



2023 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

STRONGER COMMUNITIES THROUGH SUSTAINABLE
SUPPORT SERVICES



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**LAND
ACKNOWLEDGEMENT:**

We respect and affirm the inherent rights of all Indigenous Peoples across Canada and the United States of America. We acknowledge the many Indigenous Peoples who have lived in and cared for this land for generations. Their unique histories, traditions, and cultures shaped our countries. We gratefully acknowledge the Indigenous Peoples on whose ancestral, contemporary, and traditional homelands we gather, learn, work, and play. In offering this land acknowledgement, we affirm Indigenous sovereignty, history, and experiences. Dexterra Group recognizes that land acknowledgments signify a crucial step in acknowledging the truth and advancing reconciliation, marking the beginning of our journey toward an inclusive and respectful future.

WELCOME MESSAGE FROM OUR CEO

**Stronger Communities Through
Sustainable Support Services**



“Whether it’s helping our clients reach their sustainability goals, our robust social programs, or our strong governance practices guided by our core values, we understand that our actions have an impact beyond our organization.”

I am pleased to present Dexterra Group’s 2023 Environmental, Social, and Governance (ESG) Report. This report represents our corporate social responsibility framework in action. From our frontline operations to our corporate level endeavours, our ESG approach is embedded in everything we do. The result is a stronger, more resilient business that supports both clients and the communities in which we operate through sustainable infrastructure support services.

Our 2023 ESG Report showcases our progress and represents our commitment to stakeholder transparency. Whether it’s helping our clients reach their sustainability goals, our robust social programs, or our strong governance practices guided by our core values, we understand that our actions have an impact beyond our organization.

We are committed to addressing greenhouse gas emissions and environmental impacts through a range of initiatives including effective energy management and waste reduction practices at the sites we operate across our business. This is not only a priority for us, but also in partnership with our clients as we collaborate with them to support their sustainability goals and targets.

Dexterra Stronger Communities, our social responsibility brand, was created to support the communities in which we operate. Tethered to this is Dexterra Community Initiatives (DCI), a not-for-profit organization established to further support communities in need. One of the cornerstone programs of DCI is the Outland Youth Employment Program (OYEP), a national network of innovative natural resources education, training, and work opportunities for Indigenous Youth. This program has had exceptional growth since its inception in 2000. In 2023, OYEP operated six camps across four provinces, and saw 156 Indigenous Youths graduate

the program, earning over 800 certifications in the process. OYEP is an incredibly impactful program, and you will hear more about our community initiatives going forward.

For us, ensuring that every employee returns home safely every day is paramount. Dexterra completed 2023 with our strongest health and safety record ever, with a total recordable incident rate of 0.48 incidents per 100 full-time employees, a 41% improvement over 2022. We were able to achieve this due to our best-in-class health and safety governance programs, like our Don’t Walk By, Take Action Now approach, which empowers our people to raise concerns and celebrate successes related to health, safety, sustainability, and quality. My heartfelt appreciation goes out to all our teams for their ongoing dedication and commitment to the health and safety of our colleagues, clients, customers, and guests.

I am very proud to be a part of Dexterra Group and everything we are doing on our journey to building a diverse, inclusive, and sustainable support services business.

Mark Becker
Chief Executive Officer, Dexterra Group



INTRODUCTION IN 2023

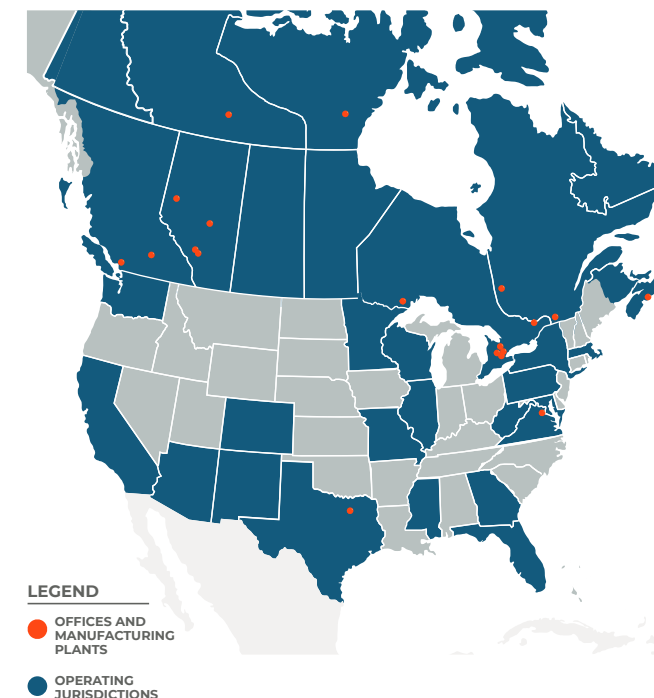
DEXTERRA GROUP COMPANY OVERVIEW

Dexterra Group, a publicly listed corporation (TSX: DXT), employs more than 8,900 people, provides services in 12 Canadian provinces and territories, and 5 U.S. states, and delivers a range of support services for the creation, management, and operation of infrastructure. In 2023, *The Globe and Mail* named Dexterra Group one of Canada's Top Growing Companies for the second year in a row.

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.

Our Operations



2023 Snapshot

Our culture is built upon core values that shape the delivery of our services. These principles guide every aspect of our operations, influencing the management of our clients' facilities and the assistance we provide. Integrated into our annual strategic planning and ingrained in our company-wide performance management, these values foster behaviours crucial for making a positive impact on our clients, employees, environment, and the broader community.

-  **Accountability**
-  **Diversity**
-  **Trust**
-  **Partnership**

Year in Review

594
ELECTRONIC
DEVICES
REPURPOSED

116,323
DON'T WALK BY
SUBMISSIONS

8,900
EMPLOYEES

VCI
CONTROLS
JOINED DEXTERRA

21
FIRE BASE
CAMPS OPERATED
TO FIGHT WILDFIRES

About This Report

This 2023 Environmental Social Governance (ESG) Report (Report) is the fourth ESG report issued by Dexterra Group (Company). This Report reflects our commitment to ESG performance and sustainability and provides details on our progress in the calendar year ending December 31, 2023.

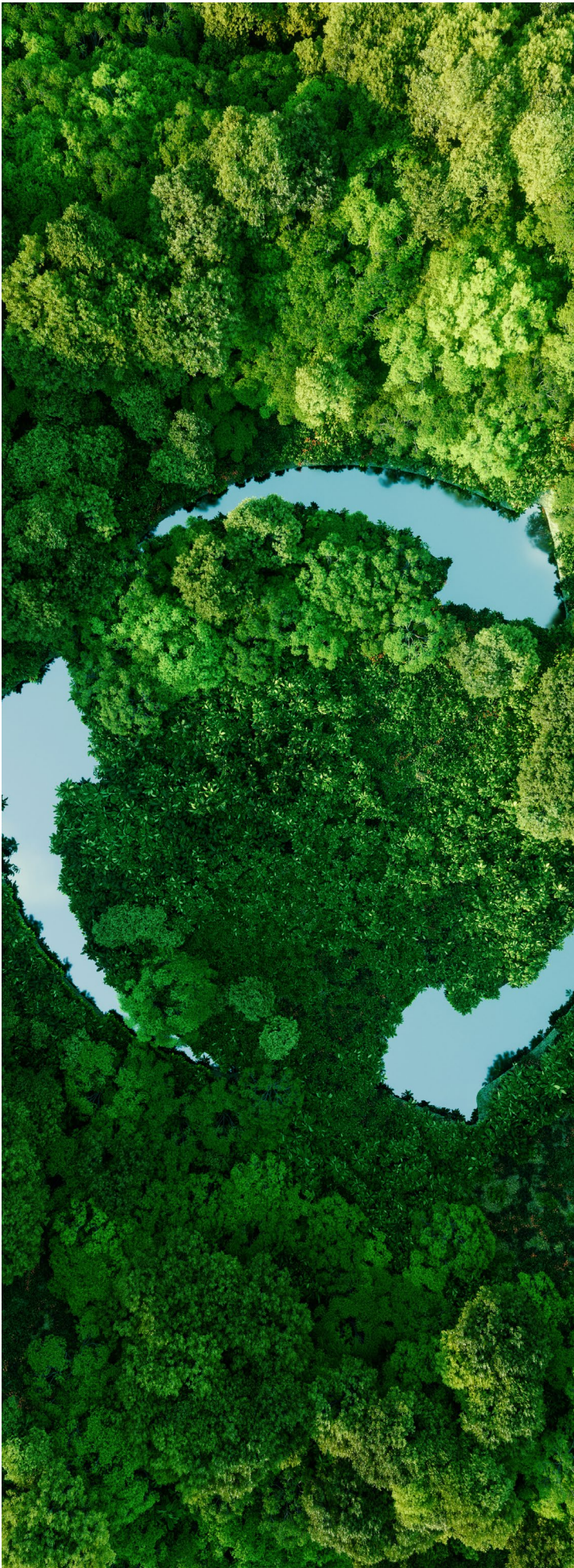
This Report does not include details on our financial performance. Details on our financial performance can be found in our public filings with the Canadian Securities Administrators (CSA) on SEDAR and on our Company website.

Topics included in this report are reflective of our most significant ESG issues based on our ESG Materiality Assessment that was conducted in 2022. Materiality as used in this report, sometimes referenced as “ESG materiality”, and our ESG materiality review process are intended to reflect priority ESG issues. Disclosures in this report encompass a representative sample of our managed properties in Canada and are not inclusive of our properties in the U.S. This report is based on collaborative efforts across Dexterra Group operational teams and partners to inform data and content.

This report follows the basis of the United Nations Sustainable Development Goals (SDGs) and the Global Reporting initiative (GRI) Sustainability Standard.

The following considerations regarding data boundaries and conversion factors apply to this Report:

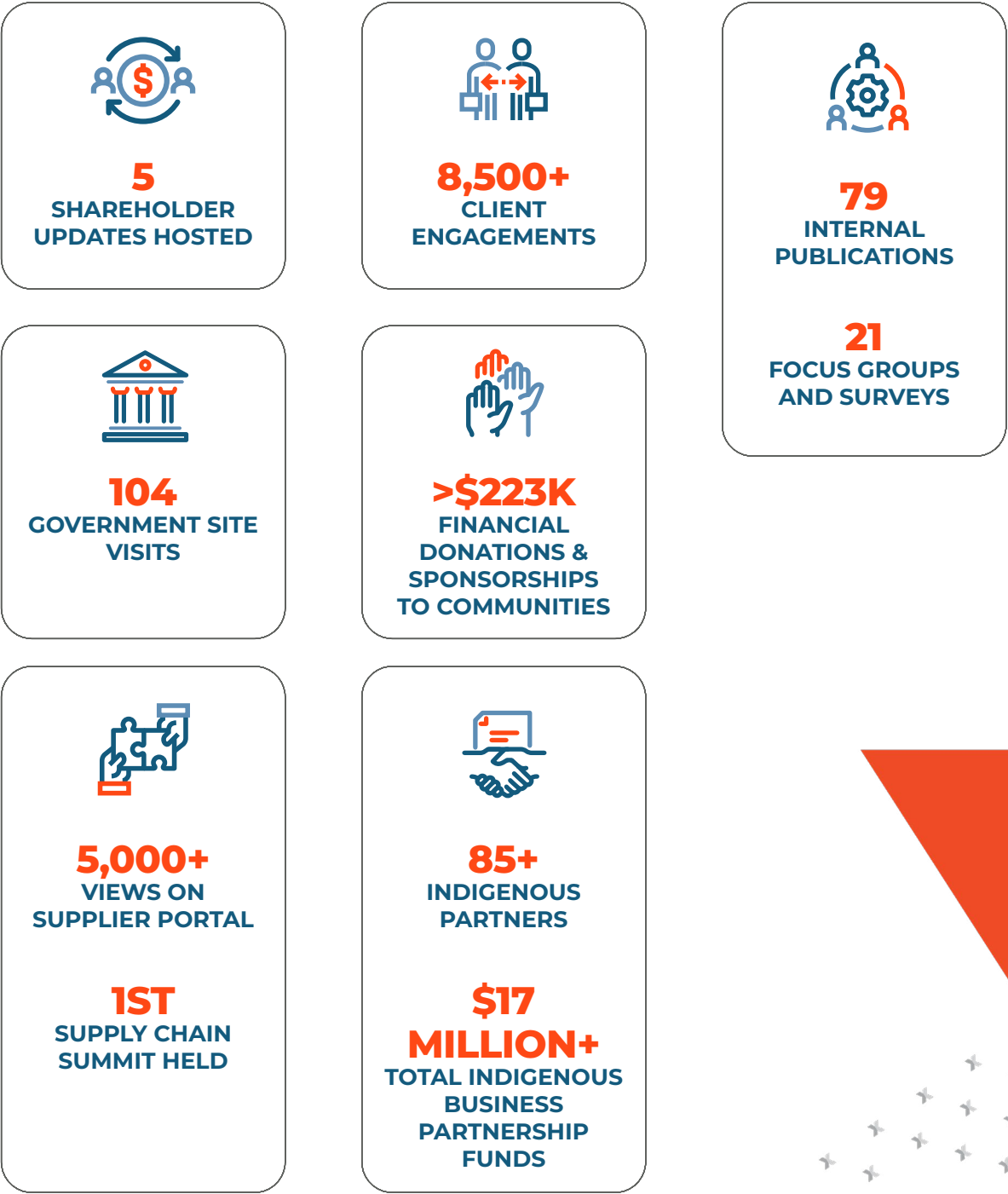
- Energy data includes Dexterra Group’s P3 managed properties’ electricity, natural gas, steam, and chilled water consumption.
- Water data includes Dexterra Group’s P3 Canadian managed properties only.
- Waste data includes Dexterra Group’s four modular production plants.
- Reported intensity values are calculated based on total managed consumption, divided by total gross floor area.
- All other data stated within this report is either collected from internal systems, manually calculated or a combination of both, as specifically stated.



Stakeholder Engagement

We provide value to our stakeholders through various avenues. We do this by enhancing efficiencies for clients to support their sustainability goals, and fostering growth opportunities for our employees and suppliers, while supporting communities through environmentally and socially sustainable initiatives. By offering proactive, impactful, and innovative solutions that resonate with our clients, we are able to demonstrate measurable value.

In 2023, we continued to drive innovation and collaboration across Dexterra Group as we strengthened partnerships with shareholders, clients, regulators, employees, business partners, suppliers, and local communities.



Industry Affiliations

Dexterra Group actively partners with multiple industry associations to promote knowledge sharing and advance best practices, creating a positive influence within both our industry and local communities. The effectiveness of our collaboration with these associations is shown in this report, along with our recognition through industry awards received in 2023.





Applicable to our Horizon North brand.



Awards and Recognition

In 2023, Dexterra Group and our affiliated delivery brands were honoured to be recognized for the work we do and the culture we’ve built. Our aim is to provide innovative solutions that further our mission in a safe, accountable, and sustainable manner. We are proud of the external recognition, and we continue to strive for service excellence as we continue our sustainability journey.



EMPLOYMENT EQUITY ACHIEVEMENT AWARD
Section Distinction



CANADIAN OCCUPATIONAL SAFETY MAGAZINE (COS) TOP SAFETY LEADER UNDER 35
Tobore Adagha



COS OHS TOP WOMEN IN SAFETY 2023
Shawneen Abrams and Lee-Anne Lyon-Bartley



THE CANADIAN COUNCIL FOR PUBLIC-PRIVATE PARTNERSHIPS ENVIRONMENTAL, SOCIAL & GOVERNANCE
Silver Award



RELOCATABLE MODULAR MULTIFAMILY & HOTEL
Oshawa Micro Homes - 1st Place



GREEN BUILDING
Dawson Creek - 1st Place and Best of Show



PERMANENT MODULAR OFFICE
Secwépemc Child & Family Services - 1st Place



PERMANENT MODULAR EDUCATION
Khalsa School - Honorable Mention



Our Approach to ESG

We recognize the importance of sustainability and ESG in developing and strengthening our organization. We are committed to upholding the key principles of sustainable management 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 approach to creating long-term value through sustainability is based on prioritizing and serving our stakeholders, delivering best-in-class client solutions, supporting our communities, providing opportunities for our employees, diversifying our supplier base, and strengthening the environmental and social sustainability of our business and the businesses of our clients.

Our sustainability strategy is intentional in its approach to creating partnerships and programs that have multiple benefits across our focus areas, allowing us to advance our ambition to deliver as much positive, collective impact as we can.





Our Commitments

Our materiality assessment helped to inform our ESG priorities and guide our overall strategy. Clear priorities for action for both Dexterra Group and our stakeholder community emerged from the results of the survey; here's what we learned:

- The complex connectivity between climate change, energy generation and human activity requires long-term coordinated planning by Dexterra Group and its business units.
- We must ensure that we monitor the use of our resources and use them efficiently to minimize waste and embed circularity within our business.
- Sustainability should be an integral part to our decision making on the procurement of buildings, services, travel, equipment, and acquisitions.
- We must strive to ensure that our operations are carried out in a sustainable way.
- Employees, contractors and other stakeholders of Dexterra Group should be equipped with the appropriate level of skills and knowledge to be effective in their roles.
- Governance, management systems, and resourcing of sustainable solutions should be at the forefront of our plans and ambitions.
- Ensure the fair and ethical treatment of our employees, contractors, and other stakeholders, considering human rights and diversity and inclusion which are integral to our business.

We continue to engage a wide variety of stakeholders for input, participating in ongoing discussions to strengthen our understanding of important environmental, social, and governance issues. This helps us set priority areas of focus that are most relevant and meaningful to our stakeholders.



STRONGER ENVIRONMENT

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

STRONGER COMMUNITIES

Helping communities thrive through engagement, support, and opportunity.

STRONGER BUSINESS

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



Dexterra Group Commitments

Environment



Key Aspects

- Continue to calculate our greenhouse gas (GHG) emissions baseline, using the GHG Protocol methodology under the operational control approach.
- Reducing energy consumption, natural resource use, and greenhouse gas emissions in our operations and clients' portfolios.
- Driving innovative change as we lead programs and initiatives to reduce energy and GHG emissions, improve waste diversion and reduce waste generation, reduce water consumption, and promote biodiversity.
- Engage with suppliers to socialize our supplier sustainability initiatives to reduce our emissions.

Governance



Key Aspects

- Strengthen and build on existing processes and ensure that annual performance reports are developed to assist in monitoring progress and decision making.
- Continue to embed and showcase excellence in food safety and quality.
- Ensure that sustainability is an integral part of decision making at all levels, including long-term financial planning.
- Empower our employees, clients, and contractors to engage in action on sustainability and our changing climate.
- Continue to benchmark our sustainability performance against published frameworks.

Social



Key Aspects

- Ongoing partnership with Canadian Centre for Diversity and Inclusion (CCDI).
- Elevate the contributions of our Women in Leadership Network and Indigenous Education & Engagement Committee.
- Ongoing work to ensure equal access to jobs, training and education, and long-term benefits.
- Continue investment in value-driven training to equip our employees with appropriate skills.
- Provide non-traditional and underrepresented suppliers' accessibility to our procurement with an equal opportunity to become a supplier.
- Continue to develop, implement, and evaluate our evolving organizational framework, policies and programs related to mental health support and wellness.



ENVIRONMENT IN 2023



OUR APPROACH TO GREENHOUSE GAS EMISSIONS

As stewards of resilient and sustainable solutions, our commitment to addressing the impact of our service and infrastructure operations has never been more crucial. In this dynamic environment, we recognize the need to support our clients, innovate, adapt, and collaborate, ensuring the durability and effectiveness of our services while minimizing the environmental footprint of our operations.

Our commitment to the environment is demonstrated through our ISO 14001:2015 certification and our integrated management system, which are audited annually by an external third party. Our health, safety, environment, and quality policy helps to guide our operations to perform in a sustainable manner for the sites we own and/or operate.

Greenhouse Gas Emissions

In 2023, Dexterra Group partnered with a third-party consultant to begin data collection to analyze our scope 1 and 2 emissions. This will help us to assess our GHG baseline and implement effective energy management practices across the sites where we operate. We strive to support our clients with their Net Zero carbon reduction goals along the way.

Our GHG emissions are calculated following the GHG Protocol standard for emissions assessment. Our 2023 GHG inventory includes direct and indirect emissions from our corporate facilities in Canada that we own and/or operate and our vehicle fleet.



PROJECTS THAT REDUCE OUR FOOTPRINT

Dexterra Group encourages our operations to find innovative ways to reduce their overall footprint through technology and process changes. In 2023, we implemented several projects focusing on resource and waste reduction, energy efficiency, and using AI-enabled technology.

Laboratory Ventilation Energy Conservation

One of the multi-tenant facilities we operate is engaged in a project aimed at conserving energy in laboratory ventilation. As part of this project, adjustments will be made to decrease air flow during periods when the laboratory is not in use, while ensuring that room temperature is maintained.

Why: It is estimated that the laboratory's HVAC system is responsible for about 41% of the facility's annual electricity consumption and 25% of its annual heating load.

How: To further improve efficiency, occupancy sensors will be installed in the fume hoods. These sensors will activate the fume hoods when they detect occupancy and reduce their exhaust during non-operational hours.

Expected Results: A reduction in greenhouse gas emissions by approximately 6% and a decrease in the facility's electricity usage by 10%. It is projected that this initiative will lead to annual utility cost savings of approximately \$200,000.



Reducing Single - Use Plastics in Our Supply Chain

In response to Canada's changing regulations, Dexterra Group is eliminating single-use plastics in our operations. This initiative aligned with our environmental stewardship practices, including compliance to legal requirements.

Why: To continuously improve our food service packaging strategy to be compliant and better support sustainability goals in a more conscious manner.

How: Eliminated over 40 single-use items from our order guides and replaced them with more sustainable products.

The Results: By encouraging our operations to use specific compostable, reusable, and recyclable disposables, Dexterra Group has diverted over an estimated 4.2 million units of single-use plastic and foam take-out containers, cutlery, straws, and bags from the landfill. As the sustainable food service disposable requirements continue to evolve, we will continue to explore and adopt product innovations to support the mandate and support our sustainability journey.



Our Drive to Minimize Food Waste

Since 2022, we have been focused on eliminating food waste within our food services operations through our food lifecycle, from purchase to table. From 2021-2023, we performed a pilot study at three institutional food services locations. The pilot resulted in 5,781 kg of waste weight saved, a 140% overall reduction in food waste.

Why: Each year, Canadians waste 2.3 million tons of food, releasing 6.9 million tons of CO₂ into the atmosphere, the equivalent of 2.1 million cars on the road. Food that ends up in landfills emits methane gas during decomposition, which is 25 times more potent than CO₂ as a GHG.

How: Branching out from the pilot projects that were completed, 20 additional units of the Winnow food waste technology has since been implemented at various institutional sites.

The Results: In 2023, baselining was conducted for the 20 units and found a total waste of approximately \$208,000 worth of food, equivalent to 115 tonnes of food weight, or 288,000 meals annually*. Data will continue to be collected as these units continue to perform. We expect a reduction of about 30% food waste by the end of 2024.

*Data provided by Winnow Solutions baseline data analysis and is inclusive of 20 units installed.



Going LED

Our Kamloops modular solutions production plant and a major P3 facility began modernizing their lighting systems in 2023 by replacing fluorescent bulbs with energy-efficient LED bulbs. The switch to LED lights significantly reduced heat emission from the lighting, leading to decreased cooling requirements for the buildings and eliminating the need for ballasts, reducing waste sent to landfills, and simplifying the recycling process.

Why: Approximately 22% of the energy used at our modular production plant is from the use of lighting and 54% at our P3 location.

How: Replacing the existing lights to LED fixtures in these two facilities will result in a reduction of over 1.02 million kWh in energy usage, resulting in cost savings on utility bills and significantly decreasing maintenance expenses.

The Results: The LED lighting retrofit projects reduced the wattage of each lighting fixture significantly, resulting in total energy reduction of 76% for both buildings combined.



Emissions Reduction Through Client Partnership

We have been the partner of choice for food services at McGill University since 2019, operating their main residence dining halls and student residence, as well as retail and catering services on the campus. In 2023, we added all the university’s operated residences to its food services. We are now serving 2,500 students.

Our overarching goal is to be more sustainable and reduce our environmental impact by enlisting our partners, teams, and guests to continuously strive to do better each year. We take actions that align with our “scratch, fresh, local” approach and our client’s sustainability goals – now and into the future. Converting the residence dining plan to a buffet-style model reduces our impact on the environment and supports our client’s 2035 zero-waste goal.



What “Local” Means to Us

In our commitment to providing local, fresh, and from-scratch cuisine; “local” purchasing is the first step. Our client’s local target is 50% food purchases to be from within 500 km of the university. In 2023, our local purchases were 48.7%, up from 46.6% in 2022. Currently, we source all animal proteins within the 500 km radius and our goal for 2024 is to source all food purchases within 500 km of the university, exceeding the client’s 50% target.

A key action in local sourcing is our partnership with the university’s farm. We purchase all eggs and as much produce as possible from the farm and work with the farm team to determine what can be used in our food services. We also use regional suppliers to source local produce. In addition to incorporating regional harvested produce into the current menu, our culinary teams also freeze and preserve produce for canning, sauces, salad stations, garnishes, and jams for future use.

DURING THE SUMMER HARVEST IN 2023, WE PROCESSED:

150 KG berries into jam	60 KG canned vegetables such as garlic scapes and cucumbers	100 KG cabbages into kimchi
80 KG basil into pesto	60 KG cherry tomatoes into jam	400 KG pumpkin

The Road to Zero Food Waste

Managing food waste is a key control measure at our client's operations. In residential dining, we use a buffet-style model, allowing guests the flexibility to choose what goes on their plate to meet a wide variety of dietary needs and the demand for personalized nutrition.

We use food waste management software to track, measure, monitor, and report on food waste. This feedback drives behavioural change in our culinary teams to deliver cost reductions and promote sustainability.

We have also partnered with Food Cycle Science to further power our drive towards zero food waste at this client's location. In 2023, we incorporated eight FoodCycler units, reducing organic waste into sterile, dry organic material that can be used as a soil amendment at our client's farm. In 2024, we look forward to collecting data on how much food waste was reduced and diverted from landfill to be repurposed back into the environment.

'Greenhouse Gas Emissions associated with food waste account for 8% to 10% of global GHG emissions'



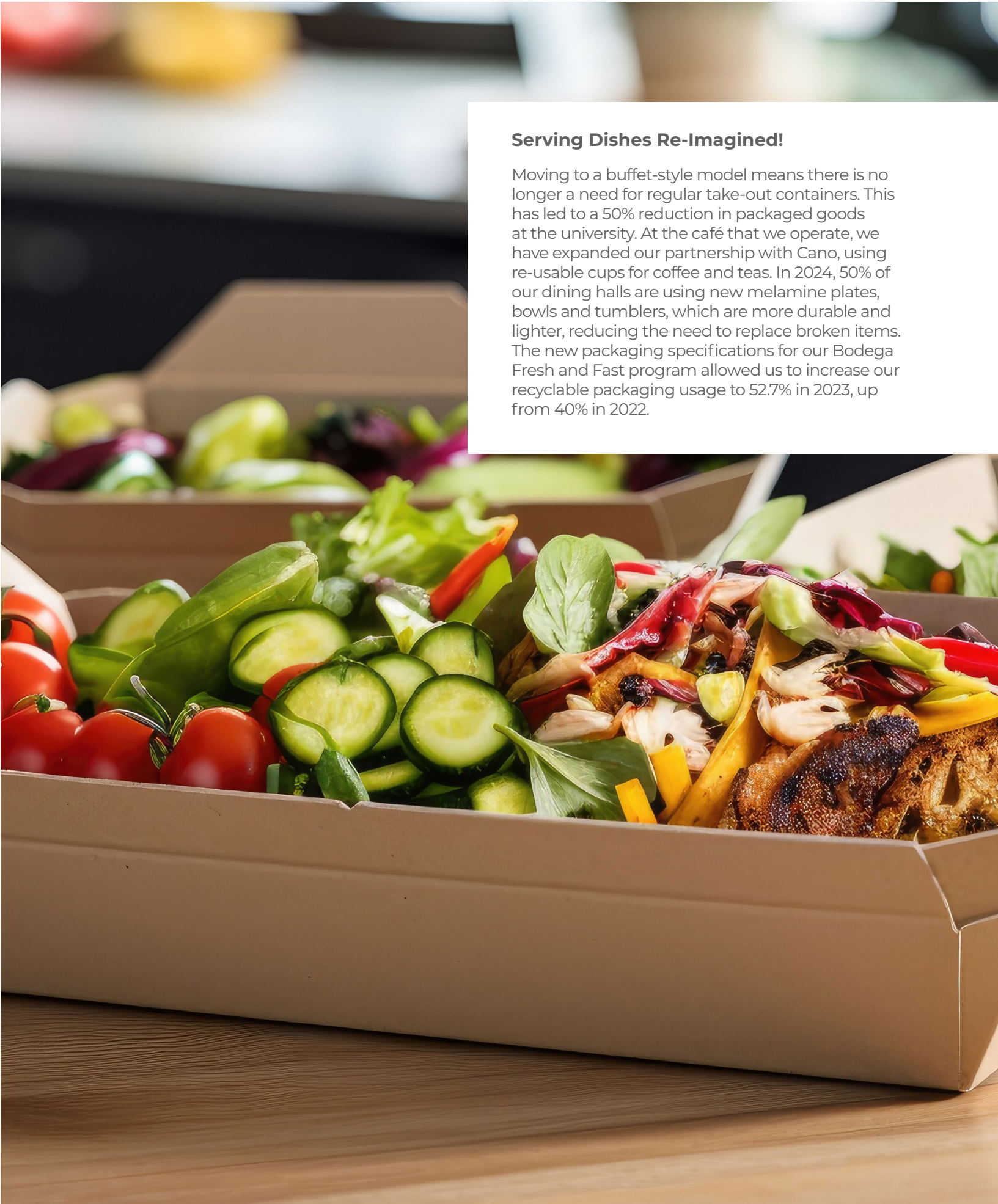
Dexterra's partner in food waste recycling technology.

A close-up of a FoodCycler unit, showing a grey bowl filled with food scraps being processed into a dark, nutrient-rich fertilizer.

FOODCYCLER

Food waste has value.

We are using FoodCyclers in our kitchens to turn food waste into nutrient rich fertilizer.



Serving Dishes Re-Imagined!

Moving to a buffet-style model means there is no longer a need for regular take-out containers. This has led to a 50% reduction in packaged goods at the university. At the café that we operate, we have expanded our partnership with Cano, using re-usable cups for coffee and teas. In 2024, 50% of our dining halls are using new melamine plates, bowls and tumblers, which are more durable and lighter, reducing the need to replace broken items. The new packaging specifications for our Bodega Fresh and Fast program allowed us to increase our recyclable packaging usage to 52.7% in 2023, up from 40% in 2022.

SOCIAL IN 2023

MEANINGFUL COMMUNITY CONTRIBUTIONS

At Dexterra Group, we have a long history of being active community participants. In 2023, we created a new community initiatives strategy to revitalize our community approach. Driven by our materiality survey results and rooted in our company values, our community strategy is grounded in Dexterra Group’s grassroots approach and ongoing commitment to corporate social responsibility. Our goal is to enhance the effectiveness and productivity of our clients, while actively contributing to the well-being of our communities and economies. Together with our employees and leadership teams, we continue to develop our path toward building a stronger and brighter future, one community initiative at a time.



2023 SOCIAL COMMITMENTS

In 2023, we reached new milestones towards our commitment to community. This snapshot highlights the impactful contributions made toward Dexterra Stronger Communities. This is a testament to our dedication to fostering positive change and innovation in the areas that matter most to our communities.

1. Reaffirmed Commitments to the Six Key Priority Areas:

Renewed and strengthened our dedication to the Six Key Priority Areas, underscoring our ongoing commitment to ESG principles. The Six Key Priority Areas are (i) mental health and safety, (ii) the environment, (iii) Indigenous communities, (iv) military families, (v) at-risk children and youth, and (vi) new Canadians.

2. Endorsement of Community Initiatives Strategy:

Our Board and Executive Leadership Team fully endorsed our comprehensive Community Initiatives Strategy. The Director of Community Initiatives was appointed to ensure the effective execution of our commitments.

3. Continued Employee Engagement in Stronger Communities Drive:

Increased employee engagement and participation in our Stronger Communities Drive, reflecting how our workforce values and supports community-oriented initiatives.

4. Innovative Partnerships with Colleges and Trades:

Established forward-thinking partnerships with colleges and trades, fostering innovation and collaboration to address societal challenges and promote sustainable practices.

5. Looking ahead:

Setting a goal to contribute 1%-2% of net income in addition to volunteer activities to the communities where we work.



Our Community Impact

Our employees are passionate about and committed to building stronger and more resilient communities. Dexterra Stronger Communities framework empowers employees to engage in areas and organizations that bring them purpose. Our decentralized approach to community engagement encourages local teams and leaders to participate in community activities. Under this framework, we encourage and create space for our employees to actively engage and support through:

- Our Stronger Communities Drive
 - Advocacy and knowledge transfer
- Supporting campaigns that align with our Six Key Priority Areas
 - Participating in external committees and boards
- Employee Resource Groups
 - Grassroots volunteering and in-kind support
 - Partnerships with colleges and trades programs

All program, activities, donations, and advocacy work undertaken by our business units and employees are directly linked to one or more of our Six Key Priority Areas of community engagement, with a purposeful goal of strengthening the communities where we work and live.



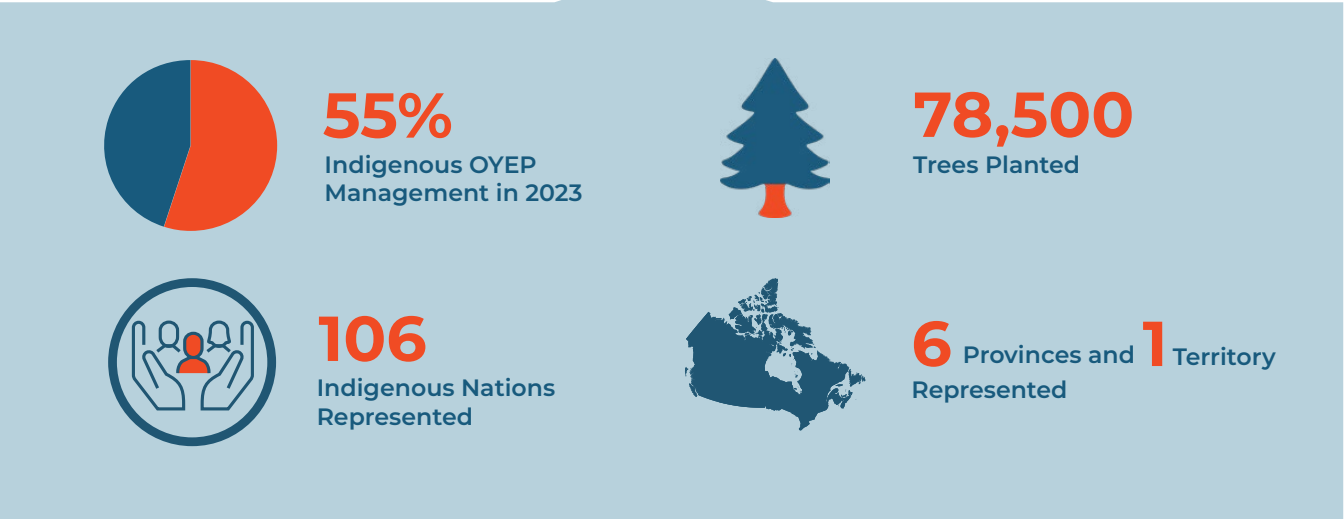
Outland Youth Employment Program

Outland Youth Employment Program (OYEP) is a national network of innovative education, training and work opportunities for Indigenous Youth that includes their award-winning, six-week, land-based summer program. OYEP wrap around support services are available across the country and summer-based programs are currently available in Ontario, Manitoba, Alberta and British Columbia. OYEP has worked towards equity and opportunity for Indigenous Youth and communities since 2000.

To learn more about the impact OYEP has made, scan the QR code to read the 2023 National Report



For 2023



2023 STRONGER COMMUNITIES DRIVE

In 2023, Dexterra Group successfully ran our third annual Stronger Communities Drive, which garnered more participation from employees than previous years. This annual drive empowers our employees to nominate a Canadian charity or non-profit organization of their choice that exemplifies one or more of Dexterra's Six Key Priority Areas of Community Engagement. Since 2021, Dexterra Group has donated to 61 organizations across Canada through the Stronger Communities Drive.



Examples of the impact that the Stronger Communities Drive helped to achieve:



Hull Services continued its support of 8,153 children, youth, and families in 2022/2023.



Pinball Clemons Foundation has continued its support of 109,063 children from marginalized communities.



WWF projects planted an estimated 35.2 million shrubs, plants, flowers, grasses, and seeds in 2023.

In support of #GivingTuesday on November 28, we marked the day by showcasing the 25 charities and non-profit organizations supported through our Stronger Communities Drive.



Cutting Edge Collaboration

Emphasizing our dedication to safety, wellness, and performance, Lee-Anne Lyon-Bartley, Executive Vice President of Health, Safety, Sustainability, Quality & Community, established a partnership between Dexterra Group and Conestoga College. By leveraging the collective expertise of Dexterra Group and Conestoga, this partnership will elevate safety, wellness, and performance standards, while facilitating cutting-edge research and cross-promoting programs and resources, to identify gaps in existing systems, processes, or equipment to better support our diverse workforce.



"CISWP has been working with Dexterra on innovative research initiatives that provide practical, evidence-informed solutions for Dexterra Group and the broader industry. We value the benefits of this collaborative partnership to help improve safety, wellness, and performance in workplaces. CISWP is very excited to continue to work with a progressive, forward-thinking partner, like Dexterra Group, to conduct meaningful research and be leaders in workplace health and safety research, innovation, and training."

– Dr. Amin Yazdani, Executive Director, Canadian Institute for Safety, Wellness, and Performance (CISWP)



Reaching New Heights

One of our Divisional Vice Presidents (DVP), Rob Adair, took part in the Rescue Class of 2023 as a fundraising effort for STARS (<https://stars.ca/>), a charitable organization that cares for and transports critically ill and injured people in rural, remote and Indigenous communities in Western Canada. As part of the fundraising efforts, participants were dropped off in a remote location, along with five other class members, and left until fundraising goals were reached. Rob DVP personally raised \$37,137 of the total of \$600,862 raised for the event, greatly exceeding their initial goal of \$400,000. 100% of the funds raised went directly to missions and will cover the cost of 112 missions!



"Thank you for being allies in our fight for life. You make it possible for us to be there for the next patient who needs us – possibly someone you know, work with, or love. Our entire team and our patients thank you for being the lifeblood behind our life-saving efforts."

-Terri Strunk, Chief Fundraising & Brand Officer, STARS



Supporting Youth With Back-To-School Supplies

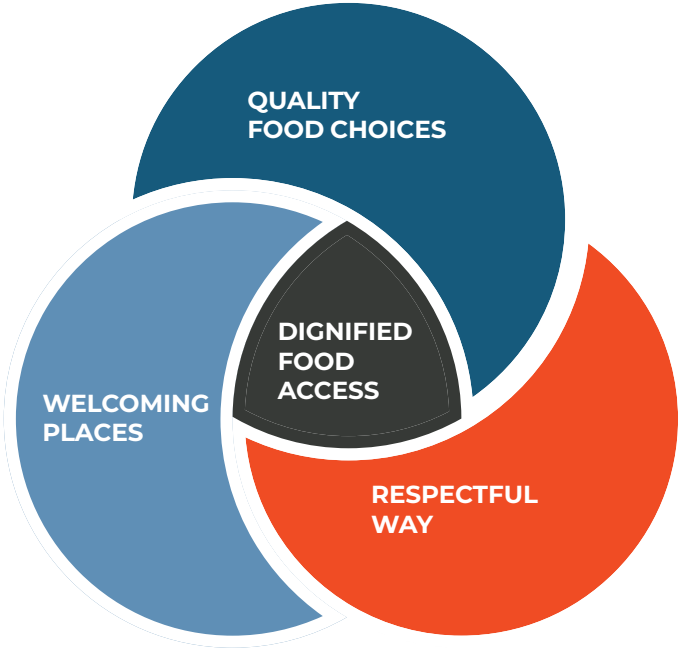
Dexterra Group's Workforce Accommodations team participated in Sucker Creek First Nation's Job Fair, which took place in their community. The hybrid team of companies that are partnered with Sucker Creek First Nation provided in-kind donations of items for back-to-school backpacks for kids. Our employees took part in filling the backpacks with school supplies, including pens, pencils, highlighters, crayons, pencil crayons, duotangs, binders, notebooks, glue, lunch kits, and pencil cases, and handing them out to the attendees. 350 backpacks were donated during the event.



Photo Source: William Vavrek Photography

One Partnership
– Endless Opportunities

In the spirit of innovation and community engagement, our Thunder Bay office developed a circular economy relationship with Roots Community Food Centre. In 2023, the Thunder Bay team's relationship with Roots blossomed, creating a mutually beneficial exchange of services, expertise, and experiences that highlights the potential of corporate and community partnerships.



Volunteering Initiatives:

- Employees engaged in hands-on volunteering at Roots, participating in food preparation for their programs.
- The Thunder Bay team extended their support to local schools, providing over 10,600 turkey dinners for students at three high schools during the holiday season, with a focus on culturally reflective options for the diverse student body.

Donations and Fundraising:

- A donation of \$1,000 from the Stronger Communities Drive demonstrated our commitment to supporting Roots' initiatives.
- A collective contribution of \$3,500 in food donations from Dexterra Group and Roots benefitted the Breakfast Club program at the local district school board.

Client Relationship:

- Roots Community Food Centre became our client on the Get Fresh Café project, aligning with PPM150 regulations to provide fresh, local, and healthy food to high schools in Thunder Bay.
- We rented community space and food services from Roots for special events, fostering a strong partnership beyond traditional business transactions.

Youth Capacity Building and Employment:

- The collaboration between Roots and Dexterra Group focused on youth capacity building and employment programs, including OYEP.

Advocacy and Philosophy:

- Collaborative advocacy efforts towards government agencies for funding and best practices showcased a united front in addressing community needs.
- The partnership reinforced Dexterra Group's commitment to Menu Democratization, aligning with Roots' Dignified Food Access advocacy work of creating spaces for everyone "to eat free of judgment".

The collaborative efforts between Dexterra Group and Roots Community Food Centre exemplify the power of businesses and grassroots organizations, working hand-in-hand to create positive and lasting impacts on the community. By embracing innovative models and fostering a genuine commitment to shared values, this partnership serves as an inspiring example for future corporate-community collaborations, emphasizing the importance of holistic, inclusive, and sustainable approaches to community engagement.

"Every person who needs food has their own reasons. Those reasons are personal and should be free from judgment by others. And it's OK if they have opinions and preferences because choice means dignity too. Let's make room for everyone at the table."

– Roots Community Food Centre



Menu Democratization and Dignified Food Access

Menu democratization is the process of making diverse menu offerings accessible and reflective of the diversity of our guests. We decentralize menu decision making to ensure it aligns with the unique palates, cultural, and dietary needs of the people we feed. This process goes hand-in-hand with our dignified food access approach, which focuses on providing meals free of judgment and explanation.

"I would like to share with your team the excellent services your staff performed in February at the Camp Blessing. They were great hosts to all of the visitors that came to the ceremony, and the food service was excellent. A great team effort by your staff."

-Client feedback on Client feedback at Camp Blessing.



Total Recordable Incident Rate

Dexterra Group finished 2023 with a total recordable incident rate (TRIR) of 0.48, a 41% improvement over 2022. Our top incident types continue to be musculoskeletal disorder related (Sprain/Strains), slips and falls on the same level, and lacerations. We continue to work towards reducing these types of incidents through training, ongoing communications, and the latest tools or equipment that enhance safety.

- We implemented the following initiatives to help reduce one of our highest incident types:
- Select sites participated in a footwear trial with a large shoe retailer to assess the pros and cons of normal winter work boots versus non-slip winter work boots. This was done to better inform our selection of personal protective equipment (PPE) for our employees to prevent slips, trips and falls.
 - Continued to work with our supply chain to ensure appropriate slip resistant footwear is more effectively promoted in the organization.

Operational Excellence: CoR Achievements

The results of our Certificate of Recognition (CoR) audits in BC and Alberta this year was full scope, inclusive of more sites and more interviews. This year's audit highlighted accountability around health, safety, and environment (HSE) management and the need to ensure our health and safety (H&S) processes are implemented, monitored, and measured at all levels of people leaders. It also identified that there are more process application opportunities within our management system, and that continued effort to fully embed our processes within our organization should be a focal point for Dexterra Group. It was evident from the interviews conducted during the audit that our employees and people leaders were aware of their responsibilities and the support available to them to maintain health and safety in the workplace.



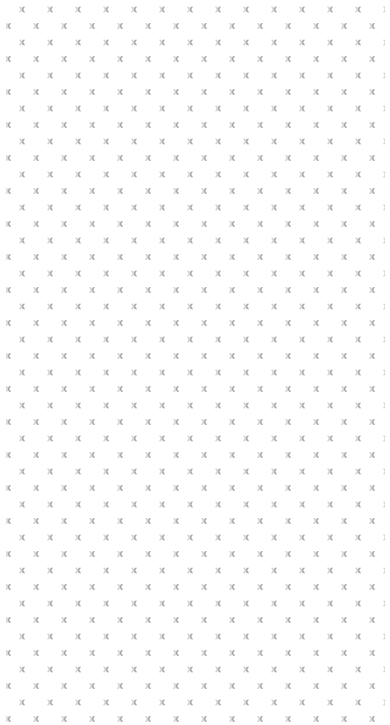
65
Sites Reviewed

222
Interviews Conducted

87.5%
Average Score

Key areas of improvement for our overall H&S program in 2024 and beyond include but is not limited to:

- **Joint Health Safety Committee Compliance** - continuing to meet provincial requirements and ensuring all members are trained.
- **Qualification, Orientation, and Training** - Ensure workers are evaluated for competency to show they can perform their work safely and efficiently without supervision.
- **Safe Work** - Emergency Response - Conduct drills to ensure deficiencies are effectively identified and corrected.
- **Incident Investigation** - Ensure workers are consistently a part of investigations.
- **Inspections of Premises** - Ensure all sites can provide documentation that verifies inspections are being completed as required.
- **System Administration** - Ensure employees are informed of the CoR action plans.





Expanding Our Integrated Management System

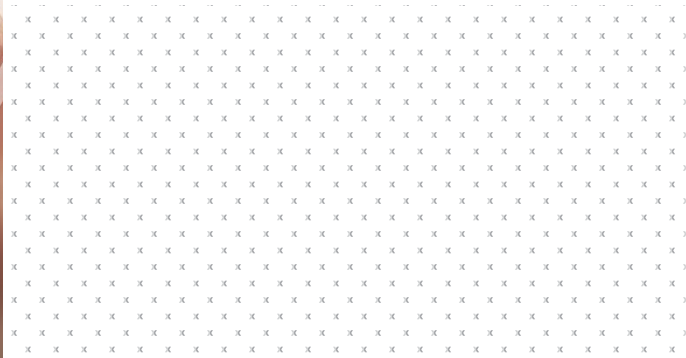
Dexterra Group’s Integrated Management System (IMS) ensures we use standardized processes, data and tools to reduce risk, simplify work, and improve performance. It promotes:

- Systematic management of operational risk.
- Achievement of our operational objectives.
- Prevention and mitigation of adverse HSEQ impacts.
- Development and sharing of best practices.

In 2023, our Modular Solutions business unit completed its ISO 45001 (health and safety) audit towards certification. With this certification, the sites will be working towards achieving CoR equivalency in Ontario in 2024.

Emphasis for continuous improvement in the following areas will be the focus in 2024 and beyond:

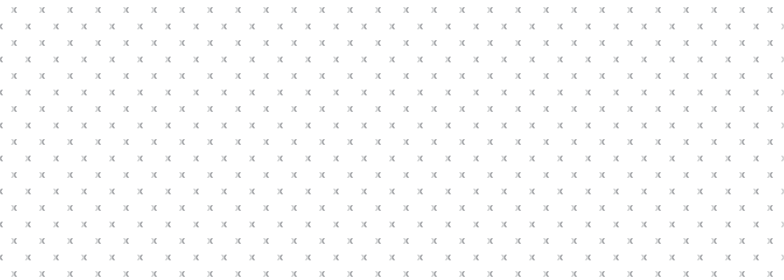
- Management of hazards.
- Increased communication around hazard awareness, specifically for contractors.
- Continued improvement with our contractor management program.
- Shorter response times to closing non-conformances.



Food Safety Management

Food safety is a fundamental part of our overall health and safety management system and key to how we manage risks related to our food services operations. We take a comprehensive, science- and risk-based approach to food safety in our policies, operations, and supply chain. This includes investing in better processes and technologies that enable us to monitor our facilities and areas of risk, such as foodborne pathogens. To improve our food safety management processes in 2023, we:

- Transitioned the initial steps to address foodborne incident (FBI) claims to frontline leadership teams to ensure standardization and improved food safety management.
- Created our own food safety incident rate to measure our performance in food safety.
- Implemented a process for documenting food safety risks around catering events.
- Digitized food safety inspections and audits within our hospitality operations to reduce the need for other systems, misalignment of data, and provide a structured and comprehensive approach for data transparency and improved decision making.
- Assigned mandatory training and food safety standards to food services employees to instruct teams on conducting inspections and handling FBI investigations.



Innovation with blueRover



We have been conducting a trial of blueRover at some of our locations for an internet of things (IoT) temperature monitoring platform to positive results. Showing an improvement in food safety, we have also reduced the manual time and effort required to record and monitor temperatures. The system continuously gathers data and promptly alerts our team when temperature levels deviate from the set parameters. This technology will prevent potential food spoilage and loss, ensuring compliance with food-related health and safety regulations, and safeguarding our clients' and customers' well-being.

Events and Campaigns

Waste Recycling Week

In 2023, Dexterra Group celebrated Waste Recycling Week by creating a fun and interactive bingo challenge for our employees. Throughout the week, each team’s mission was to complete either a capital letter T pattern, a diamond pattern, a letter X pattern, or a plus sign pattern on their bingo card. Each square had different eco-friendly actions the teams could take to reduce the waste in their work environments and at home.



Get a Grip

Dexterra Group launched its annual Get a Grip call to action. This is an invitation to each one of our employees to bring awareness around slip, trip, and fall incidents and take proactive steps in creating a safer environment for everyone.

Slips, trips, and falls account for 12% of all of Dexterra Group’s operations incidents. Of those slips, trips, and falls, 35% occurred during the winter months and 28% were considered medium to high-risk. Through our Don’t Walk By, Take Action Now approach, we reduced the number of slips, trips, and falls in 2023 by 27%.



Talking HSEQ Tuesday Live Event

On October 10, Dexterra Group co-presented TalkingHSEQTuesday - the Live Edition with the Centre for Health and Safety Innovation (CHSI). This in-person event was abuzz with excitement as industry experts and professionals from various organizations gathered for a series of rapid-fire shares and presentations from various partners and regulatory agencies, delving into a variety of health, safety, food safety, workers compensation, and sustainability topics.

#talkingHSEQtuesday
the live edition

Session highlights included:

- The unveiling of the latest working at heights standards.
- The need to explore the concept of planning for something to go wrong to be prepared to respond to emergencies.
- Conestoga College’s Canadian Institute for Safety, Wellness, and Performance (CISWP) showcase of cutting-edge advancements in safety technologies and exoskeletons.
- Ice River Springs discussing “Closing the Loop,” shedding light on their innovative approaches to sustainability, demonstrating the importance and cost saving of circular thinking.



EQUITY, DIVERSITY, INCLUSION & BELONGING

At Dexterra Group, diversity is one of our core corporate values. We are dedicated to fostering a workplace that embraces our employees’ diversity of perspectives and insight, recognizing the combined power to enhance our organizational strength, resilience, thoughtfulness, and innovation. Our commitments to diversity, equity, and inclusion (DEI) act as our compass in our efforts toward our goals.

We deployed an employment equity survey as part of our participation in the federal employment equity program and to better understand the diversity of employees under the four designated groups, as identified by Canada’s Employment Equity Act – **Women, Indigenous Peoples, Racialized Persons, and Persons with Disabilities**. Based on the survey results and subsequent federal assessment, we established the DEI Employee Resource Steering Group, which actively contributes to organizational action plans for promoting DEI.

Awards for DEI and Employee Experience

- In 2023, Dexterra Group was recognized by the Federal Government as an Employment Equity Achievement Awardee under the Sector Distinction category, which recognizes employers that are inspirational role models and championed employment equity in their sector.
- Dexterra Group participated in the Great Place to Work® (GPTW) program, which recognizes employers that create an outstanding employee experience and an amazing workplace culture.





Strengthening

A culture of inclusion and addressing barriers to career advancement



Implementing

Progressive work/life flexibility and accommodation practices



Increasing

The organizational impact of our employee resource groups i.e., developing and advancing persons with disabilities, Indigenous peoples, visible minorities, women and LGBTQ+ individuals



Educating

Through diversity & inclusion learning, including addressing unconscious bias and fostering inclusive leadership



Enabling & Promoting

Work practices that foster diversity of thought and build diverse teams



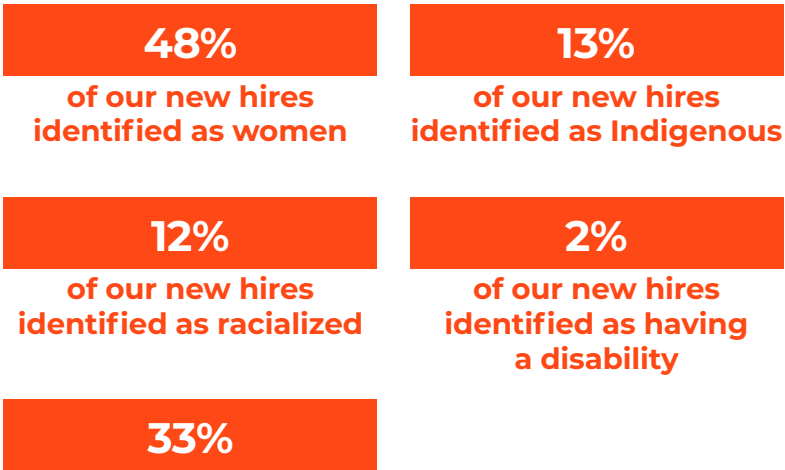
Attracting Diverse Talent and Hiring Inclusively

Building on measures we put into place in 2022 to combat bias in hiring, we continued to improve our workforce talent and recruitment processes in 2023 to break down barriers to entry in our workplace.

Key Highlights:

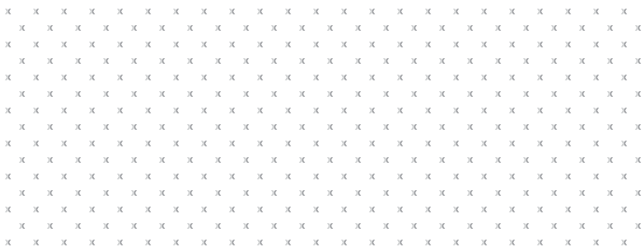
- Bolstered our talent acquisition process by including mandates around granting interviews to diverse candidates who meet the job posting requirements.
- Ensuring all interview panels consist of at least one diverse employee from one of the four designated groups to embed diversity of perspectives in hiring considerations.
- Refined and promoted our referral bonus program geared towards generating referrals for candidates belonging to one or more of the four designated groups.

Key Impacts Across Dexterra Group:



Looking Forward

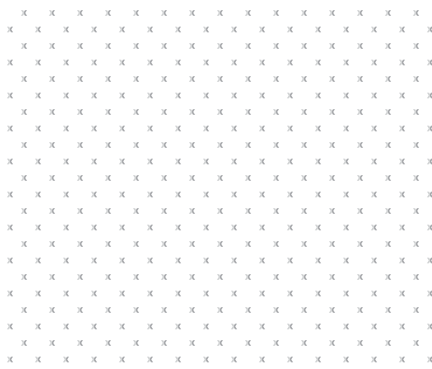
Through our metrics and reporting, we discovered there is a significant opportunity in the attraction and recruitment of persons with disability. Our focus in 2024 will be to address this gap and further refine the execution of our recruitment policies and practices.



Strengthening Our Indigenous Workforce

Dexterra Group aims to grow Indigenous employment locally within the community and provide as many employment opportunities as possible in Indigenous communities where we work. We are dedicated to implementing new initiatives and work with more communities to ensure we are progressing with training programs that are community based.

In 2024, we continue to collect, verify, and validate employment data related to Indigenous employees to have a complete view of this employee segment across the organization and ensure we are effectively supporting our Indigenous employees in a meaningful way.



Taking a Deeper Look at Diversity Data

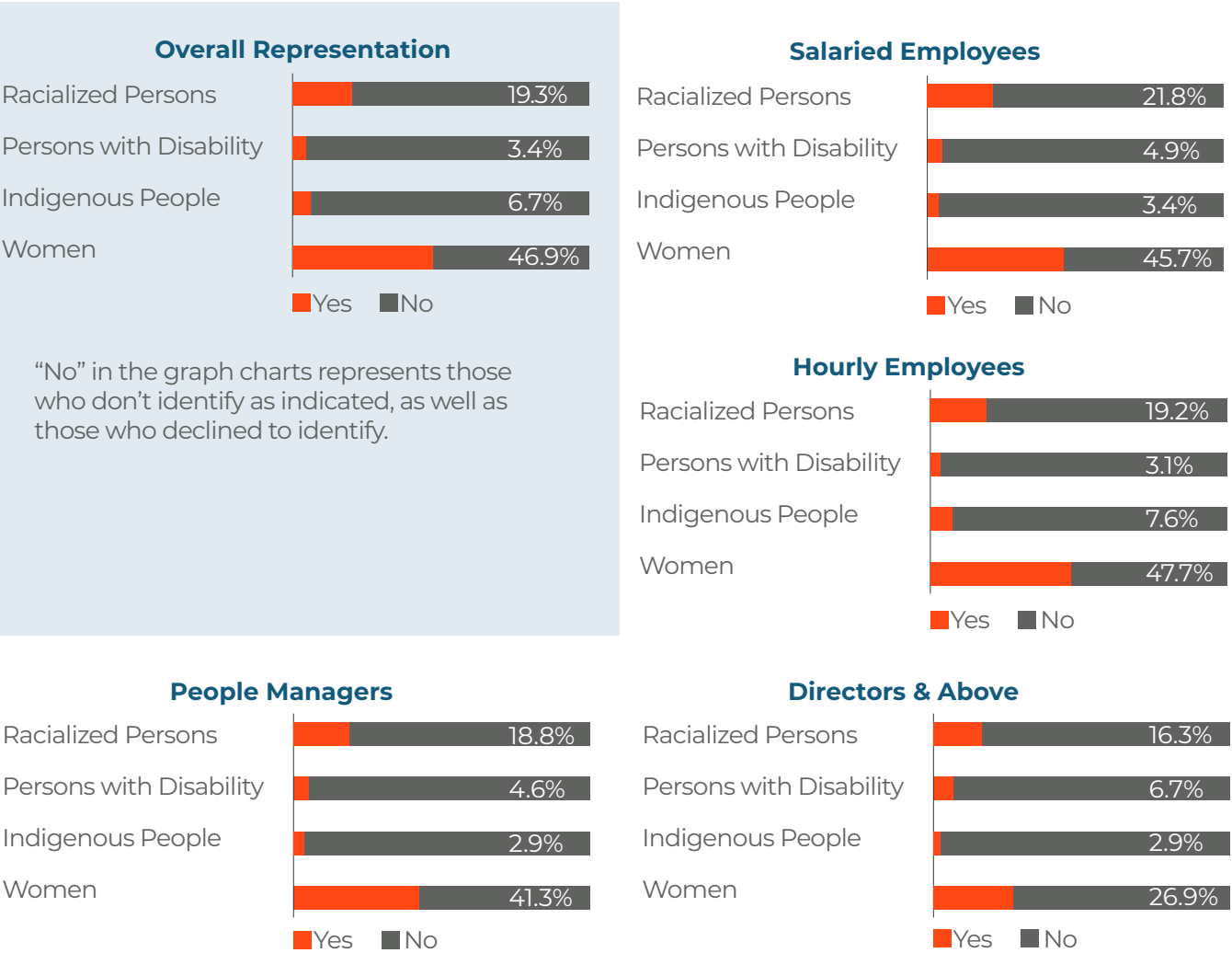
In 2022, we identified gaps in our workforce against the established equity targets for the four designated groups as identified by Canada’s Employment Equity Act. To better assess our progress, we realized it was insufficient to solely report overall representation across demographics; we also needed to examine it within the leadership hierarchy.

Key Highlights:

We enhanced monthly reporting to the business heads to reflect the state of diversity across the hierarchy in their spheres of influence. This includes diversity across the four designated groups for:

- Salaried and hourly-paid roles
- People managers and supervisors
- Those holding director and above positions

Key Impacts:



All data includes permanent employees only.

Categories are not mutually exclusive – “people managers” can be both salaried / hourly. “Directors and above” included in the “people managers” selection as well.

Note: The stats above are culled from 57% of employees who have participated in the self-identification demographic survey. By enhancing this participation, our representation will see some adjustment. These stats, along with a variety of other measures such as diversity of applicants, new hires etc. help us in measuring the true effectiveness of our programs, year over year.



Looking Forward

At Dexterra Group, we built the foundation of DEI reporting by promoting employee participation in a confidential self-identification demographic survey. In 2023, targeted awareness and education campaigns increased participation in this survey to 57%, up from 9% in 2022. In 2024, we aim to improve participation further and reach an 80% participation rate.

Since 2018, 48.92% of internal promotions from non-management to management positions were women. Further work needs to be done to improve data integrity and granularity, so in 2024 we aim to improve our reporting by including additional data points to better reflect diversity, equity, and inclusion within the organization.

Empowering Employees Through Employee Resource Groups

We cultivate a supportive environment through our Employee Resource Groups (ERGs) to promote inclusivity within our workplace. These groups consist of employees dedicated to championing the recruitment, retention, advancement, and acknowledgment of our diverse global workforce. Engaging in various initiatives, ERGs:

Organize local events	Involve members and allies	Collaborate on special projects
Volunteer for community endeavours	Conduct market research	Provide a safe space for employees to be their authentic selves

By offering a platform for connection and learning, our ERGs foster an environment that values and nurtures the growth and welfare of our employees. Dexterra Group’s DEI Employee Resource Steering Group was created as a platform for women and allies to come together and establish action plans to promote attraction, recruitment, promotion, and retention of women across the organization. Their endorsement has led to other ERGs and committees within the company, such as the Women in Leadership Network and Indigenous Education and Engagement Committee.

Dexterra Women in Leadership Network: A Catalyst for Change

The Dexterra Women in Leadership Network (WILN) demonstrated remarkable progress in 2023 promoting gender diversity, leadership, and empowerment within our organization.



Notable Achievements in 2023:

Webinar on Working Parents’ Challenges	Webinar on Unconscious Bias	Collaboration with Women’s Executive Network (WXN)
WXN 2023 Awards Involvement	Participation in Diversity Council of Canada	Creation of internal channels to further engage WILN members

Looking Ahead

The achievements of WILN in 2023 underscore our commitment to an inclusive and supportive environment for women to thrive in leadership roles. The network’s strategic and collaborative approach towards the business have laid the foundation for continued success and attainable change. At Dexterra Group, we are dedicated to building a workplace where diversity is celebrated, equity is ensured, and inclusion is the norm.



Dexterra Indigenous Education & Engagement Committee

At Dexterra Group, we are committed to embracing the principles of reconciliation and fostering meaningful connections with Indigenous Peoples, communities, and businesses. Our Indigenous Education & Engagement Committee (IEEC) represents our dedication to acknowledging our growing Indigenous employee population and our commitment to reconciliation. The IEEC was established to provide information, education, and awareness to our employees, around the rich cultures and histories of Indigenous Peoples in Canada.

Aligned with our commitment to a sustainable future, Dexterra Group is committed to becoming an organization where Indigenous relations are seamlessly integrated throughout all facets of our operations and practices.

Notable Achievements in 2023

- Dedicated over 290 hours to advancing IEEC's communication strategies and initiatives.
- Active participation by employees in Truth and Reconciliation Day activities across Canada.
- Dexterra's first Indigenous-focused, company-wide webinar titled "Common Missteps of Indigenous Engagement" by Sandi Boucher was held.
- \$14,500 in support was made to the Tsuut'ina Christmas youth work project, the Moose Hide Foundation, and the Canadian Council for Aboriginal Business (CCAB) Women's Forum and Business Forum.
- Purchased 50 books from an Indigenous-owned business for the IEEC-sponsored book club, set to launch in 2024.

Visit our [website](https://dexterra.com/indigenous-relations/) (https://dexterra.com/indigenous-relations/) to learn more about Dexterra Group's Indigenous Relations & Reconciliation Policy.



In 2023, the IEEC demonstrated a commitment to Indigenous businesses and organizations by directing 65% of its total budget towards procuring goods and services directly from Indigenous owned entities. This allocation underscores our ongoing efforts to advance our goals and make positive contributions to Indigenous communities.

"The Moose Hide Campaign is delighted to have the support of Dexterra Group in sharing the medicine of the moose hide across Canada. The \$1,000 donation from the Stronger Communities Drive and the \$5,000 donation from the Indigenous Education and Engagement Committee allowed us to share moose hide pins with thousands of youths and spark over 30,000 conversations about keeping women, girls and all those along the gender continuum safe. Together we are embarking on a healing journey and ending the violence!"

Raven Lacerte
Co-Founder/National Ambassador





GOVERNANCE IN 2023

STRONG BUSINESS THROUGH BOARD GOVERNANCE, MANAGEMENT SYSTEMS, AND RISK MITIGATION

Dexterra Group has corporate governance practices in place 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 development 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%.

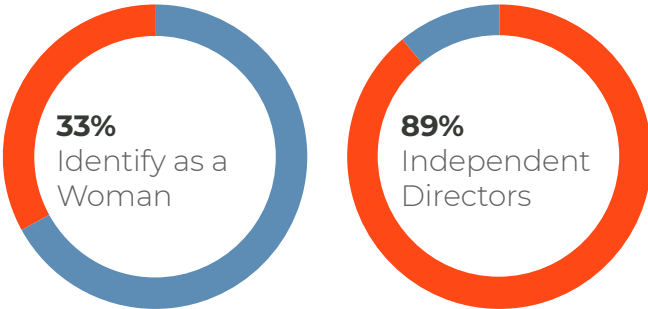
We have the tools and processes in place to identify business risks and deploy appropriate controls and mitigation strategies accordingly. We regularly engage internal and external stakeholders through multiple channels, ensuring we remain current with industry trends, emerging issues, and the evolving 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 illnesses in our operations, and to promote and maintain a safe and healthy workplace for all occupants within our facilities and operations. The company 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.

Board Composition

Our Board interprets diversity in a broad sense, encompassing a variety of backgrounds, experiences, qualifications, skills, ages, and expertise, among other factors. Collectively, these elements are deemed to be in the best interest of our organization and our shareholders.

When selecting board members, we consider a diverse range of talents, experiences, and expertise that complement existing attributes. Our aim is to achieve a balanced mix of members whose backgrounds align with our strategic priorities and the complexity of our business.



Approach to Enterprise Risk Management

Dexterra Group maintains a registry of key enterprise risks, which could materially impact the organization. The Executive Leadership Team regularly reviews these risks, including the strength of existing mitigation plans and the tools in use. The Board of Director’s Enterprise Risk Management (ERM) committee meets quarterly and monitors the status of key risks, progress on key mitigation activities, and emerging risks topics to ensure appropriate risk management plans are in place. As part of our quarterly management attestation process, management from across the organization attest to the effectiveness of the tools and resources that address the key risks in their areas of responsibility and have the opportunity to identify emerging potential enterprise risks. Potential additions or changes to the key risks, captured as part of our ERM approach, are reviewed annually.



Human Rights & Ethics

As the global landscape continues to evolve, Dexterra Group recognizes the critical importance of addressing human rights as a fundamental governance issue within our operations. Upholding human rights standards isn’t just a legal obligation, but a moral imperative deeply rooted in our values. As we operate within diverse international contexts, we must navigate complex social, political, and economic landscapes while respecting the rights and dignity of individuals. This entails ensuring fair labour practices, promoting workplace diversity and inclusion, respecting Indigenous rights, and upholding ethical standards throughout the supply chain. By prioritizing human rights as a governance issue, we not only fulfill our societal obligations, but also contribute to sustainable development, foster trust among stakeholders, and mitigate operational risks in an increasingly interconnected world.

Child and Forced Labour in the Supply Chain

In alignment with the Modern Slavery Act of Canada, Dexterra Group began conducting comprehensive assessments and developing robust due diligence procedures to identify and mitigate the risks of modern slavery practices in our supply chain. As we continue through this assessment, we look forward to transparently disclosing our efforts in annual reports and will have a copy of our report posted on our website in May 2024. By adhering to the provisions of this Act, Dexterra Group exemplifies its dedication to social responsibility and contributes to the collective effort in eradicating modern slavery where we have an impact.

Sex (71%) and labour trafficking (7%) are the dominant forms of human trafficking in Canada.

#NotHere
Modern Slavery & Human Trafficking
January Awareness Month

Sources: Canadian Centre to End Human Trafficking, Statistics Canada

It’s estimated that **Indigenous women and girls make up 50%** of sex trafficking victims, despite making up **4.3%** of Canada’s population.

#NotHere
Modern Slavery & Human Trafficking
January Awareness Month

Sources: Ontario Newsroom, Paula Newton

Source: Canadian Centre to end human trafficking, Statistics Canada

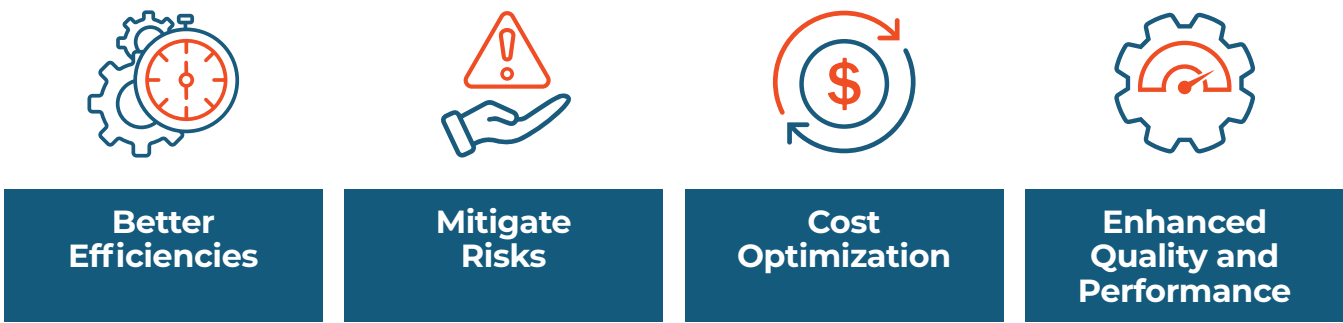
Supply Chain Summit

The Dexterra Group Supply Chain Summit was held over three days in April 2023 to enable our Supply Chain team to discuss departmental and operational objectives throughout the business units. The Summit enabled the Supply Chain team to align their objectives with the overall group targets and initiatives, while also creating an opportunity for the operational leads to better understand how Supply Chain can help their teams to be more efficient and effective to achieve their own objectives. A clear and concise 3-year Supply Chain Strategy was developed and will be fully implemented in the coming years.

Responsible Vendor Management

Our Integrated Facilities Management (IFM) business unit conducted an exercise to improve their vendor management processes to recognize efficiencies in 2023. This initiative involved reducing the number of product options available from our Dexterra Group order guide, which increased the level of product and equipment standardization across our IFM sites. The benefit is that employees working on one site could seamlessly transfer to another site and would not need retraining on the different products or equipment since they would be the same as the previous site.

This initiative was implemented to reduce and rationalize our product and equipment requirements to enable:



Cyber Incident Response Training

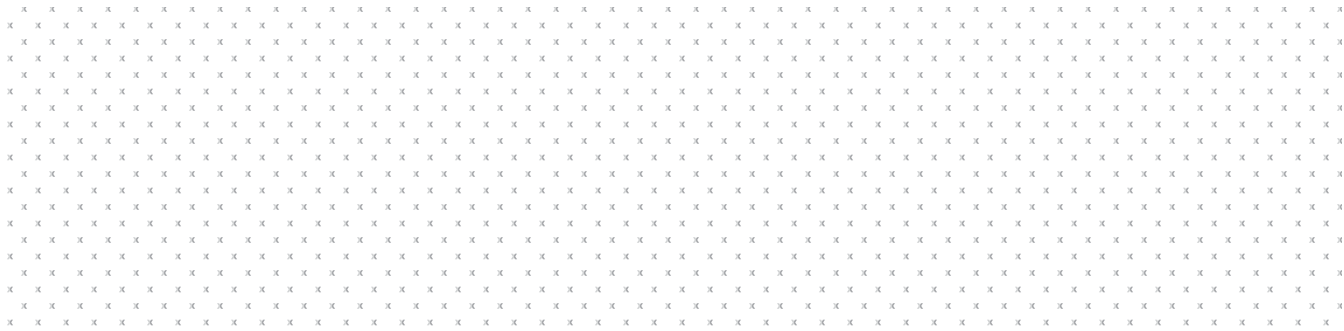
In 2023, Dexterra Group partnered with Marsh McLennan to bolster our cyber incident response processes by conducting a training drill on a simulated cyber security incident. The primary focus of this exercise was to provide an experiential learning experience by conducting an exercise focused on core elements of Dexterra’s Cyber Incident Response Procedure. Participants received scenario injects that simulated realistic timelines and dynamics of the incident response process.

The objectives of the exercise were to walk through a cyber security incident scenario to:

- Practice Cyber Security Incident Response Team activation, process, plans, and the cyber incident response process.
- Familiarize with information gathering, tracking, and notification protocol, as well as communication procedures.
- Familiarize and gain experience with roles, escalations, and decision making during a cyber security incident.
- Identify plan and procedure improvements and areas for further development for Cyber Incident Response Procedure.
- Run one full response cycle (assessment, activation, response, and deactivation).

Overall, Dexterra Group demonstrated a collaborative approach to respond to the scenario with thoughtful analysis and clear actionability. The teams examined their existing process and suggested ideas to improve existing process. Some areas of improvement included:

- Enhanced messaging/communication with stakeholder groups.
- Retaining evidence of a cyber threat.
- Enhancing breach notification plan/policies.
- Maintaining a clear chain of command.



APPENDIX

ENERGY MANAGEMENT DATA

Energy Management at P3 Locations

Site A Aggregate Energy Use Intensity (EUI) has reduced against the annual weather-normalized 2020 year baseline by 1.46%, 3.38% and 1.34% over the last three years. Site A Electricity usage has been less than the weather-normalized 2020 baseline for two out of the last three years. The slight increase in intensity observed in the 2023 calendar year is likely due to process loads driven by the end user at the facility. Thermal EUIs have been consistently below the 2020 weather-normalized baseline for the last three years.

Site B Aggregate EUI has been less than the annual weather-normalized 2021 year baseline for the 2020 and 2022 calendar years. An increase was observed in 2023 with both the electrical EUI and thermal EUI increasing against the baseline. Site B is about to embark on a program of remedial works implementation in a new phase of the contract that should see the EUIs reduce in 2024 and 2025 calendar years

SITE	YEAR	ACTUAL ELECTRICITY GJ	ACTUAL THERMAL GJ	SITE TOTAL	2020 ELEC BASELINE NORMALIZED TO YEAR CDD	2020 THERMAL BASELINE NORMALIZED TO YEAR HDD	TOTAL 2020 BASELINE NORMALIZED TO YEAR WEATHER	ABSOLUTE VARIANCE %	SITE AGGREGATE ACTUAL EUI	SITE AGGREGATE WEATHER NORMALIZED EUI	% VARIANCE EUI
Site A - state-of-the-art, secure, multi-departmental government complex in Ontario	2020	52,480.77	84,276.88	136,757.66	52,480.77	84,276.88	136,757.66	-	2.22	-	-
	2021	51,463.78	78,054.04	129,517.82	52,070.42	79,361.72	131,432.14	1.46%	2.10	2.13	1.46%
	2022	50,139.60	81,521.46	131,661.06	51,823.56	84,447.48	136,271.04	3.38%	2.14	2.21	3.38%
	2023	51,926.25	75,200.69	127,126.94	51,082.97	77,772.98	128,855.95	1.34%	2.06	2.09	1.34%
Site B - acute-care healthcare facility in Northern Canada	2020	28,034.23	49,834.39	77,868.63	28,148.46	55,117.27	83,265.73	6.48%	2.83	3.03	6.48%
	2021	28,790.79	54,300.35	83,091.15	28,790.79	54,300.35	83,091.15	-	3.02	3.02	0.00%
	2022	29,974.74	49,121.86	79,096.61	28,365.98	53,848.48	82,214.47	3.79%	2.88	2.99	3.79%
	2023	30,417.04	50,541.86	80,958.90	29,005.76	49,011.26	78,017.02	-3.77%	2.94	2.84	-3.77%

Notes:

- Green Indicates Base Year Model
- Site A is based on invoiced data for which the 2020 data set was complete and could be used for modeling. 2021 is a more complete data set for Site B out of the Navigator system. Invoices cannot be used for the thermal model as the style of delivery is not aligned enough with the utilization of the utility.
- Site aggregate Actual EUI includes actual electricity and thermal EUI values for Site A & B.Site aggregate weather normalized EUI includes weather normalized electricity EUI and thermal EUI values for Sites A & B.
- Numbers are unaudited.

WASTE MANAGEMENT

	INITIATIVE	2021 DIVERTED (LB.)	2022 DIVERTED (LB.)	2023 DIVERTED (LB.)	PERCENT CHANGE FROM 2021
Reclamation	Tarkett ReStart® program	8,461	9,204	MPM - 800	↓91
Re-use	Pallets to a third party to re-use in their own facilities	0	36,000	27,192	↑100
	Mill offcuts and plywood available to the public	2,750 mill offcuts 8,250 plywood	180,558 mill offcuts 77,382 plywood	MPM – Plywood only 12,000	↑46
	Dimensional lumber diverted through public donation and waste to energy	6,500	720,000	137,200	↑2011
Recycle	Metal waste from all our manufacturing plants is source-separated by category and recycled	48,705	95,466	185,865	↑282
	Cardboard diverted from waste	34,745	149,460	89,555	↑158
	Plastics diverted from waste	4,784	0	GMP - 4483	↓6
	Hazardous Waste disposal diverted.	-	965	GMP & Camb – 18,486 CMP- 22,699	↑100
	Clean Wood Recycling	-	-	MPM- 197,843 CMP- 138,891	↑100
Eliminated	Banned the use and purchase of paper cups and moved to reusable cups only		965	0 paper cups disposed	100% Project Success

Notes:

- Totals represent data from three NRB Modular plants (MPM – Kamloops, CMP – Calgary, GMP – Grimsby) unless otherwise specifically stated.
- Gains/Losses are calculated from the baseline year of 2021
- Changes in diversion are a result of workforce changes and low occupancy in some plants for approximately 6 months in 2023.
- Numbers are unaudited.



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.

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Stock Exchange Listing

Toronto Stock Exchange

Symbol: DXT

Website

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



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.

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