

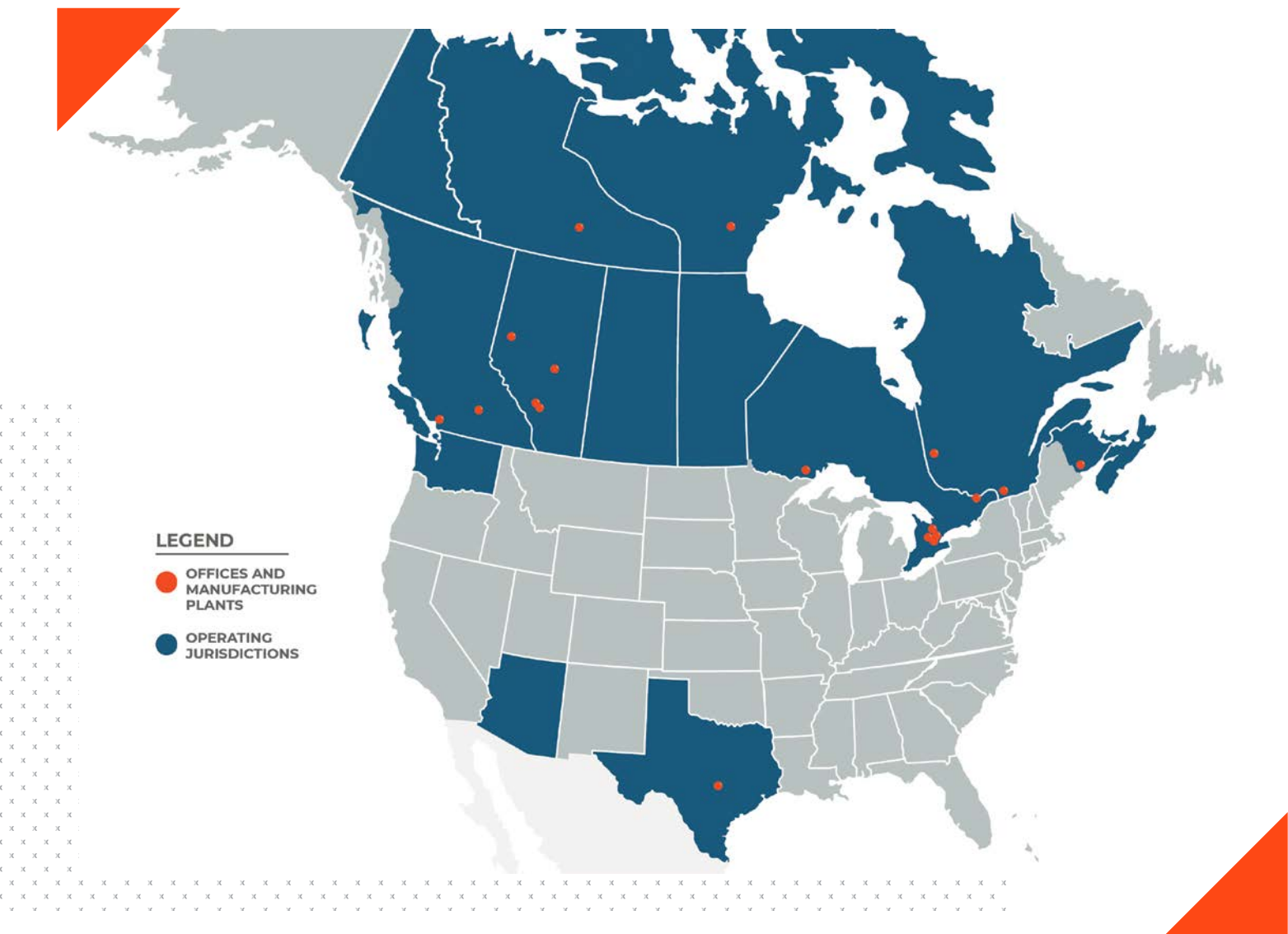


2022 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

SUSTAINABLE GROWTH



OUR OPERATIONS



STATS FROM 2022



TABLE OF CONTENTS

INTRODUCTION

CEO Message	4
About Dexterra Group	6
Our Approach to ESG	8
Strategic Accomplishments in 2022	9
ESG Framework	10
ESG Oversight	11
Our Stakeholders	12

ENVIRONMENT

Environmental in 2022	17
Shrinking our Carbon Footprint	17
Continuing our Journey to a Circular Economy	22
Protecting Our Ecosystems: Initiatives for Biodiversity Conservation	27

SOCIAL

Social in 2022	33
Equity, Diversity, & Inclusion	35
Indigenous Relations	39

GOVERNANCE

Governance In 2022	45
Prioritizing Safety and Health	49

FORWARD-LOOKING

Forward-Looking Statement	53
---------------------------	----





CEO MESSAGE

Building a stronger, more resilient business

I am pleased to share Dexterra Group's **2022 Environmental, Social, and Governance (ESG) Report**. In 2020, we began reporting on our ESG initiatives annually. Since then, we have made great strides in our corporate social responsibility (CSR) framework at Dexterra, building ESG into our strategy and everyday processes across the organization. The result has been a stronger, more resilient business through the challenging years of the pandemic and market uncertainty.

Our 2022 ESG Report showcases some of our achievements and affirms our commitment to transparency with stakeholders. We understand that the impact of our actions extends beyond our own organization. Whether reporting on energy and water consumption data, social programs that make a difference in the communities, or strong governance around our commitment to prioritizing safety anywhere that we work – each action makes a difference. Dexterra Group is dedicated to help our clients reach their sustainability goals. A few highlights from our 2022 journey are discussed below.

We understand and acknowledge the important contributions that Indigenous peoples make toward building a prosperous Canada and making Dexterra successful. Our teams are proud to maintain **more than 80 vital business partnerships with Indigenous communities, businesses, and suppliers**, which provide economic benefits, local employment, training opportunities, and significant funding to Indigenous groups.

As one of our core company values, **diversity** is important to us. It improves decision making, strengthens our teams, and is simply the right way to build a sustainable and resilient business. In 2021, we established our **Equity, Diversity, and Inclusion Employee Resource Group (EDI ERG)**. In 2022, we progressed key initiatives, including **combatting hiring bias**, the **Women in Leadership Network**, and **diversity and inclusion education**.

We're proud of the work our people do every day and when that work is recognized by the industry, it's a great indicator that we are on the right track. Recognition in 2022 included awards in **Health and Safety** and **Human Resources** for our leaders and teams, and enhanced certifications for some of our operations and projects. Well done, teams!

Thank you also to the Board of Directors for their oversight to our ESG Journey.

A handwritten signature in black ink, appearing to read 'John Mac Cuish', with a stylized flourish at the end.

John Mac Cuish
Chief Executive Officer, Dexterra Group



ABOUT DEXTERRA GROUP

Enabling success for our clients while playing a vital role in our communities and economies

Dexterra Group, a publicly listed corporation (TSX: DXT), employs more than 8,900 people and delivers a range of support services for the creation, management, and operation of infrastructure across Canada. In 2022, the *Globe and Mail* named Dexterra one of Canada's Top Growing Companies.

Powered by people, Dexterra Group brings the right teams with the right skills together – offering both best-in-class regional expertise and innovative solutions, giving clients confidence in their day-to-day operations. Activities include a comprehensive range of facilities management and operations services, industry-leading workforce accommodation solutions, forestry services, innovative modular building capabilities, and other support services for diverse clients in the public and private sectors.

Our vision and values guide everything we do – we're here to help our clients achieve higher performance and productivity, and to play a vital role in our communities and economies.

How do we create value for our stakeholders?



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.



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.



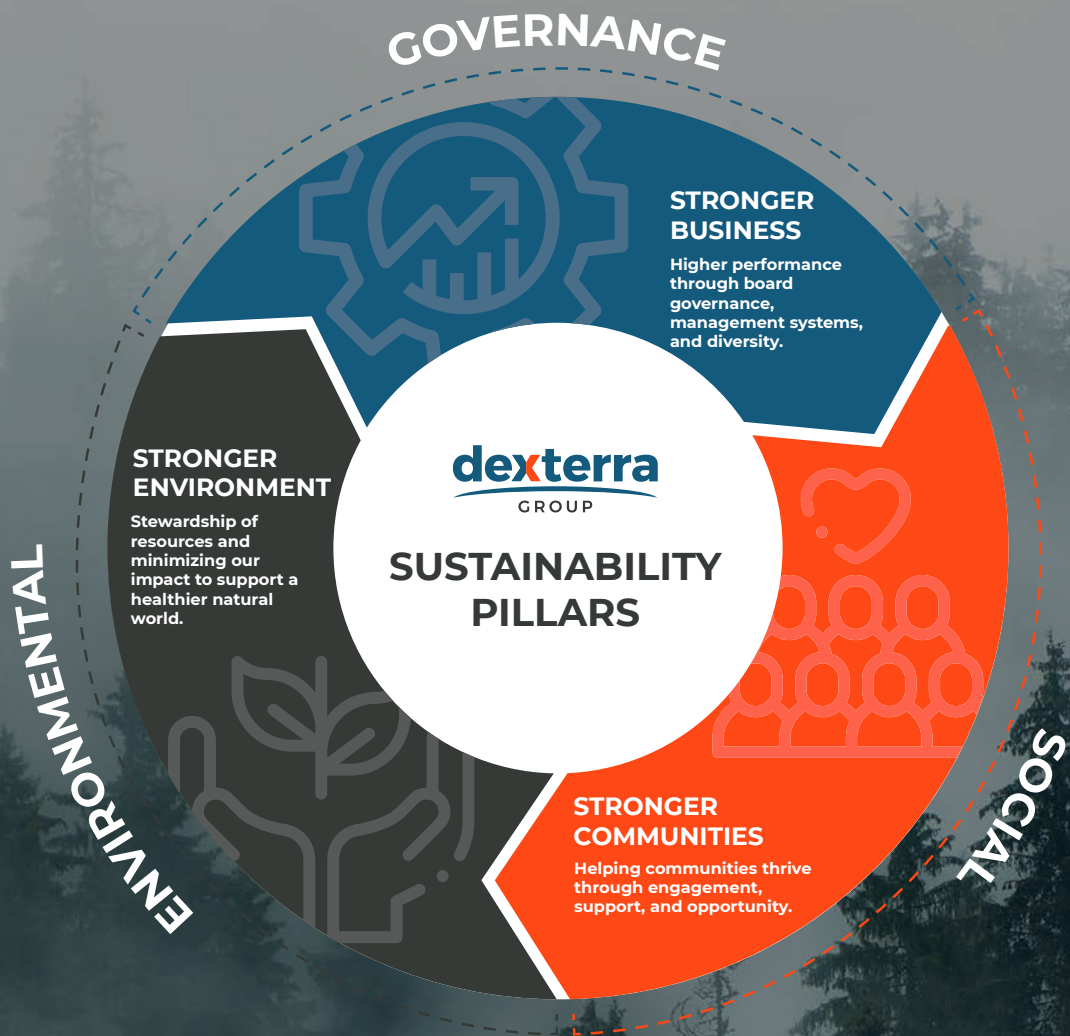
Business partners - Through the collaborative pursuit of economic opportunity, respecting the needs and goals of each partner as we deliver on a common purpose.



Our communities - Through engagement, support, and minimizing our environmental impact to support a healthier natural world and by partnering with Indigenous groups to create better opportunities.



Shareholders - By delivering sustained profitable growth, by investing in high value opportunities, and by exercising excellent financial and social stewardship.



DEXTERRA GROUP VALUES



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.



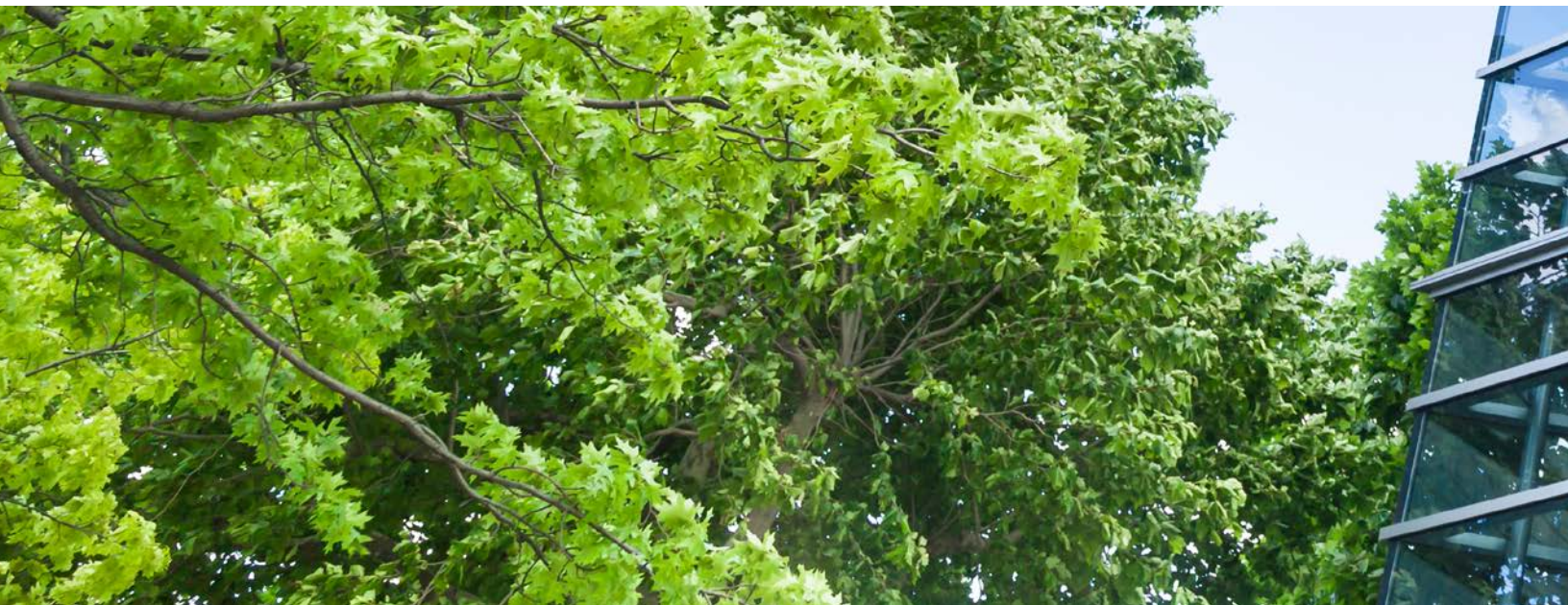
Trust

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 APPROACH TO ESG

Strengthening our organization through Environment, Social, and Governance

Dexterra Group recognizes the importance of sustainability initiatives, including ESG activities in developing and strengthening our organization. We are committed to upholding the key principles of sustainable management, namely, inclusivity, integrity, stewardship, and transparency and will continue to advance our understanding of sustainability, adhere to a high standard of governance to reduce the impact of our operations on the environment, and contribute positively to the communities in which we live and work.

Our annual ESG Report highlights our approach to implementing initiatives that will build stronger environments, communities, and governance practices. In our third year of reporting, we share the results of our materiality assessment and provide updates on company initiatives and programs related to resource consumption, community engagement, and good governance systems.

The data and information shared in this report has been sourced from internal teams and was collected using Dexterra Group's systems and reporting tools. All emissions/usage data represented within this report and related to our Stronger Environment initiatives are based on the following sources:

Utility use - energy management information systems software

Resource reductions –partner consultants, published footprint data

Biodiversity impacts – partner consultants, internally collected data

Sustainability frameworks such as the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (SDGs) guide the development of our ESG report.





STRATEGIC ACCOMPLISHMENTS IN 2022

Environment



37 Million
trees planted



28,307 ha
of land planted on



1 Million+
pounds of
construction waste
diverted



3
new biodiversity
initiatives



5+
new energy and
waste reduction
initiatives

Social



82
Indigenous partners



130
OYEP program
graduates



168
high school credits
earned through
OYEP



490 Suites
of affordable
housing created



21 Charity
recipients from
the Stronger
Communities Drive

Governance



4 Awards Won
HS and HR



92,794
Don't Walk By
submissions



10,677
internal safety
inspections



585
employees
celebrated a
milestone year



839
total certificates
earned

ESG FRAMEWORK

Dexterra Group embarked on our ESG journey in 2020, sharing our story as a growth leader and highlighting some key initiatives in areas like resource reduction, Indigenous relations, and employee engagement. In 2021, we built on our preliminary framework with enhanced reporting on environmental and social initiatives and in 2022, we undertook a process to refine our ESG priorities, ensuring alignment with our overall business strategy. Our 2022 materiality survey included stakeholders both internal and external to our organization; the results of which will define our specific actionable priorities for the future.

Our approach to creating long-term value through ESG is based on prioritizing and serving our stakeholders, delivering best-in-class client solutions, strengthening our communities where we work and live, providing opportunities for our employees, diversifying our supplier base, and enhancing the environmental and social sustainability of our business units.

2023 AND BEYOND

- ✓ Refining our priorities and initiatives based on materiality assessment results
- ✓ Continued progress on our ESG commitments

2022

- ✓ Formalized our ESG materiality assessment inclusive of stakeholder engagement

Committed to:

- ✓ Reducing Scope 1 and 2 emissions
- ✓ Increasing emphasis on sustainability in supply chain
- ✓ Leadership in community engagement
- ✓ A high standard of governance

2021

- ✓ Further defined our ESG framework and stakeholders
- ✓ Enhanced reporting with a focus on:
 - Environmental waste and emissions data
 - Social programs connected to our corporate social responsibility framework
 - Governance-related policies and process

2020

- ✓ Established our preliminary ESG framework focused on supporting a stronger environment, stronger communities, and a stronger business
- ✓ Coordinated with internal stakeholders to gather data and information around existing E, S, and G activities
- ✓ Released our inaugural ESG report

ESG OVERSIGHT

Our commitment to ESG is embedded in our organization, starting with the CEO and senior leadership team, with oversight from our Board of Directors, all the way through the organization to our functional and operational teams. The Board of Director's Enterprise Risk Management Committee provides oversight on our ESG strategy. Dexterra Group's EVP, Health, Safety, Environment & Quality serves as executive sponsor of our ESG initiatives and ensures our ESG priorities and overall business strategy and practices are in alignment.



Board of Directors & Enterprise Risk Management Committee

- Oversight of ESG strategies and policies, including matters related to the group's enterprise risks
- Board of directors composition reviewed regularly

Senior Leadership Team

- With the Board's input, approves the overall ESG strategy
- Reviews ESG management and performance
- Agrees on core ESG priorities and targets

ESG Strategy Committee

- Develops ESG strategy and plans
- Liases with internal and external stakeholders
- Proposes appropriate programs and targets
- Monitors progress and reports on successes

Business Units & Regions

- Develop business-specific ESG strategies
- Liaise with internal and external stakeholders
- Report on ESG performance and metrics on a quarterly basis

In 2022, we increased our oversight structure by creating the Dexterra Group ESG Strategy Committee represented by senior leaders in the organization. The goals of this committee are to:



DEFINE OUR
ESG PRIORITIES



SUPPORT OUR
BUSINESSES
TO INTEGRATE
ESG WITHIN THEIR
BUSINESS STRATEGIES



SET OUR
DIRECTION



MONITOR
PROGRESS



REPORT ON
SUCCESSSES
AND OPPORTUNITIES

OUR STAKEHOLDERS








At Dexterra Group, we engage with our stakeholders and maintain open dialogues with them so we can understand how we can better align our sustainability initiatives to their requirements; by doing this, we inherently deliver value to our communities.

In 2022, we included our stakeholders in our materiality assessment to gather data on the ESG topics that were important to our various stakeholder groups. This information helped to prioritize which ESG issues to focus on and will be used to inform our overall sustainability strategy.

Understanding Stakeholder Priorities

We value engagement with key stakeholders and our ESG framework is shaped by their priorities. Every stakeholder relationship is unique, and we engage in a variety of activities to foster these relationships.



STAKEHOLDER	WHY WE ENGAGE	WAYS IN WHICH WE ENGAGE INCLUDE:
Shareholders 	Deliver sustained profitable growth, best practices in governance, assessment of climate financial disclosures, and increasing shareholder value.	<ul style="list-style-type: none"> • AGM • Annual Report • Quarterly financial reporting • ESG Report
Clients & Customers 	Deliver quality services in a safe, sustainable, and consistent manner and support their own environment, social, and governance objectives and priorities.	<ul style="list-style-type: none"> • One-on-one meetings • Client Excellence Program touch points • Customer engagement programs • Regular operational communications
Employees 	Promote a healthy, safe, diverse and inclusive work culture, supporting career objectives with opportunities for growth and development, and sharing similar ethics and values to their own.	<ul style="list-style-type: none"> • Weekly and quarterly internal newsletters • Employee experience surveys and focus groups • Quarterly performance reviews & monthly team talks
Government & Regulators 	Maintain compliance with rules and standards set by regulatory bodies that govern our business practices and stay on top of any updates or changes to requirements that could impact our operations or financial performance.	<ul style="list-style-type: none"> • Regularly reviewing updates and changes to regulatory requirements • Industry consultations and feedback • One-on-one meetings
Suppliers 	Be responsible partners and set expectations that our supplier network is sustainable, including environmental performance, fair employment, and other social and ethical considerations as appropriate.	<ul style="list-style-type: none"> • Supplier portal on website • Annual supplier reviews • Regular operational communications
Business Partners 	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.	<ul style="list-style-type: none"> • One-on-one meetings • Sponsorships & events • Regular operational communications • Indigenous relations
Communities 	Engage with and support the communities in which we live and work, demonstrate good corporate citizenship, and look for opportunities to have a positive impact.	<ul style="list-style-type: none"> • Regional community initiatives • Annual Stronger Communities Drive



Materiality Assessment

Our materiality assessment conducted in 2022 involved deploying a survey to internal and external stakeholders, including clients, investment community, suppliers, and employees. Individuals were asked to evaluate 33 ESG topics and provide a rating on the importance of each topic to the stakeholder and the impact on the business for each topic. The top 15 ESG topics identified in the assessment will help inform the future framework for our overall strategy.

ENVIRONMENTAL



- Effluent (Spills) & Waste Management
- Sustainable Supply Chain Management
- Materials & Resource Optimization
- Water & Wastewater Management
- End of Life: Reconditioning, Reuse & Recycling
- Energy Use/Emissions Management

SOCIAL



- Workplace Health & Safety
- Training and Education
- Human Rights
- Diversity & Equal Opportunity
- Employment & Gender Equality
- Customer Service Excellence
- Rights of Indigenous Peoples

GOVERNANCE



- Transparency
- Ethics & Compliance





We will regularly review ESG topics identified in common sustainability reporting standards to ensure our ESG framework remains relevant and reflective of evolving ESG requirements.

IDENTIFY

Using published benchmarks such as the UN SDGs and GRI Standards, and with the support of the ESG Strategy Committee, a list of relevant ESG topics and issues were identified.

EVALUATE

For each ESG topic, our stakeholders were asked to assess the importance of and impact to our business.

FINALIZE & APPROVE

After validating and analyzing results from the stakeholder evaluation, a materiality matrix was developed to prioritize the top 15 ESG topics, which was then approved by the senior leadership team.





ENVIRONMENT

Environmental initiatives extends not only to the immediate impact of our organization, but also enabling our clients to meet their own environmental performance objectives.

ENVIRONMENTAL IN 2022

Dexterra Group's engagement with environmental initiatives extends not only to the immediate impact of our organization, but also enabling our clients to meet their own environmental performance objectives. Collaborating with clients and suppliers, we strive to reduce our waste; manage the use of water, energy, and raw materials; and protect 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 food services accounts, 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 in our clients' facilities and enable low-carbon operations.

Our integrated management system reflects our approach to environmental management, meeting the stringent legislative requirements in the jurisdictions in which we operate, and conforms to the ISO 14001 Environmental Management standard.

SHRINKING OUR CARBON FOOTPRINT

Our goal is to minimize our carbon footprint through reducing our:

- waste output by embracing the principles of a circular economy,
- ensuring that materials and resources are used and reused in an efficient and effective manner,
- partnering with sustainable suppliers,
- and reducing our dependency on non-renewable energy sources where feasible.

By implementing sustainable practices, reducing our environmental impact, and supporting our clients in their own sustainability efforts, we are effectively contributing to creating more balanced workplaces in the locations where our employees, clients, and communities operate.

Focus on Energy

Dexterra Group is dedicated to reducing its environmental impact through initiatives aimed at reducing energy consumption, increasing the use of renewable energy, efficiently utilizing resources, and minimizing waste. Our commitment to sustainability extends beyond our own operations, and we are dedicated to supporting and empowering our clients to make a positive impact.



Total Energy Management at Dexterra Group Client Sites

Dexterra Group's integrated facilities management team has continued efforts in reducing energy use at client-owned facilities: a state-of-the-art, secure, multi-departmental government complex in Ontario (Site A) and a regional, acute-care healthcare facility in Northern Canada (Site B). These large facilities are monitored with extensive metering networks and trends are analyzed and reported regularly.

Over the past few years, the team has implemented various energy-saving solutions such as lighting system optimization, HVAC upgrades, and optimized building control systems; leading to a significant reduction in energy consumption.

SITE	2021 ENERGY CONSUMPTION GJ (NORMALIZED) ¹	2022 ENERGY CONSUMPTION GJ ¹	SAVINGS % CHANGE	DESCRIPTION
Site A	141,804.44	134,067.93	1.70%	While savings are still noted overall, a significant increase in the use of large areas of the facility, in response to requests by the client to support COVID protocols through 2021 and into 2022, resulted in a substantial increase in energy consumption.
Site B	83,297.15	82,503.84	5.46%	Savings due to operational management of the biomass systems.
Portfolio	225,731.59	216,571.77	4.06%	

We have been active on these sites since 2015 (Site A) and 2019 (Site B), working collaboratively with our clients to deliver progressive improvement in energy performance while addressing their evolving facility needs.

Dexterra Group has been actively working towards reducing water consumption and promoting conservation at these sites since 2020. The implementation of best practices such as using grey water for irrigation and recovering condensate has resulted in year-over-year reductions in water consumption, demonstrating the success of these efforts.

SITE	2021 WATER CONSUMPTION ¹ M ³	2022 WATER CONSUMPTION ¹ M ³	SAVINGS % CHANGE	DESCRIPTION
Site A	48,580.13	48,390.51	0.39%	Increased cooling tower evaporation rate and condensate recovery.
Site B	49,316.76	48,010.86	2.65%	Air Handling Unit (AHU) condensate recovery.
Portfolio	97,896.89	96,401.37	1.53%	

We look forward to realizing further energy efficiencies at these facilities through the implementation of the following energy reduction and conservation projects, which were initiated in 2022 and are being monitored for increased energy performance in 2023:

SITE	2022 INITIATED PROJECT	2023 EXPECTED OUTCOME
Site A	Office AHU airflow measurement	Reduce excess exhaust airflows with better monitoring and control
	LED fixture upgrades in court area	Reduce electricity consumption with more efficient fixtures
	Reheat coil installation in dispatch and FPU	Allow for localized air conditioning and boilers to optimize performance with more constant temperatures
	Lab AHU static pressure sensors	Better control of static pressure reset on AHU supply fans, reducing fan power requirements
Site B	AHU-7 and AHU-8 temperature set point change	Optimize free cooling by enabling AHUs to access outdoor air for longer in the shoulder season
	Heat recovery chiller load optimization	Optimize heat recovered that contributes to the thermal load
	Controls optimization for AHU-7 and AHU-8 to optimize function of heat recovery wheels	Recover more heat from exhaust air streams when AHUs are engaged for outdoor air supply
	Steam boiler tuning	Optimized sequencing at best part load in response to demand for best efficiencies



Ramping up Renewable Energy

Since commencing operations at Site B in 2020, Dexterra Group has supported a client-owned, regional, acute-care healthcare facility in Northern Canada with their energy efficiency initiatives. To increase dependency on biomass boiler heating, the Dexterra maintenance team implemented a program of changes to continue enhancing the biomass boiler operation as a first call for domestic hot water and high temperature hot water for space heating. The effects of these changes have been even more evident through 2022 with an 11%¹ increase of biomass boiler demand and a reduced dependency on the propane condensing boilers.

2021 Thermal Load Consumption



2022 Thermal Load Consumption



Water Reduction Through Condensate Recovery

At Site A, Dexterra Group collaborated with Combustion & Energy and Enbridge to enhance energy efficiency at our client-owned property, a state-of-the-art, secure, multi-departmental government complex in Ontario. The partnership involved the implementation of a condensate recovery system, aimed at boosting the performance of the cooling towers. The system recovers 38% of evaporated water, which is then reused as grey water for irrigation. This will not only reduce the amount of R.O. water required for operations of the cooling towers but also help conserve a valuable resource.

334	0.14	1.4	\$30,607
Tonnes of GHG Reduced Annually ²	Tonnes of NOx Reduced Annually ²	Million Gallons of Water Recovered ²	Annual Savings ²

LED LAMP RETROFIT

Dexterra Group's Energy Services team has taken a proactive approach to reducing waste and energy consumption. The team repurposed 76 LED light fixtures that would have otherwise been sent for recycling and utilized them to replace fluorescent tube lights at their Grand Prairie, AB office. As part of their ongoing energy reduction initiatives, the team plans to install motion sensor devices in 2023 to further optimize energy usage and reduce costs.

4,385

Annual KWh
Reduction³

\$4,000

Annual
Savings³



Going Paperless in Industrial Services

For the past 7 years, Dexterra Group's Energy Services has been working towards a paper-free goal for their division. Beginning in 2016, the initiative focused on replacing paper copy field books with electronic software systems, which resulted in a total cost savings of \$67,000 annually.

Moving beyond 2016, the focus shifted to transitioning all paper use activities to electronic systems, eliminating the need for paper. Recognized reductions of this initiative thus far are as follows:



Wood Use
4,000 lbs⁴



Total Energy
12.7 Million BTUs⁴



GHG
8,990 lbs Co₂
Equivalent⁴



Water Usage
10,7000 Gallons⁴



Solid Waste
589 lbs⁴

The team is working to achieve their goal of being 100% paperless in 2023.



CONTINUING OUR JOURNEY TO A CIRCULAR ECONOMY

By reducing waste and maximizing the use of resources, the circular economy provides a framework for creating a more sustainable future. In 2022, Dexterra Group initiated unique projects and partnered with eco-forward suppliers to further pave our path to circularity.



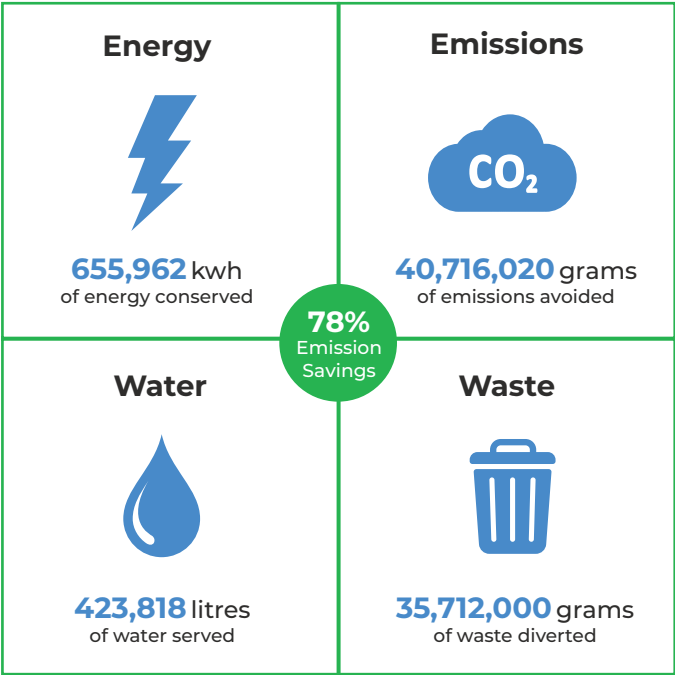
Celebrating Our Sustainable Water Partnership

In 2020, Dexterra Group partnered with Ice River Green Bottle Co. (Ice River), to provide sustainably sourced water from natural springs across Canada to our hospitality and workforce accommodations locations. Proudly Canadian, Ice River is the first beverage company in North America to collect blue box materials to produce 100% recycled plastic bottles, using no new plastic. Their green water bottles are produced through a closed-loop process, using green plastics from soda bottles, which keeps an extra 5 million lbs of plastic out of landfills every year. To date, we have purchased 195,000 case packs (24x500mL) that are made from 100% recycled content

“Dexterra Group’s support of our Ice River Green Bottle Co. brand shows appreciation of sustainable action in the hospitality & service industry.”
- Crystal Howe, Director of Sustainability

2022 Recognized Reductions⁵

Savings from 155,000 Recycled PET bottle cases



We purchase approximately 80% of PET collected in Ontario's Blue Box.

Bottles are produced with 100% recycled plastic, filled with natural spring water, ready to be enjoyed then recycled again and again in a never-ending loop.

Plastic is ground down, washed and purified, then turned into new 100% recycled plastic containers.

Plastic bottle caps are easily separated from the bottle and sent to our sister company who turns them into beautiful, weather-resistant, sturdy 100% recycled outdoor furniture. Always recycle with the cap on.

We also buy recycling from other regions to be separated and sorted.



THE DRIVE TO ELIMINATE WATER BOTTLES

Dexterra Group’s Edmonton Operations Centre is committed to resource reduction and reducing our water footprint. As part of this effort, we launched a campaign in 2021 to eliminate single-use water bottles from our Centre, including camps that mobilized from this Centre. This initiative included data collection for a one-year period, from 2021 to 2022, to assess the impact of this change. The results showed a significant reduction in plastic waste, water usage and our overall blue and grey water footprint. Based on these findings, this initiative was fully implemented in 2022 and seeing continued positive results.

24,215

Water Bottles
Eliminated
Annually⁶

128,340

Blue & Grey
Water Footprint
Reduction (L)⁷



Blue Water Footprint

Water consumed from surface water (lakes and streams) and groundwater



Grey Water Footprint

Water needed to dilute pollutants down to safe concentrations

Food Services Pilots Smart Tech for Food Waste Reduction



Food waste reduction is an integral part of our food services business, and it aligns seamlessly with the principles of circularity. In 2021, we partnered with Winnow, a food waste management technology company, and ran pilot programs from November 2021 to October 2022, at the following locations:

- A nationally recognized hospital system accredited with Exemplary Standing, the highest rating a Canadian hospital can receive, which provides patient-inspired care to 1.3 million people in Brampton, Etobicoke and surrounding communities, serving one of the fastest-growing and most culturally diverse regions in Ontario.
- A full-service, acute care community hospital located in Oakville, ON, with more than 15,000 inpatients each year and over 240,000 outpatient visits. This hospital is a part of an award-winning healthcare organization comprised of three community hospitals and numerous community-based services in the growing urban and rural communities of Halton Hills, Milton, and Oakville.

DID YOU KNOW?

The Canadian Food Waste Council highlights the significant environmental impacts of food waste in Canada. Each year, Canadians waste 2.3 million tons of food, which is equivalent to 2.1 million cars on the road, releasing 6.9 million tons of CO₂ into the atmosphere. Food that ends up in landfills emits methane gas during decomposition, which is 25x more potent as a greenhouse gas compared to CO₂.



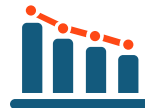
16,219
Estimated Gross
Savings (\$)⁸



12.43
Total CO₂e
Saved (t)⁸



5,781
Total Waste Weight
Saved (lbs)⁸



140
Overall Reduction
in Food Waste (%)⁸



6,555
Total Meals
Saved⁸

Winnow's technology uses an AI-enabled tool that takes photos of wasted food as it's thrown away and, using the images, trains itself to recognize what has been thrown in the bin. This information is analyzed by our head chefs to make smarter purchasing and menu decisions, leading to a reduction in food waste and an overall positive impact. Since the start of the pilot program in 2021, both locations have recognized the following savings and reductions:

These positive outcomes, combined with the commitment to reducing food waste and creating a more circular economy, make it clear that the continued use of Winnow is a crucial step in achieving these goals. The decision to continue the program permanently at these locations and to branch out this technology at other locations in 2023 is a strong statement of our commitment to reducing food waste and embedding circularity in our food services division.

Modular Solutions' Waste Reduction Journey

In our Modular Solutions business unit, we are committed to reducing waste through reclamation, reuse, and recycling initiatives, in that order of priority. We understand that managing waste efficiently is not only essential for protecting the environment but also for promoting sustainability and improving efficiencies. Our waste management strategies primarily focus on reducing, reusing, and recycling packaging materials; working with suppliers to implement take-back programs; and implementing efficient processes to collect and sort waste onsite, ensuring that it is disposed of in an environmentally responsible manner. As a result, we have been able to recognize substantial reductions in waste to landfill.

	INITIATIVE	2021 LBS. DIVERTED ⁹	2022 LBS. DIVERTED ⁹	GAINS REALIZED
Reclamation	Partnered with Tarkett on its ReStart® program to reclaim flooring at the end of its useful life.	8,461	9,204	9%
Re-use	Providing pallets to a third party to re-use in their own facilities	0	36,000	100%
	Making mill offcuts and plywood available to the public throughout the year	2,750 mill offcuts 8,250 plywood	180,558 mill offcuts 77,382 plywood	6,466% mill offcuts 838% plywood
	Dimensional lumber diverted through public donation and waste to energy	6,500	720,000	10,977%
Recycle	All metal waste from all our manufacturing plants is source-separated by category and then recycled.	48,705	95,466	96%
	Cardboard diverted from waste	34,745	149,460	330%
	Plastics diverted from waste*	4,784	0*	-100%
Eliminated	Banned the use and purchase of paper cups and moved to reusable cups only	0	965	100%

***Due to market conditions for plastic recycling, the vendor that previously took our plastics stopped their program in 2022. The goal for 2023 is to source another diversion program for plastics that can reduce this waste stream.**

As we move forward into 2023, we remain steadfast in our mission to minimize waste through a renewed focus on sustainability at our manufacturing facilities. We aim to expand these initiatives nationally to include all four plants, strengthen our partnerships with suppliers that share our values of environmental responsibility, exclusively use packaging materials that are both practical and eco-friendly, and explore innovative ways to convert waste into energy. Our commitment to waste minimization is a top priority and we are dedicated to continuously improving our efforts to reduce our impacts.

PROTECTING OUR ECOSYSTEMS: INITIATIVES FOR BIODIVERSITY CONSERVATION

At Dexterra Group we support a harmonious and thriving environment by preserving the biodiversity of the places we work and live through our dedicated initiatives.

Enhancing Species Diversity and Net-Zero Through Afforestation

We're committed to being a part of the solution to the increasingly urgent issue of climate change. One way that we helped in 2022 was by partnering with Forest Carbon Alliance and Resolute FP to plant 276,241 new trees across Ontario and Quebec on marginal and underused lands. We understand the vital role that trees play in maintaining a healthy environment and are committed to planting new forests and preserving existing ones by partnering with government organizations that support this mission.

These partnerships allowed us to leverage resources, knowledge, and expertise to maximize the impact these forests will have for generations to come. On average, each tree planted will capture up to 4810 pounds of carbon dioxide per year, which is stored throughout the tree's life cycle. These new forests will also promote local biodiversity and will eventually contribute to larger ecosystem services such as clean water, erosion control, pollinator support, and soil health.



INITIATIVE	Forests Ontario Program (Administered by Forest Carbon Alliance)			Federal 2 Billion Trees Program (Administered by Resolute Forest Products)		
LOCATION	Renfrew, ON	Hearst, ON	Témiscaming QC	Ignace, ON area		
TREE SPECIES	Spring Red Pine	Spring Black Spruce	Spring White Spruce	Spring Jack Pine	Fall Black Spruce	Fall White Spruce
# OF TREES PLANTED	85,250	59,250	93,750	16,931	20,160	900
2022 TOTAL	276,241					

In addition, through Dexterra Group's Outland Youth Employment Program (OYEP), 2022 was our first year partnering with Trees for Life, where Indigenous youth in Ontario, British Columbia, and Alberta collectively planted a total of 80,000¹² trees through afforestation on private and Indigenous community lands. Through OYEP programming, youth participants also had the opportunity to learn from industry and community leaders about sustainable forestry, biodiversity, traditional ecological knowledge and sustainable energy use and development.

INITIATIVE	Outland Youth Employment Program in partnership with Trees for Life			
LOCATION	Lubicon Lake, AB (First Nation Community Land)	Wawa, ON and Dubreuilville, ON	Upsala, ON	Wahgoshig First Nation, ON
TREE SPECIES	White Spruce	Black Spruce	Spring White Spruce	Black Spruce
# OF TREES PLANTED	20,000	15,000 2,500 per hectare	25,000 1,800 per hectare	20,000 1,800 per hectare
2022 TOTAL	356,241			

Honouring Loved Ones Through Memorial Tree Planting

It was a busy year for our Forestry division as we planted 40,000¹³ trees through our partnership with the Canadian Institute of Forestry (CIF), in support of the Memorial Tree Planting Program. Planting a tree in someone's honour or memory is a sustainable, living tribute that is beneficial for both present and future generations, as well as the environment. CIF participates in the Memorial Tree Planting Program as the tree planting partner, working with organizations like ours to ensure that all trees purchased through the program get planted. We are proud to participate in this program, which has resulted in thousands of trees planted in provinces across Canada and look forward to continuing our partnership with CIF in 2023 in support of this program.

"The Canadian Institute of Forestry was very pleased to partner with Outland to plant thousands of trees in the Prairies, helping create a lasting memorial to honour loved ones that have passed and providing numerous benefits to the environment for current and future generations." - **Mark Pearson, Executive Director, CIF**



We're the Bee's Knees!

Dexterra Group's Integrated Facilities Management team collaborated with a client located in Toronto, ON to implement a rooftop honeybee hive as part of our commitment to improving our local ecosystem. This unique project is one of four that helped this site to receive a BOMA BEST® Platinum certification in 2022.

Engaging in an urban beekeeping initiative offers a number of benefits for our employees, the ecosystem, indoor air quality and building occupants such as:

- 1 Provides a safe and controlled environment for bees to thrive, reducing the risk of colony loss due to disease or pests
- 2 Allows for easier monitoring and management of the colony, making it a great option for novice beekeepers
- 3 Helps to increase the local population of honeybees, which play a crucial role in pollination
- 4 Provides a unique opportunity to produce and harvest honey
- 5 Keeps annual flowers blooming, reducing the amount of landscaping needed year over year

36,000
Bees Kept Within Six Hives

Our urban honeybee initiative not only supports the vital role that honeybees play in our ecosystem, while promoting sustainable partnerships with our clients, but also provides a convenient opportunity for people to connect with nature in the workplace and contribute to the sustainability of their local community.



Integrated Benefits of Indoor Living Walls

Dexterra Group took a bold step towards sustainability in 2022 by implementing an indoor living wall at a large facility located in Toronto, ON in collaboration with our client. This innovative initiative not only adds to the beauty of the building but also increases the biodiversity of plant life within it. The indoor living wall played a crucial role in helping our client facility achieve the prestigious BOMA BEST® Platinum certification, which recognizes the highest level of sustainability in building design and management.

The facilities management team aims to realize the following benefits of the indoor living wall for the occupants of the building:

Pollutant Removal

Living walls trap many airborne pollutants and particulates on the plant surfaces. In addition, plants take in carbon dioxide.

Reduced Footprint

Living walls make excellent use of vertical space, providing micro-habitat, aesthetic benefits, and air cleansing, where none would have typically existed before.

Energy Savings

Living walls add thermal mass to a building and provide shade and an insulating, dead-air space on the surface of the building wall. Vegetation also lowers adjacent air temperatures by evaporating enormous amounts of water from leaf surfaces. All these processes help moderate indoor and outdoor building temperatures.

Aesthetics/Liveability

Many new living walls are designed for artistic effect and to enhance liveability by providing calming greenery in very urban spaces.

Noise Reduction

Green walls can help reduce sound transmission into buildings due to the layer of plants, growing medium and, depending upon the design, the dead-air space between the occupied and conventional walls.



The implementation of the indoor living wall is a visionary step towards a sustainable future, demonstrating the company's commitment and contribution to promoting beauty, increased biodiversity, and supporting eco-friendly workspaces.

Modular Solutions Partners with Tkemlúps te Secwépemc to Protect the Spadefoot Toad

To raise awareness for a protected area that surrounds one of our facilities in Kamloops, BC, the Modular Solutions team partnered with Tkemlúps te Secwépemc to implement visual controls and increase education around the importance of protecting the spadefoot toad, a protected species under the Canadian Species at Risk Act.

The facility is situated near a pond, where the spadefoot toad has breeding grounds – and according to BC's Ministry of Environment, the biggest risk to the spadefoot toad is development at its breeding grounds. To ensure the protection of this species near our modular plant in Kamloops, the team designed and installed a sign that notified the public and plant employees of the protected area. In addition, the team provided education and training to our employees on the importance of this species to the land and its habitat. For 2023, we plan to continue efforts to educate employees on their responsibilities to ensure the protection of this species and will become part of the new employee onboarding process. The Modular Solutions team continues to work with Tkemlúps te Secwépemc to minimize our impacts to the environment.

DID YOU KNOW?

In BC, the Great Basin Spadefoot Toad is found only in the dry Kettle, Nicola, Thompson, Okanagan and Similkameen valleys, but its range extends as far south as Arizona. According to the provincial government, it is one of a small number of desert-adapted amphibians, which survives droughts by burying itself and secreting a gelatinous coat over its body.



A photograph of three diverse business professionals (two women and one man) sitting around a table, smiling and looking at documents. The man is in the center, wearing a light blue shirt, and is holding a pen. The woman on the left has long, curly brown hair and is wearing a dark green shirt. The woman on the right is seen from the side, wearing a dark green blazer and large gold hoop earrings. They are all smiling and appear to be in a collaborative meeting.

SOCIAL

Our values emphasize the importance of transparent and enduring relationships, which we believe are essential to the success of our business.



SOCIAL IN 2022

Empowering Local Communities

We recognize the vital role Dexterra plays in supporting the communities and economies of Canada. Our values emphasize the importance of transparent and enduring relationships, which we believe are essential to the success of our business. Through local hiring, participation in business associations, and charitable giving, we aim to create outcomes that are beneficial to both our business and the communities in which we operate.

Our commitment to corporate social responsibility aligns with the International Bill of Human Rights and the four International Labour Organization (ILO) Fundamental Principles of Rights at Work, including the effective elimination of child labour, elimination of discrimination in respect of employment and occupation, elimination of all forms of forced or compulsory labour, and the freedom of association and the right of collective bargaining.

We adopt a decentralized approach to community engagement, encouraging local teams and leaders to participate in community activities and programs.

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 approach to human rights is rooted in our culture with diversity being one of our core values – and an essential element in building our 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 human rights and reduce inequalities through diversity, equity, and inclusion in the workplace.

The contribution of Indigenous communities and peoples is critical to building a prosperous Canada, and we acknowledge this importance. In the course of our work, we engage with Indigenous communities across Canada and maintain 82 business partnerships that aim to provide economic benefits, local employment, and opportunities for Indigenous businesses and suppliers.

Giving Back to Communities to Make us Stronger



Dexterra Group's employees are passionate about giving back to the places where they work and live. We have implemented a **grassroots framework** for community engagement to empower our employees to make a positive impact. This framework provides our people with guidance on our organization's areas of community engagement, while giving them the flexibility to support their local communities in a meaningful way.

Employee-led initiatives are at the heart of what makes our commitment to our communities impactful. From participating in Indigenous friendship circles, volunteering with community-based non-profits, sharing our expertise through speaking engagements, nominating non-profit organizations for our annual Stronger Communities Drive donation initiative, and donating materials/supplies to community partners, our employees engage in activities that are impactful for themselves and the organizations they support. In 2022, Dexterra Group employees participated in community-based initiatives across Canada – we are proud of the work that we do and the communities we can support!



Mental Health
and Safety



Protecting the
Environment



Supporting
Indigenous
Communities



Supporting
Military Families



Supporting At Risk
Children and Youth



Supporting New
Canadians



EQUITY, DIVERSITY, & INCLUSION

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

Diversity improves decision making, strengthens our teams and is simply the right way to build a sustainable business. Diverse teams deliver better business results and are committed to promoting a culture of equity and inclusion, where employees receive fair and equitable treatment, diverse perspectives are celebrated, and all team members feel a sense of belonging. Our ongoing journey of equity, diversity, and inclusion (EDI) reflects our strong commitment, and we strive to continuously evolve our EDI approach with the inclusion of fresh perspectives as we grow our business. Though we recognize that there is still work to be done, we are proud of the progress we have made so far.



EDI Initiatives

Based on gaps that we uncovered by our workforce analysis and external availability, Dexterra Group established equity targets for the four designated groups as identified by Canada's Employment Equity Act – women, Indigenous peoples, persons with disabilities and visible minorities. Another outcome of our workforce analysis was the formation of the company's EDI Employee Resource Group (EDI ERG), whose primary role is to lead the EDI strategy and action plans.

In 2022, we further refined the EDI ERG's role to include the following additional mandates:

- Establish the organizational action plans to promote equity, diversity, and inclusion;
- Provide ongoing guidance and monitor for success; and
- Further embed an inclusive work environment that fosters a sense of belonging.

Since beginning their work as part of our response to evolving EDI initiatives within our workplace, the EDI ERG has collaborated with internal and external stakeholders to establish the following initiatives:

WORKFORCE ANALYSIS HIGHLIGHTS	EQUITY GOALS
Overall, women make up 40.8% (n=1483) of Dexterra's workforce. This is less than their external availability of 47.8% .	Increase the percentage of women employed at Dexterra.
Overall, Indigenous Peoples make up 5.9% of the Dexterra's workforce. This is less than their external availability of 12.8% .	Increase the percentage of Indigenous Peoples employed at Dexterra.
Overall, visible minorities make up 32.4% (n=1176) of the permanent workforce at Dexterra. This is more than their labour market availability of 29.8% .	Maintain strong representation of visible minorities.
Overall, persons with disabilities are 4.7% of Dexterra's workforce. This is less than their external availability of 10.3% .	Increase the percentage of persons with disabilities employed.

Source for labour market availability: Employment and Social Development Canada





Combating Bias in Hiring:

Dexterra Group mandates inclusive interview best practices education for all hiring managers and released inclusive interview guides that focused on assessing the competencies required to perform a job well to ensure avoidance of inherent biases.

To attract diverse talent, we launched a program that promotes referrals for diverse candidates. Guidance on creating inclusive job postings is available for all our hiring managers as well as promotion of diverse job boards that specialize in connecting hiring managers to Indigenous talent and people with disabilities.



Women in Leadership Network:

Launched at the end of 2022, the Women in Leadership Network (WILN) provides a forum for employees to discuss barriers and challenges and share insights and experiences, and to educate others on how to be allies for women in the workplace.

The following mandates:

- Establish action plans to promote attraction, recruitment, promotion, and retention of women across the organization
 - Enhance awareness of gender equality through the organization to promote inclusion
-



Education:

We provided education to our senior leaders on addressing unconscious biases and promoted awareness of how to effectively encourage and value diverse opinions and ideas across our businesses. eLearning courses around diversity and inclusion fundamentals and respect in workplace are accessible to our entire workforce and built into our onboarding processes.

Bite-sized learning sessions are held throughout the year in form of monthly Team Talks with topics that range from event-driven themes like Black History Month, Pride Month, International Women's Day and National Day for Truth and Reconciliation to general educational EDI themes such as unconscious biases, microaggressions, and inclusive team dynamics.



Measurement & Reporting:

Dexterra Group also released the framework for reporting on our progress towards reaching our employment equity goals. We monitor our attractiveness as an employer to diverse candidates and implemented demographic reporting for new hires. While this diversity reporting is still nascent, it allows us to keep businesses accountable by reviewing representation and attraction reports monthly.

Forward Looking to an EDI - Focused Workplace

In 2022, we deployed an anonymous employee experience survey that found high engagement levels with various groups within our organization.

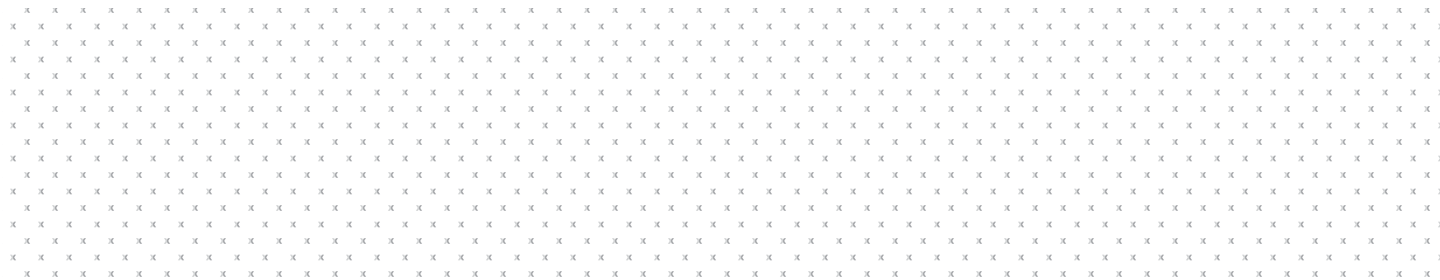
This survey also identified core strengths across our culture that enable high performance: **respect**, **camaraderie**, and **care**.

Our cultural strengths have had an impact on our attractiveness to potential candidates and has increased our ability to attract a wider and deeper candidate pool. Dexterra Group managed to attract 100,000+ applicants to its posted jobs in 2022. We track what demographic sections our applicants belong to, and it has given us a better understanding of how attractive our employer brand is to our designated groups of focus. While our share of distribution remained the same across the four groups as last year, the absolute numbers were higher.



“The journey of EDI is never-ending. To remain a workplace, where every employee truly feels like they belong, we must put in work every single day. While organizational initiatives are important to further the EDI agenda and mandate, even combined these actions are not as powerful as the day-to-day behaviours of our people. It is our duty to devote time towards learning from others and gaining self-awareness so that we can behave inclusively and emerge as powerful allies, who truly embody our organizational value of diversity.”

– *Cindy McArthur, Chief HR Officer*



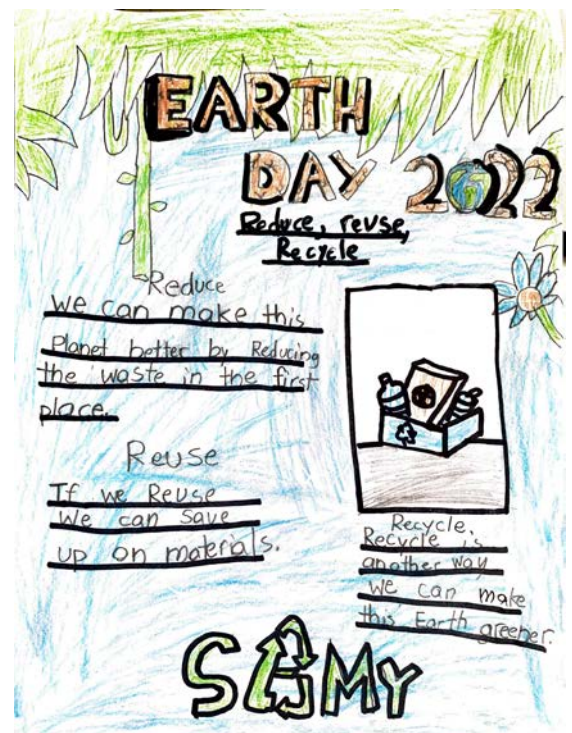
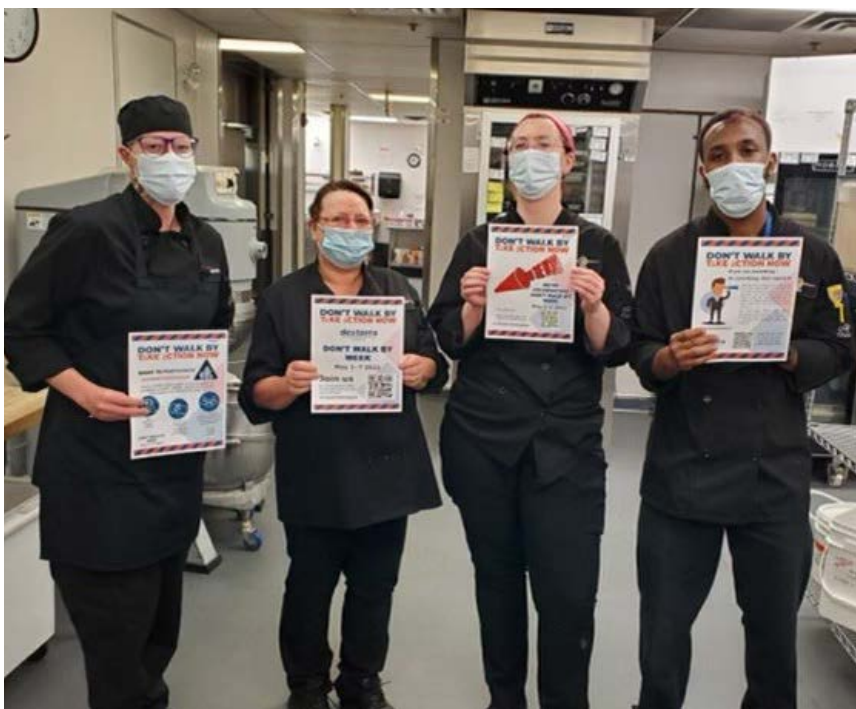
Celebrating Our Employees Through Engagement

In line with our culture of respect, camaraderie, and care, we promote initiatives to enhance the physical and mental well-being of our employees through employee engagement. With hybrid work being common for many of our corporate and office staff in 2022, it became clear that we needed to find more ways to engage with this group to preserve their level of interest in the work they do and most of all, to ensure their well-being.

To help our employees feel engaged and valued, Dexterra Group:

- Embraced an employee performance feedback process to promote ongoing dialogue and coaching through the year. We encourage and remind leaders to have quarterly check-ins with their direct reports to celebrate accomplishments, drive accountabilities, clarify understanding, identify roadblocks to high performance and provide feedback to help employees grow and develop. This ongoing dialogue also deepens trust and allows leaders to get a sense of employee happiness.
- Encouraged our employees to F.R.O.G.™ (Forever Recognize Others' Greatness) someone either on their team or in the organization that they feel should receive recognition. We also introduced appreciation cards to promote intentional recognition from managers to employees and vice versa, and among peers.
- We launched a number of internal campaigns, including our first Earth Day children's poster competition, Don't Walk By Week and Bell Let's Talk Day events.
- Furthered learning and engagement through live webinars and presentations.
- Continued to support communication tools to help our employees feel engaged with their teams, colleagues, and peers.

Dexterra Employees Engagement in 2022



Sammy K

INDIGENOUS RELATIONS

Dexterra Group has over 30 years of experience working alongside Indigenous communities in Canada, including complex business relationships, employment and training capacity, and community development. Our partnerships with Indigenous communities are built on a foundation of relationship building and trust – and with a shared commitment to creating sustainable outcomes. We value the importance of consultation and collaboration with Indigenous communities and understand that successful partnerships require open communication and mutual respect. Our experience working alongside Indigenous communities has taught us the significance of investing in education and training initiatives. By providing capacity-building opportunities and skill development programs, we strive to create a positive impact and promote community development.

We have a well-established reputation as subject matter experts in Indigenous youth employment and training throughout Canada. This reputation is bolstered by the hard work of our Indigenous Relations Strategy Committee and the success of programs, such as OYEP. Through our participation in boards and working groups, we share our experience and provide guidance to other organizations seeking to support Indigenous youth.

— A proud member of —

Canadian Council for
**ABORIGINAL
BUSINESS**



Proud member since 2018

DID YOU KNOW?

As of the 2021 census, Indigenous peoples in Canada totalled **1,807,250** people, or **5.0%** of the national population, with **1,048,405** First Nations, **624,220** Métis, and **70,540** Inuit. 7.7% of the population under the age of 14 are of Indigenous descent.

Progressive
Aboriginal
RELATIONS

**BRONZE
LEVEL**



Actions to Strengthen Indigenous Relations

In 2022, Dexterra Group formed the Indigenous Relations Strategy Committee to ensure our commitment and focus on Indigenous relations is at the forefront of what we do. The Committee provides guidance to Dexterra Group business units on the implementation of annual work plans that govern Indigenous Relations.

The purpose of this committee is to:

- Provide support to Dexterra Group business units to ensure our Indigenous Relations and Reconciliation Policy is communicated and upheld within our organization;
- Support our Indigenous employees to ensure they are heard and respected;
- Collaborate with our EDI ERG to ensure Indigenous Relations issues and initiatives are a part of our overall EDI goals and targets;
- Support Dexterra Group to develop respectful and mutually beneficial relationships with Indigenous peoples, while ensuring service to our clients;
- Identify opportunities to serve as subject matter experts for key stakeholders, including clients and governments, demonstrated through our sound approach to engaging with Indigenous communities, and our respectful and sustainable relationship with Indigenous peoples across our network; and
- Initiate and engage in programs and activities that strengthen relationships between Dexterra Group and Indigenous communities within each region.

Our efforts in 2023 will continue to support our Indigenous partners and employees to provide training, education, and understanding so that we can work better together.

Effective January 2023, Tabatha Bull, President and CEO of Canadian Council for Aboriginal Business, was appointed to the Dexterra Group Board of Directors. Her perspective and insight will be valuable as we look to continue to progress our Indigenous initiatives.





OYEP



dexterra
community
initiatives



The Outland Youth Employment Program (OYEP)

OYEP is the cornerstone of Dexterra Community Initiatives, a non-profit incorporated to inspire action and develop opportunities with and for our communities wherever Dexterra Group operates or has partnerships.

OYEP is a national network of innovative education, training, and work opportunities for Indigenous youth that includes our award-winning, land-based, six-week summer program. OYEP wrap-around support services are available to participants across the country and summer programs are currently available in Quebec, Ontario, Manitoba, Alberta, and British Columbia.

Youth in the Alberta program had the opportunity to earn additional certifications for Construction Safety Training System and Pipeline Construction Safety Training.

- Partnering with Ring of Fire Metals to experience new and exciting opportunities in the mining industry.
- In Manitoba, OYEP sponsor Louisiana Pacific provided opportunities for ATV Training for youth participants.
- Launching OYEP Youth Council, which creates a platform for OYEP youth and graduates to meet quarterly to collaborate and act as representative leaders for camps across the country.
- Partnering with Trees for Life to promote afforestation activities.



64%

Indigenous OYEP employees in management roles



168

High school credits earned



839

Total certifications earned



8 km

TransCanada Trail developed/maintained by OYEP youth



97

First Nations, Métis, and Inuit represented



\$2.2 Million

Investment in employment, training, and skills development for Indigenous youth



Scan the code for the full OYEP 2022 National Report



GOVERNANCE

Through responsible, sustainable, and ethical conduct, we seek fair dealing with investors, clients, suppliers, partners, and employees.

GOVERNANCE IN 2022

Stronger Business Through Board Governance, Management Systems, and Risk Mitigation

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.

Effective January 2023, Tabatha Bull and Toni Rossi were appointed to the Dexterra Group Board of Directors, bringing the **composition of our Board identifying as women to 33%**.

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.

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.



Dexterra Group Policy Acknowledgement

Each year, Dexterra Group asks our employees to complete a mandatory annual attestation of our corporate policies. Completing this annual attestation is an important step in ensuring that we all align with Dexterra Group's core value of Accountability and continue to maintain a positive and compliant work environment.

Our annual policy attestation includes:

- Code of Business Conduct & Ethics
- Communications & Social Media
- Insider Trading
- Gifts, Hospitality, and Anti-Corruption
- Delegation of Authority
- Business Travel & Expenses
- Purchase Card
- HSEQ Policy Statement
- HSEQ Credo
- Workplace Violence
- Modified Work Procedure
- HSEQ Roles & Responsibilities
- Drug & Alcohol
- Harassment-Free Workplace
- Diversity & Inclusion
- Complaint Resolution

Awards & Recognition

Dexterra Group:

- Winner of the 2022 Safety Innovation of the Year Award through SafeCare BC.
- Two excellence awards through Canada's Safest Employer in the Services Sector and Most Innovative Use of Safety Technology categories
- Excellence award from Canadian HR Awards under the category of Canadian HR Team of the Year (500 Employees or More)

For Individual Contributors:

- Executive Vice-President, HSEQ named Leader of the Year by Canadian Occupational Safety
- Two members of the HSEQ team recognized as Canadian Occupational Safety's Top Women in Safety
- Chief Human Resources Officer recognized by Canadian HR Awards with The Leadership Agency Award for HR Leader of the Year



Training & Employee Communication

Dexterra Group provides an extensive set of training programs for our people covering both common core topics and job-specific skills training. Our learning management system (LMS) houses more than 280 courses in addition to ongoing seminars and on-site job training. In 2022, we continued to strengthen our training and awareness programming by adding more technical and non-technical content, making existing content on our LMS more user friendly and visual, transitioning to making all our content available in both French and English, and hosting multiple internal training seminars on how to effectively use the LMS. We also improved the learner experience by adding more functionalities to the system such as targeted reminders. We also launched our leadership competency framework which has formed the basis for the further training and education we provide to our employees.

Communication at Dexterra Group happens in multiple formats and channels. Some of the ways in which we increased and improved our employee communications in 2022 included:

- Launching our HSEQ Live and The Basics web-based seminars
- Quarterly virtual, live updates from Senior Leadership Team
- Semi-annual CEO video address to all employees
- Innovation Forum seminar, which was an engaging discussion about innovation and what it means for our organization



50

HSEQ
A.W.A.R.E.

Awareness While Activating
Reflection and Engagement



Health



Safety



Environment



Quality

HSEQ A.W.A.R.E. SERIES

280



**COURSES IN
OUR LEARNING
MANAGEMENT
SYSTEM**

11

HSEQ
A.W.A.R.E.
Live Series

**HSEQ A.W.A.R.E.
LIVE SERIES**

13

HSEQ
A.W.A.R.E.
Live THE BASICS

**HSEQ A.W.A.R.E.
LIVE THE BASICS**

**49 WEEKLY EMPLOYEE
NEWSLETTERS PUBLISHED**

ROUND UP

**4 ISSUES OF OUR QUARTERLY
EMPLOYEE MAGAZINE PUBLISHED**

conneXion

3,507 COPIES DOWNLOADED

The COR Advantage and Expanding Our Certifications

The Certificate of Recognition (COR) program is a comprehensive risk management and reduction initiative that is designed to promote and recognize an organization's commitment to health and safety. In 2022, we expanded the number of sites that are COR certified, further demonstrating our commitment to thorough due diligence and accountability in health and safety management.

**92**Average Audit
Score ¹⁷

This expansion allowed us to improve the knowledge and safety competencies of our employees and solidified our position as a leader in the industry. Our organization is proud to have recertified with COR for 138 sites in 2022, and we look forward to supporting more sites to achieve COR certification.



In 2022, Dexterra Group went through an external ISO re-certification audit conducted by our registrar and successfully obtained re-certification to all three ISO Standards 9001, 14001 and 45001.



Our Integrated Facilities Management (IFM) business unit began the journey of implementing the CIMS Green Cleaning Standard in 2022 and were successful in obtaining certification to this standard. As we progress into 2023, the IFM team will ramp up their efforts to closely track and assess the performance of these sites, ensuring full conformance with the certification standard.



PRIORITIZING SAFETY AND HEALTH

At Dexterra Group, ensuring safety and well-being is our top priority. To reinforce this commitment, we have several initiatives aimed at heightening health, safety, and environmental consciousness among key stakeholders, including employees, clients, contractors, and visitors.

Our efforts to maintain our industry reputation as one of Canada's Safest Employers is exemplified by our performance statistics. Our year-ending Total Recordable Incident Rate (TRIR) performance decreased in 2022 vs. 2021. In 2021, the organization started tracking serious and potentially fatal incidents and in 2022, there was a year-over-year reduction of 52%. Motor vehicle incidents significantly reduced in Q4 2022 and throughout the year by 50%. Even though we have reduced the overall number of motor vehicle incidents, driving remains one of our highest health and safety risks for severe outcomes.

Reducing incidents through proactive intervention is one of the ways that we maintain a health and safety leadership position in our industry. Key initiatives in 2022 that helped improve our TRIR performance included:

- Enhancing our driver safety program through the Drive 4 Safety campaign;
- Increased attention and focus on promoting our Don't Walk By approach throughout the organization;
- Mobilizing our Get a Grip campaign at all sites, which focuses on prevention rather than reaction; and
- Raising awareness about musculoskeletal disorders within the workplace through our specialized campaign to reduce incidents, which ran in partnership with the Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD).

Looking ahead to 2023, our established goals to further improve our performance in health, safety, environment, and quality include:

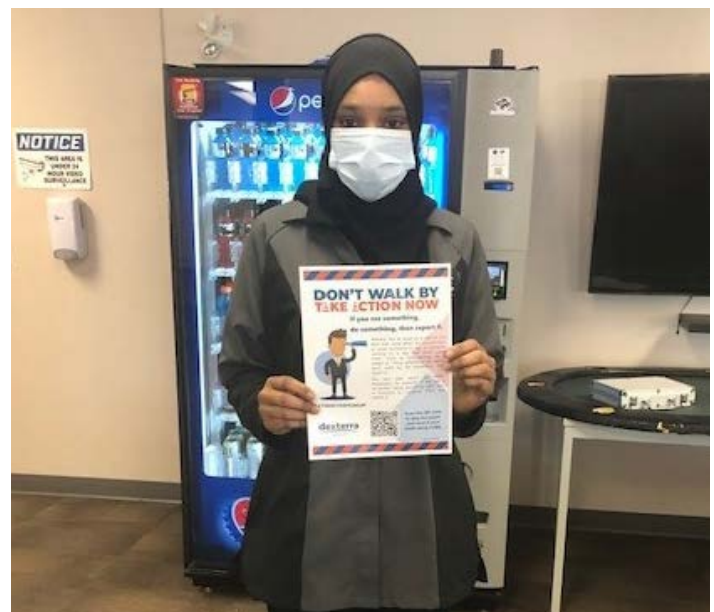
- Increased internal inspections/audits to confirm compliance/conformance to our established processes;
- Working to further improve our current joint health and safety committee processes to ensure regulatory compliance;
- Continuing to increase our organization's knowledge and comfort with environmental management, inclusive of compliance; and
- Revamping our Short Service Employee program to meet all operational needs given the diversity of our business units, to increase our overall level of competency.

0.73

TRIR
(18% Reduction
from 2021)

\$130K

Lost Time
Cost Savings



The Right to Participate: Our Don't Walk By Approach

Dexterra's Don't Walk By (DWB) approach is a key part of our company culture and leading indicators. It empowers our people to participate in the improvement of health, safety, environment, and quality matters on a day-to-day basis and helps bring life to our values of accountability, diversity, partnership, and trust.

Our DWB approach aims to foster a culture of attentiveness and inclusiveness, where individuals feel empowered to:

- Recognize and address hazardous situations and propose constructive solutions to avoid incidents;
- Provide positive feedback for jobs well done; and
- Enable employees to suggest opportunities for improvement to keep the continuous improvement lens in action.



Don't Walk By Week

Taking our Stronger Communities approach to heart and in celebration of the North American Occupational Health and Safety Week (NAOSH), Dexterra Group launched our first Don't Walk By Week. This event took place from May 1st to 7th and included the creation of a microsite to house information and resources for employees to easily access and share with their teams, friends, and families. These resources included tools, posters, and ideas for social media posts for everyone to help spread the word about our celebration and let them know #ItsOkToSpeakUp. At the end of the week, we recognized the top 10 people leaders, observers, and sites for the highest number of DWBs that were submitted in that week and in the previous year. Based on the success of the DWB Week in 2022, we are fully engaged to make this an annual event to further assist in reducing our workplace hazards through proactive prevention, recognizing great work in HSEQ and identifying opportunities where we could improve.

Not only were we able to impact our internal community, but microsite analytics also showed that Dexterra's DWB Week reached multiple countries, including the United States, Japan, Singapore, United Arab Emirates, Germany, Bahamas, Haiti, and Ireland.

**DON'T WALK BY
TAKE ACTION NOW**



HSEQ 2022 Highlights



3,400

**DWBs Submitted
in DWB Week**



10,234

**2022 Suggestion
for Improvement**



66,167

**2022 Hazard
Observations**



20,364

**2022 Positive
Interactions**



Campaigns in 2022

Launched first internal environmental campaign

Our environmental campaign focused on supporting environmental stewardship activities in honour of Earth Day. This included a poster campaign promoting awareness to employees on how they can support the day and an Earth Day poster contest for children.

Launched 2 major prevention campaigns

Get a Grip (an Energy Safety Canada program) and Musculoskeletal Disorder (MSD) prevention.



Achievements & Certifications

- Successfully completed our second year in the WSIB Ontario's Health and Safety Excellence Program
- Received the WSCC Advanced Safe Workplace Certification, which is issued in the Northwest Territories and Nunavut and recognizes our commitment to making workplace health and safety a priority



The data and information shared in this report has been sourced from Dexterra Group's systems and reporting tools, partner organizations, third party applications, and internal Dexterra Group operational and functional teams.

Dexterra Group has made reasonable efforts to provide accurate and up-to-date information. Although the information found in this report has been produced and processed from sources believed to be reliable, no warranty, express or implied, is made regarding accuracy, adequacy, completeness, or reliability of any information.

NOTES

- ¹ Source energy data from Energy Management Information Systems and analyzed through PowerBI
- ² Calculations provided by third party and are based on a fuel cost of \$5.15/MMBtu and 8,700 hours of operation.
- ³ Base calculations are based on wattage of lighting fixtures, an average 8-hour workday and utility bill unit costs.
- ⁴ Source data based on 100,000 sheets of paper eliminated and calculations from Environmental Paper Network's Paper Calculator www.papercalculator.org
- ⁵ Reduction data and source information provided by our third-party vendor (Ice River Green Bottle Co.). Data is based on purchases made in 2022 fiscal year
- ⁶ Data based on actual purchased amounts from 2021 2022 provided by procurement and represents annual purchases
- ⁷ Calculation based on litres of water purchased annually multiplied by published data from the Water Footprint Network stating that it takes 5.3 litres to produce one single-use water bottle
- ⁸ All data provided by our third-party vendor (Winnow) through their Performance Reports for both locations
- ⁹ Data is representative of the Modular Solutions western division only (2 plants) from our waste vendor reports and internal tracking initiatives
- ¹⁰ Source information from the Arbor Day Foundation, www.arborday.org/trees/treefacts
- ¹¹ Data provided by Dexterra Group's forestry division based on contract details for 2022 for afforestation activities
- ^{12,13} Data provided by Dexterra Group's OYEP division based on contract details for 2022 for afforestation activities
- ¹⁴ Data obtained from Dexterra Group's talent acquisition software.
- ¹⁵ Data source provided by Dexterra Group's HSEQ Systems & Performance team based on COR Audit contracts with third part registrar for 2022 fiscal year
- ¹⁶ Data based on TRIR calculations provided by Dexterra Group's HSEQ Systems & Performance team
- ¹⁷ Data source provided by Dexterra Group's HSEQ Systems & Performance team based on third party registrar average COR Audit scores (Alberta & BC) for 2022 fiscal year



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, market recovery, 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; 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; 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 Group 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.



We've been serving North American 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.

For more information, please visit our website or contact:
info@dexterra.com

Head Office

5915 Airport Road, Suite 425
Mississauga, Ontario L4V 1T1

Stock Exchange Listing

Toronto Stock Exchange
Symbol: DXT

Website

dexterra.com



Scan the QR Code
to Contact Us