we invested in electrifying several pieces of equipment in our modular solutions businesses to help move material more efficiently and lower our carbon footprint. As part of our sustainable construction practices we successfully diverted most building material through reuse or recycling programs. In our workforce accommodation business, we implemented water conservation programs by installing sensors, wastewater collection tanks and potable water tanks at many of our camp facilities.

We are proud of our leadership position in environmentally sustainable cleaning strategies and continue to meet or exceed the highest requirement in every operational category within LEED and BOMA Best. As part of this commitment we deployed 100% chemical free cleaning and disinfection technology across several accounts.

Through our forestry services business we are one of Canada's largest tree planters, supporting the sustainability of Canada's forestry industries. We utilize our sustainable design knowledge and operations expertise to support our clients' goals in creating, managing, and operating carbon-neutral or low carbon spaces.

We remain committed to sharing knowledge and working together to deliver sustainable solutions that reach beyond our immediate operations. We continued to increase our waste diversion efforts across our accounts and projects, reducing the waste footprint of both our and client's operations.

INITIATIVES



33%
PAPER WASTE
REDUCTION



25%
ORGANICS
REDUCTION



41%
WASTE
REDUCTION

Commitment to Sustainable Buildings

In 2020, the team at our Forensic Services and Coroner's Complex (FSCC) account in Toronto, Ontario was awarded the national BOMA Earth Award. Earth awards recognize excellence in resource preservation and environmentally sound commercial building management.



**PLANTED
40 MILLION+
TREES**

Maintaining a Healthy and Sustainable Forestry Stock

Every year our planters plant more than 40 million trees to help maintain a healthy and sustainable forestry stock for Canadian industries. To date we have planted more than **2 billion trees** across Canada.

- Ontario - 10 Million
- Alberta - 14 Million
- Manitoba - 2.5 Million
- Saskatchewan - 1.5 Million
- Quebec - 12 Million



**MINIMIZING OUR FOOTPRINT
THROUGH WASTE DIVERSION**



**8.23 TONS
CARDBOARD**



**1.124 TONS
PAPER**



**4.84 TONS
METAL**

Reducing Waste Through Modular Construction

Our Modular Solutions team in Kamloops, BC has been working to better manage and divert the waste that is created through our building process, with long-term impacts to all our modular manufacturing plants. Over the last two years, we have achieved the following among other milestones in waste reduction and diversion:

- 15% reduction in trips to the dump
- Established take back programs for building envelope materials with suppliers
- Wood and raw drywall waste diverted for re-use
- All other material recycled where applicable



Helping communities thrive through engagement, support, and opportunity.

SOCIAL IN 2020

Dexterra Group plays a vital role in communities and economies across Canada. Through local activities, opportunities, and engagement we seek to contribute positively to the places in which we live and work.

We engaged with more than 100 Indigenous communities seeking to build mutually beneficial relationships that provide economic benefits, local employment, and opportunities for Indigenous businesses and suppliers. 2020 marked the 21st year of our Outland Youth Employment Program (OYEP). OYEP is a national network of land-based education, training, and work opportunities for high school- aged Indigenous youth in Alberta, British Columbia, Manitoba, and Ontario.

We sponsored and made donations to many worthy local causes including the Grande Prairie Hospital Foundation Festival of Trees, Boys and Girls Club of Alberta, Second Harvest Oasis Clothing Bank in Toronto, Alberta Junior Forest Wardens to name a few. In addition to this, we volunteer and donate to Threads of Life, a Canadian registered charity dedicated to supporting families after a workplace fatality, life-altering injury or occupational disease and MySafeWork, a non-profit organization committed to preventing vulnerable workers from being killed, injured, and harassed on the job.

We are committed to supporting Canadian Armed Forces Veterans and active members of the Reserve Force. In support of that commitment, in 2020 we entered a formal partnership with Agilec, a Human Resources organization which provides outplacement, training, and career transition services.

We continue to partner with not-for-profit organizations across Canada, engage with local projects and initiatives, participate on boards, source local talent and prioritize local businesses in our procurement strategy.

INITIATIVES

MANUFACTURED
1600
AFFORDABLE
HOMES




A Fresh Start for Those in Need Through Social Housing

We are proud to be part of the solution to addressing homelessness across Canada. To date, we have built more than **1,600 new homes** for those in need in British Columbia and Ontario, working successfully with government and not-for-profit housing partners to deliver flexible, fast and adaptable solutions to create affordable homes and perhaps end homelessness one day in many areas of our country.


20 YEARS
OF OUTCOMES


620
GRADUATES


110
COMMUNITIES
REPRESENTED


250+
PROGRAM
PARTNERS

Equity and Opportunity for Indigenous Youth

The Outland Youth Employment Program (OYEP) has been working towards equity and opportunity for Indigenous youth for more than 20 years. OYEP is an award winning six-week, land-based network, providing training, education, and work opportunities across the country. The program takes an inclusive approach to Indigenous education and provides a safe and predictable learning environment that can be tailored to meet the needs of local communities and partners.



ENGAGED WITH
100+
INDIGENOUS
COMMUNITIES

Building Lasting, Trusting and Mutually Beneficial Partnerships

Dexterra engages with over **100 Indigenous communities** across Canada. We positively contribute to reconciliation with Indigenous people and communities by recognizing Indigenous treaty rights and respect of the language, cultures, traditions, priorities and protocols.

Through its current **50+ Indigenous business partnerships**, Dexterra provides economic and employment benefits focused on shared value and success and supports opportunities for Indigenous businesses to engage in operations and development of new projects.



OUR RESPONSE TO COVID-19

From the early onset of COVID-19, our human resources and health & safety professionals were monitoring the situation before the first case arrived in Canada. Early action was taken to review the pandemic plans already in place, making improvements where needed, and getting ready to manage the potential impacts if a pandemic were to be declared. Our pandemic plans were bespoke to each area of our operation but in all cases ensured appropriate policies, procedures, guidelines, and control measures were in place and teams were equipped with adequate supplies and equipment. Our pandemic plans were shared widely with different stakeholders and in some cases clients adopted our pandemic plan as a model for other service providers to follow.

Throughout the pandemic, our leadership and teams have worked tirelessly to ensure the health and safety of our employees and customers while continuing to provide the services that support essential facilities and infrastructure. There are many examples of how we supported our clients through this pandemic, from leading a camp and catering industry task force to share information and best practice as the pandemic progressed to working with clients to implement new and innovative infection control and prevention measures reduce the spread of COVID-19 in their facilities.

Our efforts in COVID-19 management were featured in Canadian Occupational Safety Magazine – Featuring Eric Thompson, Director, HSE – How the camp and catering world is handling COVID-19 and OHS Canada Magazine, Featuring Daniel Wright, VP, Airport Operations – How Dexterra is protecting staff, travelers at Canada’s largest airport.



FORWARD-LOOKING STATEMENT

Certain statements contained in this report constitute forward-looking statements or information under applicable securities law (collectively “forward-looking information”). Forward-looking information may relate to Dexterra Group’s future outlook and anticipated events, business, operations, financial performance, financial condition or results, and, in some cases, can be identified by terminology such as “continue”; “forecast”; “may”; “will”; “project”; “could”; “should”; “expect”; “plan”; “anticipate”; “believe”; “outlook”; “target”; “intend”; “estimate”; “predict”; “might”; “potential”; “continue”; “foresee”; “ensure” or other similar expressions concerning matters that are not historical facts. In particular, in this report, statements regarding Dexterra Group’s future operating results and economic performance, its Sustainability and ESG goals and initiatives and the anticipated outcomes/benefits on the company, its various stakeholders and the communities it operates in are forward-looking statements. These statements are based on certain factors and assumptions, including expected growth, results of operations, performance and business prospects and opportunities regarding Dexterra Group, which it believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to Dexterra Group, they may prove to be incorrect. Forward-looking information is also subject to certain known and unknown risks, uncertainties and other factors that could cause Dexterra Group’s actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward- looking information, including, but not limited to: the ability to retain clients, renew existing contracts and obtain new business; an outbreak of contagious disease that could disrupt its business; the highly competitive nature of the industries in which Dexterra Group operates; reliance on suppliers and subcontractors could have a material adverse effect on its business; profitability could be adversely affected by cost inflation; volatility of industry conditions could impact demand for its services; a reduction in the availability of credit could reduce demand for Dexterra Group’s products and services; Dexterra Group’s significant shareholder may substantially influence its direction and operations and its interests may not align with other shareholders; its significant shareholder’s 49% ownership interest may impact the liquidity of the common shares; cash flow may not be sufficient to fund its ongoing activities at all times; loss of key personnel; the failure to receive or renew permits or security clearances; risks related to significant legal proceedings or regulatory proceedings/changes; environmental damage and liability is an operating risk in the industries in which Dexterra Group operates; climate changes could increase Dexterra Group’s operating costs and reduce demand for its services; liabilities for failure to comply with public procurement laws and regulations; any deterioration in safety performance could result in a decline in the demand for its products

and services; failure to realize anticipated benefits of acquisitions and dispositions; inability to develop and maintain relationships with Indigenous communities; the seasonality of Dexterra Group’s business; inability to restore or replace critical capacity in a timely manner; reputational, competitive and financial risk related to cyber-attacks and breaches; failure to effectively identify and manage disruptive technology; economic downturns can reduce demand for Dexterra Group’s services; its insurance program may not fully cover losses. Additional risks and uncertainties are described in our most recently issued Annual Information form (under “Risk Factors”) and in note 22 of our audited financial statements contained in our most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at [sedar.com](https://www.sedar.com).

The reader should not place undue importance on forward-looking information and should not rely upon this information as of any other date. Dexterra is under no obligation and does not undertake to update or alter this information at any time, except as may be required by applicable securities law.

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Stock Exchange Listing

Toronto Stock Exchange
Symbol: DXT

Website

[dexterra.com](https://www.dexterra.com)



We've been serving Canadian clients for over 75 years. The companies that began independently and now form Dexterra Group have an outstanding record of supporting the infrastructure and built assets that play a vital role in our society. We bring the right teams with the right skills together - offering both experience and regional expertise so companies can operate their day to day, confidently and successfully.



1-866-305-6565 | dexterra.com | TSX: DXT