



# 2024 SUSTAINABILITY REPORT

## Building A Resilient Future

Building a resilient future is central to our purpose – creating solutions that strengthen clients, communities and economies. Through our strategic pillars of Stronger Business, Stronger Environment, and Stronger Communities, we enhance sustainability and advance innovation with the vision of long-term success for Dexterra and all those we serve.





LAND ACKNOWLEDGEMENT:

We respectfully acknowledge the inherent rights of Indigenous Peoples across Canada and Native Peoples across the United States, honouring the First Nations, Métis, Inuit, Native American, Alaska Native and Native Hawaiian Peoples who have been stewards of these lands for generations.

Their unique histories, cultures and traditions have profoundly shaped both nations, and we are grateful to live, work and learn on their ancestral lands. As a company, Dexterra is committed to building positive relationships with Indigenous and Native Peoples and supporting their efforts toward cultural preservation.

We encourage our employees to deepen their understanding of the rich histories of Indigenous and Native Peoples in their local communities and the diverse narratives that shape our national heritage.



TABLE OF CONTENTS

03	<b><u>A MESSAGE FROM OUR CEO</u></b>	
04	<b><u>Q&amp;A WITH DENISE ACHONU</u></b>	
> 05	<b><u>INTRODUCTION</u></b>	
05	<u>Company Overview</u>	
09	<u>About This Report</u>	
11	<u>Industry Affiliations</u>	
12	<u>Our Approach To Sustainability</u>	
> 18	<b><u>STRONGER ENVIRONMENT</u></b>	
19	<u>Climate Resilience</u>	
20	<u>Greenhouse Gas Emissions</u>	
22	<u>Resource Reduction At Our Managed Client Sites</u>	
25	<u>Sustainable Business Through Supplier Partnerships</u>	
> 26	<b><u>STRONGER COMMUNITY</u></b>	
27	<u>Safer, Healthier, Stronger In 2024</u>	
30	<u>Our Commitment To Talent, Culture, And Community</u>	
31	<u>Employee Experience</u>	
34	<u>Driving Connection And Change</u>	
39	<u>Community Relations At Dexterra</u>	
> 43	<b><u>STRONGER BUSINESS</u></b>	
44	<u>Governance Oversight &amp; Ethics</u>	
45	<u>Child And Forced Labour Management</u>	
46	<u>Integrated Management System</u>	
46	<u>Risk Mitigation - Cyber Security Management</u>	
> 47	<b><u>APPENDIX</u></b>	

18 >  
STRONGER  
ENVIRONMENT

26 >  
STRONGER  
COMMUNITY

43 >  
STRONGER  
BUSINESS



# A MESSAGE FROM OUR CEO

## DELIVERING SERVICE EXCELLENCE WITH IMPACT

I am pleased to present Dexterra’s 2024 Sustainability Report, highlighting our progress across a range of environmental, social, and governance topics initiatives. This report showcases the strides we’ve made in 2024 and represents our continued commitment to stakeholder transparency.

In a complex and evolving global landscape, we remain committed to building a resilient organization by investing in our sustainability. Through a disciplined approach, we are strengthening our ability to support our clients, employees and communities while adapting to emerging challenges. At every level of our organization, from frontline operations to corporate leadership, sustainability is embedded into our culture and everything we do.

We remain committed to assessing and addressing the impact our operations have on the environment. One major achievement in 2024 was the completion of our greenhouse gas emissions baseline. This will help us better understand our emissions, prepare us to meet expected future disclosure requirements, and support both our internal and client’s sustainability goals. We are pursuing more opportunities to make a positive impact on the environment with initiatives like diverting food and other waste from landfills, programs to reduce energy consumption and the use of renewable energy sources, like biofuels. These efforts require us to consider new ways to optimize our operations and environmental programs, from new partnerships to re-engineering processes for greater efficiency.

We have a long history of engaging with and supporting the communities in which we live and work. Following the devastating summer wildfires this year, our expertise in supporting industries, governments and other organizations with disaster

response and recovery efforts came to life when we provided accommodations to support those impacted in Jasper Alberta, as well as the Little Red River Cree and fire fighting community. I am very proud of our teams who provided this vital support.

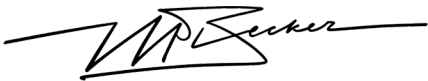
We’re a people driven business, and having a safe, supportive and inclusive culture is a key element of our sustainability strategy. We recognize that our business is only as strong as our people, and that actively listening to our employees is critical. We continue to build on the success of our Employee Resources Groups (ERGs) like our Women in Leadership Network, Indigenous Education and Engagement Committee and our newly created Mental Health ERG. Just as important is ensuring that everyone goes home safe every day. I’m pleased to report that we had another strong year of health and safety performance. These results reflect a culture of careful planning, risk assessment, high standards and our “don’t walk by” approach.

CMI Management, an experienced integrated facility management (IFM) provider in the United States, joined our organization in 2024, expanding our North American reach and presence. This strategic investment broadens our FM capabilities and footprint as well as enhancing our market segment diversity. The CMI team’s expertise, commitment to quality and dedication to customer service are a welcome addition to Dexterra. We also believe CMI is a great cultural fit because of our shared values and commitment to people. One example of this is their participation in the AbilityOne program, which provides employment opportunities for people with disabilities. AbilityOne reflects our belief in creating a diverse, inclusive workplace while delivering exceptional service to our clients.

Technology is a critical enabler of our growth and innovation. This year, we developed a comprehensive technology roadmap that spans internal systems, emissions tracking and client-facing solutions. This roadmap includes investments in enterprise resource planning, workforce management systems, and our Innovation Lab (iLab), which is a hub for client-focused technological advancements. These initiatives reflect our forward-looking approach to delivering efficiency and value to our clients while laying the groundwork for future opportunities.

Thank you to our dedicated teams across Dexterra, and to our clients, partners and shareholders for your continued trust and partnership. Together, we are building a sustainable future – one that delivers long-term value for our stakeholders while contributing positively to the world around us.

Sincerely,



**Mark Becker**  
Chief Executive Officer,  
*Dexterra Group*



# Q&A WITH DENISE ACHONU, CHIEF FINANCIAL OFFICER

## EVOLVING FOR THE FUTURE

This interview highlights how changes over the year, from our business re-segmentation to significant technological upgrades, are equipping Dexterra for the future. Along with future sustainability reporting enhancements, these shifts ensure we continue to be transparent, create value for clients and stakeholders while advancing our commitments.



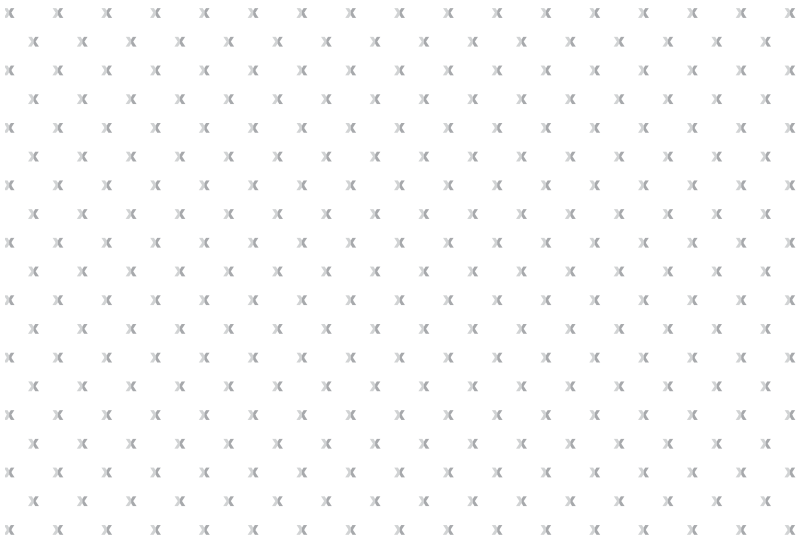
**Q:**

Given the considerable changes the Company experienced in 2024, what do you view as the key achievements, and how do they set the stage for the future?

**A:**

This year, Dexterra's business re-segmentation was an important step. Dexterra completed the reorganization of our business from an operational and external reporting perspective. This aligned our businesses with similar economic characteristics, improving market transparency, and providing clear strategic and operational direction and focus. Not only has it allowed us to better target our clients' needs, but we can also focus on areas with the greatest growth potential, such as Integrated Facilities Management (IFM), which was further strengthened by our acquisition of CMI.

The second achievement was implementing OneStream, a new financial consolidation and reporting system that replaced two legacy systems. OneStream automated our financial reporting processes, provided greater flexibility and enhanced our data analytics processes. More timely, consistent and reliable financial information strengthens our business, boost investor confidence and better position us for long-term growth.



**Q:**

How do Dexterra's recent technology advancements tie into your sustainability objectives?

**A:**

Technology is central to our sustainability journey. Implementing OneStream, for example, allows us to consolidate data from various systems, which will be invaluable for sustainability reporting in the coming years. For instance, we're improving our ability to track, measure and report on emissions—a critical step as we support our clients' sustainability goals and work towards our own commitments.

With labour costs making up a significant portion of our expenses, we're implementing a workforce management system to optimize scheduling and improve workflow efficiency. Similarly, we will be able to streamline our food services business to reduce waste and improve purchasing practices.

**Q:**

Looking ahead, what are the Company's top priorities for 2025 and beyond?

**A:**

Our top priority is preparing the Company for scalable and profitable growth. This means building the right teams and introducing efficient platforms—in IT, finance, HR and other departments—to support an expanding business, workforce and client base. For example, our technology roadmap will enable us to deliver services more efficiently. At the same time, our internal audit team, which we are bringing in-house, will help strengthen governance and sustainability reporting processes.

Initiatives such as the launch of the CEO Excellence Awards in 2025 and our growing investment in community partnerships demonstrate our commitment to recognizing our employees while fostering a strong sense of purpose among them.





# COMPANY OVERVIEW

Dexterra, a publicly listed corporation (TSX: DXT), employs more than 9,000 people and provides services in all Canadian provinces and territories, 19 U.S. states and the District of Columbia. We deliver a range of support services in operations, maintenance, and hospitality solutions, as well as asset based services for diverse clients in the public and private sectors.

Powered by people, Dexterra brings together the right teams with the right skills to deliver best-in-class regional expertise and innovative solutions for the management, responsible operation and enhancement of infrastructure.

Delivering on our purpose encourages us to enhance our clients' performance and productivity while positively impacting our communities and contributing to a resilient economy.

## STREAMLINING OUR BUSINESS

In 2024, Dexterra divested our Modular Solutions division, which impacted our overall employee count, our financial performance, and our Scope 1 and Scope 2 emissions from previous years. Details of the impacts of the divestiture on the organization can be found in our 2024 Annual Report.





# EVOLUTION OF DEXTERRA





# INTEGRATED CLIENT SOLUTIONS

## CONTRIBUTING TO A SHARED FUTURE

From our business practices to our people, equipment, and technology, we deliver tailored solutions for our clients that support communities, drive industry growth and foster meaningful progress for a better tomorrow.

## Fully Integrated Facility Solutions

With one integrated facility management approach, we help improve customer experience, optimize how space is used and, ultimately, lower the total cost of ownership. Our integrated approach drives more value, efficiency and simplicity for our clients.

## Janitorial And Cleaning

People appreciate spaces that are comfortable, clean, and in good working order – we make that happen. We provide custom cleaning programs that are designed to extend the life of finishes and fixtures and maintain an inviting appearance and safe environment for customers.

## Hospitality Services

Our healthy, quality food programs and comprehensive accommodation management solutions support the well-being of guests and helps create an inviting and safe home away from home. From the busiest cities to the most remote corners, we are supporting our clients with elevated hospitality experiences.

## Workforce Accommodation Structures

We have the equipment clients need to create safe, comfortable accommodations in even the most remote areas. Whether equipment rentals or full-service accommodation packages, we are ready to meet your project's needs.

## Access Solutions and Relocatable Structures

Temporary infrastructure to support productivity on site from access matting to relocatable workspaces.

## Forestry Services

We offer several forestry services for the public and private sector. Count on our team for vegetation management, reforestation, forest fire response and other services that sustain healthy stock for the forestry industry.

## Facility Maintenance And Repair

Adapting to the ever-changing requirements of today's workplaces takes in-depth building expertise and the right technical skills to operate, maintain and repair buildings and assets. Our maintenance solutions support building owners in creating safe and compliant built environments, helping to optimize productivity and efficiency.

- Support Services
- Asset Based Services



# 2024 SNAPSHOT

SERVICE IS EVERYTHING

WE CREATE SOLUTIONS THAT STRENGTHEN OUR CLIENTS, COMMUNITIES AND ECONOMIES.

OUR 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.

The following highlights from 2024 reflect achievements in the areas that matter to Dexterra and our stakeholders, including our clients, employees and the communities we serve.

STRONGER ENVIRONMENT

27+ million

trees planted in forestation projects.<sup>1</sup>

24,990

plastic water bottles eliminated through guest bulk water program.<sup>2</sup>

84,000

meals saved (34.8 tons of food waste reduced) with Winnow technology.<sup>3</sup>

1,060 KG

organics converted into compost with FoodCycler program.<sup>4</sup>

STRONGER COMMUNITIES

\$100,000

donated to go towards Stronger Communities initiatives.

\$40,000+

contributed in sponsorships and financial support through our Employee Resource Groups.<sup>5</sup>

87

Canadian community organizations supported since 2021 through our Stronger Communities Drive.

75%

of employees required to complete diversity, equity and inclusion training completed the training in 2024.<sup>6</sup>

STRONGER BUSINESS

2,320

net new employees hired, 47% of which were women.

91%

of surveyed employees take pride in working at Dexterra.

6,024

front-line employees completed online training.

\$16 million+

in Indigenous business partnership distributions.

\$147,000+

in donations to Indigenous communities through our partnerships (an increase of 6.7% since 2022).

75%

spend with local vendors.<sup>7</sup>

6%

of overall spend with diverse suppliers.<sup>8</sup>

1. Data for trees planted in 2024 for forestry clients provided by RHS division.

2. Bulk water bottle purchase data provided by Gordon Food Services for 2024.

3. Food waste reduction data provided by Winnow, our third-party service provider for food waste solutions. Accounts for data from 17 kitchens within our hospitality services division. Accumulated equivalent meals savings: weight savings / 400g per meal.

4. FoodCycler food waste data estimated based on # of cycle runs and 'weight of input' is based on volume of container assuming each container is full per cycle.

5. Spend data is based on \$510 million annual spend for the 2024 fiscal year.

6. Data tracked on Dexterra Group's Learning Management System and is inclusive of salaried employees only.

7. Spend data is based on \$510 million annual spend for the 2024 fiscal year. Local is defined as purchases being made within the same Province where Operations occur.

8. Diverse spend data is based on voluntary attestation of diverse category by our suppliers.



# ABOUT THIS REPORT

This 2024 Sustainability Report encompasses our approach to sustainability and includes our commitment to ESG performance. The Report covers Dexterra's Canadian business activities from continuing operations January 1, 2024, to December 31, 2024. Starting in 2025, our operational activities in the United States will be integrated into our overall sustainability performance.

All data in this report is as of December 31, 2024, and all financial amounts are in Canadian dollars, except as noted. Environmental performance data (greenhouse gas emissions, energy, water, waste and green building certifications) noted in this report represent Canadian-managed assets only.

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 Plus and our company [website](#).

Topics included in this report reflect our ESG materiality assessment that was conducted in 2022. Materiality, as used in this report, is occasionally referenced as "ESG materiality," whereby our ESG materiality review process is intended to reflect priority ESG issues. Disclosures in this report encompass a representative sample of our managed properties in Canada. This report is based on collaborative efforts across Dexterra operational teams and partners to inform data and content.

Dexterra did not enlist the assistance of a third-party assurance provider to review the contents of this Report.

## WHAT ESG MEANS TO US

ESG performance remains essential to Dexterra's long-term success. It reflects our commitment to creating value for our stakeholders while promoting sustainable practices. By focusing on environmental stewardship, social responsibility and robust governance, we aim to strengthen trust, drive innovation and mitigate risks across our operations.

Our ESG performance can be seen in Appendix I of this report within the GRI and UN SDG disclosure indices which allow us to share our progress in a transparent and structured manner.





# STANDARDS AND FRAMEWORKS

This Report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards (2021). Dexterra's contributions to the United Nations Sustainable Development Goals (SDGs) are aligned with relevant GRI disclosures. Aligning with globally recognized standards and frameworks reflects our commitment to providing clear, credible and relevant disclosures to our stakeholders and informs our approach to managing our material ESG topics.

The Canadian Sustainability Standards Board's (CSSB) Canadian Sustainability Disclosure Standards (CSDS) 1 and 2 aim to establish a high-quality baseline for sustainability disclosures tailored to address Canadian-specific issues for investors and financial markets. In 2024, Dexterra conducted a gap assessment of current disclosures and practices against the requirements of Canadian Sustainability Disclosure Standards (CSDS) 1 and 2.

Additionally, Dexterra continues to track the CSA's proposed climate-related disclosure requirements under National Instrument 51-107.

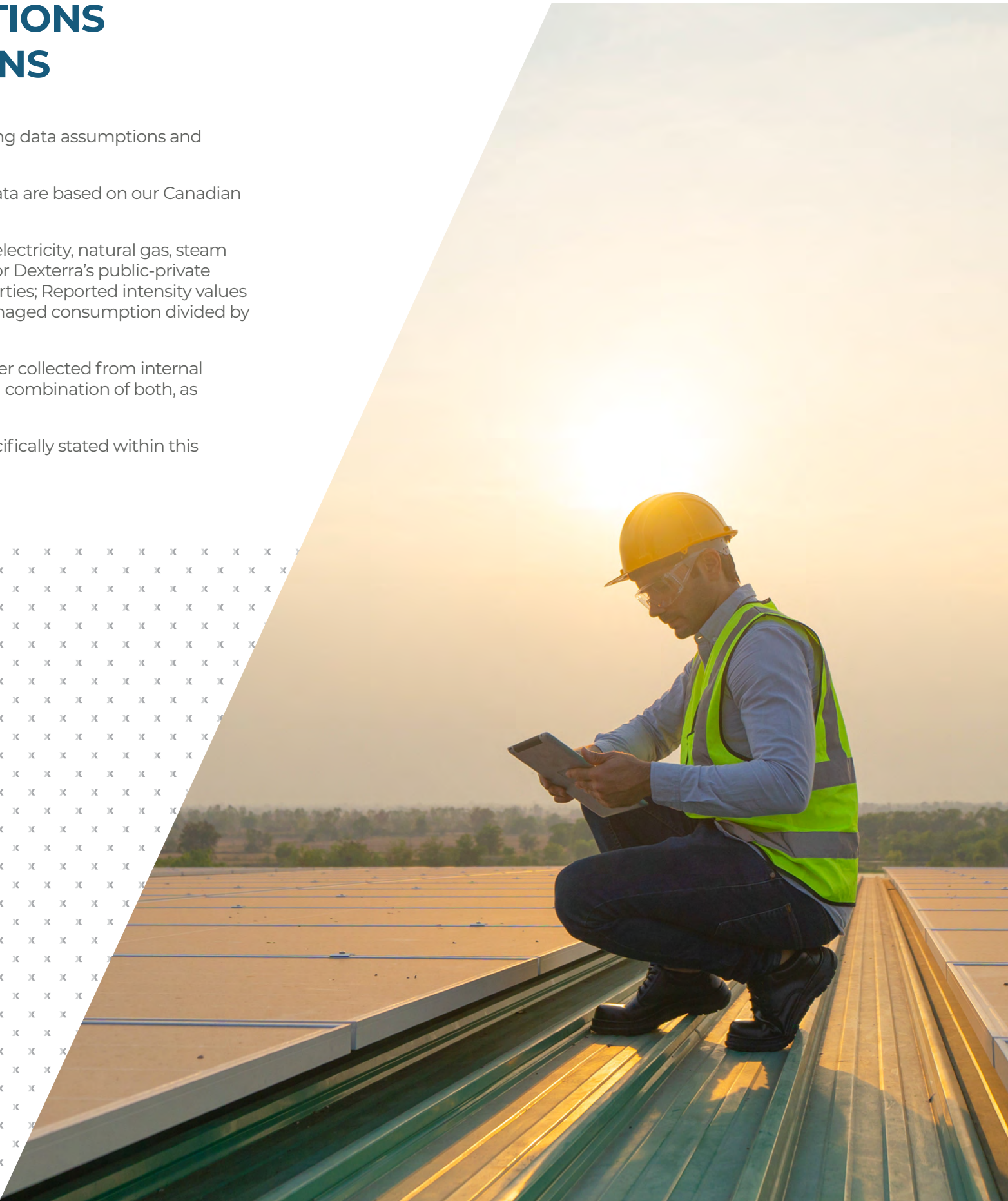
As sustainability standards continue to evolve, we aim to enhance alignment with these frameworks to ensure transparency and relevance for our stakeholders.



# DATA ASSUMPTIONS AND LIMITATIONS

The following considerations regarding data assumptions and limitations apply to this Report:

- Scope 1 and Scope 2 emissions data are based on our Canadian operations only.
- Energy modelling data includes electricity, natural gas, steam and chilled water consumption for Dexterra's public-private partnership (P3)-managed properties; Reported intensity values are calculated based on total managed consumption divided by total gross floor area.
- All other data in this report is either collected from internal systems, manually calculated or a combination of both, as specifically stated.
- Data sources and scopes are specifically stated within this report where applicable.





# INDUSTRY AFFILIATIONS

Active involvement with industry associations is essential to being informed of emerging trends, best practices and regulatory developments. We partner with organizations to collaborate with peers, influence industry standards, and shape policies that impact our business and the broader sector. The following are some of our key collaborations in 2024:



## CELEBRATING OUR WINS!

In 2024, Dexterra and our delivery brands were proud to receive recognition for our work and the strong culture we've created. Our focus remains on delivering innovative solutions that align with our mission that prioritizes safety, accountability and sustainability.



REPORT ON BUSINESS  
WOMEN LEAD HERE



Great Place to Work certified.

The *Globe and Mail Women Lead Here* recognized Dexterra for gender diversity in executive leadership.

**Sector Distinction Award:** Recognizes organizations that serve as **inspirational role models** in implementing employment equity within their sector.

**Indigenous Reconciliation Award:** Celebrates our **outreach, recruitment initiatives and training programs** focused on Indigenous reconciliation and our partnerships with Indigenous communities.

**James Quinn**, Facility General Manager at a major Dexterra account, won the **2024 Sustainability Award** from the **Business Intelligence Group**.

**Employment Equity Achievement Award 2024 in two categories:**

- Sector Distinction
- Indigenous Reconciliation



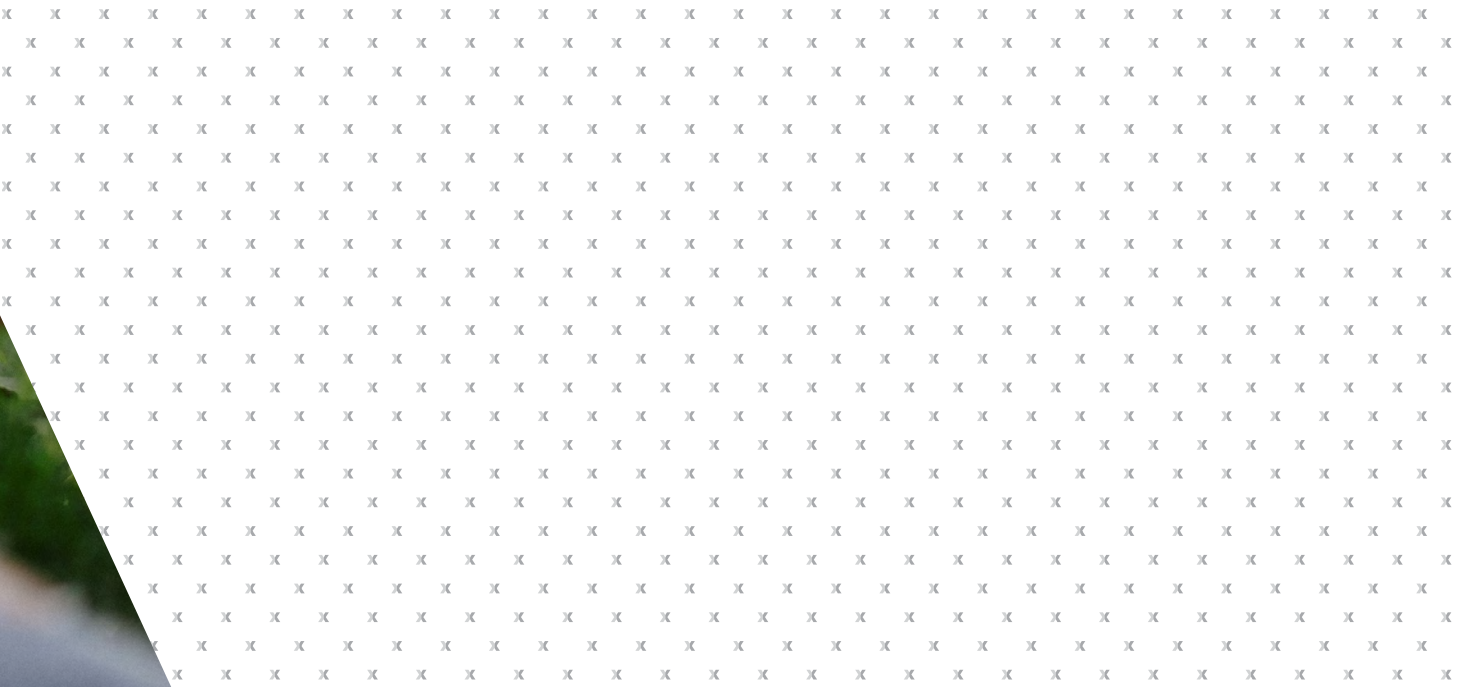


# OUR APPROACH TO SUSTAINABILITY

At Dexterra, our commitment begins with the people we serve and work alongside, including our clients, employees, Indigenous and community partners, and shareholders. Together, we aim to create long-term value and opportunity by delivering safe, reliable and responsible solutions that support economic growth and the evolving needs of our environments.

Our sustainability strategy aligns with our purpose of creating solutions that strengthen clients, communities and economies. Guided by our pillars – Stronger Business, Stronger Environment, Stronger Communities and Stronger Governance – we integrate sustainability into governance, strategy, risk management and daily operations. Across North America, we work to lead, innovate and provide guidance to our clients in their transition to a cleaner future. We foster equitable partnerships with Indigenous communities and collaborate with local organizations to drive economic growth and resilience.

We prioritize a culture where every individual feels valued, and we champion diversity and inclusion to create a workplace where inspired people can make meaningful contributions. Guided by our core values – accountability, diversity, trust and partnership – we strive to balance economic, environmental and social priorities for the well-being of many.





# MATERIALITY ASSESSMENT

To ensure we remain focused on the topics where we can have the greatest impact, we conducted its first materiality assessment in 2022. These assessments are critical in shaping our strategy, informing our goals and guiding our current and future business operations.

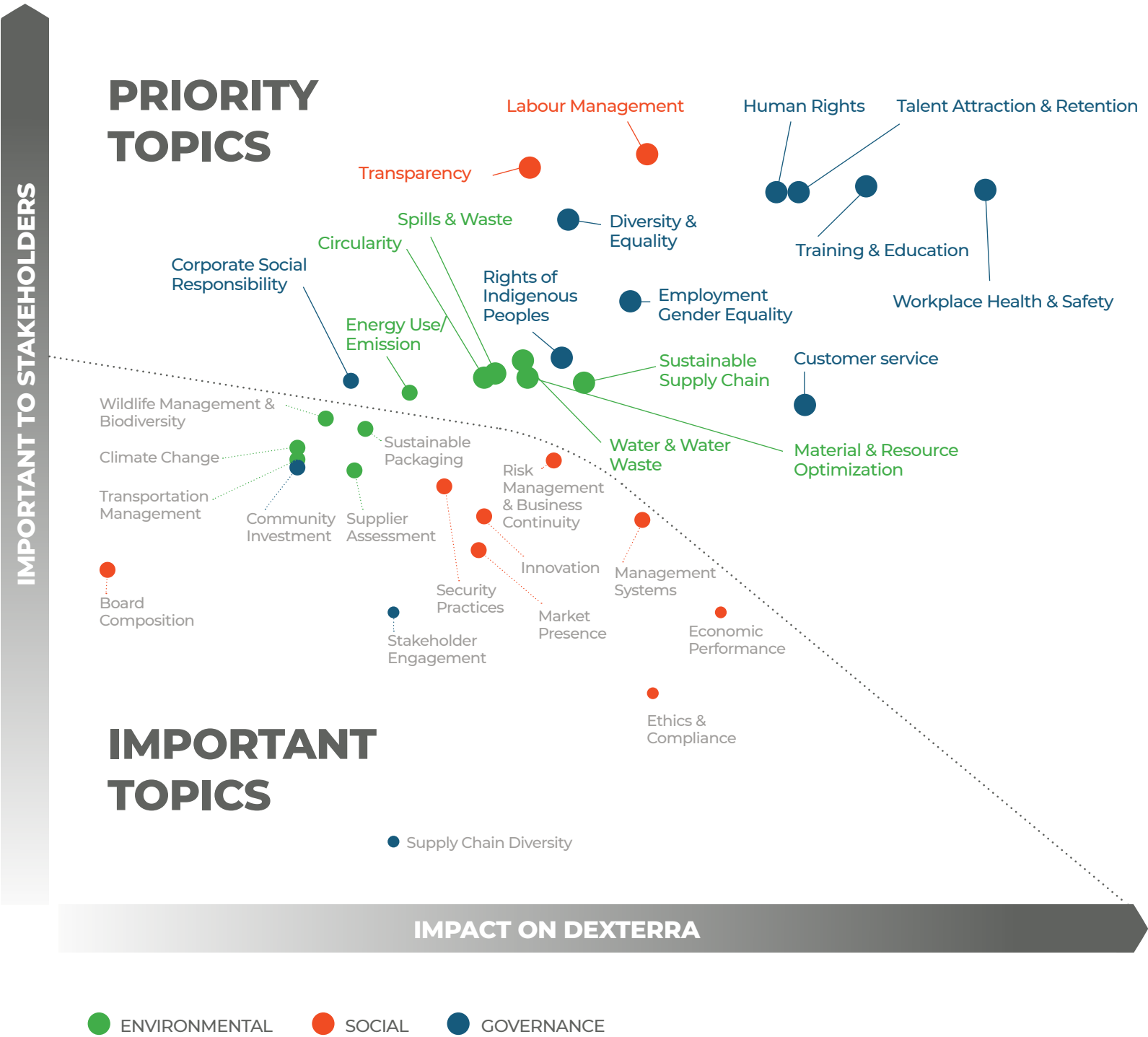
Our approach was guided by established sustainability standards and frameworks, specifically the GRI Standards and the SDGs, which helped us identify relevant topics. The process included engaging with internal and external stakeholders, including clients, shareholders, suppliers and employees, to refine the initial list of potentially material topics and prioritize them based on the degree to which the Company believes it could be impacted.

We took the following steps to complete our assessment:



The topics that were identified as stakeholder priorities helped to inform the framework for our overall sustainability strategy.

In 2025, we look forward to implementing a double materiality assessment that considers both the financial materiality of relevant topics to Dexterra and the impact of our activities on the environment and society (non-financial). This assessment will better enable us to manage risks and opportunities for our business and our value chain.





# STAKEHOLDER ENGAGEMENT: HOW WE CREATE VALUE

Stakeholder engagement is key to our sustainability strategy. It helps us align with priorities, encourages collaboration, and creates shared value. Open dialogue and collaboration with employees, clients, suppliers, communities, shareholders, business partners and government entities ensure our efforts align with stakeholder expectations. By addressing stakeholder priorities, we build trust, enhance resilience and support sustainable long-term success. Only then can we have a meaningful impact.

## OUR FOCUS

Dexterra is committed to investing in value-driven training to equip our teams with the tools and exemplary communication skills to ensure seamless service delivery. We promptly address service inconsistencies by regularly updating and encouraging team training and identifying solutions that factor in valued feedback from clients and our front-line teams.

Based on their feedback, we developed an end-user customer service program that ensures our clients receive the highest level of service. It helps us maintain high standards, advance sustainability, upgrade equipment and improve technology, using task-tracking systems and enhanced dashboards to sustain our momentum and deliver service excellence.

## SPOTLIGHT-CLIENT EXCELLENCE

Our Client Excellence team is vital in delivering exceptional value to our stakeholders through various channels. The team builds strong, positive relationships through ongoing engagement with clients across the organization by following a Net Promoter Score (NPS) system that includes a one-on-one objective interview process to deeply understand needs and expectations.

Consistent client feedback ensures we are strategically aligned with what is important to our clients. In 2024, we conducted interviews with 208 clients, a 115% increase from 2023, yielding valuable insights that highlighted key themes and actionable items to better address client needs. These insights reflect a significant improvement over the past three years, indicating greater client satisfaction and the effectiveness of our strategies. This improvement is further underscored by a 13.5% increase in our NPS, based on innovation and on-going investments in client relationships.

## KEY INSIGHTS

Our clients value consistent, professional service. They recognize front-line teams for their dedication and leaders for proactive engagement and reliable, clear communication. They also appreciate our commitment to team retention, ongoing training and development, and recognizing employees for their expertise and dedication. Additionally, clients value our innovative approaches to sustainability and technology, which enhance efficiency and deliver impactful data that supports improvements across their operations.





# STAKEHOLDER ENGAGEMENT TABLE

STAKEHOLDER GROUPS	HOW WE CREATE VALUE	HOW WE ENGAGE IN 2024	VALUE CREATED IN 2024
Employees	We create value for our people by promoting a safe, and inclusive work culture, supporting career growth and inspiring innovation.	<b>581</b> Joint Health and Safety Committee Meetings <sup>9</sup> <b>5,111</b> Internal Inspections <sup>10</sup> <b>37</b> Internal Publications <sup>11</sup>	Strong Total Recordable Incident Rate (TRIR) performance Growth in Employee Resource Groups Increase in representation of diverse groups <sup>12</sup>
Clients	We create value by safeguarding their environments, optimizing assets, and delivering adaptive infrastructure to support their goals.	<b>208</b> client engagements by client excellence <sup>13</sup> . Formal business performance reviews.	Improved client performance feedback resulting in higher NPS
Suppliers	Our supply chain and operations work with suppliers to align expectations, drive innovation, streamline processes and enhance performance for clients.	<b>328</b> Supplier Review Meetings <b>26</b> Supplier Site Visits <sup>14</sup> <b>328</b> Supplier Review Meetings	Partnered with suppliers to increase sustainable offerings to our operations
Communities	We assess our impact to maximize benefits, minimize challenges and create meaningful connections where we live and work.	<b>\$140,000+</b> donated to communities plus employee time donated to community initiatives.	Launched first employee matching program for Canadian wildfires Total of <b>75</b> non-profit organizations donated to since 2022
Shareholders	We create shareholder value through sustained growth, strategic investments, and strong financial and social responsibility, supported by active engagement from management, the Board, and Investor Relations.	<u>Investor Presentations &amp; Events</u>	Conducted a gap assessment to CSDS 1 and 2 with the aim of enhancing disclosures and providing decision useful information to shareholders
Business Partners	We create value for business partners through the collaborative pursuit of economic opportunity, respecting the needs and goals of each partner as we deliver on a common purpose.	Over <b>82</b> partnerships with Indigenous communities.	<b>\$13 million+</b> in Indigenous business partnership distributions
Government	Open communication and partnerships help us align with evolving regulations, ensuring compliance while proactively addressing impacts on performance and long-term goals.	<b>75</b> government site visits for health, safety, environment and food safety	Published our first <u>Modern slavery report</u>

9. JHSC meetings are representative of Canadian operations only and is based on 90 sites having quarterly meetings through the 2024 calendar year.  
10. Data for number of internal inspections is inclusive of 1,443 management site visits and 3,668 HSE workplace inspections.  
11. Internal publication data accounts for Round-up internal communications publications.  
12. Definition of diverse groups within the report aligns with the Federal government's identification of four designated groups: Women, Indigenous Peoples, Racialized Persons, and Persons with Disabilities.

13. Number of client engagements represents 40% of client base within North American managed operations.  
14. Number of supplier site visits include internal and external (inclusive of plant tours) supplier visits.



# OUR APPROACH TO INDIGENOUS ENGAGEMENT

We focus on three core areas of our Indigenous engagement strategy: economic participation, employee education and awareness and meaningful employment. Through these, we continue to build a more inclusive and sustainable future together.

## ECONOMIC PARTICIPATION



Indigenous Relations team

## EMPLOYEE EDUCATION AND AWARENESS



Indigenous Education Engagement Committee

## MEANINGFUL EMPLOYMENT & TRAINING



Indigenous and Recruitment team & OYEP

## OUR COMMITMENT TO INDIGENOUS PARTNERSHIPS

Dexterra has actively partnered with Indigenous communities for over 20 years, building partnerships based on trust, respect and shared success through our Indigenous Relations (IR) team. Today, we have over 82 Indigenous partnerships, each meeting community needs while aligning with our business and project goals. These respectful, mutually beneficial relationships are central to how we operate, and we continuously work to strengthen existing connections while forging new ones.

The IR team plays an important role in ensuring that Indigenous voices and perspectives are integrated into our decision-making. They advocate for Indigenous interests within the Company and ensure transparent, collaborative partnerships that reflect community values and support enduring, meaningful relationships.

Additionally, this IR team actively promotes reconciliation by aligning the organization's actions with the principles of respect, equity and inclusion. They support initiatives that advance Indigenous self-determination and capacity building, ensuring our partnerships contribute to long-lasting, community-led growth.

### Key Functions of the Indigenous Relations team:

- **Relationship Building:** Active engagement and learning about the community's history and culture ensure that our projects align with their values and priorities.
- **Business and Partnership Development:** Creation, management and oversight of agreements ensure that partnerships comply with legal and contractual obligations for mutual benefit.
- **Community Engagement:** Leading outreach efforts by participating in community events, job fairs and initiatives that promote employment, training and economic development opportunities for Indigenous peoples.
- **Cultural Awareness and Sensitivity Training:** These programs help our employees understand Indigenous customs and traditions to promote respectful engagement and minimize the potential for cultural misunderstandings.
- **Local Procurement:** We build partnerships with Indigenous-owned businesses and source materials and services locally, which provides economic benefits and sustainable business opportunities.
- **Participation in Traditional Ceremonies and Events:** We actively participate in or support traditional Indigenous ceremonies, cultural events and community gatherings to demonstrate our genuine interest in Indigenous culture and traditions.
- **Community Investment and Development:** Supporting local Indigenous initiatives in infrastructure, education, health and environmental conservation, reflecting our commitment to the community's overall well-being and lasting impact.
- **Regular Communication and Feedback:** Maintaining open lines of communication with Indigenous communities through quarterly meetings, updates and newsletters to keep communities informed about our operations and changes that may affect them.





## OUR COMMITMENTS

# STRONGER ENVIRONMENT

### COMMITMENTS

- Refine our priorities and initiatives based on an updated materiality assessment
- Commit to assessing and improving our environmental performance
- Increase emphasis on sustainability topics in supply chain

### 2025 & BEYOND

- Disclose GHG baseline results
- Conduct climate scenario analysis
- Continue to monitor and assess Scope 1 & 2 emissions
- Identify and measure specific Scope 3 emissions

# STRONGER COMMUNITY

### COMMITMENTS

- Continued leadership in community engagement
- Increase engagement with employee-focused initiatives
- Build strong partnerships within Indigenous communities

### 2025 & BEYOND

- Obtain Partnership Accreditation in Indigenous Relations (PAIR) silver certification at group level
- Increase community giving annually to 1% of net income

# STRONGER BUSINESS

### COMMITMENTS

- Increase emphasis on climate risk management at the Board and executive levels
- Continue to encourage functional leaders to gain knowledge in their areas of sustainability
- Launch sustainability training company-wide

### 2025 & BEYOND

- Develop disclosure practices as rules in Canada are better defined.
- Evolve Board and group-level sustainability oversight



# STRONGER ENVIRONMENT

As a leader in providing support services, Dexterra recognizes the critical importance of an effective and scalable sustainability strategy that helps us identify and manage risks, enhance operational resilience and stay ahead in a dynamic marketplace.

With operations spanning Canada and the U.S., we are uniquely positioned to lead by example in our industry and strengthening our practices across our operations.

We are proud to be ISO 14001 certified at the Group level. Our sites are required to comply with these standards as required. Additionally, we have attained International Sanitary Supply Association Cleaning Industry Management Standard (CIMS) Green Building Criteria Certification through a comprehensive assessment of our management structure and green cleaning operations.

## IN THIS SECTION:

- [Climate Resilience](#)
- [Greenhouse Gas Emissions](#)
- [Resource Reduction At Our Managed Client Sites](#)
- [Sustainable Business Through Supplier Partnerships](#)





# CLIMATE RESILIENCE

Dexterra continues to be committed to supporting Canada's Net Zero challenge and to collaborate with our operations to drive sustainable progress and address our environmental impact.

Beyond our own operations, we provide innovative solutions that can help our clients become more resilient and align with their sustainability goals. These include supporting their decarbonization efforts through implementing projects such as grey water systems, condensate recovery systems or increasing the use of renewable energies. We have also assisted our clients in implementing biodiversity-focused projects such as butterfly conservatories, rain gardens and honeybee conservation projects, all of which combined, help to address the challenges posed by climate impacts.

We are committed to building a more sustainable future through supplier collaboration, client partnerships and innovation while addressing impacts across the value chain.



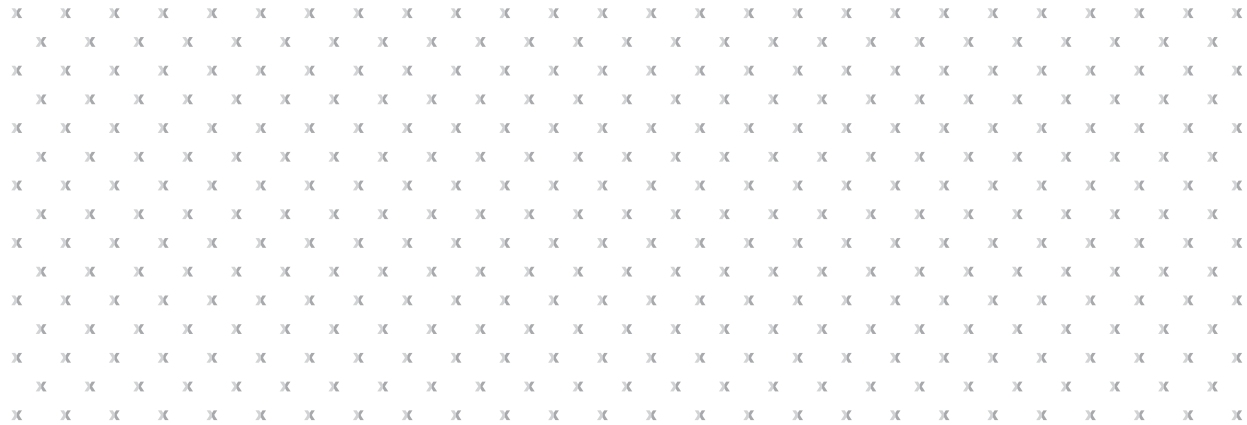


# GREENHOUSE GAS EMISSIONS

In 2023, Dexterra completed a comprehensive baseline carbon accounting for our business. The assessment included our Canadian operations only, with the intent to re-assess our baseline in 2025 to account for our U.S. operations and the divestiture of NRB Modular Solutions.

The methodology used in the baseline assessment complied with the Greenhouse Gas Protocol Corporate Standard (GHG Protocol) as the foundational globally framework and included the following principles:

- **Relevance:** Ensure the GHG inventory appropriately reflects the GHG emissions and decision-making needs of Dexterra.
- **Completeness:** Account for and report all GHG emission sources and activities within the chosen inventory boundary.
- **Consistency:** Use consistent methodologies to allow for meaningful comparisons over time.
- **Transparency:** Address all relevant issues and disclose any relevant assumptions.
- **Accuracy:** Ensure the quantification of GHG emissions is accurate to enable Dexterra to make decisions with reasonable assurance.



## INVENTORY BOUNDARY AND DATA ASSESSMENT

Dexterra’s inventory boundary in alignment with the GHG Protocol is the Operational Control Approach<sup>15</sup>. This approach was consistently applied to account for and report Dexterra’s GHG emissions, ensuring accurate and transparent emissions data across our operations.

The profile of our GHG inventory included Scope 1 direct emissions and Scope 2 indirect emissions.

Scope of Emission	Definition	Source of Emission
Scope 1	Direct emission from sources owned or controlled by the company	Natural gas, propane, gasoline, diesel, kerosene
Scope 2	Indirect emissions from the consumption of purchased energy generated upstream from the company	Purchased electricity, heat, and steam

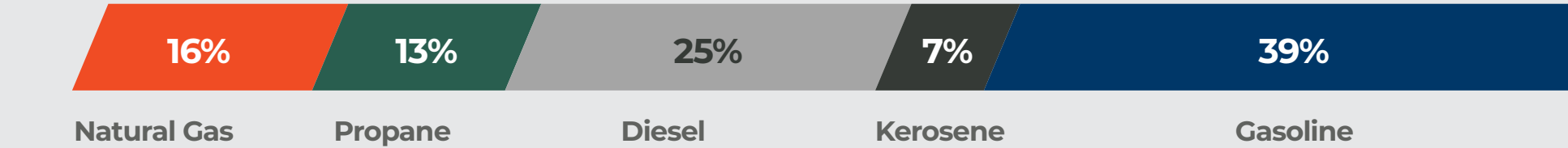
Scope 3 emissions were excluded from the baseline assessment due to data limitations and the complexity of accounting for indirect emissions outside Dexterra’s operational control<sup>16</sup>.

## GHG BASELINE RESULTS

Dexterra, 2023 was chosen as our baseline year. This baseline serves as a benchmark to measure progress against and set appropriate timelines for achieving carbon reduction goals. These results were compiled using a third party consultant.

Dexterra GHG Emissions Summary <sup>17-21</sup>		
2023 GHG Emissions	tCO2e	tCO2e per million \$ revenue
Scope 1	31,792	28.79
Scope 2	2,950	2.67
Total	34,742	31.46

### DEXTERRA'S 2023 SHARE OF SCOPE 1 EMISSIONS (TCO2)



15. Dexterra adheres to the Operational Control Approach, which requires that we account for 100% of our emissions from operations where we hold authority to establish and enforce operational policies.

16. Exclusions in our GHG baseline inventory include certain sources, facilities, and operations that were either not within the operational control of Dexterra or for which comprehensive data was not available during the reporting period of January 2022 to December 2023. These exclusions are addressed within our comprehensive GHG Baseline report.

17. Province- and year-specific emission factors provided by Environment and Climate Change Canada (ECCC) (Government of Canada, 2024).

18. Location-based method was selected for calculating Scope 2 emissions, as Dexterra uses electricity from the local grid.

19. Data assumptions and estimations included: Average Historical Consumption: For instances where historical consumption data was available, estimates were based on the prior year’s consumption trends; Linear Interpolation (Averaging): When historical consumption data was unavailable and gaps in data were limited to no more than two months, linear interpolation was used; and Proportional Scaling: For cases where no historical consumption data was available and the gap in data exceeded two months, proportional scaling was applied.

20. GHG intensity calculation based on total revenue for the years 2022 and 2023 respectively. Revenue-based approach was chosen to align with SASB’s sector categories of professional commercial and real estate services to account for the diversity of Dexterra’s portfolio, growth business model and the variety of building types managed and services offered.

21. Total revenue of \$972 and \$1,100 million for 2022 and 2023 respectively were used to calculate GHG emissions intensity.



# SPOTLIGHT ON OUR 2024 ENVIRONMENTAL EFFORTS

In 2024, Dexterra’s operations teams focused on addressing our environmental impact by optimizing existing programs, forming new supplier partnerships and re-engineering processes for greater efficiency. These efforts aim to reduce waste and energy use, prevent pollution, enhance resource use and reduce our carbon footprint.

By collaborating with clients and suppliers who share our sustainability values and improving operational efficiencies, we are driving meaningful change throughout our supply chain and operations, delivering long-term value while reducing environmental impact.

## MANAGING OUR WASTE

Dexterra is committed to improving our internal waste management practices through proactive material reuse, recovery and repurposing initiatives. Our waste management program emphasizes reducing consumption, reusing materials in good condition and recycling waste into usable products through effective separation. By incorporating practices such as equipment repair, sourcing reconditioned items and assessing waste handling before operations begin, we aim to minimize environmental impact while maintaining compliance with regulatory standards. We ensure materials are stored, treated or disposed of responsibly, ensuring safety and environmental integrity across all sites.



### BULKING UP TO REDUCE WASTE

In recent years, the cost of 4L jugs of windshield-washer fluid has increased in our Remote Services East (RS East) Thunder Bay operations. The issue of single-use plastics increases the cost: the fluid is typically purchased, immediately dispensed into vehicle reservoirs and then discarded. Recycling of these jugs is rare in the communities where RS East operates, exacerbating the environmental impact.

**CHALLENGE:** Reduce operating costs related to purchasing windshield fluid and waste going to local and regional landfills.

**SOLUTION:** Our Thunder Bay shop introduced a bulk filling system, allowing empty jugs to be refilled or fluid to be dispensed directly into vehicles. Empty jugs from remote sites are returned via weekly staff shuttles, refilled at Thunder Bay and returned to all our remote sites.

**IMPACT:** 40 plastic jugs diverted from landfill and operational cost reduction of 62.5% since inception in 2024.<sup>22</sup>



### FROM CUP TO COMPOST

Dexterra’s procurement team sourced a compostable coffee cup and made it available across our operations. Teams were encouraged to transition from the non-recyclable and non-compostable coffee cups to the new compostable coffee cup option.

**CHALLENGE:** Reduce the amount of waste coffee cups entering the landfill.

**SOLUTION:** Eliminated the use of over 2.4 million non-compostable coffee cups across our operations.

**IMPACT:** 2,467,000 compostable cups were used in our 2024 operations, an increase of 36.61% from 2023.<sup>23</sup>



### RECYCLING, REPURPOSING AND CUTTING COSTS

Our Asset-Based Services division in Grand Prairie has consistently sought ways to reduce waste disposal costs while addressing environmental impacts. In 2024, the division made significant progress in diverting waste from landfills by implementing recycling programs for wood waste, excess metal bolt ends, and batteries.

**CHALLENGE:** Minimize waste sent to landfills, reduce operational costs and demonstrate our commitment to promoting sustainable practices.

**SOLUTION:** Wood waste was shredded and provided to the local municipality to include in road work applications, and recycling programs for metal bolt ends and batteries were established.

**IMPACT:** Total savings of \$20,520 in waste disposal costs.



### PAPERLESS PROGRESS

Our Remote and Hospitality Services (RHS) continuous improvement team initiated a project at one of our operational camps to reduce the printing required on site. Each guest arriving at the site is required to read and sign our Residency Condition form, which typically generates seven pieces of paper per guest, which is also an administrative burden.

**CHALLENGE:** Reduce administrative paper use.

**SOLUTION:** The Residency Condition form was digitized to store all guest intake information online.

**IMPACT:** Since May 2024, approximately 830 intake forms have been electronically completed at the pilot site, eliminating the need to print an estimated 5,800 pieces of paper (11.6 reams). This process will roll out to 10 other RHS sites in 2025.<sup>24</sup>

22. Total number of 4L jugs of windshield fluid reduced is based on the volume of the bulk container (40 gallons). Operational cost reductions based on Thunder Bay operations purchase data history from \$8/jug to \$3/jug.  
23. Compostable cup purchase data provided by Gordon Food Service for the fiscal years from January to December of 2023 and 2024.  
24. Data for number of residency conditions forms is based on occupancy data of the camp from May 2024 to December 2024 and only accounts for one RHS camp. Calculation of Number of rheems of paper is calculated based on 500 sheets of paper per rheem.



# RESOURCE REDUCTION AT OUR MANAGED CLIENT SITES

In 2024, Dexterra's Facility Management team continued their efforts to reduce energy use at client-owned facilities. These included 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 equipped with extensive metering networks, enabling regular analysis and reporting of energy consumption trends.

Since beginning operations at Site A in 2015 and Site B in 2019, the team has collaborated closely with clients to implement energy-saving solutions, such as lighting system optimization, HVAC upgrades and enhanced building control systems. These initiatives have led to significant energy reductions and ongoing improvements in energy performance, ensuring that both sites meet evolving client needs while contributing to our operational sustainability goals. Year-over-year energy and water performance data is in [Appendix 2-Environmental Performance](#).

## 2024 PROJECT HIGHLIGHTS



Site A piloted an LED Lighting Replacement Program with smart sensor wireless advanced lighting controls in a test location at the site to provide proof of concept before full implementation.

**CHALLENGE:**

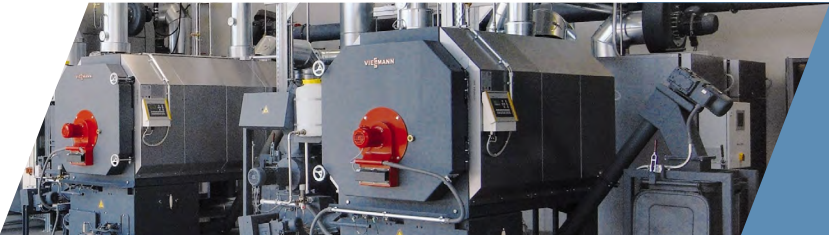
Reduce power demand by replacing fluorescent tube lighting with LED solutions and minimize unnecessary lighting in unoccupied spaces.

**SOLUTION:**

Lighting fixtures will be gradually replaced site-wide. Once the smart sensor pilot proves successful, wireless controls will be integrated throughout the site.

**IMPACT:**

The average monthly demand for the main lighting panel has decreased year over year. While the pilot is limited to 32 fixtures, there was a 23.77% reduction in lighting demand.



Biomass boilers are a key component of the energy infrastructure at our Site B account, located in Yellowknife, Northwest Territories. They are a renewable energy source that play a crucial role in meeting nearly all the site's space heating and domestic hot water requirements. By using biomass fuels, these boilers offer a reliable, sustainable alternative to traditional heating systems that rely on fossil fuels.

**CHALLENGE:**

Optimize the performance of the biomass boilers to utilize a sustainable energy source that will support this site's energy needs, meet the expectations of the GHG emissions profile of the site, and stay within the energy budget.

**SOLUTION:**

Early challenges with the biomass pellet supply led to a complete biomass boiler overhaul in 2023, allowing the Dexterra team to work with the partner boiler technician to optimize performance. Once the biomass boilers were returned to service at the end of 2023, the pellet supply issues were resolved, and the boilers were finely tuned. The technician established a remote connection to the boilers to continuously improve the performance and meet the demands of the space heating and domestic hot water baseload.

**IMPACT:**

Dexterra's maintenance team observed a significant reduction in the heating hot water loop support from the hot water propane boilers. Typically, this only occurs with rapid outdoor air temperature changes or during very cold weather. Heating generated by the biomass boilers has increased by over 26% from the baseline 2021 year due to the biomass boiler overhaul.



## SUPPORTING CLIENTS IN THEIR ZERO-WASTE JOURNEY

Since 2019, Dexterra's food services division has worked closely with our client, McGill University, to find innovative ways to reduce food waste and engage the dining hall staff, student residents and visitors in the university's zero-waste movement. In 2024, we launched and led several waste reduction initiatives in the dining hall, significantly cutting waste from daily operations.

To better understand dining hall consumption habits, we conducted a waste audit that included student and visitor surveys. These insights helped identify which food items were most frequently discarded and why, allowing us to refine our approach to waste reduction.



The following data collected from the audit provided a comprehensive understanding of food waste trends in the dining halls:<sup>25</sup>

**94.7%**

of respondents have a strong overall concern for reducing food waste.

**92.6%**

of respondents were satisfied with their meals.

**~90%**

of total food prepared is consumed by diners, on average.

**10.65%**

The average plate waste rate in dining halls compared to total food prepared.

The most influential factors in food selection by patrons were:

### VISUAL APPEAL

**40.79%**

### HEALTH VALUE

**35%**

### FAMILIARITY

**29.21%**

Understanding our patrons' purchasing and consumption habits will help inform solutions to reduce waste and help our client meet their goals.

25. Results of waste audit survey responses from students and visitors at McGill was based on 378 respondents between October to December 2024.





# HIGHLIGHTS FROM 2024 CIRCULARITY INITIATIVES



26. McGill University waste reduction data provided by third party suppliers Winnow and Friendlier, internal calculations for FoodCycler data and internal purchase history.



# SUSTAINABLE BUSINESS THROUGH SUPPLIER PARTNERSHIPS

In 2024, Dexterra's Supply Chain team partnered with Cascades PRO®, our paper products supplier for bathroom tissue, hand towels and table napkins. Cascades PRO® offers professional-grade, sustainable products for various industries, including healthcare, food service and commercial facilities. Many of its products are made from recycled materials, aimed at helping businesses reduce their environmental impact while maintaining high standards of hygiene and functionality.

We engaged with Cascades PRO® to reduce our demand for virgin raw materials and increased using recycled fibres in these products. This helps lower the carbon footprint during production and supports a circular economy. Since implementing this sustainable sourcing initiative, by purchasing 56,972 cases of Cascades PRO® products in 2024, we have been able to recognize the following impacts:<sup>27</sup>

## POTENTIAL REDUCTION

## EQUIVALENT TO

**354,940 kg co<sub>2</sub> eq.**  
Reduced emissions



**1,076**  
passengers traveling from Montreal to Vancouver by airplane

Reduced impact on ecosystem quality



**9**  
soccer fields of burned tropical forest converted to agricultural land

**9,700 m<sup>3</sup>**  
of water consumption avoided



**3**  
Olympic-sized swimming pools



**Dexterra's choice to prioritize recycled fibers in their purchases demonstrates a shared commitment to pursuing solutions with a reduced environmental footprint and fostering eco-responsible approaches through our business partnership.**

**- David François, Vice President Commercial, North America, Cascades Tissue**

27. Cascades Pro partnership data sources are referenced based on Cascades' 2024 Eco-calculator (based on: Groupe AGÉCO (2023). Life Cycle Assessment of Cascades Tissue Paper Products. Final Report. Montreal). The savings calculation is based on the performance of Cascades Tissue Products compared to the North American paper industry average. Dispensers are not included in the report. Basis comparison (functional unit) : 1 square meter (m<sup>2</sup>). Reductions are based on a total 483 metric tons of Cascades products purchased in 2024. Product breakdown of non-virgin products from 56,972 product cases purchased in 2024: 80.77% bathroom tissue, 18.83% paper hand towels and 0.39% table napkins.



# STRONGER COMMUNITY

People, from employees and Indigenous partners to local communities where we live and work, are central to our success. We strengthen our business by investing in these relationships while prioritizing the safety of our employees and contractors through high standards and engagement. Diversity drives our resilience and innovation, and we aim to create an inclusive environment where all employees can thrive. Through our Stronger Communities program, we connect our people and resources, turning our expertise into action when it matters most.

## IN THIS SECTION:

- [Our Commitment To Talent, Culture, And Community](#)
- [Employee Experience](#)
- [Driving Connection And Change](#)
- [Community Relations At Dexterra](#)





# SAFER, HEALTHIER, STRONGER IN 2024

At Dexterra, health, safety and environment (HSE) in 2024 remained a top priority as we build a workplace where everyone is empowered to take ownership of their well-being. We regularly conduct health and safety inspections on a number of environment-related topics, such as waste, recycling, and hazardous material storage. Additionally, we continued to take a behaviour-based HSE approach with campaigns that included *Don't Walk By, Take Action Now*, to promote proactive risk management, open communication and continuous improvement.

## 2024 HSE PERFORMANCE:

- Increased HSE training completion by 15.73% by year-end compared to 2023.
- Launched successful campaigns such as *Don't Walk By Week*, *Get a Grip* and *Hand on Safety* to raise awareness about health and safety and reduce risks.
- Emphasized the importance of ongoing management engagement, evidenced by the 89% increase in management site visits from 2023, which reinforced accountability and a strong safety culture.

By integrating HSE across roles, departments, divisions, and regions, we protect our people and do our best to ensure everyone returns home safely every day. With robust HSE policies and programs, we also proactively safeguard Dexterra's operational continuity and build long-term business resilience.

## OUR APPROACH TO HAZARD MANAGEMENT

Dexterra identifies hazards and assesses risk through regular inspections, audits, and pre-task assessments, applying the hierarchy of controls to eliminate and mitigate risks. These processes are carried out by trained personnel and updated regularly, and the results inform continuous improvement in our health and safety management system. Our employees have clear reporting channels, including anonymous options, and a strict process around the right to refuse unsafe work ensures safety and accountability.

Our policies and Don't Walk By, Take Action Now approach allow employees to report and remove themselves, contractors or visitors from unsafe situations and ensure workers are consistently a part of investigations. Protection against reprisal is communicated to employees during employee orientation and periodically through various communication channels. Without fear of reprisal, employees can report concerns to their workplace Joint Health and Safety Committee (JHSC), human resources and/or their local health and safety support person. Employees will be advised in writing of the outcome(s) of any formal processes.

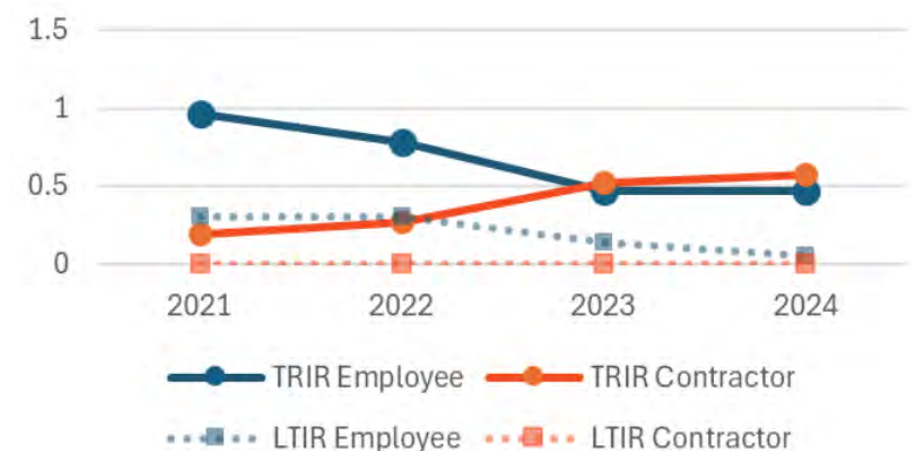
Dexterra prevents and mitigates negative HSE impacts linked to our business relationships within our supply chain by assessing risks, upholding safety standards and requiring compliance from partners and suppliers through our e-contractor management system. Hazards are addressed through on-site contractor orientation, spot contractor audits and contractor corrective actions, ensuring safety across our supply chain in alignment with our HSE performance objectives.

Work-related incidents are investigated by on site by trained leadership who assess risk and hazards during the investigation. Additionally, the HSE team reviews each incident, looks for trends and supports operations to identify areas of improvement and targeted HSE campaigns.

## TOTAL RECORDABLE INCIDENT RATE

In 2024, Dexterra sustained strong safety performance with a Total Recordable Incident Rate (TRIR) of 0.48, consistent with 2023, while reducing recordable incidents by two. The year's top incident types included cutting and slicing injuries, sprains and strains, and slips and falls. To address these challenges, we focused on targeted initiatives such as enhanced training, ongoing communication campaigns and deploying advanced tools and equipment to mitigate risks.

Safety remains a top priority for subcontractors, with six recordable incidents reported in 2024 and a TRIR of 0.57. This was an increase from 2023 because of lower contractor hours and the divestiture of NRB Modular Solutions. Through robust onboarding, regular audits and a culture of accountability, we ensure subcontractors uphold our high safety standards, reinforcing our commitment to protecting everyone on our worksites.





# CERTIFICATE OF RECOGNITION SAFETY MANAGEMENT PERFORMANCE

In 2024, Dexterra completed Certificate of Recognition (COR) Internal Audits in Alberta and BC. These audits involved evaluating 73 sites and conducting 187 interviews, resulting in an average score of 87%. These audits reflect our progress in safety practices and our commitment to addressing hazard management to maintain a strong safety culture.

Key improvements included a 14% increase in Alberta's Joint Health and Safety Committee's (JHSC)'s score due to enhanced structures and engagement, and a significant rise in BC's Management Leadership Commitment score, from 74.71% to 83.53%, driven by stronger leadership involvement and increased communication efforts.

Due to gaps in implementation and adherence to requirements at some of our operating locations, both provinces saw declines in Hazard Identification and Control, with Alberta down 8% and BC dropping 7%. We will address this issue in 2025 by launching a campaign involving our Divisional Vice Presidents and Regional Operations Directors, and will require our Business Unit Presidents to conduct site inspections.

**CAMPAIGN OBJECTIVES:**

- Increase awareness around effective hazard identification.
- Talk to employees about appropriate controls.
- Educate our employees on why it matters.
- Increase accountability within our senior leadership teams.



# EMPLOYEE PARTICIPATION

At Dexterra, employee engagement and participation are essential to ensure the success of our HSE performance, processes and initiatives. We do this through multiple avenues and are continuously improving our programs.

The following is a snapshot of our 2024 health and safety efforts:

**26%**

increase in JHSCs<sup>28</sup>

**89%**

increase in management site visits<sup>28</sup>

**42%**

increase in HSE workplace inspections<sup>29</sup>

**8**

Employees recognized in inaugural Dexterra WCB Recognition Program

**90**

HSE courses available on the Learning Management System

**37**

Internal HSE communication publications

**19**

#talking HSEQ Tuesday social media publications.

28. Number of management site visit inspections is based on 242 Dexterra Canadian sites visited in 2024.  
29. Number of workplace inspections is based on 265 Dexterra Canadian sites inspected in 2024.



# MEASURING FOOD SAFETY PERFORMANCE

Food safety science shows that people pose the greatest risk to food safety through practices such as improper handling, poor hygiene and cross-contamination. In 2024, the HSE team introduced a new monitoring metric: the Total Food Safety Incident Rate (TFSIR). Similar to TRIR, which uses a standardized calculation based on total hours worked, TFSIR is calculated by tracking critical non-compliances identified in public health inspections and reported food safety incidents.

**TRIR = # of incidents \*200,000 hours worked**

**TFSIR = # of critical non-conformances and foodborne illnesses \* 200,000 hours worked**

Our goal in developing this new approach is to enhance our commitment to excellence in hospitality by providing a consistent method for evaluating our food safety performance. Results from 2023 to 2025 will serve as a baseline for future comparisons and help guide risk mitigation strategies.

# HEALTH, SAFETY AND ENVIRONMENT CAMPAIGNS AT WORK: REDUCING INJURY RISKS

## STRENGTHENING HAND SAFETY

The Hands-on Safety Campaign in 2024 raised awareness about preventing hand injuries, focusing on cuts and lacerations – leading injuries in our operations. The campaign highlighted the

importance of hand safety and included hazard identification, incident analysis, and training on safe practices like using protective gear and maintaining organized workspaces. It helped employees adopt a proactive approach to risk prevention and reduce hand-related injuries.



**GET A GRIP: PREVENTING SLIPS, TRIPS AND FALL**

At Dexterra, we are guided by our Don't Walk By, Take Action Now behaviour-based HSE culture and leverage tools from Energy Safety Canada's innovative program on preventing slips, trips and falls. By consistently identifying hazards, taking immediate corrective actions and instilling accountability in our workforce, we achieved a 12% reduction in slip, trip and fall incidents in 2024.

## DON'T WALK BY TAKE ACTION NOW

### DON'T WALK BY WEEK 2024

Our third Annual Don't Walk By Week held in June 2024 was once again a successful event. Each of our corporate offices and locations hosted a variety of activities including, lunch and learn sessions where employees participated in a Jeopardy-style game covering HSE topics such as personal protective equipment,

hazard communication, emergency procedures, safety basics and safety culture.

Many other sites joined in this year's celebration, resulting in over 3,500 Don't Walk By observations submitted by the end of the campaign week, a 5.6% increase compared to our 2023 campaign submissions. Our campaign messages extended beyond our internal communities, with analytics showing 2,300 visits to our *Don't Walk By* microsite, which was shared through social media.

2,705

Hazard Observations

618

Positive Interactions

269

Suggestion for Improvement



### COLOUR OUR WORLD

Our third annual Earth Day Children's Poster contest created a fun and meaningful way for

employees and their families to engage with environmental awareness. This year, we received 16 creative submissions from children aged five to sixteen. The 2024 theme, Plastics vs. Planet, challenged participants to incorporate animals, nature, or reduce, reuse and recycle into their artwork. Six winners were selected and awarded toy store gift certificates as a token of appreciation for their participation.

# TREE PLANTER SAFETY: ADVANCING RESEARCH TOGETHER

Researchers from the Canadian Institute of Safety, Wellness and Performance (CISWP) conducted a field study at two of our RHS operations in northeastern Ontario from May 27 to May 31, 2024. This collaborative study aimed to gather comprehensive qualitative data through employee surveys, wearable sensors and field instrumentation to understand the physical demands and various exposures faced by tree planters.

By identifying the key factors contributing to the physical impacts of tree planting on an individual, the study seeks to recreate these tasks accurately in controlled lab settings for biomechanical research. The results could lead to the development of tools, techniques and practices that make tree planting safer and more efficient, benefiting current and future generations of tree planters.



# OUR COMMITMENT TO TALENT, CULTURE, AND COMMUNITY

At Dexterra, the success of our business depends on the strength of our team. Guided by our *Pathway to People* strategy, we focus on three strategic priorities: Talent, Culture and Insights. This strategy, which has been in place since 2020, serves as a roadmap that positions employee engagement as a key driver to creating a workplace where diversity, innovation, and collaboration can thrive.



Cindy McArthur  
Chief Human Resources Officer,  
*Dexterra Group*

“

At Dexterra Group, we believe that people are at the heart of everything we do. Our commitment to sustainability principles is reflected in our focus on inclusion, respect, employee well-being, and community impact—all of which are integral to building a responsible, and resilient organization.

“

This year, we’ve strengthened our people-first approach through initiatives like the DEI Steering Group, Employee Resource Groups (ERGs) and inclusive hiring practices, ensuring our workforce reflects the diverse communities we serve.

“

The launch of the Mental Health ERG highlights our commitment to a supportive, open workplace where employees can thrive.

“

Through our Stronger Communities Framework, we turn corporate responsibility into real action – whether through disaster relief, corporate giving or volunteerism. All of these efforts are contributing towards an inclusive, resilient organization, built for the future.”





# EMPLOYEE EXPERIENCE

## OUR APPROACH

At Dexterra, our approach to employee experience is dynamic and centred on continuous improvement. We recognize that we must adapt and evolve to have an engaged and satisfied workforce that can grow with the Company. Inclusion and belonging are closely connected to this evolution and are fundamental to our culture in how we shape our programs and support our employees.

Our Employee Equity Survey plays a crucial role in shaping these efforts, informing initiatives such as ERGs, employee recognition programs and comprehensive group benefits. By listening to our employees, we aim to create a workplace where diverse perspectives are celebrated, innovation flourishes and every individual feels valued and empowered to succeed.

In 2024, we conducted our bi-annual Employee Experience Survey to assess our strengths and identify areas of growth, revealing the following key insights:

KEY STRENGTHS:

- 1 Strong support from supervisors, managers and coworkers.
- 2 Clear understanding of job responsibilities, expectations and goals.
- 3 Access to learning and development needed for success.

OPPORTUNITIES FOR IMPROVEMENT:

- 1 Enhance recognition programs, including Long Service Awards.
- 2 Strengthen leadership communication to inspire and motivate.
- 3 Ensure individual contributions are recognized and valued.

Based on these insights, each business unit within Dexterra developed action plans to address opportunities for improvement in their operations. These plans are regularly reviewed and updated throughout the year to drive meaningful change. Additionally, as detailed in the following section, Dexterra will launch several key initiatives in 2025 focused on employee recognition.

## VALUING OUR PEOPLE: EMPLOYEE RECOGNITION

Based on valuable insights from our Employee Experience Survey, we identified opportunities to enhance how we recognize and celebrate employee contributions and milestones. In 2025, we plan to launch the new Dexterra Recognition Program, designed to honour outstanding efforts across all levels of our organization.

The program features three key components:

- **Long Service Recognition** – Employees celebrating service milestones are recognized through a phone app. Leaders receive notifications to prepare for the occasion and ensure meaningful acknowledgments. Employees reaching milestones can choose from a curated rewards catalogue.
- **In-the-Moment Recognition** – Leaders can instantly send real-time shoutouts to employees, acknowledging their contributions. These messages appear in the app and are visible across the organization.
- **CEO Excellence Awards** – Nominated by senior leaders across Dexterra, this award recognizes extraordinary individuals and teams who demonstrate innovation, dedication and leadership. Awardees are celebrated through multiple communication channels, including Connexion (our quarterly newsletter), and a formal awards ceremony at our Biannual Leadership Conference, livestreamed company-wide.

This initiative reflects our commitment to listening and taking action – ensuring every employee feels valued, celebrated and inspired.

## DRIVING DIVERSITY, EQUITY AND INCLUSION

Inclusion, respect and belonging are woven into the fabric of our workplace culture. These principles guide our policies and actions, and define our success as a company. Our commitment is reflected in equitable hiring practices, ongoing training and education, inclusive benefits and employee-driven initiatives that create a diverse and dynamic environment as detailed in the sections below.



# INCLUSIVE HIRING AND TALENT ACQUISITION

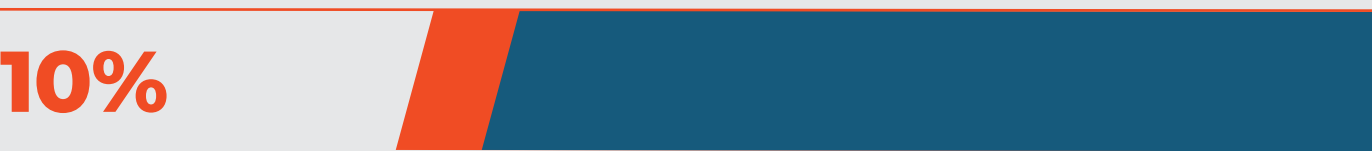
We are dedicated to attracting top talent while minimizing unconscious bias and expanding our reach to diverse communities. In 2024, we partnered with Aboriginal Job Boards and disability job boards to ensure our hiring process reflects our commitment to inclusion. Our talent acquisition strategy ensures that hiring managers use competency-based interview guides to focus on skills and capabilities. To ensure that we maintain a diverse representation of thought in our workforce, we consider diversity only as a factor if all other competencies are equal in candidates.

Our 2024 Hiring Snapshot:

## NEW HIRES IDENTIFIED AS WOMEN



## IDENTIFIED AS INDIGENOUS



## IDENTIFIED AS PERSONS WITH DISABILITIES.



## IDENTIFIED AS RACIALIZED INDIVIDUALS



97%

of our salaried and management employees have completed Diversity and Inclusion and Respect in the Workplace e-learning modules.

As an Employer Partner with the Canadian Centre for Diversity and Inclusion (CCDI), we provide our employees with access to valuable diversity and inclusion resources.

# DEVELOPING OUR PEOPLE

People development planning is a strategic framework that supports talent cultivation within Dexterra, aligning with broader succession planning initiatives. We strengthen employees' leadership readiness and workforce growth through talent assessments, performance reviews, and structured development. Targeted upskilling and reskilling initiatives equip key talent with the evolving competencies needed to drive both individual and organizational success. This structured approach defines clear development priorities, targeted actions, and timelines to accelerate progression. Regular manager-employee checkins ensure alignment on expectations and foster meaningful development opportunities.

## STRATEGIC GROWTH AND SHARED VALUES

Not only does the acquisition of CMI support our business growth plans, their approach to diversity and inclusion closely aligns with our own DEI goals. CMI stands out for its commitment to an inclusive, supportive workplace prioritizing talent development and expanding opportunities for individuals of all abilities. Through the AbilityOne Program, CMI helps drive one of the largest employment initiatives for people who are blind or have significant disabilities. In 2024, CMI deepened this commitment by partnering with Didlake to further expand equitable workforce opportunities and empower underrepresented communities.



Paige Taylor

- An employee's journey and testament to the opportunities available for those who demonstrate exceptional performance and leadership.

- 2025** Divisional Vice President
- 2023** Vice President, HR Services, Systems, and Programs, Dexterra
- 2020** Director, Human Resources Business Partner, Dexterra
- 2018** Director, Human Resources Operations, Horizon North
- 2012** Manager, Human Resources, Horizon North
- 2007** Joined as Administrative Assistant, Horizon North



At Dexterra Group, inclusion and growth aren't just words - they are the foundation of opportunity. As a Métis woman who started as an Administrative Assistant in 2007 and was most recently promoted to Divisional Vice President, I've experienced firsthand how this organization invests in its people. Through every role I held, leaders consistently took the time to expose me to new challenges and learning opportunities that strengthened my leadership, deepened my perspective, and reinforced a culture of learning, growth and, as a result, continuous improvement. Dexterra doesn't just embrace change; it empowers diverse voices to lead it.



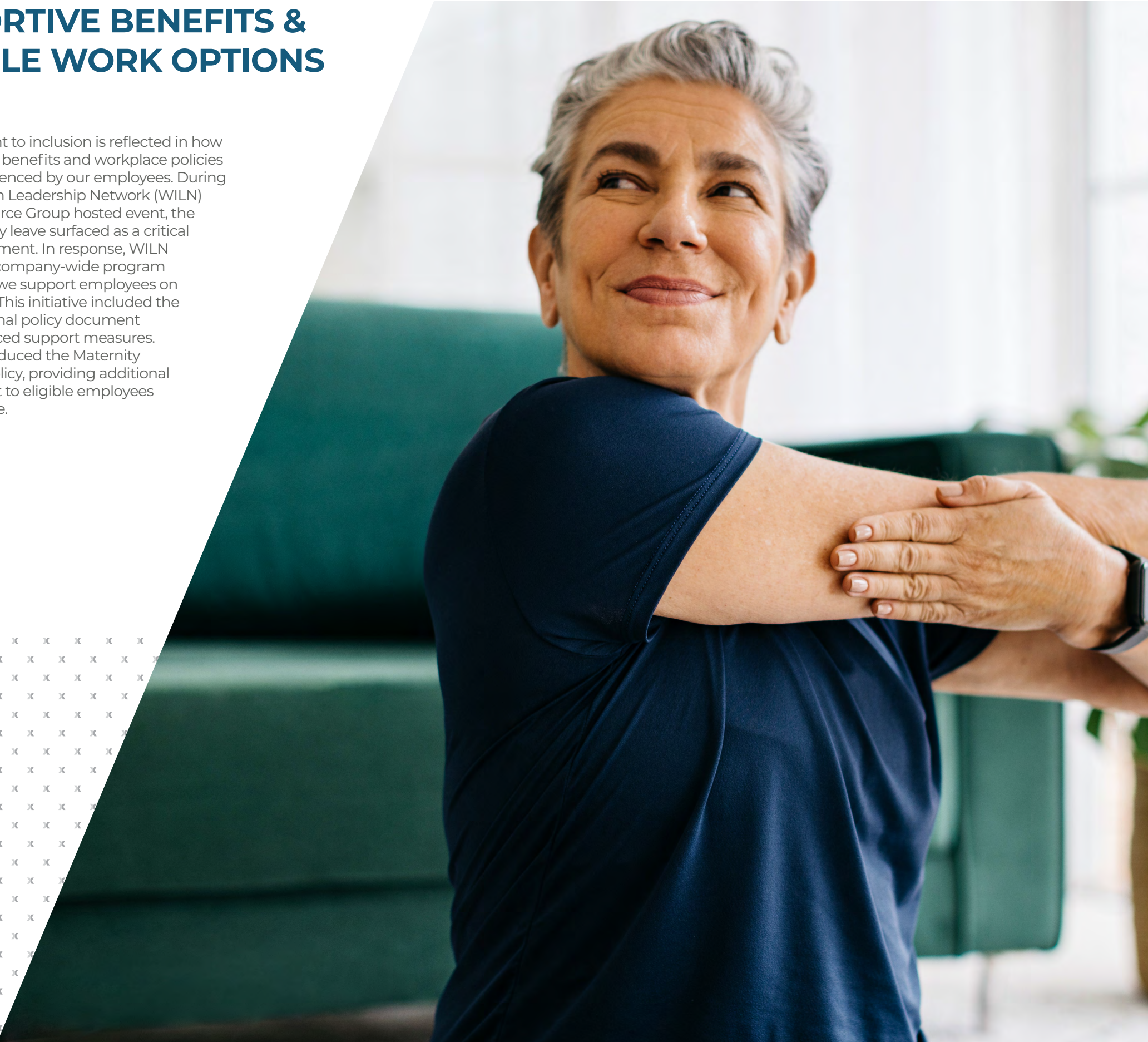
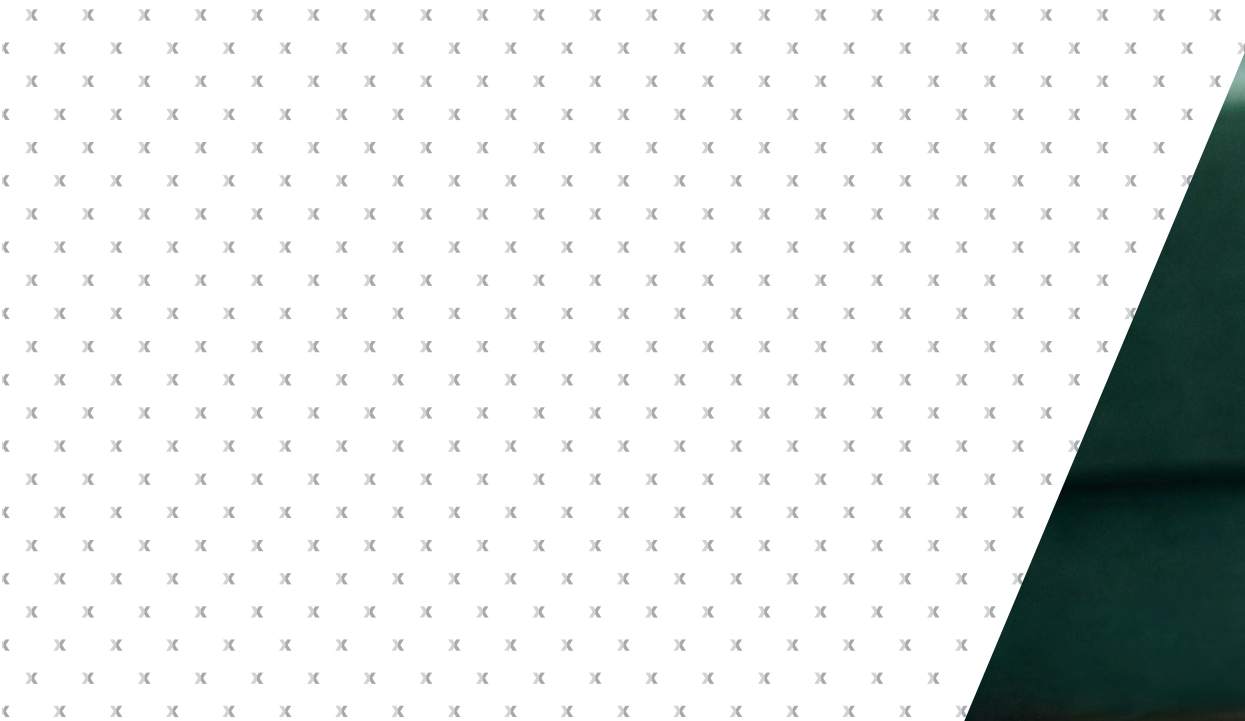
# WELL-BEING IN THE WORKPLACE

We are committed to continually developing, implementing and evaluating our evolving organizational framework, policies and programs that support mental health and well-being. This includes advancing progressive benefits, work-life flexibility, and accommodation through practices such as our Disconnecting from Work Policy and Wellness Benefit Policy. Additionally, we remain committed to offering flexible and remote work options so employees can balance career and personal responsibilities while maintaining a results-driven culture.

Dexterra is committed to treating everyone with dignity and supporting independence. We promote integration, equal opportunities and timely support for people with disabilities by removing barriers and meeting accessibility standards. Our Accessibility Policy and Multi-Year Accessibility Plan outlines our approach to ensuring accessibility in general, as well as in employment and communication. The plan will be publicly available, including accessible formats upon request, and reviewed at least every five years.

# SUPPORTIVE BENEFITS & FLEXIBLE WORK OPTIONS

Our commitment to inclusion is reflected in how we structure our benefits and workplace policies and is often influenced by our employees. During a 2023 Women in Leadership Network (WILN) Employee Resource Group hosted event, the topic of maternity leave surfaced as a critical area for improvement. In response, WILN advocated for a company-wide program to improve how we support employees on maternity leave. This initiative included the creation of a formal policy document outlining enhanced support measures. In 2024, we introduced the Maternity Leave Top-Up Policy, providing additional financial support to eligible employees during their leave.





# DRIVING CONNECTION AND CHANGE

Our ERGs create meaningful connections for employees to share experiences, feel psychologically safe, be heard and advocate for positive change. These employee-led groups:

- Promote cultural awareness and amplify underrepresented voices.
- Support initiatives that align with our vision and values.

Help create a workplace that reflects the diversity of the communities we serve.

The DEI Steering Group has been instrumental in launching and supporting the following key ERGs that foster inclusion and advocacy:

- 2024** Endorsed the creation of the **Mental Health ERG**
- 2023** Endorsed the **Women in Leadership Network**
- 2022** Endorsed the **Indigenous Education and Engagement Committee**

## WOMEN IN LEADERSHIP NETWORK

The Women in Leadership Network (WILN) has had a groundbreaking year in 2024, marked by major achievements in diversity, mentorship, and organizational restructuring. This ERG was able to experience positive change within the WILN community through achieving notable milestones, key events, and mentorship efforts.

### SPONSORED EVENTS AND PROGRAMS

In 2024, WILN sponsored various events designed to promote professional development, networking, and awareness. Key events included:

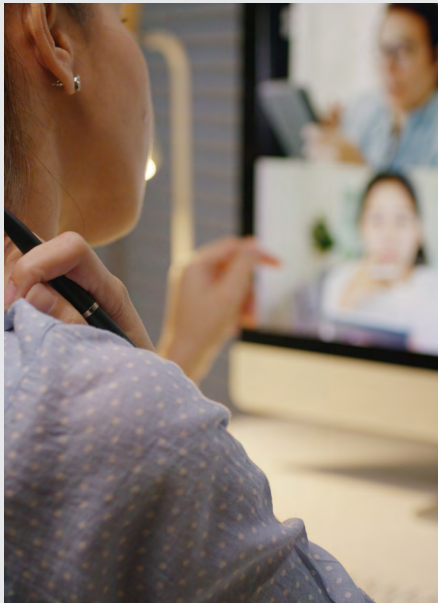
- **Advantage 2024 and Leading Ladies Networking Event.**
- **Red Dress Day in partnership with the IEEC.**
- **WXN Summit.**
- **International Women’s Day celebrations.**
- **First Career Development Mentorship Program launched.**
- **Sponsorship of An Evening to InspiHER, International Women’s Day event at Acadia University.**

Three events stood out in 2024 for their unique focus on personal growth and community impact:



### EQUITABLE FOOD ACCESS WEBINAR

This transformative webinar raised awareness about food security and equity. It highlighted challenges faced by remote and underserved communities through a panel discussion on sustainable practices and innovative food distribution solutions with the Executive Directors of Food Banks Canada and Roots Community Food Centre. Discussions on the role of corporations in advancing food equity moved attendees to reflect on the issues of food access, inspiring the launch of Dexterra’s first national food drive.



### IMPOSTER SYNDROME WEBINAR

This workshop addressed imposter syndrome – when people doubt their success, fearing exposure as a fraud – and equipped participants with tools to develop self-awareness and confidence. The group benefited from hearing the insights of leaders who successfully navigated imposter syndrome and from practical exercises to shift mindsets and develop self-assurance. At the end of the sessions, attendees noted feeling empowered to advance in their careers.



MENTORSHIP PROGRAM OVERVIEW

In 2024, WILN piloted a mentorship program for the organization once employees identified it as an effective professional development program.

The pilot, which launched in April, included six mentor/mentee pairs (12 participants in total) meeting over a period of 10 months. Regular progress check-ins were held in July and December of 2024. Mentees and mentors spanned a diverse range of seniority levels, reflecting the inclusivity of the program.

Program Impact

At the pilot’s conclusion, WILN members reached out to participants to understand the value of the program.

- Overall, pilot participants rated the program an average satisfaction rating of 8/10.
- Participants valued the structured guidance, with many citing increased confidence and improved networking skills.

Here’s what we heard from the mentee participants:

“

My mentor helped me rehearse a presentation for executive leadership—it was a game-changer.

“

I’ve built a long-term relationship with my mentor, which is the biggest impact for me.

“

Returning from mat leave, my mentor provided the coaching I needed to regain my confidence.

“

This program has been so positive—we’re continuing our relationship beyond the official timeline.

“

Our partnership has been mutually beneficial, creating synergies that have supported multiple projects.



# THE INDIGENOUS EDUCATION AND ENGAGEMENT COMMITTEE

Dexterra’s Indigenous Education and Engagement Committee (IEEC) was the first ERG established within Dexterra. This committee serves as a platform to amplify Indigenous voices, celebrate the contributions of Indigenous employees and create opportunities for dialogue and education. It’s aim is to help build a workplace culture rooted in understanding, inclusion and meaningful support.

In 2024, the IEEC expanded their impact by launching the Champions Network which includes passionate employees from across the organization who help amplify the IEEC’s goals and initiatives at every level.

## 2024 COMMITMENTS & ACHIEVEMENTS

### EMPOWERING EMPLOYEE LEARNING

The committee hosted a Land Acknowledgement Seminar led by a third party, attended by 102 employees, and distributed land acknowledgment plaques to deepen cultural awareness.

A book club featuring Seven Fallen Feathers and The Inconvenient Indian provided Indigenous-authored resources to employees who participated.

### SUPPORT AND SOLIDARITY

The IEEC supported the Moose Hide Campaign through a \$1,500 donation and hosted a companywide seminar led by their co-founder. It also funded to raise awareness and participation in Red Dress Day, Orange Shirt Day and the National Day for Truth and Reconciliation.

### INVESTING IN INDIGENOUS FUTURES

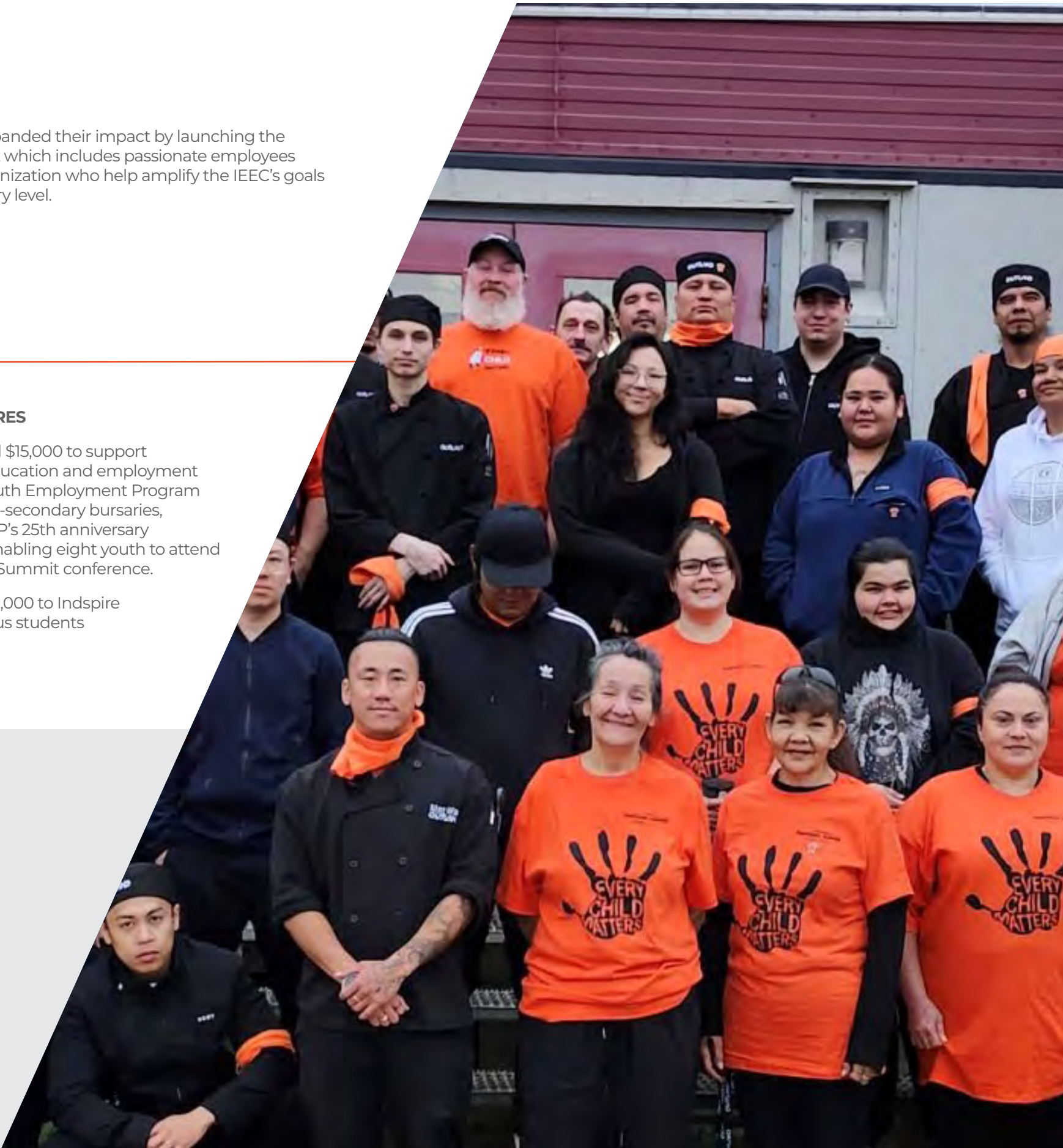
Dexterra contributed \$15,000 to support Indigenous youth education and employment through Outland Youth Employment Program (OYEP), funding post-secondary bursaries, sponsorships of OYEP’s 25th anniversary documentary and enabling eight youth to attend the annual Forward Summit conference.

The IEEC donated \$3,000 to Indspire to support Indigenous students



In 2024, employee engagement in IEEC-sponsored initiatives significantly increased, with 86% of the IEEC’s total spending supporting Indigenous businesses or employees.

Looking ahead, in 2025, the IEEC plans to continue the awareness programs that have helped increase the level of understanding and respect within our organization. We look forward to expanding our programming to support other Indigenous organizations within our community that are working diligently to build healthy relationships.





# A CULTURE OF CARE: MENTAL HEALTH ERG

At Dexterra, mental health is essential to employee well-being and workplace success. In 2024, we formalized the vision of our Mental Health ERG to provide a dedicated platform to address mental health awareness, education and support.

The Mental Health ERG’s focus areas are promoting a safe, inclusive, and stigma-free workplace where employees can openly discuss mental health, access valuable resources, and participate in initiatives that prioritize well-being.

Set to launch in 2025, this ERG will support three main areas:

- **Key Initiatives and Resources, Wellness Webinars and Workshops** - Engaging discussions and activities on mental health topics like stress management, mindfulness and work-life balance.
- **Mental Health Resources** - Access to internal and external support tools to help employees navigate mental health challenges.
- **A Supportive Community** - A safe, empathetic and confidential space for employees to share experiences and support one another.

# REPRESENTATION & WORKFORCE INSIGHTS

A key initiative of the DEI Steering Group was developing a comprehensive representation data collection strategy, resulting in an 81% completion rate in diversity self-identification. This data provides critical insights into workforce representation at all levels, supporting a more informed approach to identifying gaps and shaping inclusive policies. These insights also played a key role in achieving federal employment equity compliance certification. Leveraging this data will accelerate progress toward a more inclusive workplace.

Our aspiration is to have a workforce representation that mirrors the diversity of the communities where we live and operate.

AS OF MAY 31, 2024:<sup>30</sup>

50.4%

women

3.7%

Indigenous Peoples

4.1%

Persons with Disabilities

36.9%

Racialized Persons

## LEADERSHIP REPRESENTATION

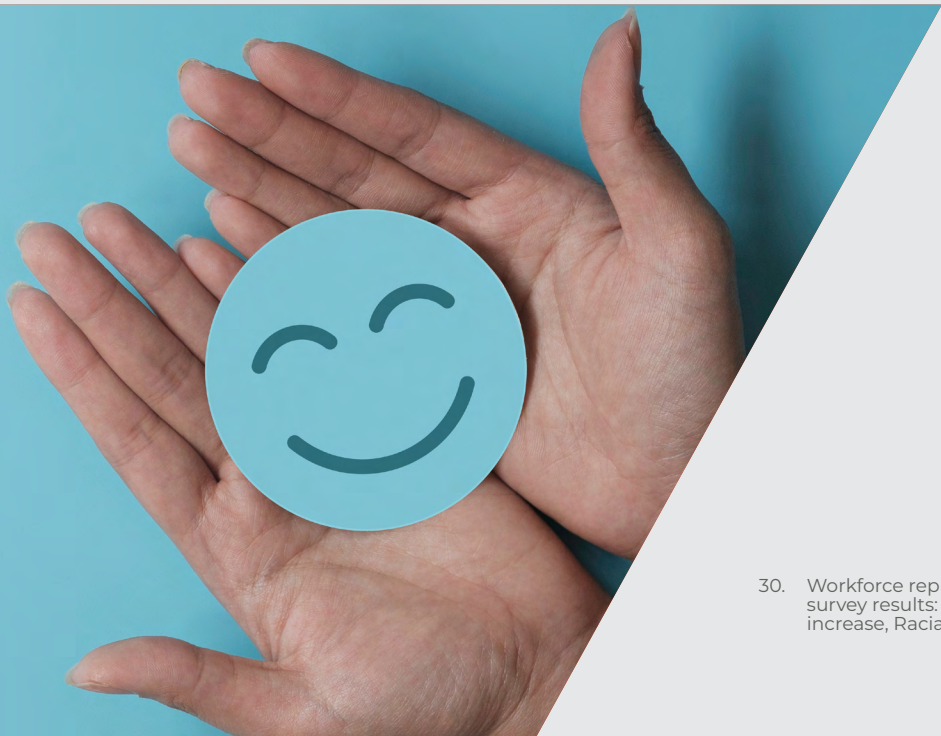
We continue to make progress for leadership diversity within Dexterra:

33%

of our Board of Directors are women

29%

of our executive team (VPs and above) are women



30. Workforce representation in 2024 represents the following changes in representation from the 2021 baseline survey results: Women 23.5% increase, Indigenous Peoples 37.3% decrease, Persons with Disabilities 123.4% increase, Racialized Persons 13.9% increase.



## ADVANCING INDIGENOUS EMPLOYMENT AND TRAINING IN 2024

# 18.24%

of our RHS workforce identifies as Indigenous<sup>31</sup>

In 2024, our Hospitality division took significant steps towards enhancing training and employment opportunities, embedding these priorities more deeply into our Company policies. A key focus was Indigenous employment, with efforts to increase workforce representation and strengthen engagement with our Indigenous partnerships.

We adopted a forward-looking, expansion-focused approach, actively connecting with outreach organizations that support Indigenous Peoples employment and development. By expanding our database of workforce-ready organizations across Canada, we have strengthened our ability to facilitate meaningful career pathways while increasing the representation of Indigenous talent in our applicant pool.

### LOOKING AHEAD TO 2025

Our Indigenous Employment team is committed to expanding educational and workforce readiness programs to support our Indigenous partnerships across Canada. These efforts will help create sustained employment opportunities while advancing cultural education for Indigenous and non-Indigenous employees. By deepening the understanding of Indigenous cultures and enhancing opportunities for Indigenous employment, we aim to contribute to long-term economic development and reinforce our organization's ongoing commitment to inclusion and engagement within the industry and our communities.

### INDIGENOUS TRAINING AND DEVELOPMENT HIGHLIGHTS



#### TANGMAARVIK – RANKIN INLET COMMUNITY CAREER DAY

##### Event:

Tangmaarvik joined our client Agnico Eagle for a day of fun and education in Rankin Inlet, Nunavut.

##### Action:

Each year, Agnico hosts a community day for individuals and young students of Rankin Inlet to learn about the mining industry and how the natural resources sector supports the Canadian economy. In 2024, the Tangmaarvik team was invited to showcase the hospitality industry to over 210 students who were in attendance.

##### Impact:

One of our chefs demonstrated basic knife skills at the Tangmaarvik kiosk. Every student and visitor got to test out PPE, view the instruments that cooks use daily in the kitchen and sample the fruits of the chef's demonstration. Our HR adviser shared their experience working in a remote site and discussed the different employment opportunities at Dexterra.



#### KITIKMEOT REGION HOSPITALITY TRAINING PROGRAM

##### Event:

In January 2024, Kitikmeot Camp Solutions began detailed planning for a 21-day hospitality training program, including budgeting and program development.

##### Action:

In June and July, we hosted our first 21-day training program involving our Inuit workforce in the Kitikmeot region. This program intended to address crucial aspects of hospitality work and benefit participants by building their skills in this sector. Additionally, in our Kivalliq Region in Nunavut, our Operations team with Tangmaarvik took a retention approach and used this training program to improve upon the development of our Upskilling Mentorship Program which kicked off in November of 2024.

##### Impact:

Working with our corporate Chefs and on-site culinary team, we were able to build out an extensive competency list for each position to support in peer-to-peer dedicated development. With programs running anywhere from 3 – 6 months in length we are looking forward to see promotion and development within our Inuit workforce.

31. % Indigenous employee base represents Dexterra's remote services west and food services divisions only.



# COMMUNITY RELATIONS AT DEXTERRA

In 2024, Dexterra embarked on a new chapter in our community journey, reinforcing our long-term commitment to meaningful community impact. This renewed focus is guided by our Dexterra Stronger Communities (DSC) Framework, which empowers our employees to make a difference by aligning our efforts with the needs of the communities where we work and live.

The DSC Framework offers guidance and resources while allowing employees the flexibility to support local initiatives that matter most to them. By leveraging our organizational expertise and the passion of our people, we bring this framework to life through carefully curated programs. These include corporate giving, employee volunteering and post-secondary partnerships. their initiatives.

## THE THREE PILLARS OF COMMUNITY IMPACT

1

### COMPANY GIVING:

Corporate giving is a vital component of our business strategy. We support community initiatives that contribute to stronger, more resilient communities where our employees and clients live and work.

2

### EMPLOYEE VOLUNTEERING:

Active community participation is at the heart of our culture and values. We recognize that volunteering strengthens communities and engages our employees in ways that build a cohesive corporate culture. We encourage our employees to pursue local initiatives that align with their personal interests while leveraging our internal resources to create meaningful impact.

3

### POST-SECONDARY PARTNERSHIPS:

Our partnerships with post-secondary institutions create valuable connections between academia and industry. Through internships and co-op programs, we help students gain real-world experience, bridge academic research and industry practices and build a pipeline of skilled future talent.

## COLLABORATING FOR IMPACT



Through our community initiatives Dexterra is proud to champion a mission that inspires action and creates opportunities for communities across Canada.

### SOME OF OUR 2024 HIGHLIGHTS INCLUDE:

- Contributed \$55,000 in funding to directly support programs and initiatives, enabling impactful community projects.
- Supported program delivery and placement of 187 youth, in meaningful green sector jobs, helping them develop skills, gain work experience and build confidence for their future careers.
- Dexterra's Indigenous Education and Engagement Committee (ERG) provided 10 bursaries to Indigenous youth valued at \$500 per bursary to help support their vocational journeys and \$5,000 towards sending eight youth to the Forward Summit in Calgary.

Looking ahead, Dexterra Group will continue to strengthen the focus on community initiatives and find new ways to create impact on the community agenda.



Jeff Litchfield, President Remote & Hospitality Services and Community Initiatives Chair

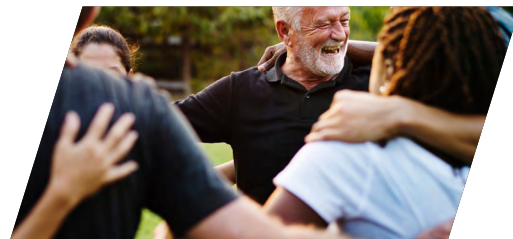
“

**In 2024, we continued our mission to inspire action and create opportunities across Canada, working alongside an incredible network of partners and supporters. This year marked significant achievements, made possible through collaboration and a shared commitment to fostering stronger, more resilient communities.**



# 2024 MILESTONES AND ACHIEVEMENTS

At Dexterra, we believe in the power of partnerships for meaningful change. Together with our supporters, here's how we made a lasting impact on communities across the country in 2024:



**ADVOCACY AND COLLABORATION:**

Took part in eight advocacy and knowledge-sharing events, bringing together stakeholders to address critical social and environmental challenges and to devise innovative solutions.



**YOUTH EMPLOYMENT:**

Through OYEP, created employment opportunities for over 185 youth, helping them develop valuable skills, build confidence and take their first steps towards rewarding careers.



**ENVIRONMENTAL ACTION:**

In partnership with local communities planted over 118,000 trees across four provinces, contributing to reforestation efforts.



**EQUITY AND OPPORTUNITY FOR INDIGENOUS YOUTH:**

Provided over 40,000 hours of employment opportunities and facilitated more than 350 co-op education credits, empowering young Indigenous people with life skills and work experience.



**CELEBRATING LEGACY:**

This year, celebrated the 25th anniversary of over 1,000 graduates of the Outland Youth Employment Program (OYEP). OYEP is our flagship initiative that pursues equity and inclusion for Indigenous youth through education, training, employment and mentorship.



**NATIONAL RECOGNITION:**

Received the 2024 Eco-Canada Community Impact Award, recognizing our leadership in driving sustainable and inclusive change.





# STANDING STRONG WITH COMMUNITIES IN CRISIS

The initiatives below underscore Dexterra's value of serving with purpose and turning our expertise into action when it matters most. The spirit of the teams supporting these remote communities embodies the heart of our organization: community-focused, resilient and ready to help.

## NORMAN WELLS AND FORT GOOD HOPE

Dexterra demonstrated our commitment to communities in crisis by responding to the devastating wildfires in the Northwest Territories. When the communities of Norman Wells and Fort Good Hope faced evacuation challenges, our Remote Services Western (RSW) Canada team acted swiftly and effectively.

The RSW Canada team deployed a five-person kitchen crew to deliver high-quality meal services to 150–200 evacuees daily for 14 days. Beyond meeting essential needs, one of the cooks extended care further by offering haircuts to children and adults each evening, providing a sense of comfort and normalcy during a challenging time.

The team also coordinated food deliveries to address supply chain challenges caused by low water levels in the Mackenzie River. While the food costs were covered by Norman Wells, Dexterra contributed more than 900 volunteer hours and \$30,000 to support the relief efforts.



## LITTLE RED RIVER CREE NATION

In response to the devastating wildfires in 2023 that affected Little Red River Cree Nation (LRRCN), we partnered with the community, both as a client and a collaborator in 2024, to develop three facilities for long-term residential accommodations. This partnership offered valuable insights, particularly in navigating processes with Indigenous Services Canada (ISC).

It also demonstrated our capabilities in creating long-term residence camps, delivering tailored solutions to accommodate unique requirements such as multi-member families sharing rooms, creating accessible communal spaces and designating areas for personal belongings. Overall, our collaboration with LRRCN was mutually beneficial and resulted in positive outcomes for both the Nation and our organization.



## COLLABORATING FOR ECONOMIC EMPOWERMENT

Cree Horizon, a joint venture between the Waswanipi Development Corporation and Horizon North, is a majority Cree-owned company that provides janitorial and catering services for remote camps. This partnership combines Waswanipi's business expertise with Horizon North's industry knowledge to drive sustainable economic growth and economic collaboration.

A landmark achievement: In 2024, Cree Horizon secured its first major contract, providing catering services for the Gold Fields Windfall Project. This contract marked a significant step towards economic independence while respecting Indigenous culture. It is just the beginning of a promising future and new opportunities.



## COMMUNITY OF WHALE COVE, NUNAVUT

On August 30, 2024, the community of Whale Cove, Nunavut, in the Kivalliq region, experienced an emotional and damaging impact as the Co-op grocery store burned down during the night.

This northern Nunavut community relies on the Co-op as its only resource for storing and supplying food. After this unfortunate accident, the community worked to rebuild and support the families that call Whale Cove home. Tangmaarvik and our client Agnico Eagle collaborated to support the Whale Cove community.

The management team and kitchen crew prepared over 100 lunch kits daily for several days, providing essential supplies such as diapers, baby formula and children's essentials. Agnico Eagle's helicopters were used to transport these goods within hours of the fire, demonstrating an incredible commitment to helping the community in their time of need.



# MATCHING GENEROSITY FOR A GREATER CAUSE

Dexterra partnered with the Red Cross Canadian Wildfire Fund in the summer of 2024, matching employee donations to support wildfire relief. Contributions from late July to August, combined with Dexterra’s match, totalled \$27,657.60, helping deliver critical aid to communities recovering from Canada’s unprecedented wildfires.

The need for support continues as long as the threat of wildfires exists in Canada. Dexterra will continue encouraging our employees and stakeholders to contribute directly to the Red Cross Canadian Wildfire Fund again in 2025.

# THE 2024 STRONGER COMMUNITIES DRIVE

Driven by our employee experience and corporate giving initiatives, the Stronger Communities Drive is designed to harness the passion and commitment of our employees by allowing them to nominate Canadian organizations they care deeply about.

In 2024, Dexterra’s annual Stronger Communities Drive saw the highest participation rate since the program’s inception in 2021. This year, we funded 25 organizations advancing community initiatives aligned with causes meaningful to our employees, including:

- Food security.
- Environmental sustainability.
- Advocacy for vulnerable populations.
- Education.
- Health and well-being.

This initiative highlights our team’s collective passion and generosity, turning individual action into meaningful, positive change across Canada.

# CONNECTING STUDENTS WITH PURPOSE

We collaborate with post-secondary institutions to foster innovative research and real-world learning, complementing our dedication to hiring co-op students and new graduates. In 2024, Dexterra partnered with Humber College’s International Development Program to help students develop a proposal for a meaningful federal project over four months.

The project focused on addressing the pressing need for a government-funded initiative to help Indigenous members in remote communities gain access to driver’s licenses – an essential step toward greater mobility and opportunity.

This partnership highlighted service disparities between remote and urban areas while promoting mutual learning and growth. Through mentorship and guidance, Dexterra contributed to the project’s success and benefited from the students’ fresh perspectives.



Since its launch in 2021, the Stronger Communities Drive has empowered Dexterra employees to nominate and support 87 Canadian community organizations. By aligning with causes that matter most to our team, we are making a lasting impact across the country.

# SUPPORTING DIGNIFIED FOOD ACCESS

For the second consecutive year, our RHS business partnered with Roots Community Food Centre (Roots CFC) to share the holiday spirit with over 1,200 high school students in Thunder Bay. Through the Get Fresh Café program, students at three schools enjoyed a festive meal featuring turkey, mashed potatoes, carrots and gravy, with inclusive options such as vegetarian and halal meals.

We donated \$1,000 worth of food and transport totes and provided over \$4,000 in labour to ensure seamless preparation and logistics. On the day of service, six of our team members from our RHS business volunteered their time to assist with meal distribution at the schools.

The overwhelming success of this event has sparked excitement for the future. In 2025, we plan to expand the program to include all student grades in participating Thunder Bay schools, with the goal of serving over 1,500 meals.



We’ve thoroughly enjoyed our time at the Get Fresh Cafés, collaborating with students and staff not only on this turkey lunch but also through daily interactions with the various classes contributing to food preparation and menu planning at each school. This lunch represents a true celebration of the collective efforts behind the Get Fresh Cafés – from Lakehead Public Schools to Horizon North and Roots CFC. We’re proud to be part of this incredible partnership.

- Jon Bristow, Operations Manager, RHS East

# SERVING UP BREAKFAST AND SUPPORT

Our RHS team supported our partnership with the community, serving breakfast to all attendees at the Halfway River First Nation’s 22nd Annual Rodeo in August 2024. Our team had an exhilarating morning connecting with the community, enjoying the vibrant atmosphere and watching the thrilling events on the rodeo grounds. We served a delicious spread of waffles, pancakes, bacon and eggs, which was well received by attendees. Over a weekend, a team from our RHS business served over 400 plates of food, raising \$2,092, which was donated to the Elders of Halfway River First Nation.





# STRONGER BUSINESS

At Dexterra, we are committed to conducting business with integrity. We ensure that our clients, shareholders, employees and communities can trust us to uphold the highest ethical standards. We take a proactive approach to risk management, identifying and addressing potential challenges to protect our operations and stakeholders.

## IN THIS SECTION:

- [Governance Oversight & Ethics](#)
- [Child And Forced Labour Management](#)
- [Integrated Management System](#)
- [Risk Mitigation - Cyber Security Management](#)





# GOVERNANCE OVERSIGHT & ETHICS

Upholding strong Board governance and fostering accountability, transparency and strategic oversight to drive sustainable decision-making are central to how we do business. Our comprehensive management systems are designed to maintain operational excellence, reinforce ethical practices and support our long-term objectives. Together, these principles form the cornerstone of our approach to governance and sustainability.

The following policies that anchor our governance practices are available on our website:

- [Code of Business Conduct and Ethics](#)
- [Harassment Free Workplace Policy](#)
- [Workplace Violence Policy](#)
- [Health, Safety, Environment & Quality Policy](#)
- [Diversity and Inclusion Policy](#)
- [Employment Equity Policy](#)
- [Whistleblower Policy](#)
- [Supply Chain Policy](#)

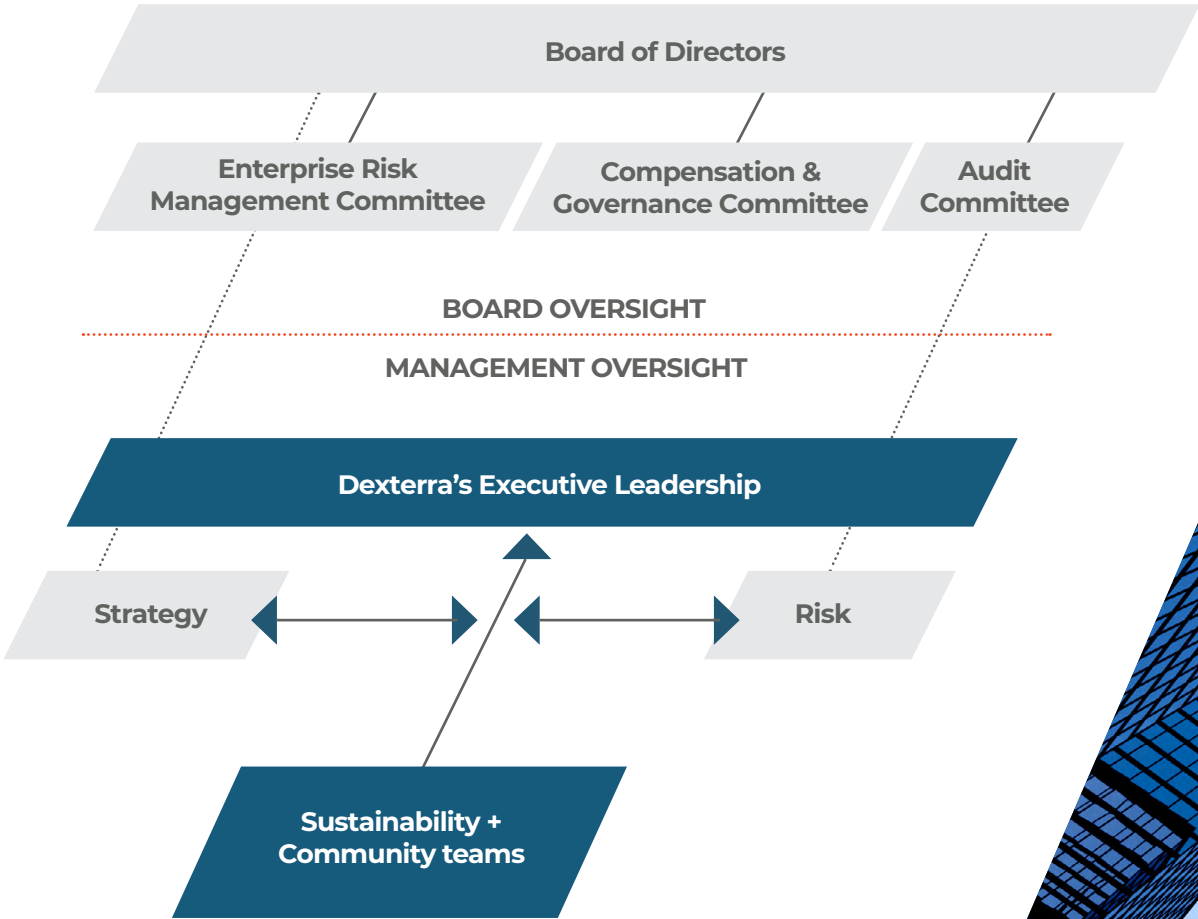
The Board, executive leadership, senior leaders and operational teams at Dexterra collectively recognize that effective corporate governance and a strong fiduciary duty to shareholders are critical to the Company’s long-term success. The Board provides strategic stewardship and governance by reviewing and enhancing policies to achieve the highest standards, while executive leadership ensures alignment with these policies through strategic decision-making. Senior leaders and operational teams then implement these policies on the ground, maintaining accountability and driving excellence across all levels of the organization.

Dexterra is fully compliant with applicable Canadian securities laws and the regulations of all jurisdictions in which we operate. This is demonstrated by having zero fines issued in 2024, and our commitment to transparency, integrity and ethical business practices.

## LOOKING FORWARD

In 2025, Dexterra will continue to review governance practices around risk management and corporate strategy at the Board and executive leadership levels to enhance and effectively capture the work being done to guide our sustainability strategy. We will continue to improve our processes and systems around information and data gathering to ensure a high quality of information that will support our reporting in future years.

To learn more about our Board’s governance structure and practices, please visit our [governance website](#).





# CHILD AND FORCED LABOUR MANAGEMENT

In compliance with Bill S-211 (Modern Slavery in Supply Chain Act), which took effect in January 2024, Dexterra developed and published our first Modern Slavery Report. The report details initiatives implemented in 2023 to eliminate forced and child labour from our supply chains. It was submitted to the Canadian government through their online portal before the May 31, 2024 deadline and is available for review on our [website](#).

Due to the service-based nature of Dexterra's work and minimal importation of goods into Canada and the U.S., our exposure to forced and child labour is limited. In 2024, 100% of our spend on goods was within North America. Of this, 67.3% was with major national distributors – rather than direct imports from offshore manufacturers – resulting in a low first-tier supplier risk<sup>32</sup>.

POTENTIAL RISK AREAS CONSIDERED TO BE OF CONCERN



FOOD SERVICES

- Imported produce, seafood, disposables
- Smallwares/Tableware
- Uniforms/Linens
- Non-Slip Footwear
- PPE and Safety supplies



BUILDING MAINTENANCE SERVICES

- Cleaning supplies
- Moulded plastic small equipment
- Non-Slip Footwear
- Janitorial Services
- Uniforms
- PPE and Safety Supplies



CONSTRUCTION

- Fasteners/Fixtures
- Plumbing supplies
- Electrical supplies
- Uniforms
- PPE and Safety Supplies

Following the report's completion, we updated our Code of Business Conduct and Ethics and our Supply Chain Policy Statement to strengthen our approach to forced and child labour, assess mitigation measures and clarify our obligations under the Modern Slavery in Supply Chain Act. Dexterra's quarterly management attestation, required for Director-level employees and above, now includes a declaration of any awareness of forced or child labour.

We also enhanced our vendor risk management software with a targeted focus on these issues and questions and provided training to our supply chain teams to reinforce compliance requirements. Our major suppliers have either shared their own modern slavery reports or signed attestations affirming their commitment to eradicating forced and child labour.

In 2024, we worked to complete the objectives identified in our 2023 report, while establishing new targets to further strengthen our supply chain processes and ongoing commitment



32. Percent spend on goods accounts for 52% of Dexterra's overall spend in 2024, not accounting for our spend on services. Assessment of risk is based on Tier 1 suppliers only.



# INTEGRATED MANAGEMENT SYSTEM



Established in 2018 to conform to client and regulatory requirements, our integrated management system (IMS) continues to ensure that quality, environmental and health and safety considerations are incorporated into critical aspects of our operations. As an organization certified to ISO 9001 (Quality Management), ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety Management), our IMS allows us to unify these standards into a cohesive framework. This integration drives consistency, improves efficiency and strengthens our ability to deliver exceptional service to our clients while upholding our commitments to sustainability and workplace safety.

By adopting an integrated approach, Dexterra ensures robust governance by aligning our processes with internationally recognized best practices. It allows us to identify and mitigate risks across multiple domains, from quality assurance and environmental priorities to occupational health and safety. This unified approach promotes a culture of accountability and

continuous improvement, enhancing decision-making and transparency.

Dexterra's IMS covers all workers, including employees and contractors, across our operations, including offices, facilities, lodges and fieldwork locations. Certain areas, such as third-party vendor sites or remote locations, may not be covered due to limited oversight, but efforts are made to ensure they follow equivalent standards.

In 2024, an external consulting firm conducted an internal audit of our IMS. The audit was successfully completed, and three minor nonconformities and several opportunities for improvement were identified. In 2025, we will build on the success of the 2024 audit by correcting nonconformities and addressing opportunities for improvement to ensure we are prepared for recertification in 2025. These activities will also strengthen our compliance with ISO standards, drive operational excellence and reinforce our commitment to sustainability, safety and service quality.

# RISK MITIGATION – CYBER SECURITY MANAGEMENT

Dexterra prioritizes robust governance and risk management to safeguard our digital assets and ensure business continuity. By implementing cyber security measures, we strive to protect sensitive data, our digital infrastructure and our business overall while ensuring we comply with the National Institute of Standards and Technology Cybersecurity Framework (NIST), NIST CSF, a set of guidelines and best practices recommended by NIST to help organizations strengthen their cybersecurity posture..

Strong cyber security is critical to building trust with clients, employees and other stakeholders. It safeguards data privacy and upholds our duty of care. It also protects against disruptions that could lead to downtime, financial losses and reputational damage.

A secure digital environment also enables us to adapt to evolving threats and supports digital transformation, allowing Dexterra to explore new technologies while mitigating risks. Additionally, efficient data management minimizes environmental impact by reducing physical storage needs and energy consumption. In 2024, Dexterra had one breach which did not result in any loss of data.

## 2024 CYBER SECURITY HIGHLIGHTS

- Employee baseline security awareness training and remediation training levels had a completion rate of 98%.
- Implementation of Identity Detection and Response (IDR), a cyber security approach that uses identity-related information to detect, mitigate and recover from cyberattacks. In 2024, the IDR process detected over one million unsuccessful threats.
- Implemented Managed Firewall and Internet Traffic Monitoring for Security Operations Centres (SOCs), which acts as a barrier between our internal network and external threats. SOCs continuously monitor internet traffic to detect and respond to potential threats in real time. This includes analyzing traffic patterns, identifying anomalies and investigating suspicious activities. In 2024, this process flagged over 775,000 unsuccessful threat events.





## 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’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’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, 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, 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’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 operates; outsourcing of services trends; reliance on suppliers and subcontractors; cost inflation; tariff and other regulatory impacts; volatility of industry conditions could impact demand for its services; a reduction in the availability of credit could reduce demand for Dexterra’s products and services; Dexterra’s significant shareholder may substantially influence its direction and operations and its interests may not align with other shareholders; its significant shareholder’s 50% 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 operates; climate changes could increase Dexterra’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’s business; inability to restore or replace critical capacity in a timely manner; reputational, competitive and financial risk related to cyberattacks and breaches; failure to effectively identify and manage disruptive technology; economic downturns can reduce demand for Dexterra’s services; and 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 23 of our audited financial statements contained in our most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at [sedar.com](https://www.sedar.com). The reader should not place undue importance on forward-looking information and should not rely upon this information as of any other date. Dexterra is under no obligation and does not undertake to update or alter this information at any time, except as may be required by applicable securities law.





# APPENDIX 1: GRI AND UN SDG TABLES

Statement of use: Dexterra Group has reported the information cited in this GRI content index for the period January 1 to December 31, 2024 with reference to the GRI Standards. This content index also indicates disclosures that align with the UN SDGs.

GRI 1 used: GRI 1: Foundation 2021

Disclosure Number	Disclosure Title	Disclosure Response
GRI 2: General Disclosures 2021		
The organization and its reporting practices		
2-1	Organizational details	Dexterra Group <a href="#">2024 Annual Financial Report</a>
2-2	Entities included in the organization's sustainability reporting	About This Report ( <a href="#">pg 09-10</a> )
2-3	Reporting period, frequency and contact point	About This Report ( <a href="#">pg 09-10</a> )    Back Cover ( <a href="#">pg 52</a> )
2-4	Restatements of information	No reinstatements for the 2024 fiscal reporting period
2-5	External assurance	About This Report ( <a href="#">pg 09</a> )
Activities and workers		
2-6	Activities, value chain, and other business relationships	Company Overview ( <a href="#">pg 05-07</a> ) Stakeholder Engagement ( <a href="#">pgs 14-15</a> )
2-7	Employees	Company Overview ( <a href="#">pg 05</a> )
Governance		
2-9	Governance structure and composition	Governance Oversight & Ethics ( <a href="#">pg 44</a> ) Board Mandate ( <a href="https://dexterra.com/24-may-14-board-mandate/">https://dexterra.com/24-may-14-board-mandate/</a> )
2-10	Nomination and selection of the highest governance body	Board Mandate ( <a href="https://dexterra.com/24-may-14-board-mandate/">https://dexterra.com/24-may-14-board-mandate/</a> ) Corporate By-Laws ( <a href="https://dexterra.com/horizon_north_amended_and_restated_by-law_no__1/">https://dexterra.com/horizon_north_amended_and_restated_by-law_no__1/</a> )
2-11	Chair of the highest governance body	Board Mandate ( <a href="https://dexterra.com/24-may-14-board-mandate/">https://dexterra.com/24-may-14-board-mandate/</a> ) Position Description - Chair of the Board ( <a href="https://dexterra.com/24-may-14-board-chair-position-description/">https://dexterra.com/24-may-14-board-chair-position-description/</a> )
2-12	Role of the highest governance body in overseeing the management of impacts	Enterprise Risk Management Committee Charter ( <a href="https://dexterra.com/erm-charter/">https://dexterra.com/erm-charter/</a> ) Corporate Governance & Compensation Committee Charter ( <a href="https://dexterra.com/cgcc-charter/">https://dexterra.com/cgcc-charter/</a> ) Audit Committee Charter ( <a href="https://dexterra.com/audit-charter/">https://dexterra.com/audit-charter/</a> ) Board Mandate ( <a href="https://dexterra.com/24-may-14-board-mandate/">https://dexterra.com/24-may-14-board-mandate/</a> )
2-13	Delegation of responsibility for managing impacts	Governance Oversight & Ethics ( <a href="#">pg 45</a> ) Enterprise Risk Management Committee Charter ( <a href="https://dexterra.com/erm-charter/">https://dexterra.com/erm-charter/</a> )
2-14	Role of the highest governance body in sustainability reporting	Board Mandate ( <a href="https://dexterra.com/24-may-14-board-mandate/">https://dexterra.com/24-may-14-board-mandate/</a> )
2-15	Conflicts of interest	Corporate By-Laws ( <a href="https://dexterra.com/horizon_north_amended_and_restated_by-law_no__1/">https://dexterra.com/horizon_north_amended_and_restated_by-law_no__1/</a> )
2-19	Remuneration policies	Corporate Governance & Compensation Committee Charter ( <a href="https://dexterra.com/cgcc-charter/">https://dexterra.com/cgcc-charter/</a> ) Position Description - CEO ( <a href="https://dexterra.com/ceo-position-description-ratified-november-9-2021/">https://dexterra.com/ceo-position-description-ratified-november-9-2021/</a> )
2-20	Process to determine remuneration	Corporate Governance & Compensation Committee Charter ( <a href="https://dexterra.com/cgcc-charter/">https://dexterra.com/cgcc-charter/</a> ) Position Description - CEO ( <a href="https://dexterra.com/ceo-position-description-ratified-november-9-2021/">https://dexterra.com/ceo-position-description-ratified-november-9-2021/</a> )
Strategy, Policies and Practices		
2-22	Statement on sustainable development strategy	A Message From Our CEO ( <a href="#">pg 03</a> ) Q&A With Denise Achonu, Chief Financial Officer ( <a href="#">pg 04</a> )
2-23	Policy commitments	Policy commitments for responsible business conduct are approved at the Executive Leadership level with consultation with the Board. These policies apply to the entirety of all operations at Dexterra Group and are included in new employee orientation, quarterly policy attestation for Director level and above and annual company policy reviews.  Code of Business Conduct & Ethics ( <a href="https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/">https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/</a> )
2-25	Processes to remediate negative impacts	Code of Business Conduct & Ethics ( <a href="https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/">https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/</a> )
2-26	Mechanisms for seeking advice and raising concerns	Code of Business Conduct & Ethics ( <a href="https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/">https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/</a> )
2-27	Compliance with laws and regulations	Governance Oversight & Ethics ( <a href="#">pg 44</a> )
2-28	Membership associations	Industry Affiliations ( <a href="#">pg 11</a> )
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Our Approach To Sustainability ( <a href="#">pg 12</a> ) Stakeholder Engagement: How We Create Value ( <a href="#">pg 14-15</a> )



APPENDIX 1:  
GRI AND  
UN SDG TABLES

Disclosure Number	Disclosure Title	Disclosure Response
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality Assessment ( <a href="#">pg 13</a> )
3-2	List of material topics	Materiality Assessment ( <a href="#">pg 13</a> )

GRI 200: ECONOMIC

Disclosure Number	Disclosure Title	Disclosure Response	UN SDG
GRI 201: Economic Performance 2016			
3-3	Management of material topics	Stakeholder Engagement: How We Create Value ( <a href="#">pg 14-15</a> ) Our Commitments ( <a href="#">pg 17</a> ) Stronger Community ( <a href="#">pgs 26-42</a> )	SDG 8
201-2	Financial implications and other risks and opportunities due to climate change	Standing Strong With Communities In Crisis ( <a href="#">pgs 41-42</a> )	SDG 11, 13
GRI 204: Procurement Practices 2016			
3-3	Management of material topics	Dexterra Group has sustainability policies and practices that align with ISO 9001, 14001 and 45001. These processes are audited by an external third party twice a year and are continuously improved upon to suit the growth of our business. Further, Dexterra Group has identified supply chain as enterprise risk which is monitored monthly by our executive leadership team and quarterly by our Board.	
204-1	Proportion of spending on local suppliers	2024 Highlights (pg 08)	SDG 8
GRI 205: Anti-corruption 2016			
3-3	Management of material topics	Code of Business Conduct & Ethics [ <a href="https://dexterra.com/wp-content/uploads/2024/04/CEO-POL002-Code_of_Business_Conduct_and_Ethics.pdf">https://dexterra.com/wp-content/uploads/2024/04/CEO-POL002-Code_of_Business_Conduct_and_Ethics.pdf</a> ]	

GRI 300: ENVIRONMENTAL

Disclosure Number	Disclosure Title	Disclosure Response	UN SDG
GRI 302: Energy 2016			
3-3	Management of material topics	Our Commitments ( <a href="#">pg 17</a> ) Stronger Environment ( <a href="#">pgs 21-22</a> )	
302-2	Energy consumption outside the organization	Energy Management Data ( <a href="#">pg 51</a> )	SDG 12
GRI 305: Emissions 2016			
3-3	Management of material topics	Stronger Environment ( <a href="#">pg 18-25</a> ) Our Commitments ( <a href="#">pg 17</a> )	
305-1	Direct (Scope 1) GHG emissions	Greenhouse Gas Emissions ( <a href="#">pgs 20-21</a> )	SDG 13
305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions ( <a href="#">pgs 20-21</a> )	SDG 13
305-4	GHG emissions intensity	Greenhouse Gas Emissions ( <a href="#">pgs 20-21</a> )	SDG 13
GRI 306: Waste 2020			
	Management of material topics	Stronger Environment ( <a href="#">pg 21-25</a> )	
306-1	Waste generation and significant waste-related impacts	Stronger Environment ( <a href="#">pg 21-25</a> )	SDG 12
306-2	Management of significant waste-related impacts	In 2024, there were six low-severity damage to species environmental events. While these events were notable, we are guided by our Wildlife Guidelines and training, which indicated that none of these incidents met the threshold of being reportable to environmental agencies, keeping the focus on internal monitoring and management. There were seven reportable spills from lift stations in 2024. Emphasis on training of our spill response procedures, monitoring, increased maintenance and tracking of these spills will be the focus in 2025 to reduce the number of spill events.	SDG 12



APPENDIX 1: GRI AND UN SDG TABLES

GRI 400: SOCIAL

Disclosure Number	Disclosure Title	Disclosure Response	UN SDG
GRI 401: Employment 2016			
3-3	Management of material topics	Our Commitments (pg 17) Stronger Community (pgs 30-38)	
401-1	New employee hires and employee turnover	2024 Highlights (pg 08) Inclusive Hiring And Talent Acquisition (pg 33) Representation And Workforce Insights (pg 37)  Dexterra Group's turnover rate in 2024 is as follows: Salaried employees - 9.8% Hourly employees - 22.3%  The average turnover as per Mercer Canada in 2024 was 11.9%. While the turnover rate for hourly employees is high, this is a direct result of the seasonality of our business. The data provided above does not include our US operations.	SDG 5, 8
GRI 402: Labour/Management Relations 2016			
3-3	Management of material topics	Stronger Community (pgs 32-34)	SDG 8
GRI 403: Occupational Health and Safety 2018			
3-3	Management of material topics	HSEQ Policy Statement [https://dexterra.com/wp-content/uploads/2024/04/HSEQ-POL001-HSEQ_Policy_Statement-EN.pdf]  We operate a certified Integrated Management System (ISO 14001, ISO 9001, ISO 45001)	
403-1	Occupational health and safety management system	Integrated Management System (pg 46)	SDG 3
403-2	Hazard identification, risk assessment and incident investigation	Stronger Community (pgs 27-28)	SDG 3
403-3	Occupational health services	Stronger Community (pgs 27-29)	SDG 3
403-4	Worker participation, consultation, and communication on occupational health and safety	Stronger Community (pgs 28-29)	SDG 3
403-5	Worker training on occupational health and safety	Stronger Community (pgs 27-29)	SDG 3, 4
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Stronger Community (pgs 27-29)	SDG 3
GRI 404: Training and Education 2016			
3-3	Management of material topics	Stronger Community (pgs 28,38)	
GRI 405: Diversity and Equal Opportunity 2016			
3-3	Management of material topics	Our Commitments (pg 17) Stronger Community (pgs 30-38)	
405-1	Diversity of governance bodies and employees	Representation And Workforce Insights (pg 38)	SDG 5, 10

Disclosure Number	Disclosure Title	Disclosure Response	UN SDG
GRI 406: Non-discrimination 2016			
3-3	Management of material topics	Code of Business Conduct and Ethics [https://dexterra.com/ceo-pol002-code_of_business_conduct_and_ethics-may-14-2024/]	
GRI 408: Child Labor 2016			
3-3	Management of material topics	Child And Forced Labour Management (pg 45) 2023 Modern Slavery Annual Report [https://dexterra.com/modern-slavery-annual-report-2023-final/]	
408-1	Operations and suppliers at significant risk for incidents of child labor	Child And Forced Labour Management (pg 45)	SDG 8, 16
GRI 409: Forced or Compulsory Labor 2016			
3-3	Management of material topics	Child And Forced Labour Management (pg 45) 2023 Modern Slavery Annual Report [https://dexterra.com/modern-slavery-annual-report-2023-final/]	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Child And Forced Labour Management (pg 45)	SDG 8, 16
GRI 413: Local Communities 2016			
3-3	Management of material topics	Our Commitments (pg 17) Stronger Community (pgs 39-42)	
GRI 414: Supplier Social Assessment 2016			
3-3	Management of material topics	Child And Forced Labour Management (pg 45) 2023 Modern Slavery Annual Report [https://dexterra.com/modern-slavery-annual-report-2023-final/]	
GRI 418: Customer Privacy 2016			
3-3	Management of material topics	Risk Mitigation – Cyber Security Management (pg 46)	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2024 Dexterra Group had one breach which did not result in any loss of data. No complaints were received concerning breaches of customer privacy.	SDG 9, 16



# APPENDIX 2: RESOURCE MANAGEMENT TABLES

SITE	YEAR	ACTUAL ELECTRICITY GJ	ACTUAL THERMAL GJ	SITE TOTAL	TOTAL 2020 BASELINE NORMALIZED TO YEAR WEATHER	ACTUAL VARIANCE TO 2020 BASE MODEL	ABSOLUTE VARIANCE %	ACTUAL ELECTRICITY EUI (GJ/M2)	ACTUAL THERMAL EUI (GJ/M2)	SITE AGGREGATE ACTUAL EUI	SITE AGGREGATE WEATHER NORMALIZED EUI	VARIANCE IN EUI	% VARIANCE EUI
Site A	2020	52,480.77	84,276.88	136,757.66	136,757.66	-	-	0.85	1.37	2.22	-	-	-
	2021	51,463.78	78,054.04	129,517.82	131,432.14	1,914.32	1.46%	0.84	1.27	2.10	2.13	0.03	1.46%
	2022	50,139.60	81,521.46	131,661.06	136,271.04	4,609.98	3.38%	0.81	1.32	2.14	2.21	0.07	3.38%
	2023	52,048.21	75,200.69	127,248.90	128,855.95	1,607.05	1.25%	0.85	1.22	2.07	2.09	0.03	1.25%
	2024	49,452.81	73,329.38	122,782.19	127,537.64	4,755.45	3.73%	0.80	1.19	1.99	2.07	0.08	3.73%
Site B	2020	28,102.05	49,834.39	77,936.44	83,457.17	5,520.73	6.62%	1.02	1.81	2.83	3.03	0.20	6.62%
	2021	28,568.58	54,695.78	83,264.35	83,264.35	-	-	1.04	1.99	3.03	3.03	0.00	0.00%
	2022	30,074.59	49,338.32	79,412.92	82,427.36	3,014.44	3.66%	1.09	1.79	2.89	3.00	0.11	3.66%
	2023	30,382.67	52,575.11	82,957.78	78,323.81	(4,633.97)	-5.92%	1.10	1.91	3.02	2.85	(0.17)	-5.92%
	2024	29,972.21	54,138.57	84,110.78	80,903.86	(3,206.92)	-3.96%	1.09	1.97	3.06	2.94	(0.12)	-3.96%

**Notes:** Data in table is representative of 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).

Site A regression modeling is based on invoiced data for both the electricity model and the natural gas model for weather-normalization. The 2020 data set is complete and aligned with end use utilization.

2021 is a more complete data set for Site B out of the energy monitoring system. Invoiced data is used to develop the electricity linear regression model for weather-normalization. Invoices can't be used for the thermal model as the style of delivery is not well enough aligned with the utilization of the utility at end use to complete the regression model for weather-normalization. Instead metered data is used with assumptions for equipment efficiency and some limited substitutions using averages for erroneous metered data.

Data has been normalized to weather and represented as Energy Use Intensity (EUI).

Data presented in this table has not been audited.

**Performance in 2024:**

**Site A** - All actual data is complete except for one day of electricity consumption in December 2024. At the time of this submission the final invoice was not yet available to complete the data set. Performance on the weather-normalized 2020 baseline shows a reduction for both electricity and natural gas. The site aggregate EUI is the lowest it has been over the last 5 years.

**Site B** - Data set complete but all invoices not yet received to validate. Weather-normalized Aggregate EUI was lower than 2021 baseline but to a lesser degree than in 2023 and so there is a slight improvement in intensity year on year. Electricity intensity has reduced year on year and the thermal intensity has increased year on year but maintained a level that is still lower than the 2021 baseline year.





We've been serving North American clients for over 75 years. The companies that began independently, and now form Dexterra, 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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