

PEOPLE-POWERED SERVICE

Sustainability Report 2025

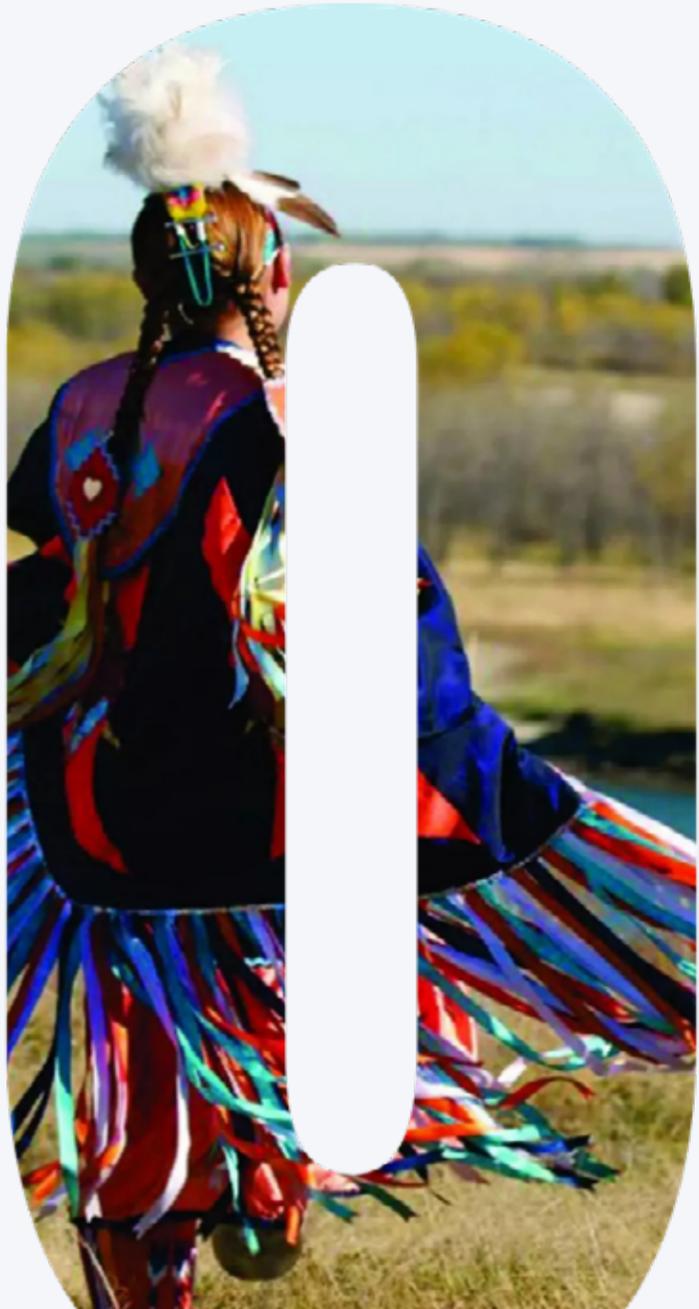




TABLE OF CONTENTS

- 02 ABOUT DEXTERRA GROUP**
- 03 A MESSAGE FROM OUR CEO**
- 04 Q&A WITH OUR CHIEF HUMAN RESOURCES OFFICER**
- 05 EVOLUTION OF SUSTAINABILITY AT DEXTERRA GROUP**
- 06 BUILT ON SERVICE**
- 07 OUR SUSTAINABILITY FRAMEWORK**
- 08 STAKEHOLDER ENGAGEMENT**

- 10 STRONGER BUSINESS**
 - 10 [Governance](#)
 - 14 [Risk Management](#)
 - 16 [Strategy](#)

- 17 STRONGER ENVIRONMENT**
 - 18 [Our Approach to Carbon Reduction](#)
 - 20 [Impactful Operational Initiatives in 2025](#)

- 23 STRONGER COMMUNITIES**
 - 24 [Building a Safer, Healthier, and Resilient Workplace](#)
 - 26 [Creating Value for People and Communities](#)

- 34 APPENDIX 1 DATA TABLES**
- 37 APPENDIX 2 DATA TABLES**

ABOUT DEXTERRA GROUP

Dexterra Group (Dexterra), a publicly listed corporation (TSX: DXT), is a North American support services provider delivering a range of solutions for the creation, management, and responsible operation of infrastructure, and employs more than 8,594¹ employees across Canada and the U.S but the number of employees can typically expand during the year to over 9,000.

Powered by passionate people, Dexterra delivers solutions with purpose. As a North American leader in integrated services, we bring together diverse expertise to create, manage, and operate the infrastructure that strengthens our communities and economies. Guided by our purpose, “Service is Everything,” we are committed to elevating the experience of our clients, empowering our teams and contributing meaningfully to the communities where we operate.

ABOUT THIS REPORT

This 2025 Sustainability Report (Report) is issued by Dexterra and includes information regarding our Canadian and U.S. business activities including subsidiaries, divisions, and joint ventures under which we had operational control in 2025. Unless otherwise noted: (i) all information in this report is presented as at, and for, the year ended December 31, 2025; and (ii) the data and analysis relate to Dexterra’s operations, not those of our suppliers or clients. All dollar amounts are expressed in Canadian dollars (CAD).

This Report encompasses our approach to sustainability and includes our commitment to continued sustainability performance. This Report does not include details on our financial performance. Details on our financial performance can be found in our public filings with the Canadian Securities Administrators (CSA) on SEDAR and on our Company website. Dexterra did not enlist the assistance of a third-party assurance provider to review the contents of this Report.

References to “we,” “our,” “us,” “the Company,” and “Dexterra” mean Dexterra Group and its subsidiaries. Additional information, including our sustainability policies and management approaches to governance, is available on our website.

CONSOLIDATION OF INFORMATION

This Report aligns with the same consolidation principles applied in Dexterra’s audited Consolidated Financial Statements (Financial Statements) for the year ended December 31, 2025, which are prepared in accordance with International Financial Reporting Standards. The Financial Statements include all subsidiaries from the date that control commences until the date that control ceases. The accounting policies of subsidiaries are aligned with the policies adopted by Dexterra Group.

Although the investment in Pleasant Valley Corporation (PVC) and the acquisition of Right Choice Camps and Catering Ltd. (Right Choice) are included in Dexterra’s Financial Statements for 2025, these entities have not been included into the emissions accounting presented in this Report. Their full inclusion in our emissions boundary will begin in the 2026 Sustainability Report, reflecting emissions from the 2025 fiscal year once integration and data quality processes are fully established.

¹ Number of employees excludes Pleasant Valley Corporation.

STANDARDS AND FRAMEWORKS

Disclosures in this Report are informed by the Global Reporting Initiative (GRI) Standards, and the Task Force on Climate-related Financial Disclosures (TCFD). Dexterra plans to commit to complying with the Canadian Securities Administrators and other regulatory requirements as they continue to evolve. The work we do contributes to the progress of the United Nations Sustainable Development Goals (SDGs), and our priorities and initiatives align to the following ten SDGs:

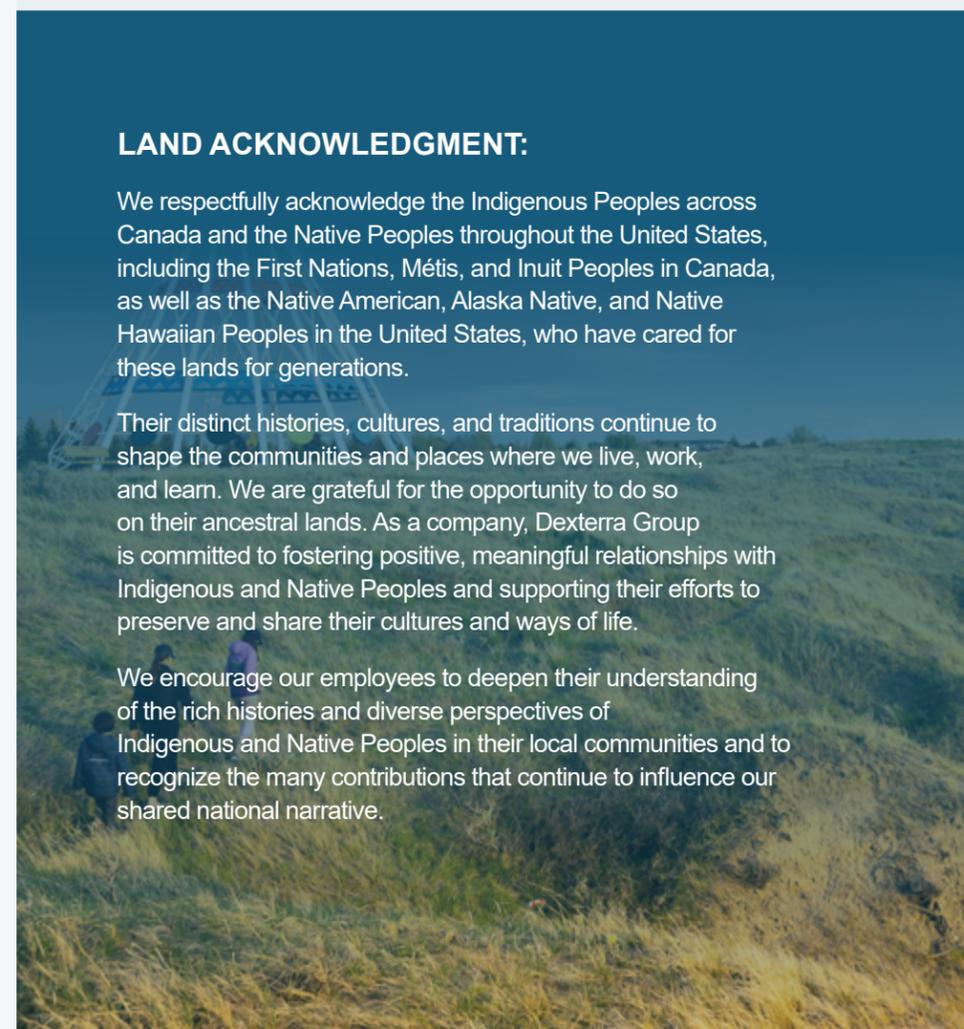


LAND ACKNOWLEDGMENT:

We respectfully acknowledge the Indigenous Peoples across Canada and the Native Peoples throughout the United States, including the First Nations, Métis, and Inuit Peoples in Canada, as well as the Native American, Alaska Native, and Native Hawaiian Peoples in the United States, who have cared for these lands for generations.

Their distinct histories, cultures, and traditions continue to shape the communities and places where we live, work, and learn. We are grateful for the opportunity to do so on their ancestral lands. As a company, Dexterra Group is committed to fostering positive, meaningful relationships with Indigenous and Native Peoples and supporting their efforts to preserve and share their cultures and ways of life.

We encourage our employees to deepen their understanding of the rich histories and diverse perspectives of Indigenous and Native Peoples in their local communities and to recognize the many contributions that continue to influence our shared national narrative.





A MESSAGE FROM OUR CEO

Building Resilience and Impact Across North America

It gives me great pleasure to reflect on last year's milestones through the unique lens of Dexterra Group's 2025 Sustainability Report. Amid an environment of uncertainties, I'm particularly encouraged by the progress we made in 2025 moving our strategy forward, strengthening our profile and impact across North America, and bolstering our reputation as a trusted and quality service provider.

In fact, Dexterra has emerged from 2025 stronger and more resilient, guided by our purpose, values, and culture of excellence. I encourage you to join me in celebrating this year's accomplishments and new initiatives, as well as our ongoing commitment to sustainability and all it embodies.

Growth

Strategic acquisitions continued to be a theme in 2025, a year that saw Dexterra further expand its presence across North America. In the summer, we announced a significant investment in Pleasant Valley Corporation (PVC), an Ohio-based provider of facility management services. This investment represents a sizable boost to our U.S. facility management business.

We are also excited to welcome Western Canada-based workforce accommodation provider Right Choice Camps & Catering Ltd. into the Dexterra family, a move that will solidify our position as Canada's leading workforce accommodations provider.

These acquisition investments expand our reach and add key capabilities, bringing on additional capacity to support and enhance our long-term growth.

Environmental Stewardship

We're dedicated to supporting clients to improve their sustainability via energy efficiency, addressing their carbon footprint, and other environmental initiatives. Under Dexterra's facility management, for example, the Ontario Centre of Forensic Sciences complex, which we maintain and operate, became Ontario's most sustainably operated government building. (This site has the capacity to manage Scope 3 emissions, the toughest one to track.)

Thanks to our environmental stewardship efforts in 2025, Dexterra received four awards from the Building Owners and Managers Association (BOMA) for sustainability and operational excellence. We are also part of Canada's Net Zero Challenge, a voluntary federal program that encourages businesses to transition to low carbon operations by 2050. Our commitments under the program include pursuing carbon reduction across our operations and reviewing and updating our low carbon transition plan at least every five years.

In 2025, we continued our focus on the sustainability of our operations through peer learning opportunities and partnerships. Dexterra joined the Low Carbon Business Action Canada program and the Canadian Business for Social Responsibility (CBSR), ensuring we keep pace on the sustainability curve.

We are confident our achievements can serve as a model for what's possible when collaboration, values-based commitments, and pragmatism are combined.

Culture and People

In 2025, we continued to build upon our long-standing industry-class health and safety performance with an exceptional total recordable incident rate, as well as leading indicator and preventative programs such as our Don't Walk By initiative. Helping to ensure people go home safe and healthy every day is core to our purpose.

We remain committed to the values that guide our Company: diversity, accountability, trust, and partnership. These four pillars embody The Dexterra Difference, which we launched in 2025 to reinforce shared behaviours and foster inclusion. The Dexterra Difference promotes an environment where people can do their best work and where clients can reach their goals through quality solutions.

We know that our people drive our business. We also know that a business that supports its employees triggers a ripple effect that impacts our clients, stakeholders, and community. That's why we prioritize our employees every day, ensuring they feel secure and supported. And we're always looking for ways to listen to and celebrate the people who bring value to our operations.

To that end, in 2025, we introduced the Dexterra Leadership Program, which encourages our employees to reach their potential. What's more, Dexterra's shared cultural framework – with its focus on diversity and inclusion – is supported by employee experience surveys, formal feedback mechanisms, and ongoing progress reviews to ensure accountability and continuous improvement.

Community Engagement

Central to Dexterra's sustainability commitments is our support for the communities where we work. Last year, we continued our tradition of contributing to the community through our grassroots Stronger Communities initiative, and our target in 2026 is to contribute 1% of earnings to the communities in which we live and work.

Our relationship with Indigenous communities plays a key role in how we operate, engage with our employees, and invest in what matters. We continue to enable Indigenous community development through nearly 80 active partnerships Canada-wide providing employment and business opportunities. Indigenous charities represent a significant portion our Stronger Communities contributions. In 2025, we celebrated our 26th year of running the Outland Youth Employment Program (OYEP), which supports education, training, and work opportunities for high school-aged Indigenous youth.

Building Resilience

We're living and working in an uncertain, complex, and evolving world. In 2025, Dexterra continued to execute our business strategy, deliver predictable and reliable results, and build on our profile as a formidable and sustainable North American integrated services champion.

Well-positioned in 2026 and beyond, we're grateful to our clients, partners, and shareholders who continue to place their trust in our ability to meet their needs. We're equally grateful to the hardworking teams across Dexterra whose dedication and values have strengthened our commitment to sustainability. We look forward to continuing to work together to create even greater positive impact on people, the planet, and communities.

INDUSTRY AFFILIATIONS



Dexterra has emerged from 2025 stronger and more resilient, guided by our purpose, values, and culture of excellence. What we do matters.

Mark Becker
Chief Executive Officer,
Dexterra Group





Q&A WITH OUR CHIEF HUMAN RESOURCES OFFICER

PRIORITIZING CULTURE, INCLUSION AND OUR PEOPLE

In a labour-intensive industry where execution quality drives client retention, our people strategy is a core driver of sustainable performance. Across North America, more than 9,000 employees deliver essential services in complex, high-demand environments, from universities and hospitals to airports and public infrastructure.

In 2025, our health & safety performance continued to outperform industry benchmarks while maintaining consistent operational delivery. Dexterra advanced its commitment to health & safety, leadership development, inclusion, and community impact, reinforcing the belief that operational excellence begins with a supported and engaged workforce.

Q: What were Dexterra's people-related priorities for 2025, and beyond?

A: With many of our people working in physically demanding frontline roles, health & safety remains foundational to Dexterra's culture. In 2025, we continued to prioritize enhanced health & safety training and leadership development, and foster a culture where people feel confident speaking up.

A cornerstone of this commitment is our Don't Walk By (DWB) program. DWB encourages everyone to proactively address potential hazards before they become incidents, recognize positive performance, and identify opportunities for improvement. This shared accountability reinforces our health & safety culture and reflects the "Dexterra Difference".

Q: What is Dexterra's proudest achievement related to people and culture?

A: One of our most meaningful accomplishments has been embedding people-centred practices into everyday operations.

Following our 2024 Employee Experience survey, which achieved a 90% engagement score, we listened closely to employee feedback. Our people expressed a desire for greater recognition and clearer leadership communication. In response, we embedded the CEO Excellence Awards recognizing leadership and outstanding contributions across teams and individuals. We expanded CEO communications, sharing insights on company growth, strategy, and direction.

These actions reinforce our commitment to transparency and recognition, ensuring employees see a clear future for themselves at Dexterra. The strong engagement clearly demonstrates genuine employee buy-in and trust.

Q: Which policies, programs, or practices evolved in 2025?

A: In 2025, we strengthened our leadership and community impact efforts in several meaningful ways.

Talent Development & Leadership:

Launched the Dexterra Leadership Program to recognize and develop high-potential employees within operations teams. The program has already resulted in internal promotions across operations.

Expanded early-career pipelines through university partnerships, internships, and co-op programs.

Community Engagement:

We introduced company-wide voting for our Stronger Communities Drive, empowering employees to help determine which organizations Dexterra supports. This participatory approach strengthens connection to our social purpose programs and ensures our giving reflects the values of our workforce.

Q: How does Dexterra demonstrate its commitment to Indigenous relations?

A: Building meaningful partnerships with Indigenous communities remains a priority. Our guiding principles outline how we engage, collaborate, and pursue employee education and engagement opportunities.

In 2025:

Our Indigenous Education & Engagement Committee (IEEC) amplified Indigenous voices through events and learning initiatives, including a three-part series in collaboration with the National Centre for Truth and Reconciliation.

We continued our 25+ year commitment to the Outland Youth Employment Program, supporting education, training, and work opportunities for high school-aged Indigenous youth

Indigenous charities represent more than 15% of submissions through our Stronger Communities Drive.

These efforts reflect our long-term commitment to education, partnership, and inclusive community investment in meaningful ways.

Q: Looking ahead, what learnings and momentum will be carried forward?

A: As we move into 2026, Dexterra will continue to:

Enhance employee training and site-level leadership

Strengthen a culture of belonging that drives trust, engagement and retention

Empower employee participation in community impact initiatives

Invest in feedback-driven learning and strategic partnerships

Our goal is to scale our impact while staying grounded in what matters most, our people. By fostering inclusion, accountability, and meaningful participation, we are building a resilient workforce and delivering sustainable value for our clients and communities.

AWARDS OF HONOUR

- Great Place to Work
- November 2025 Toronto Pearson Eye on Safety Recognition Program
- Safety Innovation Award, Annual Real Estate Excellence (REX) Awards
- Globe and Mail Women Lead Here
- Canada HR Awards

THE DEXTERRA DIFFERENCE

At Dexterra Group, our culture is shaped by the values we aspire to live every day. These values guide how we show up for one another, how we work with our clients, and strengthen the communities we serve. They reflect the type of workplace we are continuously building, one that is healthy, engaged, supportive, and grounded in shared accountability.

The Dexterra Difference is expressed through the commitments we make to ourselves and each other, and ultimately help us achieve our purpose. Our "WE" statements represent the behaviours and mindsets we strive toward as we grow, evolve, and create an environment where people can do their best work and feel proud to belong.

WE:

Focus on long-term value

Are entrepreneurial – we think like owners, act with initiative, and take smart risks.

Operate in a decentralized model with accountability.

Encourage share ownership and believe in performance-based rewards.

Believe in open communication – no politics.

Follow the Golden Rule: treat others as we want to be treated.

Do the right thing with integrity and honesty.

Are results-oriented and team players – no egos.

Embrace continuous improvement – we learn, we adapt, and we get better every day.

Balance hard work with focus on our families.

Believe in having fun – at work!

Cindy McArthur
Chief Human Resources Officer
Dexterra Group





EVOLUTION OF SUSTAINABILITY AT DEXTERRA GROUP

➤ Dexterra Group's sustainability journey has evolved from foundational environmental, social, and governance reporting introduced in 2021 to an evolving enterprise-wide strategy that now integrates climate action, circularity, community impact, and governance across operations. Over time, we have strengthened our reporting framework, enhanced the quality of our disclosures, and embedded sustainability into business systems, partnerships, and long-term planning.

➤ OUR VISION:

Powered by passionate people, we deliver quality solutions that enable our clients to reach their goals and elevate performance. **What we do matters.** Our work plays a vital role in keeping economies moving and communities thriving.





BUILT ON SERVICE

In 2025, Dexterra Group strengthened its role in creating places, where people and communities can thrive. Across our operations, we delivered integrated services that combined operational excellence, disciplined asset stewardship, and people-first execution to generate long-term value for our clients, partners, and communities.

Our business model continued to prove its strength – adaptive, resilient, and designed to meet the complex needs of the diverse environments we serve. Through ongoing innovation and continuous improvement, we advanced initiatives that enhance service quality, operational efficiency, and environmental sustainability across our portfolio.

At the heart of delivering on our purpose is our commitment to service that matters. This philosophy guides how we show up every day, delivering reliable, high-quality services, elevating the experiences of those who depend on us, reducing our environmental footprint, and creating meaningful local impact.

Our teams are the driving force behind this commitment. Their dedication brings our values to life, strengthens relationships, and supports healthier, more connected communities. Together, we are creating places where people feel supported, respected, and able to thrive, today and into the future.



SERVICE IS EVERYTHING



STRONGER BUSINESS



Acquisition of Right Choice



Investment in PVC

50%+

owned by Fairfax Financial Holdings²

>\$13 M

in service fees paid to Indigenous groups³

4.3%

of overall spending with diverse suppliers⁴

STRONGER ENVIRONMENT

16%

reduction in environmental incidents⁵

Up to **6%**

energy reduction in P3 managed properties

600,000+

forever trees planted

33.9%

of subcontractors maintain formal independently certified Environmental Management Systems (EMS)⁶

\$569K

in savings from food waste reduction initiatives⁷

STRONGER COMMUNITIES

~2X

Nearly doubled community-based financial contributions through ERGs

\$250K

donated towards Stronger Communities initiatives

+\$205K

invested in supporting Indigenous communities

\$138K

Dexterra has donated to 101 community organizations across Canada since 2021

²Dexterra Group Investor Presentation, January 2026. ³98% of fee total is from our remote work partnerships. ⁴2025 diverse spend data excludes VCI as they are on a separate ERP. ⁵Calculation based on baseline year 2023 total environmental incidents to 2025 total environmental incidents. ⁶Data sourced from ComplyWorks (2025), representing 1,165 subcontractors who had self implemented a formal Environmental Management System in advance of Dexterra setting formal reporting requirements. ⁷Represents savings from start of program in 2022 and is inclusive of 16 sites within hospitality services.

OUR SUSTAINABILITY FRAMEWORK

Our sustainability strategy is anchored in a clear purpose and supported by strong governance, stakeholder engagement, and data driven decision making.



Our purpose guides how we deliver service, strengthen relationships, and create value for stakeholders. The framework outlines three interconnected drivers of our sustainability strategy:

- **Growth for Good** — attracting and retaining customers, employees, partners and investors by building trust, strengthening loyalty and advancing a purpose led culture.
- **Reduce Negative Impact** — improving operational performance, managing risks, strengthening our operating environment and enabling stronger collaboration across teams and partners.
- **Increase Positive Impact** — driving innovation, efficiency and cost reduction, while expanding social, environmental and economic benefits for the communities we serve.

Together, these elements demonstrate how sustainability supports value generation across Dexterra Group, aligning purpose with business performance, operational excellence and long-term resilience.

MATERIALITY

Dexterra Group completed its first enterprise-wide materiality assessment in 2021 to identify the sustainability topics most important to our stakeholders and most influential to our long-term business performance. The results of that assessment, presented in our [2024 Sustainability Report](#), have continued to guide our priorities, disclosures and sustainability strategy.

In 2026, we will refresh our priority topics by conducting a double materiality assessment to identify evolving stakeholder expectations and opportunities to better align with sustainability standards and regulations. The approach will achieve the following:

1. **Deepen our understanding of evolving stakeholder expectations:** Our clients, employees, partners, including Indigenous communities, and investors have varying expectations around how our operations create value, mitigate risk, and contribute to long-term community and environmental outcomes.
2. **Strengthen strategic decision-making:** A double materiality assessment identifies and prioritizes a company's impacts, risks and opportunities across our diverse service lines over different time periods. This can strengthen our enterprise risk management, improve oversight of current and emerging sustainability-related issues, inform operational planning and strategic decisions, and drive long-term business success.
3. **Enable disclosure of decision-useful information:** Canada's emerging CSDS and international reporting standards, such as GRI and TCFD, emphasize understanding both financial materiality (how sustainability issues affect the company) and impact materiality (how the company impacts society and the environment). The CSDS are designed to provide investors with decision-useful, comparable information about sustainability-related risks and opportunities.





STAKEHOLDER ENGAGEMENT ⁸

We recognize the importance of meaningfully engaging with our employees, clients, suppliers, business partners, shareholders, government stakeholders, and the communities where we live and work in continuing to improve our sustainability approach. Engagement helps us better understand evolving expectations across our stakeholder groups and informs how Dexterra Group considers, shapes, and refines its plans and initiatives.

STAKEHOLDER GROUPS	PURPOSE OF ENGAGEMENT	ENGAGEMENT MECHANISMS (2025)	KEY METRICS & COVERAGE	ACTIONS INFORMED BY ENGAGEMENT
Employees	To understand employee priorities related to safety, inclusion, engagement, and workplace wellbeing, and to inform people-related policies and programs.	<ul style="list-style-type: none"> • Anonymous engagement survey • Joint Health & Safety Committees • Employee Resource Groups (ERGs) • Regular internal communications and town halls 	<ul style="list-style-type: none"> • Engagement survey participation rate (% workforce) • # of Joint H&S Committee meetings (YoY comparison) • ERG participation (% of employees) 	<ul style="list-style-type: none"> • Employee feedback informed launch of employee recognition program “Guusto” • Introduced new Mental Health ERG • Safety insights reviewed quarterly by leadership; actions tracked internally
Clients	To understand client expectations, service performance, and sustainability-related priorities to inform service delivery and continuous improvement.	<ul style="list-style-type: none"> • One-on-one client meetings • Client satisfaction surveys • Client Excellence team engagements 	<ul style="list-style-type: none"> • 40% of key clients engaged. • Client engagements including sustainability topics (3% of overall mentions). Based on our theme tracker • Client satisfaction / NPS upward trend 43% increase from 2023 	<ul style="list-style-type: none"> • Client feedback informed service delivery improvements and client retention strategies. • Sustainability topics increasingly incorporated into client discussions • No assurance that engagement directly results in contract or sustainability outcomes • Elevating our Client Strategy to include support tools, programs and training
Suppliers	To identify supply chain risks and opportunities and inform supplier oversight and sustainability expectations.	<ul style="list-style-type: none"> • Supplier Code of Conduct • Supplier sustainability reviews • Targeted supplier meetings and site visits 	<ul style="list-style-type: none"> • % of Tier 1 suppliers assessed against sustainability criteria • % of supplier spend covered by sustainability screening • # of supplier engagements (contextualized YoY) 	<ul style="list-style-type: none"> • Supplier engagement informed updates to internal supplier oversight processes • Engagement supports risk management risk management and supplier performance improvements
Communities	To understand community needs and support initiatives aligned with local priorities and employee involvement.	<ul style="list-style-type: none"> • Stronger Communities Drive • Employee volunteering initiatives • Post Secondary Engagements • Community partnerships 	<ul style="list-style-type: none"> • Total community investment (\$) • Employee participation rate in community initiatives • Students hired • Schools engaged 	<ul style="list-style-type: none"> • Launched employee voting for Stronger Communities Drive and expanded donation amounts in 2025 • Identified 4 national community partnerships • Launched Campus to Careers program • Developed relationships with post secondary institutions • Increased financial commitment to 1% of earnings for 2026 fiscal year
Shareholders	To provide transparency on business performance, governance, and sustainability-related risks and opportunities.	<ul style="list-style-type: none"> • Annual General Meeting • Investor meetings and presentations • Ongoing disclosures 	<ul style="list-style-type: none"> • # of investor engagements • Sustainability-related topics raised by investors (themes) 	<ul style="list-style-type: none"> • Investor feedback informed disclosure priorities • Sustainability topics incorporated into governance discussions • Engagement does not imply alignment on all matters
Business Partners	To maintain collaborative relationships and share information related to operational and sustainability expectations.	<ul style="list-style-type: none"> • Conferences and trade shows • Industry memberships and forums • Joint Venture partnerships 	<ul style="list-style-type: none"> • Participation in industry initiatives (qualitative) • Number of Indigenous partnership agreements 	<ul style="list-style-type: none"> • Engagement supports knowledge sharing and alignment with industry practices • No direct sustainability outcomes attributed
Government & Regulators	To understand regulatory expectations and comply with applicable laws and reporting requirements.	<ul style="list-style-type: none"> • Regulatory consultations • Industry associations • Compliance reporting 	<ul style="list-style-type: none"> • Required filings completed • Participation in regulatory or industry consultations 	<ul style="list-style-type: none"> • Completed Modern Slavery Report and Canadian Sustainability Standards Disclosure gap assessment • Engagement supports compliance and risk awareness

⁸Stakeholder engagement activities inform Dexterra’s decision-making and sustainability priorities. Outcomes described reflect actions taken during the reporting period and may not represent all stakeholder perspectives or guarantee specific future results.



STRIVING FOR CLIENT EXCELLENCE

Dexterra continues to strengthen its client relationships by maintaining a structured approach to understanding what matters most to the clients we serve. We engage in one-on-one client interviews, and follow a formal Net Promoter Score (NPS) process to assess partnership strength and better understand expectations and evolving needs. Our NPS has increased by 43% since 2023, reinforcing our commitment to adapting service delivery as client needs evolve.



WHAT WE HEARD

Through client group engagement, our client respondents reflected strong confidence in Dexterra’s day-to-day service delivery and partnership approach. This represents the same strong participation rate as last year, ensuring consistency in the insights gathered. Clients emphasized the importance of responsive customer service, visible leadership, timely communication, consistent service quality, and fresh, varied food programs. These themes represented 71% of all client feedback.

Clients also reinforced their broader operational priorities:

- clarity around how services align with their needs
- the stability of well-supported teams to ensure consistent delivery.

These insights emphasized the importance of predictability, transparency, and confidence in the people who deliver services to long-term partnerships. Some clients noted that small refinements in day-to-day reliability and communication would further strengthen their experience. These themes also reflect trends we have continued to see year over year, reaffirming that reliability, clear communication, and stable, well-supported teams remain the strongest drivers of client confidence.

DEMONSTRATING IMPACT

Client feedback highlighted the practical impact of Dexterra’s partnership-driven approach, which translates into smoother day-to-day execution, greater predictability during operational changes, and more consistent communication throughout the year.

Building on the insights shared throughout 2025, our 2026 priorities centre on strengthening the fundamentals that drive client confidence. Our priorities include the following:

1. **Enhance Consistency Across Service Environments:** Ensuring day-to-day reliability and quality across sites to drive dependable performance.
2. **Strengthen Proactive Communication:** Prioritizing clear, timely updates that promote transparency, confidence, and alignment.
3. **Reinforce Leadership Presence:** Supporting engaged, leaders and well-supported frontline teams to provide continuity and predictability.

To support these priorities, the Client Excellence team will continue to equip Operations with strengthened tools, playbooks, and client-journey programs that drive consistency, communication, and leadership effectiveness across service environments. This includes enhanced customer service training for frontline teams and practical management training programs that support leaders in driving reliable, predictable service delivery.





STRONGER BUSINESS

Building a Stronger Business means strengthening the systems, governance practices, and operational capabilities that underpin long-term performance. Disciplined governance, proactive risk management, and a clear enterprise strategy create the conditions for resilience and responsible growth. Those same principles are established across our operations, through robust management systems, continuous improvement, and practical tools that support consistent, high-quality execution. Together, these elements form the foundation of a stronger business: one that delivers reliable results, operates with integrity, adapts to change, and creates enduring value for our clients, employees, and communities.

Governance & Risk Oversight

Continue to embed sustainability strategy within governance and risk processes.

Performance Reporting

Continued disclosing to Canada's Net Zero Challenge, EcoVadis and GRI.

Data Quality & Integrity

Include clearer performance monitoring and data quality.

Integrated Reporting

Strengthen financial measurement of sustainability impact reporting.

GOVERNANCE

Strong governance is the foundation upon which Dexterra creates long-term value. Our model balances decentralized decision-making and empowerment our operational teams to work closely with our clients and with clear enterprise oversight⁹ across the areas where consistency matters most: compliance, quality, risk and financial controls, capital allocation, succession planning, and external reporting.

The Board of Directors sets the strategic direction with a long-term goal of delivering a 15%¹⁰ return on equity. The target is supported by our Executive Leadership Team (ELT), empowered business units, disciplined capital deployment, and a commitment to integrity in every relationship. This structure ensures that our growth priorities, operational performance, and risk expectations remain aligned across our operating segments.

Our governance practices are reinforced through:

- **Clear segmentation & delegation**, which defines decision rights and performance accountabilities through-out our operations.
- **Technology governance**, driven by a multiyear roadmap¹¹ that strengthens cybersecurity, modernizes data architecture, and improves reporting integrity.
- **People governance**, supported by our Pathway to People strategy, which deepens leadership capability, strengthens our talent pipeline, and protects our people and the environment.
- **Supply chain governance**, through enhanced oversight, clearer policy frameworks, and improved supplier accountability.
- **Disciplined financial stewardship**, informed by robust systems & performance data, consistent leadership engagement and clear financial and capital allocation strategies.

⁹Dexterra's governance structure assigns enterprise level accountability for compliance, risk management, financial controls, capital allocation, succession planning, and external reporting to the Corporate team, while operational decisions are decentralized to business units. ¹⁰Dexterra's 15% return on equity aspiration is directional and reflects the Company's long term strategic ambition rather than a financial forecast. ¹¹The technology governance roadmap is defined in Dexterra's multi-year enterprise technology strategy, which includes cybersecurity enhancements, data governance standards, and integration of core enterprise systems.

SUSTAINABILITY GOVERNANCE MODEL

BOARD OF DIRECTORS

Dexterra's Board of Directors is composed of 9 experienced members (including 8 independent Directors). The Board has oversight of sustainability risks and opportunities, reporting, policy, targets, shareholder engagement and strategy

BOARD COMMITTEES RESPONSIBLE FOR OVERSIGHT

ENTERPRISE RISK MANAGEMENT COMMITTEE

Areas of oversight: EHS performance and initiatives; framework for managing project risks; Enterprise Risk Management policies, programs and practices

AUDIT COMMITTEE

Areas of oversight: financial risk and auditor oversight; integrity and transparency

DEXTERRA MANAGEMENT RESPONSIBLE FOR OVERSIGHT OF SUSTAINABILITY PERFORMANCE

DEXTERRA'S EXECUTIVE LEADERSHIP

Oversees direction and strategy for sustainability performance

DEXTERRA CORPORATE SUSTAINABILITY

Leads efforts with specific responsibility for accelerating the embedding of sustainability processes & culture across the organization and leads internal/external reporting on performance

DEXTERRA FUNCTIONAL LEADS

Execute sustainability efforts across the organization including in human resources, finance/accounting, health, safety & environment, community, sourcing, marketing/communications, sales, supply chain, legal/compliance, Indigenous relations, and IT

DEXTERRA OPERATIONAL TEAMS

Leads efforts with specific responsibility for embedding sustainability & community related projects at operational sites to meet corporate commitments



MANAGEMENT SYSTEMS: STRENGTHENING GOVERNANCE AND PERFORMANCE EXCELLENCE

Our ability to deliver consistent, high-quality service across a diverse and highly regulated portfolio depends on the strength of our management systems. These systems form the foundation of how we govern, how we operate, and how we ensure reliability for our clients, employees, and partners. Three core frameworks anchor this approach: our Integrated Management System (IMS), our Certificate of Recognition (CoR) safety program, and the Cleaning Industry Management Standard (CIMS) certification within custodial services. Together, they provide the structure, discipline, and measurable evidence necessary to drive predictable performance and meet evolving expectations with confidence.



Integrated Management System (IMS)

Our IMS brings together quality, environmental, health, and safety practices under one unified umbrella, ensuring that our operational standards remain clear, consistent, and actionable across a geographically dispersed business. In 2023, Dexterra strengthened this system across quality, environmental, and safety functions to support more consistent execution and stronger governance across business lines. This improvement resulted in Dexterra Group passing its second recertification audit in 2025 conducted by our registrar, SGS, with zero major non-conformances.

The IMS provides the processes, documentation, and performance expectations that enable our teams to operate with confidence and clarity. It supports:

- Consistent decision-making across distributed operations
- Stronger risk management through embedded sustainability and HSE practices
- Faster identification of trends, nonconformances, and emerging risks
- Evidence-based planning supported by reliable, comparable performance data

This system reflects our belief that strong performance must be backed by strong governance, not assumptions, but clear expectations and a disciplined approach to meeting them.



Certificate of Recognition (CoR)

Safety is foundational to how we operate, and our CoR certified Health, Safety & Environment (HSE) programs reflect our commitment to protecting our employees and clients. Because many of our clients require CoR certification, we maintain rigorous compliance with its standards. This includes undergoing annual third party audits, ensuring active leadership engagement, and driving continuous improvement so that our HSE systems remain credible, consistent, and effective.

The results speak for themselves:

- **97%** score in Alberta's CoR Internal Audit, including perfect marks in hazard control and inspections.
- **94%** score in the BC CoR WorkSafeBC Verification Audit, underscored by strong management commitment and robust training programs.

In 2026, we will meet CoR requirements in Manitoba and expand certification efforts in Nova Scotia. These achievements provide clear, independent validation that our HSE governance systems are functioning as intended and that safety is firmly embedded in our culture—not as a slogan, but as a measurable standard.



CIMS Certification for Custodial Services

Within our custodial service operations, the Cleaning Industry Management Standard (CIMS) provides another layer of operational assurance. Dexterra maintains CIMS certification across its custodial services client sites, demonstrating adherence to internationally recognized best practices in the following:

- Quality systems
- Service delivery processes
- Human resources management
- Health and safety
- Environmental stewardship
- Continuous improvement

In sectors where consistency, hygiene, and safety are non-negotiable, CIMS certification offers our clients confidence grounded in externally audited standards, not assumptions.



CONTINUOUS IMPROVEMENT—A CORNERSTONE OF QUALITY

Continuous improvement is foundational to Dexterra's approach to quality and long-term resilience. In a complex, multi-service organization, our ability to learn, adapt, and improve performance enables consistent service delivery and responsiveness to changing client and operating conditions.

Our quality processes apply structured methodologies, including root-cause analysis, lean principles, and data-driven corrective and preventive actions, to address issues at their source and embed lasting improvements. Supported by strong governance, clear decision rights, and transparent performance reporting, this discipline reduces variability, strengthens service reliability, and enables early risk identification and knowledge-sharing across the organization.

Continuous improvement also underpins innovation and sustainability by ensuring new technologies, lower-carbon solutions, and evolving training and engagement models are measurable, scalable, and strategically aligned. By empowering our people and strengthening service delivery, it reinforces our commitment to Service is Everything and supports the sustainability, quality, and community impact we deliver in the places we serve.

Elevating HSE Reporting with Sphera

In 2025, Dexterra implemented a new management tool to improve data and information analytics related to HSE performance. As part of this work, we began implementing Sphera, a modern health, safety, and sustainability management platform that strengthens how we capture, analyze, and act on HSE data. The system enhances reporting accuracy, streamlines incident management, and enables more consistent, real time visibility across operations. By integrating workflows, such as inspections, corrective actions, and trend analysis, Sphera supports stronger governance, faster decision making, and more proactive risk identification. This investment ensures our teams have the tools needed to drive continuous improvement, reinforce accountability, and advance a safer, more resilient operating environment.

Building on this foundation, continuous improvement comes to life through the dedicated teams embedded within our operations. Two specialized groups, the iLab within facilities management (FM) and the Continuous Improvement (CI) Team within remote services, serve as the practical engines that translate our improvement philosophy into measurable operational progress.

Each team is built to meet the specific needs of its business line, but together they help our people identify opportunities, solve problems, and embed improvements that elevate service quality, efficiency, and client experience across the organization.



The iLab team functions as a multidisciplinary hub that provides technical advice, operational expertise, and standardization of processes, technology, equipment, and materials within facilities management (FM). Its six functional areas work collectively to enhance how services are delivered, identify where technology and data can unlock efficiencies, and introduce consistent approaches across diverse sites.

Whether evaluating new tools, optimizing building systems using analytics, or guiding major mobilizations through a structured project framework, the iLab team ensures improvements are grounded in operational evidence and aligned with client needs. Through this work, i-Lab serves as a centre of excellence that helps anticipate change, adopt better ways of working, and strengthen service quality in a disciplined way.

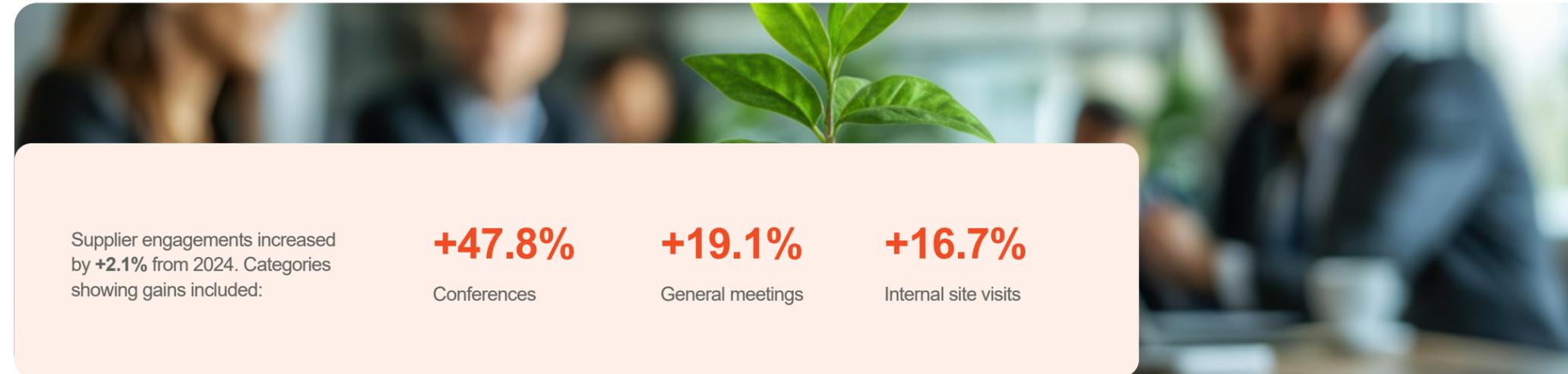


Our CI team plays a similar complementary role focused squarely on operational performance for remote services. Their partnership model allows them to understand how processes function in real environments and identify the true root causes behind inefficiencies. Their work spans four structured project categories: process development, system optimization, change support, and data-driven operational tools, all designed to help teams make informed decisions and adopt more effective ways of working.

Working directly with frontline teams, the group helps eliminate process barriers and supports initiatives that improve revenue generation, reduce costs and time, strengthen safety and sustainability, enhance cash collection, and elevate employee engagement and retention. By emphasizing incremental, scalable change, the CI team supports improvements that can be sustained and replicated across our operations.

STRENGTHENING SUPPLY CHAIN GOVERNANCE

In 2025, Dexterra strengthened the governance and risk management foundations of its supply chain by enhancing transparency, increasing supplier oversight, and advancing the systems that support responsible, data-driven procurement. Through expanded engagement with suppliers, more structured contract and policy frameworks, and early steps toward improved performance measurement, Dexterra is building a resilient supply chain aligned with enterprise risk priorities. The year's work reflects a shift from transactional management to a governance-led model, one that emphasizes accountability, operational continuity, and resilience. As part of this governance foundation, Dexterra submitted an updated [Modern Slavery Report](#) in 2025, reinforcing our commitment to ethical sourcing, human rights due diligence, and compliance with emerging regulatory requirements.



Embedding Sustainability Expectations

The [Sustainable Procurement Policy](#) introduced in December 2025 formalizes environmental, social, and economic expectations for suppliers. The policy establishes Dexterra's expectations for our supplier community. Impact outcomes will be disclosed as the policy becomes fully operational. However, early indicators of adoption include expanded Non-Disclosure Agreement (NDA) and Master Service Agreement (MSA) use, supplier reporting engagements, and preliminary systems integration activities aimed at increasing automated data exchange.



Purpose-Driven Supplier Engagement

Our supply chain governance framework for supplier engagement is translated into 672 supplier interactions across 312 unique¹² suppliers. They include: 368 general meetings, 181 RFP or contract negotiation sessions, 19 supplier site visits, 7 internal site visits, 18 product demonstrations, 34 conferences or supplier events, and 45 additional engagements. These activities demonstrate consistent governance, partnership, transparency, and supplier oversight¹³.



Supplier Sustainability - Looking Ahead

In 2026, Dexterra Group plans to strengthen clauses related to environmental and social performance in MSAs and partner with waste vendors to improve reporting (representing one-third of total waste volume). The Company will also host a 2026 Canada Climate Week supplier forum to enhance collaboration across our supply base. The event will bring together a selection of preferred vendors to align on Dexterra's sustainability commitments, share leading practices from their own operations, and identify additional opportunities to advance joint sustainability initiatives throughout our supply chain.

¹²The count of distinct supplier organizations that Dexterra's Supply Chain team engaged with in calendar year 2025, as recorded in the 2025 Supply Chain Supplier Engagement Tracker. ¹³These figures reflect governance activity only; they are not presented as environmental outcomes, which will be reported once measured.

RISK MANAGEMENT

Effective risk management is core to our ability to protect the assets entrusted to us, deliver predictable performance, and sustain long-term growth. Our Enterprise Risk¹⁴ Management (ERM) framework has evolved alongside our business, reflecting increased diversification, expansion into the U.S., and a more complex operating environment.

Today, our model focuses on the intersection of market conditions, operational execution, and financial performance. This integrated view allows us to respond to risks with greater agility and resilience than traditional risk categories alone.

Framing & Oversight

Our ERM process ensures that we can identify and manage any risks that have the potential to materially impact our strategy, financial results, or operational continuity. Legal, Risk & Compliance is at the core of this process, while operational teams play a direct role in risk assessment and mitigation through day-to-day practices.

Executive Ownership

Each enterprise risk, identified from a consolidated register of 36, is sponsored by an ELT member who is accountable for monitoring, mitigation, and escalation. Every year, the ELT reviews the risk profile to determine whether any risks should be added, removed, or rerated, including climate-related or regulatory risks as our operating environment evolves.

Continuous Monitoring & Attestation

Our quarterly attestation¹⁵ process enables leaders across the organization to flag emerging risks, validate existing assessments, and reinforce accountability. The Board's ERM Committee also conducts quarterly deep dives to ensure our oversight remains rigorous and responsive to shifting conditions.

Strengthened Risk Practices

In 2025, we further improved risk identification and alignment across functions through our annual enterprise review. This disciplined, proactive approach helps us embed a risk-aware culture and supports early intervention, strengthening our ability to deliver stable, long-term performance.

Managing Our Risks

Dexterra manages its enterprise risks¹⁶ across the following key categories, each with clear controls and governance aligned to with our operational reality.



LEGAL & REGULATORY

Dexterra operates in highly regulated environments across provinces, jurisdictions, and sectors. Legal and regulatory risks include non-compliance with public procurement rules, contract requirements, safety legislation, environmental regulations, and Indigenous commitments. Failure to comply could result in penalties, reputational harm, loss of contracting eligibility, or disruption to operations. Sustainability-related regulatory expectations, such as climate disclosure requirements, environmental permitting, and Indigenous rights considerations, fall under this landscape and are monitored as part of our annual ERM review.

Controls include: legal oversight, COR/ISO-certified HSE systems, compliance reviews for public procurement and contracts, formal Indigenous partnership frameworks¹⁷, and monitoring emerging climate-related and social regulations.



OPERATIONAL

Operational risks relate to our ability to consistently deliver high quality services across remote camps, food services, facilities management, asset-based services, and distributed portfolios. Poor execution, supply disruptions, or equipment failure can affect service quality, safety, profitability, and client confidence. Environmental performance¹⁹, such as waste handling, chemical management, energy performance, and preparedness for climate-related events, is central to our operational risk profile and client expectations.

Controls include: business performance reviews, business improvement plans, emergency response and business continuity planning, standardized operating procedures, environmental management programs and technology-enabled service delivery.



FINANCE

Dexterra's financial performance may be affected by macroeconomic shifts, inflation, revenue concentration, credit exposure, and commodity cycles, all of which could impact portfolio performance across business segments. Environmental and climate-related factors¹⁸, such as energy costs, food inflation, carbon-related cost pressures, and supply chain availability, are incorporated into our financial risk analysis and sourcing strategy.

Controls include: revenue exposure monitoring, credit reviews, strategic sourcing, supplier diversification, disciplined capital deployment, and "no surprises" forecasting.



PEOPLE

Dexterra's operations depend on attracting and retaining skilled personnel across hospitality, FM, environmental services, asset-based services, trades, and corporate roles. Retention, engagement, labour relations, and leadership capability influence service quality and continuity. Social responsibility expectations, such as diversity, Indigenous inclusion, mental health, and workplace wellbeing, are integrated into our People risk management approach.

Controls include: Pathway to People strategy, workforce shaping, Employee Resource Groups (ERGs), strong HSE culture, succession and capability planning, and labour relations governance.



GROWTH STRATEGY

Meeting our long-term goals requires disciplined execution, effective market positioning, scalable operating models, and the ability to adapt to industry, technology, and client expectations. Strategic risks include competitive pressures, new sales performance, U.S. expansion, M&A integration, and technology adoption. Factors, such as climate transition, responsible procurement, emissions performance, and reconciliation, are increasingly linked to competitive differentiation and client qualification²⁰, and are core elements of our strategic planning.

¹⁴Enterprise risks are derived from a consolidated register of 36 risks reviewed annually by the Executive Leadership Team. ¹⁵Dexterra uses a quarterly risk attestation process to validate existing risk assessments and identify emerging risks across all business units. ¹⁶Dexterra does not maintain a standalone "sustainability risk" category; climate related, environmental, social, and procurement related risks are managed within existing ERM categories. ¹⁷Dexterra maintains nearly 80 formal Indigenous partnerships, including joint ventures, limited partnerships, and revenue sharing agreements that require ongoing governance oversight. ¹⁸Climate related risks and opportunities are evaluated in accordance with TCFD and SASB Standards, emerging Canadian Sustainability Disclosure Standards and client expectations. ¹⁹Many Dexterra client contracts include environmental performance obligations related to energy efficiency, waste diversion, and chemical management. ²⁰Client qualification increasingly requires evidence of environmental performance, emissions reduction plans, responsible procurement, and Indigenous engagement.

**MANAGING SUPPLY CHAIN RISKS IN 2025**

In 2025, Dexterra advanced its supply chain strategy by increasing domestic sourcing. These efforts support provincial economies and shorten logistical distances. Dexterra also mitigated exposure to policy-driven import cost adjustments and foreign exchange volatility by securing price-hold commitments, negotiating advance-notice terms, and identifying alternate sources.

**IT GOVERNANCE AND STRATEGIC ROADMAP**

Dexterra Group has established a multi-year IT roadmap designed to enhance user experience, strengthen core enterprise systems, and improve productivity, data integrity, and reporting capabilities. As our organization continues to grow, this roadmap supports scalable digital infrastructure and responsible modernization across our operations.

Key elements of the roadmap include aligning technology investments with business strategy, fostering a data driven culture, and expanding the capabilities of our IT organization to support operations more effectively. Priority initiatives underway include the implementation of Workforce Management/Human Capital Management (HCM/WFM) platforms, redevelopment of the PVC Connect work order management system, and development of a central data repository supported by emerging AI tools.

Risk Mitigation – Cyber Security Management

Cybersecurity remains a core component of our digital strategy. Throughout 2025, Dexterra advanced the modernization of threat monitoring systems, strengthened governance aligned with the NIST Cybersecurity Framework, and introduced a federated operating model to clarify roles and enhance accountability across IT Operations, Enterprise Development & Data, and IT Program Management. These improvements support safer, more resilient digital operations and help protect sensitive data, minimize business disruption risk, and uphold our commitments to clients, employees, and partners.

By deploying updated cybersecurity tools and strengthening internal protocols, Dexterra is building the foundation for a secure digital environment that can adapt to evolving threats. These efforts support broader digital transformation objectives while helping reduce energy use associated with physical data storage and legacy systems.

2025 Cyber Security Highlights

- 98% completion rate for employee baseline security awareness and four-level remediation training.
- Deployment of managed firewall and internet traffic monitoring through Security Operations Centres (SOCs), which identified nearly 30 million potential threat events in 2025.
- Introduction of Identity Detection and Response (IDR) capabilities, which flagged more than 6,500 identity related threats during the year.

Looking Ahead

Entering 2026, Dexterra's IT strategy will focus on establishing a unified data platform, applying AI to enhance data transformation and analytics, and improving reporting reliability. Planned investments include expanding AI and Copilot deployments, advancing threat detection capabilities, and further streamlining automation and system integration. Our innovation roadmap is rooted in secure, scalable, cloud first solutions and guided by principles of security by design, responsible AI adoption, and ongoing improvement.





STRATEGY

Dexterra’s strategy sets a clear aspiration: to build a North American support services champion that achieves sustainable, profitable growth, while delivering consistent value for clients, employees and shareholders.

Our purpose—**Service is Everything**—guides how we create long-term value for our clients, strengthen relationships, and support the communities where we work. It shapes the decisions we make every day and anchors the practices that build our future.

Strategic interconnected business objectives:

Client relationships - Strengthening long-term partnerships by delivering reliable, client-centric service, and continuously adapting to evolving needs.

Operational performance- Ensuring consistent, efficient, high quality service delivery across all business lines, supported by disciplined processes and strong execution.

Sustainable growth - Driving profitable expansion across Support Services and Asset-Based Services, including U.S. market development, IFM scale up, and capability-led M&A.

Organizational reputation - Building trust through safety performance, strong governance, Indigenous partnerships, environmental stewardship, and people-first culture.

Our Strategic Business Priorities position Dexterra to effectively navigate shifting economic conditions, changing client expectations, advances in technology, evolving workforce dynamics, and increasing expectations around climate and social responsibility:



Strengthen and Grow Client Relationships.



Achieve Consistent, High Quality Operational Performance.



Build Sustainable, Profitable Growth Across Core Markets.



Invest in People, Leadership, Culture, and Workforce Resilience.



Enhance Technology, Data, Cybersecurity, and Innovation Capabilities.



Advance Environmental Responsibility, Climate Readiness & Social Impact.





STRONGER ENVIRONMENT: A STRATEGY FOR SUSTAINABLE GROWTH

At Dexterra Group, we are committed to contributing to a more sustainable future by embedding environmental stewardship into our operations. As a diversified North American support services provider, we recognize the environmental responsibilities that come with managing facilities, remote operations, workforce accommodations, infrastructure assets, and complex supply chains.

Our commitments are focused on actions we can take to make the greatest impact: reducing emissions, minimizing resource use, strengthening climate resilience, and advancing responsible practices across our value chain. These focus areas guide our approach as we work to deliver services that protect the environment, support our clients' sustainability goals, and contribute to healthier communities.

Decarbonization Strategy

Establish staged decarbonization strategy to align with Canada's Net Zero Challenge and reporting requirements.

Reduction Strategy

Establish emissions reduction targets and long-term goals informed by the company's GHG emissions baseline.

Climate Scenario

Conduct climate scenario assessment to better understand physical and transition risks and opportunities.

GHG Management

Disclose GHG baseline results for scopes 1, 2 and 3 and ongoing performance.

Environmental Stewardship

Continue to support environmental initiatives that will reduce overall emissions.

Responsible Value Chain

Identify, measure, and prioritize material emissions within the value chain to support future reduction strategies.





OUR APPROACH TO CARBON REDUCTION

Our low carbon strategy applies a staged approach designed to support our long-term objectives. This structured pathway ensures that near-term operational improvements, mid-term equipment and fleet transitions, and long-term strategic investments work together to balance operational efficiency, disciplined capital allocation, and sustained emissions reductions. By progressing through these stages in a deliberate and sequenced manner, we can strengthen performance today, while advancing the foundational changes required to reach our carbon reduction goals.



2023

2026

2027

2030

2030

BEYOND

NEAR-TERM OPERATIONAL ENHANCEMENTS

2023–2026

During this period, we are focused on optimizing existing assets and operational practices to reduce direct fuel and energy use with limited capital investment. Key actions include increasing energy efficiency across operations and facilities, planning business unit reduction opportunities for fuel, energy, emissions, or other resources, enhancing the monitoring of fuel and energy consumption and making operational changes to reduce fossil fuel use. Together, these measures prioritize quick, practical reductions within our current operations.

MID-TERM FOCUS

2027–2030

With foundational efficiencies in place, we will begin exploring the economic feasibility of equipment upgrades and electrification to support emissions reduction while maintaining reliable service delivery. This could include transitioning portions of our fleet to electric or hybrid vehicles, replacing end-of-life equipment with energy efficient alternatives, incorporating renewable and lower carbon fuels where available, and retrofitting buildings and operational assets to improve overall energy performance. Throughout this stage in our decarbonization journey, we will be evaluating opportunities to leverage electrification and fuel switching to drive long term emissions reduction.

LONG-TERM STRATEGIC INVESTMENTS

2030 & BEYOND

Beyond 2030, our focus will shift to long-term solutions that enable sustained GHG reductions and continued alignment with our decarbonization objectives. This phase could include accelerating large scale fleet electrification, broadening the transition to renewable electricity across our operations, and investing in the infrastructure needed to support low carbon service delivery at scale. Together, these initiatives will accelerate our decarbonization strategy, while maintaining longterm resilience and reliable financial and operational performance.





CLIMATE RISK ASSESSMENT

At the end of 2025, we began our assessment of climate-related risks to help us comprehend how changing climate conditions could affect our operations, clients, and long-term performance. This assessment will give us clearer insight into physical and transition risks and opportunities that the Company may face. The work also supports stronger alignment of disclosures with emerging reporting standards, such as CSDS 2/TCFD, and strengthens the link between climate considerations, risk management, and strategic planning. These insights will help us to plan with greater confidence.

KEY INITIATIVES IN 2025

In 2025, Dexterra advanced several initiatives to better understand the environmental impacts of our operations in line with our Stronger Business and Stronger Environment commitments. Together, these initiatives support our efforts to make informed, evidence-based decisions and continue progressing toward more resilient, lower-impact operations:

- A fleet decarbonization workshop, delivered with Delphi and Mobility Futures Lab, helped us assess practical pathways to lower fleet-related emissions, including the role of electric vehicles in light-duty segments and the near-term use of renewable and low-carbon fuels where electrification is not yet feasible.
- Undertook deeper telematics and technology evaluations to improve the data informing future fleet decisions, including safety, operational performance, and total cost-of-ownership forecasting.
- Dexterra joined the Low Carbon Business Action Canada program to explore emerging low-carbon technologies and gain access to clean-tech innovators and environmental impact assessment support to help guide future potential pilot opportunities.
- Renewed our membership with the Canadian Business for Social Responsibility (CBSR), reinforcing our commitment to credible sustainability practices, peer learning, and cross-industry collaboration.

OUR GREENHOUSE GAS FOOTPRINT

In 2025, Dexterra Group continued to strengthen the maturity and reliability of our greenhouse gas (GHG) reporting by enhancing the systems, analytics, and operational practices that underpin our environmental performance.

We continued to work closely with our clients to support their energy and emission reduction goals. Building on the foundation established in prior reporting years, we focused on advancing our energy management systems across managed client sites, modernizing monitoring infrastructure, and increasing visibility into real-time consumption trends.

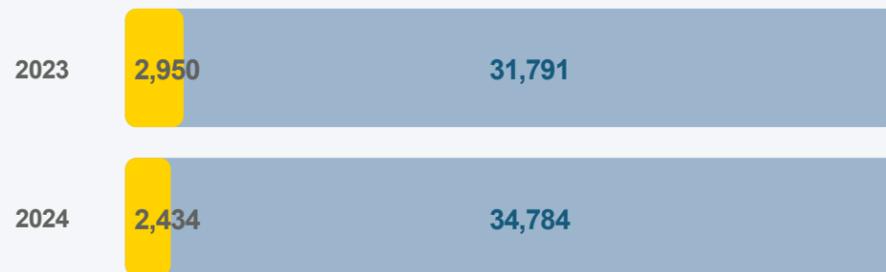
OUR GHG PERFORMANCE SCOPES 1 & 2

In 2025, we enlisted the expertise of a third party to assess our 2024 scope 1 and 2 emissions ²¹ using the Greenhouse Gas Protocol Standard. From 2023 to 2024, our GHG emissions intensity remained stable at approximately 37 tCO₂e per \$1 million of revenue. A reduction in Scope 2 intensity (reflecting lower electricity-related emissions) was offset by a modest increase in Scope 1 intensity driven by fuel use, resulting in no net change in total emissions intensity year over year. This flat intensity profile reinforces the importance of our staged decarbonization strategy.²²

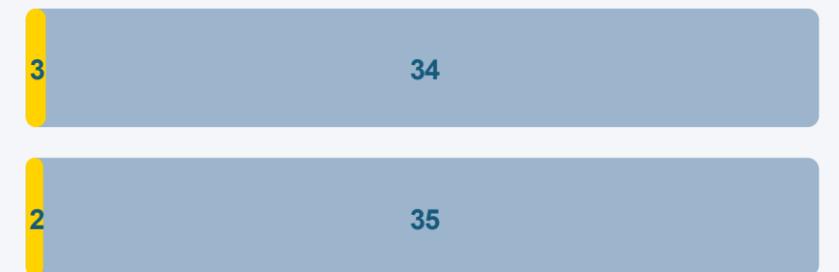
As a result of our business growth, our absolute Scope 1 and 2 emissions ²³ increased by 7.1% ²⁴ to 37,219 tCO₂e ²⁵. In 2025, we began the implementation of a carbon accounting solution to improve data governance and quality with respect to emissions reporting. The results of this effort will be disclosed in our 2026 Sustainability report.

As we move forward, we will continue strengthening the practical fuel and energy efficiency measures already underway across our sites. These efforts are essential to ensuring we stay aligned with our 2030 reduction commitments, while supporting reliable service for our clients and strong performance for our business.

ABOSLUTE GHG EMISSIONS (tCO₂e/millions CAD)



GHG INTENSITY (tCO₂e/millions CAD)



GHG EMISSIONS BY SOURCE



²¹Scope 1 & 2 emissions data was prepared with a third party but not audited. ²²Dexterra has achieved the "Committed" participant tier for Canada's Net Zero Challenge - 2030 - 20% reduction in Scopes 1 & 2 intensity. 2045 - 95% reduction in Scopes 1 & 2. You can read about our commitment [here](#). ²³Scope 1 and 2 emissions are based on fuel and electricity consumption reported through Dexterra Group's internal systems. ²⁴2024 Scope 1 increase is primarily driven by fuel combustion, including natural gas, propane, diesel, gasoline, and kerosene. ²⁵Scope emissions data for 2024 do not include CMI, Right Choice and PVC. The 2025 assessment will aim to include CMI, Right Choice and 40% of PVC.

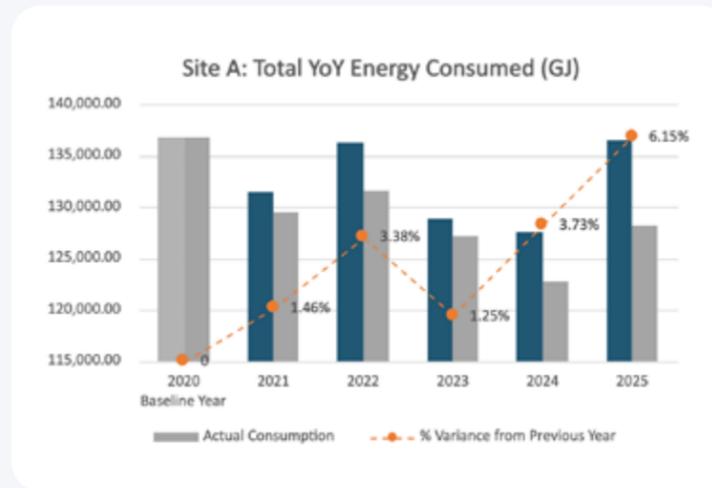


IMPACTFUL OPERATIONAL INITIATIVES IN 2025

In 2025, Dexterra Group advanced a series of targeted operational initiatives designed to strengthen environmental performance, enhance resource efficiency, and support safer, more sustainable service delivery across our diverse operations. These initiatives included: energy management at P3 sites, waste reduction in hospitality services, elimination of hazardous chemicals in asset-based operations, and improvements in resource use. By combining technical upgrades, circular solutions, and innovative operational practices, we continued to reduce our environmental footprint while enhancing client value, operational resilience, and long-term performance.

PERFORMANCE AT OUR P3²⁶ MANAGED SITES

In 2025, we advanced several environmental performance initiatives across key client sites. This involved revitalizing Energy Management Plans, modernizing monitoring networks, and completing an ASHRAE Level 2 audit at one of our major sites to identify additional efficiency opportunities. These actions strengthened alignment with the ISO 50001 Energy Management Systems Standard framework and enhanced day-to-day operational visibility through improved data analysis and weather adjusted forecasting tools to guide decisions.

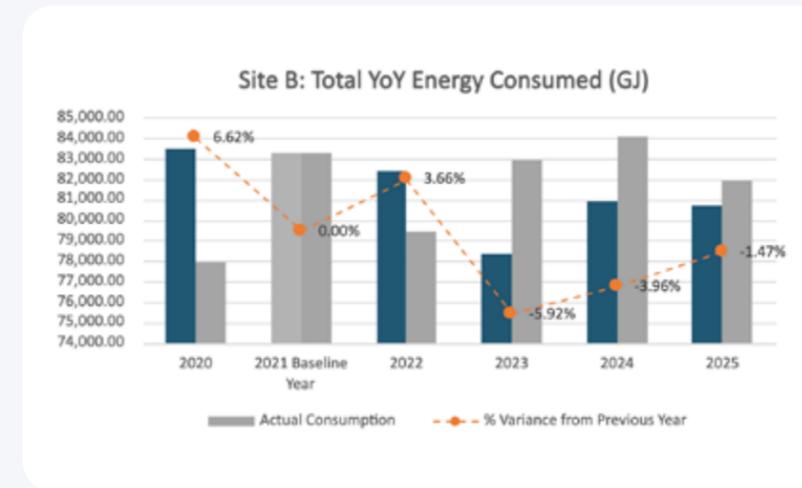


SITE A – GOVERNMENT COMPLEX (ONTARIO)

Site A continued to show strong, long-term efficiency gains from 2020 to 2025. With a weather-normalized baseline year in 2020, total energy use reduced by over 6% below the baseline, demonstrating that operational improvements are holding and increasing over time. Energy Use Intensity (EUI) for electricity has remained consistent over the last five years, while electricity consumption²⁸ has shown reductions from 2020 to 2025 due to ongoing LED upgrades and better building controls. Weather-normalized thermal EUI has shown an increase, while thermal energy use²⁹ has shown efficiency gains with a reduced profile from the 2020 baseline year to 2025.

On the aggregate values, including all energy streams when compared against a weather normalized model³⁰, the site performed 6% better than expected in 2025, reinforcing that efficiency initiatives are delivering measurable benefits. Aggregate EUI continues to improve against a weather-normalized baseline, confirming that Site A is making meaningful progress in reducing energy consumption and increasing operational performance.

²⁶ Public-Private Partnerships where Dexterra operates the entire site on behalf of our client. ²⁷ Electricity use improved from 52,481 GJ (2020) to ~49,450 GJ (2024–2025). ²⁸ Thermal use improved from 84,277 GJ (2020) to 73,329 GJ (2024), rising only in 2025 due to weather. ²⁹ Weather normalized model for 2025 predicted 136,600 GJ; actual performance was 8,395 GJ better (6.15%). ³⁰ Weather normalized variance improved from 5.92% (2023) and 3.96% (2024) above modelled expectations to 1.47% (2025).



SITE B – ACUTECARE HEALTHCARE FACILITY (NORTHERN CANADA)

Site B demonstrated steady improvements in energy performance over the reporting period, with 2021 serving as the most complete baseline for comparison. In 2025, the facility reduced the aggregate negative variance on the 2021 weather-normalized baseline, showing that operational efficiencies continue to course-correct for better efficiencies. The weather-normalized electrical EUI moved down slightly from the baseline year to the 2025 performance year and a similar slight downward pressure was observed in electricity consumption. The thermal weather-normalized EUI also dropped with a corresponding drop in thermal energy consumption.

Overall, the aggregate EUI has reduced from the baseline year to the performance year, which is reflected in lower actual consumption but is also coupled with operational tuning of the biomass boilers and the start of an Energy Efficiency Measures (EEM) implementation. Priority measures are targeted at the heating season building equipment and include optimization of heat recovery air systems and fine tuning of system temperatures set points.

Weather adjusted comparisons further indicate stronger operational control³¹. While the site used more energy than the weather normalized model predicted in 2023 and 2024, the gap narrowed considerably in 2025, reflecting more stable performance and the initial realization of energy savings through EEM implementation.

Overall, Site B's 2025 results show positive momentum toward long term energy management goals. Improved heating performance and stronger normalized outcomes demonstrate that efficiency measures are taking effect. Continued work on biomass optimization, propane reduction, and building level HVAC controls will further support future reductions in energy use and emissions.



REDUCING SINGLE-USE PACKAGING THROUGH REUSABLE CONTAINERS

In 2025, we advanced a key operational sustainability initiative by expanding the use of Friendlier reusable containers across several school and corporate dining programs. The initiative supports waste reduction, lowers carbon emissions, and enhances the guest experience through a convenient, closed-loop return system.

Challenge:

Dexterra recognized that its high-volume retail and institutional food service operations generated significant waste from single-use plastic and paper takeout containers. Schools and corporate clients were increasingly seeking more sustainable dining options, and requiring a solution that would:

- Reduce packaging waste and associated emissions.
- Support client waste reduction goals.
- Maintain or improve customer convenience.
- Be financially viable and simple to implement operationally.

Client return data also showed wide variation in container return rates, from as low as 0.33 at some sites to above 0.95 at high-engagement locations, which created cost and waste inconsistencies across accounts.

Solution:

To address this challenge, we partnered with Friendlier, a women-led, locally operated service provider, offering a turnkey reusable packaging program. The solution included:

- Reusable takeout containers distributed to Dexterra-operated dining locations.
- Integrated customer deposit–return model, using QR-coded containers and Interac e-transfers for refunds.
- Dedicated return bins and pickup schedules, with Friendlier managing all washing, sanitizing, and redistribution to sites.
- Consumer and frontline staff change management support, including signage, training, and communication materials.

- Data dashboards to track environmental impact, usage trends, and return rates.

This closed-loop model integrated seamlessly into the cafeteria workflow and removed the burden of dishwashing, sanitation, or disposal by our staff.

Impact:

The shift to reusable containers delivered measurable environmental and operational benefits across Dexterra’s portfolio. Based on 2025 cumulative data, the environmental outcomes of this initiative were:

- Containers reused: 243,709 units across participating sites.
- GHG emissions avoided: 35,732 kg CO₂e total (approx.).
- Plastic waste diverted: 12,336 kg of single-use plastics.
- Water saved: 1,721,611 L from single-use packaging production and reduced washing requirements.

These results align with Friendlier’s lifecycle analysis showing that switching from single-use paper or plastic saves 8.0 litres of water and avoids 0.168 kg CO₂e per container reused.

The operational outcomes of this partnership were clear:

- Significantly reduced reliance on single-use packaging for school and corporate cafeterias.
- Improved customer experience, with sites observing that many guests “choose Dexterra because the Friendlier program is offered” (from program feedback).
- Streamlined waste collection processes and reduced onsite disposal needs.
- Data-driven return rate reporting enabled better container forecasting and financial management.

Overall, the program demonstrated how operational partnerships and circular practices can reduce waste, cut emissions, and support sustainability priorities across our operated facilities. In 2026, our food services operations will continue expanding this program to additional client sites where the model can support operational and sustainability objectives.



ELIMINATING USE OF HAZARDOUS CHEMICALS

Dexterra eliminated the use of Varsol™ solvent at our mechanic shops, a solvent historically used for equipment cleaning and previously associated with flammability, irritation hazards, and aquatic toxicity.

Challenge:

Identify a cleaning method that reduces safety and environmental risks while maintaining or lowering operating costs.

Solution:

Implemented high-temperature pressure washing, providing equivalent cleaning quality without chemical use.

Impact:

The initiative achieved a 100% reduction in toxic chemical use and delivered an estimated \$3,500 reduction in annual operating costs, and more importantly eliminated the health, safety and environmental risks associated with handling and disposing of this hazardous solvent.



EFFORTS IN RESOURCE REDUCTION

Our asset-based services team continued to advance its resource reduction efforts in 2025. The team reduced waste sent to landfill by purchasing cleaning fluids in bulk and installing a central mixing station, which significantly lowered the number of plastic containers used across operations. A full transition to LED-based lighting was also completed, improving visibility for employees while reducing energy consumption.

Challenge:

Minimize waste, lower operational costs, and strengthen sustainable practices.

Solution:

By installing a central mixing station, the team was able to purchase fluids in bulk, reducing both the cost and number of plastic containers required. The LED lighting transition further improved energy efficiency and enhanced visibility and safety on site.

Impact:

Over a two-year period, we reduced the use of 4-litre jugs from 45 to fewer than 10. Additional benefits included lower energy consumption, reduced associated Scope 2 emissions at that site, and operational cost savings.

STRATEGIC SUPPLIER PARTNERSHIPS

Dexterra Group continued to strengthen the environmental and social performance of its supply chain by deepening partnerships with suppliers that demonstrate responsible environmental practices and data transparency. As emissions from our supply chain remain the largest share of our overall footprint, these relationships play an increasingly important role in reducing the embodied emissions of the goods and materials we purchase. Through collaborations with organizations such as Cascades PRO and Ice River Springs, we advanced the use of lower-carbon, recycled-content products, increased visibility into life cycle impacts, and identified practical opportunities to reduce waste and resource consumption across high-volume categories.

Cascades PRO

In 2025, Dexterra Group extended its partnership with Cascades PRO to lower the footprint of high-volume paper products used across our facilities management and remote operations. Cascades' products are made with 100% recycled fibres and are supported by third-party life cycle assessments (ISO 14040/44), making them a credible lever to reduce value chain impacts.

What changed in 2025:

- We expanded the range and volume of Cascades PRO bath tissue, paper hand towels and related SKUs across client sites. (2025 total cases: 85,785).
- Based on the Cascades 2025 Eco-calculator for Dexterra's purchases, the program is associated with an estimated 318,308 kg CO₂e kg reduction and 9,006 m³ of water saved, versus the North American industry average for comparable products.³¹

318,308 kg **9,006 m³**

CO₂e kg reduction

of water saved

Why This Matters for Our Emissions Profile

Purchased paper products have measurable life cycle impacts tied to fibre sourcing and manufacturing. By shifting to recycled-fibre products with verified Life Cycle Analysis performance, we reduce embodied emissions and water use in a high-volume category while maintaining service quality for clients. These outcomes support our strategy to lower the carbon intensity of goods we buy.

³¹Reduction amounts for 2025 based on approximately 66,000 cases due to the fact that any product with volumes less than 1,000 cases does not get included in the calculations as there is no significant impact from it. All reductions stated have been calculated using Cascades eco-calculator (Groupe AGÉCO LCA, 2023).

³²Data acquired from Dexterra Group's ERM system for the 2025 fiscal year.

³³All reductions shown below are based on Ice River Springs' calculator "Supplier Model" assumptions and estimates, and should be interpreted as supplier estimated avoided impacts, not Dexterra calculated inventory values.



COMPOSTABLE CONSUMABLES

In 2025, Dexterra's food services operations advanced its transition toward more compostable consumables, achieving measurable reductions in waste and increase in the use of disposables across its operations. Total disposables usage decreased by 8%, driven by a 12% reduction in non-compostable materials, while compostable products increased to 26% of all usage, up from 24% in 2024³². These shifts reflect strong progress in reducing landfill-bound waste and expanding the use of lower-impact alternatives.

Across key product categories, compostable options continued to replace conventional materials at scale. Compostable drinkware increased from 33% to 75% of category usage, supported by a 64% decrease in non-compostable drinkware and a 119% increase in compostable units. Similar gains were seen in compostable paper dinnerware, which rose from 49% to 57% of the category, and compostable containers, which grew from 43% to 62%. These improvements demonstrate clear movement toward more circular purchasing and reduced emissions associated with purchased goods and services.



STRENGTHENING LOCAL SOURCING

In 2025, Dexterra strengthened its emissions reduction performance by transitioning more than 100,000 kg of kraft paper towel rolls and 40,000 kg of kraft dinner napkins from a U.S. supplier to a Canadian manufacturer. This change is expected to reduce transportation distances for these high-volume products, which may help lower the associated logistics-related emissions. The Canadian sourced items also contain high recycled-fibre content and are produced using environmental practices identified by the manufacturer. While further measurement will be required to quantify the specific emissions and resource impacts, this sourcing change supports Dexterra's broader effort to increase the sustainability profile of frequently used consumables and continue advancing localized, lower-impact procurement where operationally feasible.



Dexterra Group continued its long-standing partnership with Ice River Springs in 2025, building on the progress first reported in 2023 when we introduced recycled-content bottled water products

into our operations. Ice River Springs remains a critical supplier in helping lower the environmental footprint of a high-volume consumable category, as its bottles are made from 100% post-consumer recycled PET (rPET) and are produced through a closed loop recycling system. Representing a significant reduction in embodied emissions, Ice River's sustainability model estimates 78% emissions savings when using rPET bottles instead of conventional virgin PET.

How the Partnership Grew in 2025

In 2025, Dexterra increased its total purchase volume of Ice River Springs products by 2.02%, rising from approximately 4.06 million litres in 2024 to 4.14 million litres in 2025.

This increase reflects both the expansion of client sites using recycled-content bottled water and stronger integration of Ice River Springs into our supply chain planning.

Environmental Impact (Supplier Modelled)

Because Ice River's emissions savings model is tied directly to litres purchased, increased volume translates to greater avoided emissions relative to a virgin PET scenario. Applying this savings factor to Dexterra's 2025 volume of 4.14 million litres yields the following impacts³³:

736,906 kWh **45,740 kg CO₂**
of energy conserved of emission avoided

476,116 L **40,119 kg**
of water saved of waste diverted

These estimated reductions highlight the value of transitioning high-volume, single-use products to recycled-content alternatives, particularly where the supplier operates a full closed loop manufacturing and recycling system.

Impact to Our Emissions Strategy

While the emissions reductions shown above reflect supplier-provided modelling data, rather than Dexterra's formal emissions accounting, the Ice River Springs partnership supports several core elements of our emissions reduction strategy:

- Lower carbon materials: rPET has a smaller embodied carbon footprint than virgin PET.
- Circularity in practice: Ice River's closed loop system keeps plastic in circulation and out of landfills, and reduces reliance on virgin resin.
- Supply chain alignment: Increased purchasing volumes help displace higher emission products in our consumables category.
- Consistency with client expectations: Many clients increasingly request recycled-content solutions for front-of-house and retail operations.

LOOKING AHEAD

As Dexterra strengthens its sustainable procurement practices, Ice River Springs remains a strong example of how supplier partnerships can support the gradual decarbonization of purchased goods and services. In 2026, we will work with Ice River Springs to expand reporting transparency, improve emissions factor data for bottled water categories, and evaluate opportunities to increase rPET across additional business units.



STRONGER COMMUNITIES

At Dexterra Group, our Stronger Communities pillar reflects a holistic and people-centred view of what it means to create lasting impact, one that extends across health and safety, Indigenous engagement, employee culture, and community partnership. This pillar brings together the programs and practices that support our people, strengthen relationships, and contribute to the wellbeing of the communities where we live and work. In bringing these elements together, we continue to build an organization where people feel supported, included, and equipped to contribute, and where our collective actions help create healthier, more resilient communities where we live and work.

Employee Engagement

Increase employee-focused initiatives that promote participation, inclusion, and social impact.

Indigenous Relations

Build and deepen partnerships with Indigenous communities.

Culture

Continue to embed diversity, inclusion and belonging within the Dexterra culture.

Social Impact

Increase community investment, with a commitment to grow annual giving.

Community Engagement

Maintain and strengthen leadership in community engagement across operating regions.





BUILDING A SAFER, HEALTHIER, AND RESILIENT WORKPLACE

Throughout 2025, Dexterra Group continued to focus on health, safety, and environmental management across its operations. Teams emphasized proactive risk identification, continuous improvement, and open communication to support employee participation in workplace safety. Our 2025 performance reflects an organization working to identify and manage health, safety, environmental, and food hygiene risks. Investments in training, technology, and employee engagement supports continue to strengthen HSE practices.

PERFORMANCE HIGHLIGHTS

- **Total Recordable Incident Rate (TRIR):**
Dexterra Group's TRIR continues to improve year after year, decreasing by 10% from 2024 to 2025. This positive trend was achieved across all business units, with TRIR consistently outperforming annual targets: 0.80 (2024) and 0.70 (2025).
- **Lost Time Incident Rate (LTIR):**
Dexterra's LTIR consistently outperforms industry benchmarks, with rates dropping from 0.27 in 2022 to just 0.09 in 2025.
- **Don't Walk By (DWB) Engagement:**
DWB submissions increased by 10% compared to 2024, ending the year at an average of 17 submissions per person. This increase coincided with expanded communication, leadership reinforcement, and improved access to reporting tools. DWB observations play a valuable role in supporting hazard recognition, positive safety interactions, and visibility into field-level risks.
- **Subcontractor Safety Performance**
In 2025, Dexterra reported an 83% reduction in recordable subcontractor injuries compared to the prior year. Contractor health and safety conformance is supported through ongoing oversight and the use of an electronic system to monitor contractor status across operations, helping communicate and reinforce safety expectations.

INCIDENT TRENDS AND KEY INITIATIVES

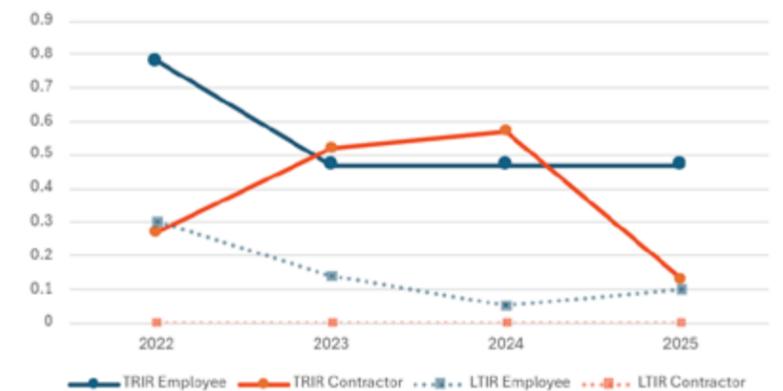
- **Medical Aid and First Aid Cases:**
In 2025, the Hands-On Safety initiative and focused hospitality training led to a 22% reduction in laceration injuries by Q3. Our Don't Walk By approach encouraged early hazard reporting and intervention, resulting in a 20% drop in first aid cases.
- **Motor Vehicle Incidents:**
In 2025, Dexterra reported a low number of motor vehicle incidents, with reportable³⁴ incidents increasing by 9% compared to 2024 and recordable incidents decreasing by 63%. Motor vehicle incidents were investigated and corrective actions identified through driver safety training, monitoring, and post-incident reviews that included senior leadership.
- **Environmental Incidents:**
In 2025, Dexterra recorded 19 minor environmental events and one reportable environmental incident. Environmental incidents are documented, managed, and reviewed to support shared learnings across teams. Ongoing recycling programs, conservation messaging, and employee engagement activities promote best practices and continuous improvement.

INDUSTRY BENCHMARKING: HOW WE COMPARE

Dexterra's safety performance compares favourably to sector benchmarks and a broad peer set. Our 2024 TRIR was 0.48 (2025 YTD: 0.44 ³⁵), well below U.S. industry rates for facilities support services, food services, janitorial services, and workers' compensation (2.3–3.4).

³⁵TRIR results includes subcontractor events. In 2025 there was one recordable injury involving a sub-contractor.

OUR MULTI-YEAR TREND REMAINS RESILIENT



WORKERS' COMPENSATION AT WORK!

Compared to 2024, there was a 14% rise in approved lost time cases, while healthcare-only claims declined resulting in an overall 6% decrease in the total number of claims. Diligent claims management, early intervention and additional modified work options were expanded, helping to reduce recovery times.



³⁴Dexterra Group defines recordable as anything over \$2,500 in repairs and reportable as all MVI incidents. ³⁵TRIR results includes subcontractor events. In 2025 there was one recordable injury involving a sub-contractor.



REGULATORY COMPLIANCE AND AUDITS

- **HSE External Agency Inspections:**
In 2025, Dexterra underwent 104 regulatory inspections across its operations, with the majority of visits focused on food safety. Most inspections resulted in minor observations, all of which were promptly addressed by operational teams.
- **Certificate of Recognition Audits:**
Dexterra's dedication to continuous improvement was further validated through rigorous Certificate of Recognition (COR) audits in multiple provinces. Of note, in Q2, the Alberta COR Internal Audit resulted in an impressive 97% score, with perfect marks in hazard control and inspections. In Q3, WorkSafeBC's Initiated Verification Audit (WIVA) yielded a 94% score, highlighting robust management commitment and strong employee training programs. These results reflect Dexterra's focus on good governance and operational excellence.
- **Emergency Preparedness:**
Throughout 2025, Dexterra conducted 183³⁶ tabletop exercises with executive and operations teams to test emergency response, communication, and regulatory reporting processes for various scenarios, including serious injuries and cyber incidents. Insights from these exercises informed updates to emergency procedures, improved coordination between executive and site teams, and increased awareness of psychological support considerations. Lessons learned from these exercises were shared within the organization to support ongoing refinement of emergency preparedness practices globally.



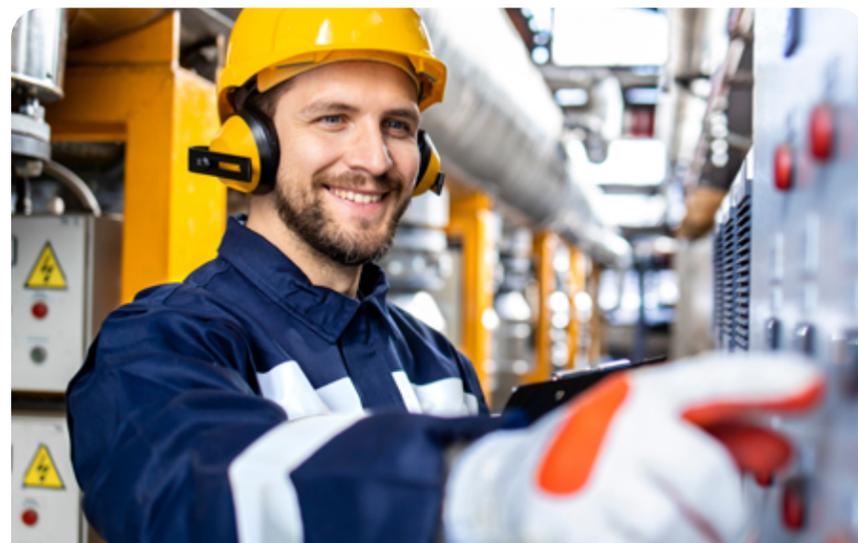
EMPLOYEE ENGAGEMENT AND PARTICIPATION:

Employee engagement remains central to our HSE performance. Initiatives such as Don't Walk By Week, Steps for Life fundraising, and targeted training modules have driven record participation and enhanced awareness. In 2025, Dexterra saw an increase in involvement across all levels, with employees actively contributing to hazard identification, safety observations, and peer recognition programs. The number of Don't Walk Bys increased to over 11,000 in 2025.

In 2025, Dexterra continued to invest in employee training to support role clarity, regulatory awareness, and consistent operational practices. Training initiatives focused on management capability, environmental compliance, and incorporating operational feedback to strengthen learning resources across the organization. Here are some of our 2025 training highlights:

- The Accelerated Talent Program for new managers was expanded to include all group functions, providing clarity on management responsibilities and cross-functional expectations.
- An Environmental Essentials course was developed in partnership with an external environmental consultant, covering regulatory requirements and practical application relevant to operations.
- Twenty-two training modules were added to the learning management system in response to operational feedback, supporting access to role-specific and HSE-related training.

These efforts have fostered a culture of shared responsibility, where continuous learning and open communication empower everyone to contribute to a safer work environment.



INSTITUTE FOR WORK & HEALTH RESEARCH PROJECT

Dexterra participated in a two year research initiative with the Institute for Work & Health (IWH) to help identify practical, evidence based approaches for reducing language related barriers in the workplace. The study focused on the challenges employers, managers, and small business owners face when recruiting, onboarding, and communicating with immigrant workers, recognizing that language barriers can undermine workplace safety. Through collaboration with industry peers and stakeholders, Dexterra helped identify system-level gaps and develop actionable insights to help organizations strengthen both the physical and psychological safety of immigrant workers. Dexterra's National Manager, Facilities Management, served on the project committee throughout the research period.

Read the full resource here: [Immigrant workers and language diversity at work: What can employers do to keep workers safe?](#)

SAFETY INNOVATION AWARD AT TORONTO PEARSON

Dexterra was recognized by Toronto Pearson's Eye on Safety Recognition Program with the Safety Innovation Award for our SDS (Safety Data Sheet) initiative. The program, hosted by the Greater Toronto Airports Authority, highlights organizations demonstrating leadership in health, safety, and security. Dexterra's QR-enabled, centralized SDS system improves access to chemical safety information, strengthens hazard communication, and supports our proactive safety culture. This recognition reflects the collaboration of our HSE, operations, and frontline teams in advancing practical, safety focused innovation.

LOOKING AHEAD

Our focus for 2026 and beyond will be on sustaining low incident rates, strengthening employee and contractor engagement, working with our research partners, and driving further improvements in risk management and environmental stewardship.

³⁶This represents a 55% increase from 2024.



CREATING VALUE FOR PEOPLE AND COMMUNITIES

We believe that strong teams, resilient partnerships, and locally driven action are essential to creating long-term value for our employees and the communities where we work. The initiatives in this section, spanning leadership development, inclusion, Indigenous engagement, and community investment, are designed to strengthen wellbeing, expand opportunity, and support the social fabric across the regions where we operate.

OUR APPROACH TO INDIGENOUS ENGAGEMENT

- **Pillar 1 Economic Participation** – This pillar reflects our commitment to building long-term, mutually beneficial partnerships with First Nations, Inuit, and Métis communities. For Dexterra, economic participation means creating transparent business relationships, such as joint ventures, revenue-sharing agreements, and formal partnerships, that support community priorities and generate shared value through local opportunity and reinvestment.
- **Pillar 2 Meaningful Employment** – This pillar reflects our commitment to supporting Indigenous inclusion through accessible, culturally informed employment pathways. Dexterra works with partners to expand opportunities, provide skills development, and create supportive work environments that align with the unique strengths and aspirations of the communities we serve.
- **Pillar 3 Employee Education & Awareness** – Employee learning is essential to building respectful relationships. This pillar focuses on ensuring our teams understand the histories, cultures, and contemporary realities of Indigenous Peoples across Canada and the U.S. Through ongoing education, cultural awareness training, and knowledge-sharing with Indigenous partners and knowledge keepers, we strengthen cultural competency across the organization.

With our focused approach, Dexterra continues to embed inclusion, equity, and sustainability into our business practices and contribute to shared, enduring value.

PILLAR 1

ECONOMIC PARTICIPATION – OUR COMMITMENT IN ACTION

For more than a decade, Dexterra Group has worked alongside Indigenous communities to build relationships that are transparent, collaborative, and aligned with community priorities.

Our Indigenous Relations (IR) team plays a central role in this work. The team leads engagement efforts, ensures Indigenous perspectives are integrated into organizational decision-making, and advocates for community interests across the Company. Their leadership helps ensure that each partnership is tailored to local needs, grounded in shared values, and supported by strong governance practices.

The IR team also advances our reconciliation commitments by aligning organizational actions with the principles of respect, equity, and inclusion. They champion initiatives that promote Indigenous self-determination and capacity building, ensuring that our partnerships contribute to community-led growth and long-term economic resilience.

In 2025, we maintained nearly 80 active partnerships, including joint ventures, memorandums of understanding, limited partnerships, and revenue-sharing agreements that support community-driven economic development. During the year, we distributed over \$13.7 million in fees and revenues to our Indigenous partners, reflecting our continued focus on equitable value sharing.



Partnership in Action: Chi Mino Ozhitoowin and Horizon North–Waasigan Project

Established in December 2023, Horizon North’s partnership with Chi Mino Ozhitoowin supports the Waasigan Transmission Project through workforce accommodations and culturally informed services. In 2025, the partnership advanced local employment (74 Indigenous employees to date), Indigenous procurement, and skills development, strengthening meaningful community participation and economic resilience. Grounded in a commitment to economic reconciliation, the partnership generated revenues that enabled Chi Mino Ozhitoowin to distribute \$500,000 to each of its member communities, directly supporting Indigenous-identified priorities, reinforcing self-determination, and advancing economic development.

“This partnership reflects what is possible when shared priorities guide collaboration. Aligning Indigenous community needs with project delivery creates meaningful, long-term economic benefits. The partnership becomes a pathway for economic reconciliation and Indigenous-led community outcomes.”

- Peter Collins, CEO



First Year Reflection

In 2025, Cree Horizon, a majority Cree-owned joint venture between the Waswanipi Development Corporation and Horizon North, continued to strengthen its operations following its first major contract with the Gold Fields Windfall Project. The partnership blends Cree business leadership with Horizon North’s operational expertise to create sustainable economic opportunities and culturally grounded services.

Reflecting on the year, Tony Gull, CEO of the Waswanipi Development Corporation, noted:

“Our partnership with Horizon North is one that has, and will continue to, set the tone with our stakeholders and, more importantly, with our employees for our business services together. A great initiative and productive partnership built on trust and respect.”

Together, the partners are building a strong foundation for long-term growth and community-driven success.



PILLAR 2

MEANINGFUL EMPLOYMENT – PROGRESS ON INDIGENOUS RECRUITMENT

At Dexterra Group, Indigenous recruitment is a core part of our commitment to fostering meaningful, long-term partnerships with First Nations, Inuit, and Métis communities. Our programs emphasize practical skills development, safety culture, and on-the-job learning, helping Indigenous employees – who make up 13.75% of our overall remote services workforce – advance within our operations, while ensuring our teams and clients benefit from local knowledge, talent, and leadership. In 2025, we undertook two initiatives that shaped the impact of collaborative training and recruitment efforts across our remote and hospitality operations.



Upskilling Mentorship Program

Event:

2025 was a great year for our remote hospitality services team in gaining new business opportunities. Cree Horizon was looking to establish a smooth transition for new employees in their operations at a mining site in Northern Quebec.

Action:

Our team took on the initiative by setting up a mentorship program to support the employees in building new skills, promoting our safety culture, and advancing into new positions. With 60% of the workforce at the start of the mentorship program being Indigenous Cree, we took the opportunity to work with our First Nation partners to review, build, and implement a program that would continue for years to come. The program focuses on safety, technical skill, team building, quality, and customer service.

Impact:

After nine months into the program, we have seen nine promotions for Cree employees; several more in the program are looking to advance their careers to higher-skilled positions.



Kitikmeot Region Hospitality Training and Development

Event:

In October 2025, Kitikmeot Camp Solutions began detailed planning for a 21-day hospitality training program, including budgeting and program development.

Action:

In August 2025, with our client B2Gold, we looked at expanding our Inuit Beneficiary workforce toward growth and development. Leveraging our partnership with Kitikmeot Corporation and Kitikmeot Inuit Association, we committed to running the “Introduction to Hospitality” training program in October 2025. From Inuit communities Taloyoak, Kugaaruk, Cambridge Bay, Gjoa Haven, and Kugluktuk, we successfully onboarded six students into our day-to-day operations, training them for the hospitality sector.

Impact:

The program supported six Inuit Beneficiaries in attaining safety and technical skills in facility management and culinary operations. With pride each student obtained safety certifications in bear awareness, workplace violence and harassment, and basic food safe handling.

Looking Ahead to 2026

Our Indigenous Employment team will be expanding our reach to our First Nation, Inuit and Metis partners across Canada. By providing additional employment opportunities and training initiatives and promoting advancement within the industry, we aim to contribute to long-term economic development and reinforce our organization’s ongoing commitment to inclusion and engagement within our communities.

PILLAR 3

EMPLOYEE EDUCATION & AWARENESS – DEXTERRA’S IEEC

Established in 2021, the Indigenous Education & Engagement Committee (IEEC) serves as our dedicated employee resource group focused on strengthening cultural understanding across the organization. Guided by Dexterra’s Indigenous Reconciliation Policy, the IEEC leads a structured approach to learning, curating training, hosting knowledge-sharing sessions with Indigenous partners and knowledge keepers, and providing resources that deepen understanding of Indigenous histories, cultures, and contemporary experiences.

In 2025, the IEEC continued to expand its role as a catalyst for Indigenous learning and engagement, moving from awareness-based activities to more structured and consistent education across the organization.

Key initiatives included a fireside learning session with Indigenous knowledge keeper Deborah (Gopher) Green and a multipart National Day for Truth and Reconciliation learning series delivered with the National Centre for Truth and Reconciliation. The Committee also broadened access to cultural awareness training and expanded its resource library to support ongoing employee learning.

2025 IEEC Highlighted Events

- Red Dress Day and MMIWG2+ webinar with Deborah Green
- National Indigenous Languages Day education
- Indigenous History Month weekly podcast and book features
- National Indigenous Peoples Day – promoted local events across Canada
- National Day for Truth and Reconciliation – three-part learning series
- National Indigenous Veterans Day – shared historical profiles





OUR COMMITMENT TO TALENT, CULTURE, AND COMMUNITY

At Dexterra Group, our success is powered by our people. Established in 2020, our Pathway to People strategy is anchored in three pillars: Talent, Community & Culture, and Insight. In 2025, we continued to evolve our programming to better enable and equip leaders to foster an inclusive, high-performance culture across the organization.

A defining strength of Dexterra Group is the trust placed in local leadership to execute what matters most. As a result, our people and community initiatives reflect a deliberate balance between enterprise-level direction and grassroots action. Importantly, Pathway to People extends beyond the boundaries of our organization, supporting the communities in which we live and operate.



DEVELOPING OUR PEOPLE

Pathway to People is anchored in three lenses: business strategy, employee voice and data, and the external forces shaping our operating environment. The third lens continues to be informed by input from leaders across Dexterra Group.

In 2025, we launched the first phase of the Dexterra Leadership Program to develop high-potential leaders in key operational roles, including Account Directors and Lodge Managers. The program combines education, exposure, and on-the-job experience through a two-week, intensive module led by internal experts, supported by job shadowing, cross functional learning, and rotational opportunities.

We also expanded our Early Careers Talent Program, Campus to Careers, a structured initiative, offering onboarding, career coaching, networking, and professional development. Students contributed to meaningful projects across our organization, supported by one of our broadest national partnerships with postsecondary institutions to date.

These programs build on our enterprise-wide talent development approach, which includes a biannual talent review cycle³⁷ to assess bench strength, identify successors, and define development actions reviewed with the Executive Leadership Team.

POST-SECONDARY PARTNERSHIPS

Alongside Campus to Careers, Dexterra continued its partnerships with post-secondary institutions to support student success and expand access to work-integrated learning opportunities. These partnerships help build a future talent pipeline by providing students with practical experience across our operations and enabling leaders to engage emerging talent early in their careers. Strengthening these relationships also supports our Talent pillar by widening access to qualified candidates and contributing to long-term workforce planning.



Huron University Nation Builder Program

Dexterra Group is a founding partner of Huron University's Nation Builder Program, an enrichment initiative focused on developing Canada's future leaders. This collaboration supports our Talent pillar by strengthening our pipeline of emerging leaders and deepening our commitment to education and community investment.



University of Alberta Business Analytics Consulting

Dexterra also partners with the University of Alberta's Business Analytics Consulting program, engaging students from the project-based curriculum to work directly with our Continuous Improvement team. As part of this collaboration, students address real operational challenges, most recently analyzing quality data and developing a cost-of-quality dashboard to support decision-making within our Remote Hospitality Services Quality Program. Their work provides practical, applied experience while helping advance analytical capacity on projects that would otherwise require significant internal effort.



INVESTING IN EARLY CAREER TALENT

Our investment in early-career talent advanced significantly in 2025 with the launch of Campus to Careers, a structured program designed to support students entering the workforce. The program integrates onboarding, career coaching, networking, and professional development into each placement, giving students exposure to meaningful work and a realistic understanding of roles across the industry.

In its first year, Campus to Careers supported student internships across multiple functional and operational teams. Postplacement feedback indicated that all participants felt welcomed and included, reinforcing the program's focus on access, inclusion, and practical work experience.

To encourage connection beyond day-to-day work, summer co-op students in the Greater Toronto Area joined Dexterra's Chief Human Resources Officer for a conversation on career development, workplace experience, and the value of professional networks. Students were then connected through a dedicated communication channel to support collaboration and peer learning across departments.

LOOKING AHEAD

In 2026, we will continue to strengthen the Dexterra Leadership Program, including the introduction of specialized streams focused on sales leadership and people leadership excellence.

³⁷Dexterra Group's biannual talent review process includes participation from all business units and is aligned to the Company's talent management framework, which covers succession planning, leadership development, performance calibration, and identification of critical roles.

STRENGTHENING OUR CULTURE

Our culture is rooted in The Dexterra Difference, the behaviours and values that distinguish us and that are reinforced through daily actions across our operations. The Dexterra Difference was formally launched by our CEO at the 2025 Senior Leadership Forum with more than 40 senior leaders in attendance, and continues to be strengthened through local leadership actions, including recognition aligned with our core values of accountability, partnership, trust, and diversity.



INCLUSION AND BELONGING

At Dexterra, we view diversity, equity, and inclusion as essential to strong performance, trust, and long term impact. The values inform how we work together, how we serve clients, and how we contribute to the communities where we operate.

We focus on creating environments where people are valued for their skills, experience, and perspectives, and where barriers to participation are actively identified and reduced. Meaningful progress is supported by fostering belonging, psychological safety, and open dialogue. Employee voices remain central to this work, strengthening connection, understanding, and shared purpose across the organization.

These principles shape our inclusion efforts and underpin our employee resource groups, which support learning, engagement, and community impact across Dexterra.

Based on employee feedback, we introduced a multi-pronged recognition program in 2024:

- **Long Service Recognition** – Employees reaching service milestones³⁸ are recognized through a mobile app program called Guusto. In 2025, we celebrated more than 500 employee service milestones.
- **In-the-Moment Recognition** – Leaders provide real-time shoutouts to celebrate employee achievements that exemplify Dexterra’s core values.
- **CEO Excellence Awards** – These awards honour individuals and teams demonstrating exceptional dedication and leadership. Nominations undergo several rounds of review³⁹, and awardees are celebrated through our quarterly internal newsletter and at a formal ceremony during the Biannual Senior Leadership Forum. These inaugural awards became our most watched virtual event.

EMPLOYEE RESOURCE GROUPS: CONTRIBUTING TO SHARED IMPACT

Dexterra’s employee resource groups (ERGs) play a central role in fostering inclusion, connection, and continuous learning across the organization. Each ERG contributes to employee wellbeing and cultural strength through education, dialogue, and community impact initiatives.

[Learn more](#) about our Indigenous Education & Engagement Committee ERG and how it is a core priority for our Indigenous engagement activities.



Collaboration for Greater Learning

In 2025, Dexterra’s ERGs came together for a three-part Employee Empowerment program uniting IEEC, Women In Leadership Network (WILN), and the Mental Health & Wellness ERG. Co-sponsored sessions provided practical tools in lateral kindness, confidence building, and burnout prevention, combining reflection, neuroscience-informed exercises, and somatic practices. By breaking down silos and fostering cross-team engagement, the series strengthened inclusion, leadership, and wellbeing, creating a repeatable model for collaboration and embedding new skills and habits into the employee experience heading into 2026.

“What began as a potential single workshop evolved into a three-part Employee Empowerment Series... I was honoured to facilitate workshops on Lateral Kindness, Confidence Building, and Nervous System Regulation... It was inspiring to witness employees show up with such openness and curiosity. This is how true transformation is sustained.”

- Rachel Hunt, a member of the Chippewas of Nawash First Nation & Founder and CEO of Freedom School Co.



Advancing Leadership and Inclusion

WILN advanced gender inclusion through leadership visibility, capability building, and wellbeing support. In 2025, the network hosted high-impact sessions with Dexterra Board members, expanded wellbeing programming, and deepened leadership development through national coaching partnerships.

A notable initiative was the five-part Menopause and Perimenopause Education Series designed to support women navigating mid-career health transitions, an underrepresented workplace need. WILN’s work also contributed to Dexterra being named a “Women Lead Here” organization for the second consecutive year.

2025 WILN Highlighted Events

- Menopause and Perimenopause Education Series
- Fireside chats with Board members Tabatha Bull & Bill McFarland
- “Women Lead Here” recognition
- WXN Raw Courage Coaching Program participation
- WXN Top 100 Gala participation
- Sponsor of Forest Canada’s Inclusive Environment Panel
- Internal Speed Networking Event
- WXN Bold Convos participation (Toronto and Calgary)



Mental Health & Wellness ERG

Launched at the end of 2024, the Mental Health & Wellness ERG quickly became a cornerstone of Dexterra’s wellbeing culture. Beginning with Bell’s Let’s Talk Day, the ERG delivered inclusive programming across all offices, including wellness week activities, mindfulness sessions, peer-led discussions, and community engagement events.

The ERG also partnered with other groups to deliver empowerment workshops that focused on emotional regulation, resilience, and practical tools for workplace wellbeing.

2025 Mental Health & Wellness Highlighted Events

- Bell Let’s Talk Day activation
- Mental Health & Wellness Week (companywide) \
- Biweekly mental health resource sharing
- Volunteering and community-based wellness initiatives
- Cross ERG Empowerment workshops

³⁸The total milestone count includes service anniversaries recorded in Dexterra Group’s HR information system and celebrated through the internal recognition platform. ³⁹Nominations for the CEO Excellence Awards are evaluated using a standardized scoring rubric that includes criteria for innovation, impact, leadership behaviours, and alignment to *The Dexterra Difference*.

THE EMPLOYEE VOICE

In 2024, we conducted our biannual Employee Experience Survey⁴⁰ to assess organizational strengths and identify opportunities for improvement.

Key Strengths:

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

Opportunities for Improvement:

- Enhancing recognition programs including Long Service Awards
- Strengthening leadership communication to inspire and motivate
- Ensuring individual contributions are recognized and valued

Each business developed action plans in response to these insights. These plans are treated as living documents, reviewed and updated throughout the year to guide meaningful change.

In 2025, we conducted pulse surveys⁴¹ to better understand employee experiences during periods of change. A hybrid work pulse survey identified the need for additional office equipment in some locations, while an employee experience pulse check showed strong satisfaction with the updated recognition programming and highlighted further opportunities for enhancement.

Employees also expressed a desire for greater visibility into company direction and strategy. In response, we launched a communication initiative to bring the CEO's voice directly to employees through quarterly leadership calls, the Senior Leadership Forum, written internal communications, and video updates.



Dexterra was certified as a Great Place to Work^{®42} for the second consecutive year, an achievement based entirely on anonymous employee feedback. This recognition reflects employee trust, engagement, and satisfaction, and reinforces the impact of our commitment to listening and responding to employee needs.

Looking Ahead

As we enter 2026, we will continue to build on this foundation by enhancing communication and recognition programming and expanding our programs into our U.S. operations. The next full Employee Experience Survey will launch, followed by updated action plans based on employee insights.



⁴⁰The Employee Experience Survey is conducted internally and is intended to be an anonymous survey. Survey scale and methodology remain consistent across cycles to support year over year comparison.

⁴¹Pulse surveys are short-format surveys delivered intermittently to assess sentiment related to specific operational or organizational changes.

⁴²Great Place to Work[®] certification is awarded based solely on employee responses to the Trust Index[™] Survey, administered independently by GPTW Canada.

DEXTERRA STRENGTHENS COMMUNITIES

Our mission of building stronger communities guides how we invest, engage, and measure impact across the regions where we operate. Our approach focuses on initiatives that create meaningful, measurable outcomes and lasting value, informed by employee participation, community priorities, and the needs of our clients.

In 2025, Dexterra strengthened its approach to community investment⁴³ by moving to a clear, values-driven, structured strategy. Building on the foundation set in 2024, we sharpened our focus, improved governance, and deepened partnerships to deliver measurable, scalable impact aligned with our business priorities.



STRENGTHENING GOVERNANCE AND ACCOUNTABILITY

In 2025, we strengthened our governance approach to ensure greater transparency, consistency, and accountability across community investments. This included implementing new general ledger codes to improve financial tracking, establishing a formal Community Partner Framework to guide partner selection and alignment, and introducing a structured employee voting process for the Stronger Communities Drive to reinforce fairness and inclusivity in the selection process.

These changes help us better manage risks, such as inconsistent partner vetting, limited visibility into investment outcomes, and potential misalignment with our Stronger Communities commitments, while creating opportunities to scale impact through clearer expectations, improved traceability, and more strategic partner relationships. By also beginning to track digital engagements, we have started building baseline data that will improve our ability to measure reach, engagement, and long-term value.

⁴³Community investment totals reflect corporate donations, employee-led fundraising contributions, matched donations, and direct program support recorded under Dexterra Group's community investment GL codes. ⁴⁴Dexterra Group participates as a Corporate Partner under the Canadian Red Cross Disaster Response Alliance, which supports preparedness and response operations nationally. ⁴⁵Right to Food engagement activities reflect initiatives delivered through the Company's one-year partnership agreement and may vary based on local community needs and resource availability.

INCREASED IMPACT THROUGH NATIONAL PARTNERSHIPS

In 2025, Dexterra strengthened its Stronger Communities commitment by establishing two national partnerships grounded in a clear, evidence-based selection framework. Guided by our Partnership Selections Criteria, we prioritized organizations with a credible national presence, proven impact, and a clear community-centric focus. The Canadian Red Cross and Right to Food were both selected for their alignment with our employees' values, their strong track records of delivering measurable community outcomes, and their ability to engage teams meaningfully across Canada.

These partnerships also support our governance approach to community investment by emphasizing transparency, responsible engagement, and programs operating primarily within Canada. Together, they create a national foundation for our community strategy, complementing regional initiatives while enabling more consistent, scalable impact across the country.



Disaster Response Through Canadian Red Cross

Through our partnership with the Canadian Red Cross we became an active member of the [Disaster Response Alliance \(DRA\)](#)⁴⁴, which brings together leading Canadian corporations that recognize the importance of investing in disaster relief. This partnership allows the Red Cross to pre-position supplies and ensure systems and disaster teams are ready to respond across the country.

As a DRA Corporate Partner, Dexterra participates in structured engagement activities that enhance preparedness and awareness across our workforce. This includes access to Emergency Preparedness workshops, Be Ready sessions, and Missing Maps Mapathon events, which build practical skills and broaden understanding of the challenges communities face before, during, and after disasters.

In 2025, the DRA responded to several significant emergencies, including the state of emergency at Pimicikamak Cree Nation following a major power outage, and multiple wildfire events in Newfoundland, Saskatchewan, northern Ontario, and Manitoba. Dexterra employees contributed to the Red Cross Missing Maps Project by helping map 852 buildings across Newfoundland's Avalon Peninsula, data used by emergency responders to plan evacuations and improve response coordination.

These activities reflect a partnership model grounded in credible humanitarian practice, where Dexterra's role is to support response capacity and engage employees in evidence-based preparedness initiatives.



Advancing Dignified Food Access with Right to Food

Dexterra partnered with Right to Food⁴⁵ in 2025, a national organization advancing support programs focused on dignified food access, health equity, and community wellbeing. Under a one-year agreement, Dexterra has agreed to provide support to help strengthen food-secure community spaces and programs across Canada. As a Corporate Partner, Dexterra collaborates with Right to Food on opportunities that include volunteer engagement, support for community events, advocacy around equitable food systems, and co-learning related to reconciliation, antiracism, and inclusive food access practices.

In 2025, employees supported program delivery at the Alex Community Food Centre in Calgary, contributing to daily meal programs and community-focused activities led by Right to Food. These engagements connect Dexterra teams directly with community organizations delivering frontline food access programs, while ensuring that the expertise and leadership of Right to Food remains at the core of the work.

This partnership emphasizes shared learning, responsible engagement, and support for organizations with established credibility in food security, exemplifying Right to Food's leadership in delivering community outcomes.

LOOKING AHEAD

Beginning in 2026, Dexterra Group will invest 1% of net income back into the communities it serves, reinforcing long-term commitment to community impact. As the business grows, community investment will grow alongside it, strengthening programs like our national partnerships, Stronger Communities Drive and the work of DCI, dedicated to advancing opportunities for Indigenous youth across Canada.

DEXTERRA IN OUR COMMUNITIES

In 2025, Dexterra employees continued to demonstrate their deep commitment to community impact through hands-on participation, charitable giving, and local partnerships across Canada. From supporting families through the Stronger Communities Drive, to rallying behind national causes like Steps for Life, to preparing thousands of meals for students in Thunder Bay, our compassionate teams contributed time and energy to initiatives that strengthen the social fabric of the communities where we live and work. These efforts, spanning fundraising, volunteerism, client-aligned programs, and corporate-supported campaigns, reflect Dexterra's values in action and showcase how meaningful change is created when employees unite behind a shared purpose.



2025 Stronger Communities Drive

The Stronger Communities Drive is Dexterra's annual signature employee-led campaign that empowers employees to support causes meaningful to them. Since launching in 2021, the Drive has continued to grow, with 2025 marking its highest level of engagement.

2024 to 2025 Drive Updates

- Total nominations increased by 33%.
- Unique employee nominators increased by 50%.
- Introduced employee voting segment to include employee participation in final decision-making.
- Increased donation to selected organizations⁴⁶.
- Since 2021, Dexterra has donated \$138,000 to 101 community organizations across Canada.

In 2025, we also introduced the CEO's Pick Award to further recognize employee engagement and strengthen our commitment to community investment. After reviewing the employee-selected shortlist, our CEO selected Ronald McDonald House Charities Canada, resulting in an additional \$15,000 contribution to support its work.



Supporting Ronald McDonald House

Dexterra is honoured to be a corporate donor to Ronald McDonald House Canada, supporting its mission to keep families close to the care their children need by providing essential support and a welcoming place to stay. This mission resonates with our teams nationwide, reflected in dedicated support from our field teams, our Stronger Communities Drive, and recognition at the highest level through our inaugural CEO's Pick Award.



When Partnership Doubles Impact

In December 2025, Dexterra was honoured to partner with the YMCA of British Columbia for the Share the Joy campaign, aiming to raise \$25,000 to help eliminate financial barriers for those accessing YMCA services. This initiative enabled children, families, and individuals facing financial hardship to fully participate in the YMCA's enriching programs and services. Dexterra matched donations dollar-for-dollar, up to \$10,000, effectively doubling the impact of every contribution and helping the campaign raise a total of \$69,939.65! Together, we demonstrated how meaningful impact is amplified when organizations unite behind a shared purpose.



Supporting Families through Steps for Life

For seven years, Dexterra employees have participated in Steps for Life, a national annual fundraising walk organized by Threads of Life to raise awareness and provide support to families affected by workplace fatalities, life-altering injuries, or occupational diseases. The event brings together individuals and organizations across Canada to promote workplace safety and show solidarity with those impacted.

In 2025, 18 Dexterra teams took part in Steps for Life walks in communities across Canada. Employees' participation reflects our ongoing commitment to safety, our support for families affected by workplace tragedies, and the role our people play in contributing to stronger, more resilient communities.



Student Meal Partnership

Dexterra's Remote and Hospitality Services team continued its support for student nutrition in Thunder Bay through an ongoing partnership with the Roots Community Food Centre, a valued client and member of Dexterra's national partner, Right to Food. Now in its third year, the initiative provides holiday meals to local high school students.

Since the program launched in 2023, teams have prepared and delivered more than 3,800 free turkey dinners, with participation and output growing by 60% over three years. This continued collaboration demonstrates the role our employees play in supporting community-identified needs through practical initiatives.

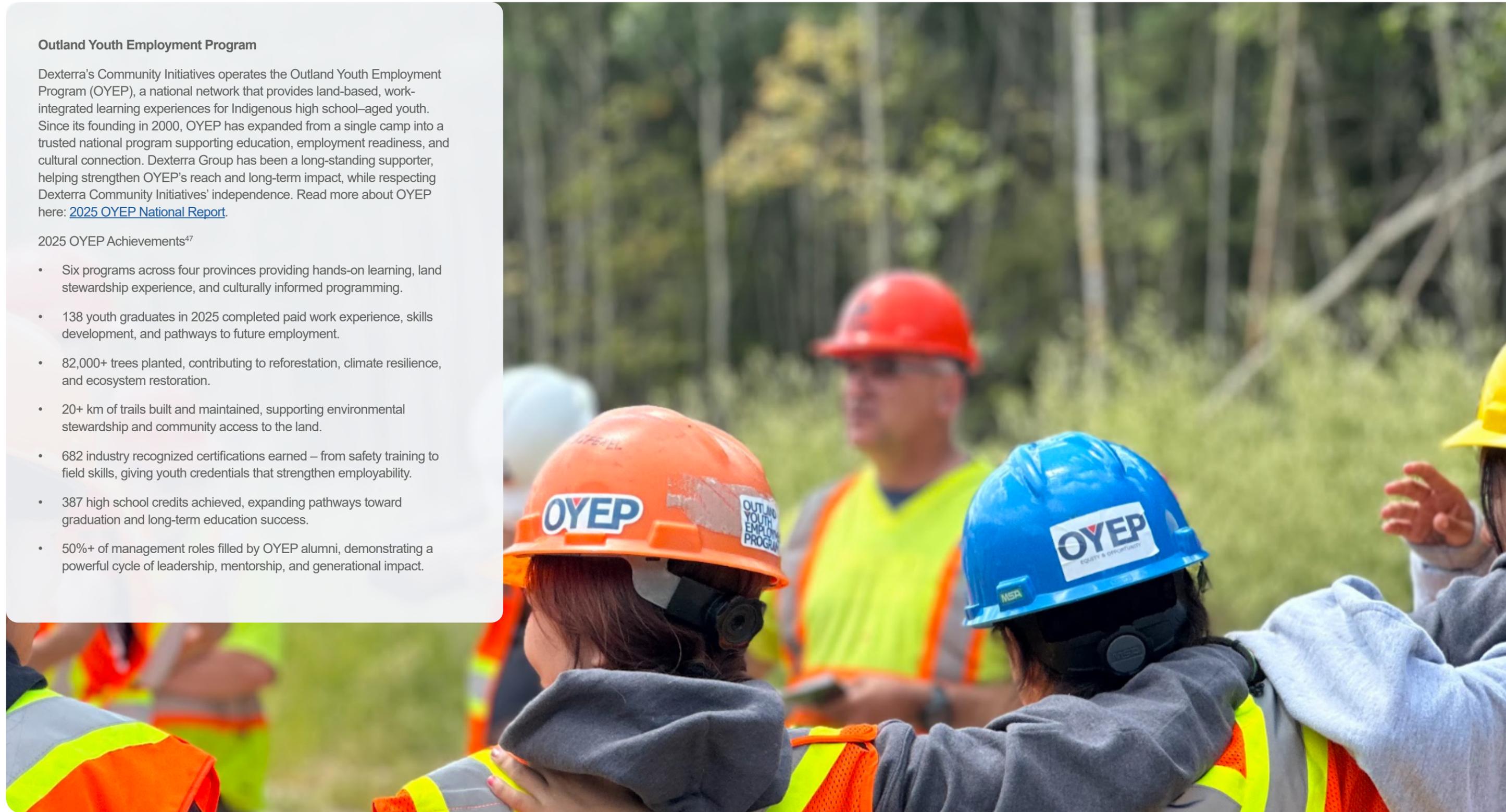
⁴⁶Organizations nominated through the Stronger Communities Drive must be registered Canadian non-profit or charitable organizations.

Outland Youth Employment Program

Dexterra's Community Initiatives operates the Outland Youth Employment Program (OYEP), a national network that provides land-based, work-integrated learning experiences for Indigenous high school-aged youth. Since its founding in 2000, OYEP has expanded from a single camp into a trusted national program supporting education, employment readiness, and cultural connection. Dexterra Group has been a long-standing supporter, helping strengthen OYEP's reach and long-term impact, while respecting Dexterra Community Initiatives' independence. Read more about OYEP here: [2025 OYEP National Report](#).

2025 OYEP Achievements⁴⁷

- Six programs across four provinces providing hands-on learning, land stewardship experience, and culturally informed programming.
- 138 youth graduates in 2025 completed paid work experience, skills development, and pathways to future employment.
- 82,000+ trees planted, contributing to reforestation, climate resilience, and ecosystem restoration.
- 20+ km of trails built and maintained, supporting environmental stewardship and community access to the land.
- 682 industry recognized certifications earned – from safety training to field skills, giving youth credentials that strengthen employability.
- 387 high school credits achieved, expanding pathways toward graduation and long-term education success.
- 50%+ of management roles filled by OYEP alumni, demonstrating a powerful cycle of leadership, mentorship, and generational impact.



⁴⁷OYEP operational and impact figures (graduates, certifications, trees planted, trails built) are provided annually by Dexterra Community Initiatives based on program completion records.



APPENDIX 1 DATA TABLES STRONGER ENVIRONMENT

Greenhouse Gas (GHG) Emissions⁽¹⁾

Total GHG Emissions (metric tonnes of CO ₂ -e) ⁽²⁾⁽³⁾⁽⁴⁾	GRI Index	FY24	FY23
Scope 1	305-1	34,784	31,791
Scope 2 - Location-based	305-2	2,434	2,950
GHG Emissions Intensity (metric tonnes of CO ₂ -e per \$million revenue CAD) ⁽⁵⁾	GRI Index	FY24	FY23
Scope 1	305-4	35	34
Scope 2	305-4	2.4	3.2

(1) 2025 emissions are being assessed and will be included in the 2026 Sustainability Report
 (2) Scope 1 and 2 GHG emissions were calculated and reported in accordance with the GHG Protocol Corporate Standard.
 (3) Between FY23 and FY24, Dexterra divested its Modular Solutions (NRB) business unit. GHG emissions attributed to NRB are included in this workbook under FY23, but are not included in FY24
 (4) Scope 1 and 2 emissions are based on Dexterra's Canadian operations only
 (5) Revenues as stated in the Annual Information Form of each respective fiscal year.

Energy Metrics

P3-managed Properties ⁽¹⁾	GRI Index	FY25	FY24	FY23
Energy Consumption (GJ) - Site A ⁽²⁾	302-1	136,601	127,538	128,856
Energy Consumption (GJ) - Site B ⁽³⁾	302-1	80,738	80,904	78,324

(1) Energy metrics are inclusive for two of Dexterra's public-private-partnership (P3)-managed properties.
 (2) Site A is a state-of-the-art, secure, multi-departmental government complex in Ontario.
 (3) Site B is a regional, acute-care healthcare facility in Northern Canada.

Spills & Effluent

Reportable Incidents ⁽¹⁾	GRI Index	FY25	FY24	FY23
Release to Land Incidents	306-3	18	23	17
Release to Water Incidents	306-3	0	4	2
Release to Air Incidents	306-3	1	4	3
Damage to Species	306-3	2	7	3

(1) Reported as total number of incidents.



APPENDIX 1 DATA TABLES STRONGER COMMUNITY

Workforce Diversity

Percentage of employees self-identified as ⁽¹⁾	GRI Index	FY25	FY24	FY23
Total permanent employees who self-identified	405-1	86.0%	81.0%	54.0%
Women	405-1	49.9%	50.4%	48.0%
Indigenous Peoples	405-1	8.7%	3.7%	19.0%
Persons with Disabilities	405-1	4.5%	4.1%	5.0%
Racialized Persons	405-1	32.0%	36.9%	3.0%

(1) Workforce diversity data is collected through voluntary employee self-identification surveys.

Workforce Diversity New Hires

Percentage of employees self-identified as ⁽¹⁾	GRI Index	FY25	FY24	FY23
Total permanent new hire who self-identified		81.6%	81.9%	70.0%
Women		48.8%	46.0%	48.0%
Indigenous Peoples		14.1%	10.0%	19.0%
Persons with Disabilities		3.6%	3.0%	5.0%
Racialized Persons		31.4%	27.0%	3.0%

(1) Workforce diversity data for new hires is collected through voluntary employee self-identification surveys at the start of the hiring process.

Occupational Health & Safety

Safety Metrics	GRI Index	FY25	FY24	FY23
Total Recordable Incident Rate (TRIR) ⁽¹⁾	403-9	0.43	0.48	0.48
Total Fatalities	403-9	0.00	0.00	0.00
Don't Walk By Submissions ⁽²⁾	403-4	130,706	118,869	130,547
Safety Audits		FY25	FY24	FY23
Management Site Visits		583	1443	764
Workplace Inspections		461	3668	2588
Contractor Spot Checks		0	5	9
External Visits		102	77	104
Workplace Risk Assessments		29	38	29

(1) Values inclusive of Dexterra employees only.

(2) Don't Walk By is a Dexterra behaviour based health, safety & environment approach that encourages Dexterra employees and contractors to participate in improving workplace conditions through submitting suggestions for improvements, observations of hazardous conditions, and instances of positive interactions.

Community Involvement

Outland Youth Employment Program (OYEP) ⁽¹⁾	GRI Index	FY25	FY24	FY23
Program Graduates		138	120	156
Indigenous OYEP Employees in Management Role		52%	50%	55%
Trees Planted		82,060	118,080	78,500

(1) OYEP is a program led by Outland that provides training and employment opportunities to Indigenous youth. For detailed information and statistics, see the annual National Report published by OYEP through its website: <https://www.oyep.ca/>.



APPENDIX 1 DATA TABLES **STRONGER BUSINESS**

Responsible Supply Chain

Vendor Metrics	GRI Index	FY25	FY24	FY23
% spend with diverse suppliers ⁽²⁾	204-1	4%	6%	8.7%

(2) Diverse suppliers are self-identified and include businesses owned by: women, people of a visible minority, 2SLGBTQI+, and/or people with disabilities for our Canadian operations. Within our US based CMI operations diverse suppliers include those same categories for Canadian operations and additionally are businesses owned by: veterans, service-disabled veteran, and/or are: on the List of Qualified Small Disadvantaged Business Concerns, on the list of Qualified Small Businesses Concerns, HUBZone Small Business Concerns and joint ventures.

Indigenous Partnerships

Indigenous Partnerships	GRI Index	FY25	FY24	FY23
Partnership Investment	413-1	\$13.0 million	\$16.9 million	\$17.0 million
Indigenous Partnerships ⁽¹⁾	413-1	80	82	85

(1) Figure represent approximations



APPENDIX 2 GRI, UN SDG TABLES

UNIVERSAL STANDARDS

GRI 2: General Disclosures			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
2-1	Organizational details	See "About Dexterra Group" (pg 2) See "Forward-Looking Statement – Head Office" (pg 49)	
2-2	Entities included in the organization's sustainability reporting	See "About This Report" (pg 2) See "Consolidation of Information" (pg 2) See "2025 Annual Report - Independent auditor's report"	
2-3	Reporting period, frequency and contact point	See "About This Report" (pg 2) See "Forward-Looking Statement – Head Office" (pg 49)	112. Ensure sustainable consumption and production patterns
2-5	External assurance	See "About This Report" (pg 2)	
2-6	Activities, value chain and other business relationships	See "Built on Service" (pg 6) See "Unique Service Model" (pg 6) See "Strengthening Supply Chain Governance" (pg 13) See "Stakeholder Engagement" (pg 8)	12. Ensure sustainable consumption and production patterns
2-7	See Data Tables - Workforce Diversity (pg 36)		
2-9	Governance structure and composition	See "Governance" (pg 10)	16. Promote just, peaceful and inclusive societies
2-10	Nomination and selection of the highest governance body	See "Board of Directors Mandate"	5. Achieve gender equality and empower all women and girls 16. Promote just, peaceful and inclusive societies
2-11	Chair of the highest governance body	See "2025 Information Circular"	16. Promote just, peaceful and inclusive societies
2-12	Role of the highest governance body in overseeing the management of impacts	See "Governance" (pg 10) See "Strategy" (pg 16) See "Risk Management – Framing & Oversight" (pg 14) See "Board of Directors Mandate"	12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse 13. Take urgent action to combat climate change and its impacts 16. Promote just, peaceful and inclusive societies



APPENDIX 2 GRI, UN SDG TABLES

UNIVERSAL STANDARDS

GRI 2: General Disclosures			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
2-13	Delegation of responsibility for managing impacts	See "Governance" (pg 10) See "Management Systems: Strengthening Governance and Performance Excellence" (pg 11) See "Executive Ownership" (pg 14) See "Continuous Monitoring & Attestation" (pg 14) See "Position Description - CEO"	12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse 13. Take urgent action to combat climate change and its impacts 16. Promote just, peaceful and inclusive societies
2-14	Role of the highest governance body in sustainability reporting	See "Board of Directors Mandate"	16. Promote just, peaceful and inclusive societies
2-15	Conflicts of interest	See "Code of Business Conduct & Ethics"	16. Promote just, peaceful and inclusive societies
2-16	Communication of critical concerns	See "Code of Business Conduct & Ethics"	16. Promote just, peaceful and inclusive societies
2-19	Remuneration policies	See "Corporate Governance & Compensation Committee Charter"	10. Reduce inequality within and between countries
2-20	Process to determine remuneration	See "Corporate Governance & Compensation Committee Charter"	10. Reduce inequality within and between countries
2-22	Statement on sustainable development strategy	See "A Message From Our CEO" (pg 3)	12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse 13. Take urgent action to combat climate change and its impacts 16. Promote just, peaceful and inclusive societies
2-23	Policy commitments	See "Code of Business Conduct & Ethics" See "Standards and Frameworks" (pg 2) See "Strengthening Supply Chain Governance" (pg 13) See "Embedding Sustainability Expectations" (pg 13) See "Evolution of Dexterra Group - Indigenous Relations & Reconciliation Policy" (pg 5)	16. Promote just, peaceful and inclusive societies
2-24	Embedding policy commitments	See "Management Systems: Strengthening Governance and Performance Excellence" (pg 11)	8. Decent work and economic growth: protect labour rights and promote safe and secure working environments for all workers 10. Reduced inequalities: empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 16. Promote just, peaceful and inclusive societies



APPENDIX 2 GRI, UN SDG TABLES

UNIVERSAL STANDARDS

GRI 2: General Disclosures

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
2-25	Processes to remediate negative impacts	See “Management Systems: Strengthening Governance and Performance Excellence” (pg 11) See “Continuous Improvement—A Cornerstone Of Quality” (pg 12) See “ Code of Business Conduct & Ethics ”	8. Decent work and economic growth: protect labour rights and promote safe and secure working environments for all workers 10. Reduced inequalities: empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 16. Promote just, peaceful and inclusive societies
2-28	Membership associations	See “Industry Affiliations” (pg 3)	
2-29	Approach to stakeholder engagement	See “Stakeholder Engagement” (pg 8) See “Striving for Client Excellence” (pg 9) See “Pillar 1 Economic Participation - Our Commitment in Action” (pg 26)	1. End poverty in all its forms everywhere 6. Clean water and sanitation: reduce pollution, eliminate dumping and minimize release of hazardous chemicals and materials. 10. Reduce inequality within and between countries 12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse 16. Promote just, peaceful and inclusive societies 17. Revitalize the global partnership for sustainable development

GRI 3: Material Topics

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-1	Process to determine material topics	See “Materiality” (pg 7)	12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse
3-2	List of material topics	See “Materiality” (pg 7)	12. Ensure sustainable consumption and production patterns: substantially reduce waste generation through prevention, reduction, recycling and reuse



APPENDIX 2 GRI, UN SDG TABLES

STRONGER ENVIRONMENT

GRI 101: Biodiversity

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
101-1	Policies to halt and reverse biodiversity loss	See “Stronger Environment: A Strategy for Sustainable Growth” (pg 17)	6. Ensure access to water and sanitation for all 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
101-2	Management of biodiversity impacts	See “Strategic Supplier Partnerships” (pg 22)	6. Ensure access to water and sanitation for all 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

GRI 102: Climate Change

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
102-1	Transition plan for climate change mitigation	See “Stronger Environment: A Strategy For Sustainable Growth” (pg. 17-22)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
102-2	Climate change adaptation plan	See “Stronger Environment: A Strategy For Sustainable Growth” (pg. 17-22)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
102-4	GHG emissions reduction targets and progress	See “Our GHG Performance Scopes 1 & 2” (pg 19) Data Table — Greenhouse gas (GHG) Emissions (pg 34)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss



APPENDIX 2 GRI, UN SDG TABLES

STRONGER ENVIRONMENT

GRI 102: Climate Change			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
102-5	Scope 1 GHG emissions	See ""Our GHG Performance Scopes 1 & 2"" (pg 19) Data Table — Greenhouse gas (GHG) Emissions (pg 34)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
102-6	Scope 2 GHG emissions	See ""Our GHG Performance Scopes 1 & 2"" (pg 19) Data Table — Greenhouse gas (GHG) Emissions (pg 34)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
102-8	GHG emissions intensity	See ""Our GHG Performance Scopes 1 & 2"" (pg 19) Data Table — Greenhouse gas (GHG) Emissions (pg 34)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
102-9	GHG removals in the value chain	See ""Stronger Environment: A Strategy For Sustainable Growth"" (pg. 17-22)	3. Good health and well-being 12. Ensure sustainable consumption and production patterns 13. Take urgent action to combat climate change and its impacts 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss



APPENDIX 2 GRI, UN SDG TABLES

STRONGER ENVIRONMENT

GRI 302: Energy			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Stronger Environment: A Strategy For Sustainable Growth” (pg. 17-20)	7. Ensure access to affordable, reliable, sustainable and modern energy for all 8. Decent work and economic growth - support for developing countries
302-1	Energy consumption within the organization	See “Our Greenhouse Gas Footprint” (pg 19-20) See “Performance at our P3 Managed Sites” (pg 20) Data Table — Energy Metrics (pg 34)	7. Ensure access to affordable, reliable, sustainable and modern energy for all 8. Decent work and economic growth - support for developing countries
302-2	Energy consumption outside of the organization	Data Table —Greenhouse gas (GHG) Emissions (pg 34)	7. Ensure access to affordable, reliable, sustainable and modern energy for all 8. Decent work and economic growth - support for developing countries
302-4	Reduction of energy consumption	See Data Table — Energy Metrics (pg 34)	7. Ensure access to affordable, reliable, sustainable and modern energy for all 8. Decent work and economic growth - support for developing countries
GRI 306: Waste			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Impactful Operational Initiatives In 2025” (pg 20-21)	
306-1	Waste generation and significant waste-related impacts	See “Impactful Operational Initiatives In 2025” (pg 20-21)	6. Ensure access to water and sanitation for all 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
306-2	Management of significant waste-related impacts	See “Impactful Operational Initiatives In 2025” (pg 20-21)	6. Ensure access to water and sanitation for all 14. Conserve and sustainably use the oceans, seas and marine resources 15. Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss
306-4	Waste diverted from disposal	See “Impactful Operational Initiatives In 2025” (pg 20-21)	



APPENDIX 2 GRI, UN SDG TABLES

STRONGER ENVIRONMENT

GRI 308: Supplier Environmental Assessment

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governances” (pg 13)	
308-1	New suppliers that were screened using environmental criteria	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns
308-2	Negative environmental impacts in the supply chain and actions taken	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns



APPENDIX 2 GRI, UN SDG TABLES

STRONGER COMMUNITIES

GRI 401: Employment

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Creating Value For People And Communities” (pg 26-33)	
401-1	New employee hires and employee turnover	See Data Table — Workforce Diversity New Hires (pg 35)	8. Promote inclusive and sustainable economic growth, employment and decent work for all 1. End poverty in all its forms everywhere 10. Reduce inequality within and between countries

GRI 403: Occupational Health and Safety

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Management Systems: Strengthening Governance And Performance Excellence” (pg 11) See “Advancing HSE Reporting” (pg 12) See “Building A Safer, Healthier, And Resilient Workplace” (pg 24-25)	
403-1	Occupational health and safety management system	See “Management Systems: Strengthening Governance And Performance Excellence” (pg 11)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-2	Hazard identification, risk assessment, and incident investigation	See “Advancing HSE Reporting” (pg 12) See “Risk Management” (pg 14) See “Building A Safer, Healthier, And Resilient Workplace” (pg 24-25)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-3	Occupational health services	See “Management Systems: Strengthening Governance And Performance Excellence” (pg 11) See “Advancing HSE Reporting” (pg 12) See “Building A Safer, Healthier, And Resilient Workplace” (pg 24-25)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-4	Worker participation, consultation, and communication on occupational health and safety	See “Advancing HSE Reporting” (pg 12)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-5	Worker training on occupational health and safety	See “Employee Engagement And Participation” (pg 25)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-8	Workers covered by an occupational health and safety management system	See “Integrated Management System (IMS)” (pg 11)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies



APPENDIX 2 GRI, UN SDG TABLES

STRONGER COMMUNITIES

GRI 403: Occupational Health and Safety

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
403-9	Work-related injuries	See “Advancing HSE Reporting” (pg 12) See Data Table — Occupational Health & Safety (pg 35)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies
403-10	Work-related ill health	See “Advancing HSE Reporting” (pg 12) See Data Table — Occupational Health & Safety (pg 35)	3. Ensure healthy lives and promote well-being for all at all ages 8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies

GRI 404: Training and Education

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Building A Safer, Healthier, And Resilient Workplace” (pg 24-25) See “Creating Value For People And Communities” (pg 26-33)	
404-2	Programs for upgrading employee skills and transition assistance programs	See “Building A Safer, Healthier, And Resilient Workplace” (pg 24-25) See “Creating Value For People And Communities” (pg 26-33)	4. Promote quality education

GRI 405: Diversity and Equal Opportunity

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Creating Value For People And Communities” (pg 26-33)	
405-1	Diversity of governance bodies and employees	See Data Table — Workforce Diversity (pg 35)	5. Achieve gender equality and empower all women and girls 16. Promote just, peaceful and inclusive societies 10. Reduced inequalities: ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices”

405-2	Ratio of basic salary and remuneration of women to men	See 2025 Pay Transparency Report	5. Achieve gender equality and empower all women and girls 16. Promote just, peaceful and inclusive societies 10. Reduced inequalities: ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices”
-------	--	--	--



APPENDIX 2 GRI, UN SDG TABLES

STRONGER COMMUNITIES

GRI 408: Child Labor

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governance – Embedding Sustainability Expectations” (pg 13) Modern Slavery Report	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	See “Strengthening Supply Chain Governance – Embedding Sustainability Expectations” (pg 13) Modern Slavery Report	8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies

GRI 409: Forced or Compulsory Labor

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governance – Embedding Sustainability Expectations” (pg 13) Modern Slavery Report	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	See “Strengthening Supply Chain Governance – Embedding Sustainability Expectations” (pg 13) Modern Slavery Report	8. Promote inclusive and sustainable economic growth, employment and decent work for all 16. Promote just, peaceful and inclusive societies

GRI 413: Local Communities

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governance – Embedding Sustainability Expectations” (pg 13) Modern Slavery Report	

GRI 414: Supplier Social Assessment

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governance” (pg 13)	
414-1	New suppliers that were screened using social criteria	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns
414-2	Negative social impacts in the supply chain and actions taken	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns



APPENDIX 2 GRI, UN SDG TABLES

STRONGER COMMUNITIES

GRI 414: Supplier Social Assessment			
Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governances” (pg 13)	
414-1	New suppliers that were screened using social criteria	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns
414-2	Negative social impacts in the supply chain and actions taken	See “Strengthening Supply Chain Governance — Embedding Sustainability Expectations” (pg 13)	12. Ensure sustainable consumption and production patterns



APPENDIX 2 GRI, UN SDG TABLES

STRONGER BUSINESS

GRI 201: Economic Performance

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Creating Value For People And Communities” (pg 26-33)	
201-1	Direct economic value generated and distributed	See “Built on Service – Stronger Business” (pg 6)	8. Decent work and economic growth - support for developing countries 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
201-2	Financial implications and other risks and opportunities due to climate change	See “Stronger Environment: A Strategy for Sustainable Growth” (pg 17-22) See “Risk Management” (pg 14)	13. Take urgent action to combat climate change and its impacts

GRI 204: Procurement Practices

Disclosure Number	GRI Disclosure Title	Response	UN SDG Alignment
3-3	Management of material topics	See “Strengthening Supply Chain Governance” (pg 13)	
204-1	Proportion of spending on local suppliers	See Data Table — Responsible Supply Chain (pg 36)	8. Decent work and economic growth - support for developing countries 9. Build resilient infrastructure, promote sustainable 12. Ensure sustainable consumption and production patterns



For more information, please visit our website or contact:

info@dexterra.com

Head Office

5925 Airport Road, Suite 1000,
Mississauga, Ontario L4V 1W1

Stock Exchange Listing

Toronto Stock Exchange
Symbol: DXT

Website

dexterra.com

FORWARD-LOOKING STATEMENT

Certain statements contained in this report constitute forward-looking statements or information under applicable securities law (collectively, "forward-looking information"). Forward-looking information may relate to Dexterra Group's future outlook and anticipated events, business, operations, financial performance, financial condition or results, and, in some cases, can be identified by terminology such as "continue"; "forecast"; "may"; "will"; "project"; "could"; "should"; "expect"; "plan"; "anticipate"; "believe"; "outlook"; "target"; "intend"; "estimate"; "predict"; "might"; "potential"; "continue"; "foresee"; "ensure"; or other similar expressions concerning matters that are not historical facts. In particular in this report, statements regarding Dexterra Group's future operating results and economic performance, its Sustainability and ESG goals and initiatives, and the anticipated outcomes/benefits on the Company, its various stakeholders, and the communities it operates in are forward-looking statements. These statements are based on certain factors and assumptions, including expected growth, market recovery, results of operations, performance, and business prospects and opportunities regarding Dexterra Group, which it believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to Dexterra Group, they may prove to be incorrect. Forward-looking information is also subject to certain known and unknown risks, uncertainties, and other factors that could cause Dexterra Group's actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking information, including, but not limited to: the ability to retain clients, renew existing contracts, and obtain new business; an outbreak of contagious disease that could disrupt its business; the highly competitive nature of the industries in which Dexterra Group operates; reliance on suppliers and subcontractors; cost inflation; volatility of industry conditions could impact demand for its services; a reduction in the availability of credit could reduce demand for Dexterra Group's products and services; Dexterra Group's significant shareholder may substantially influence its direction and operations and its interests may not align with other shareholders; its significant shareholder's 49% ownership interest may impact the liquidity of the common shares; cash flow may not be sufficient to fund its ongoing activities at all times; loss of key personnel; the failure to receive or renew permits or security clearances; significant legal proceedings or regulatory proceedings/changes; environmental damage and liability is an operating risk in the industries in which Dexterra Group operates; climate changes could increase Dexterra Group's operating costs and reduce demand for its services; liabilities for failure to comply with public procurement laws and regulations; any deterioration in safety performance could result in a decline in the demand for its products and services; failure to realize anticipated benefits of acquisitions and dispositions; inability to develop and maintain relationships with Indigenous communities; the seasonality of Dexterra Group's business; inability to restore or replace critical capacity in a timely manner; reputational, competitive and financial risk related to cyberattacks and breaches; failure to effectively identify and manage disruptive technology; economic downturns can reduce demand for Dexterra Group'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 22 of our audited financial statements contained in our most recent Annual Report filed with securities regulatory authorities in Canada and available on SEDAR at sedar.com.

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