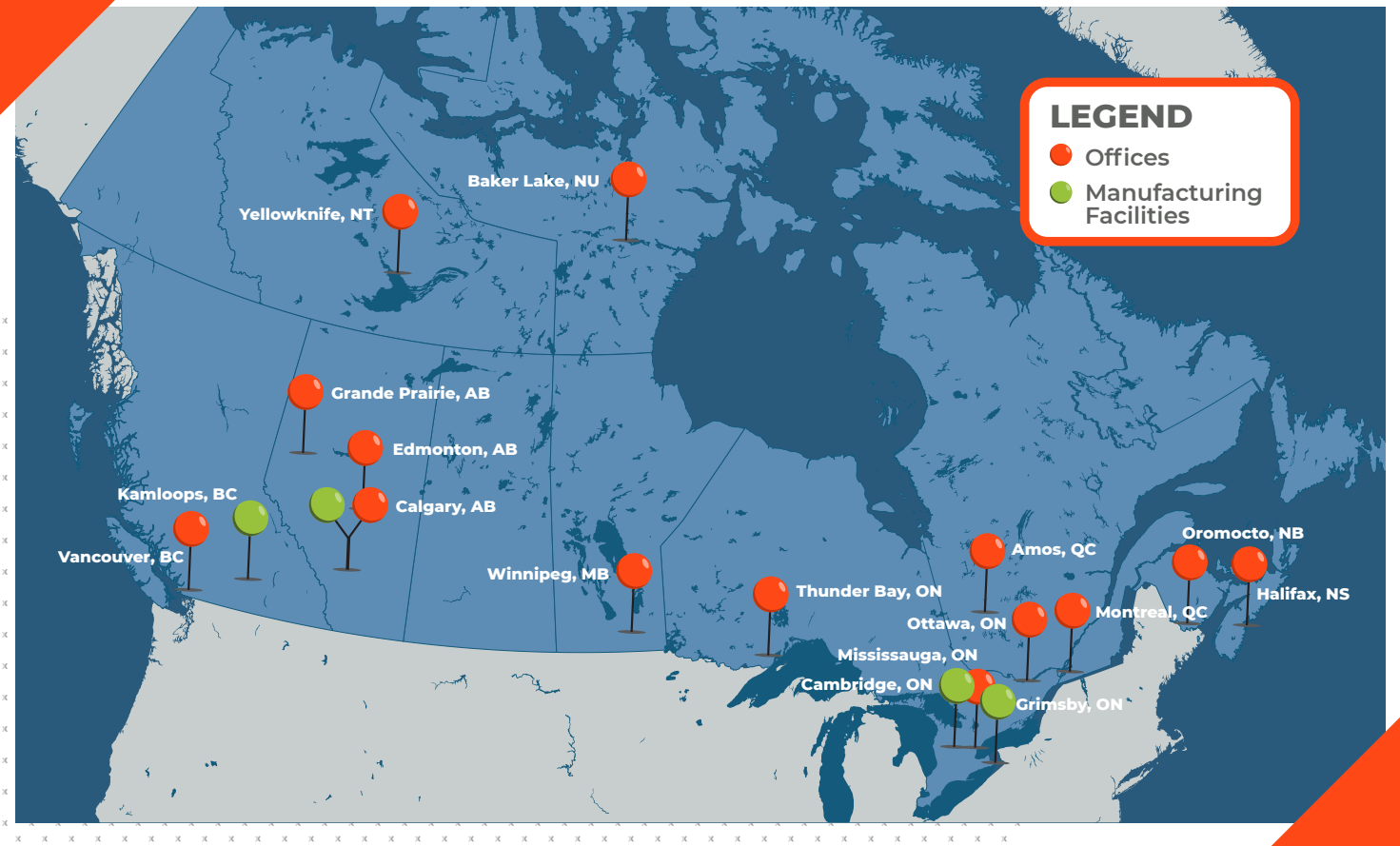


2021 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE REPORT

SUSTAINABLE GROWTH



OUR OPERATIONS



Stats from 2021



7,500+
Employees



Over 60 Million Sq. Ft.
Managed and Maintained



4,916,986
Meals Served



401 Suites of
Affordable
Homes Built



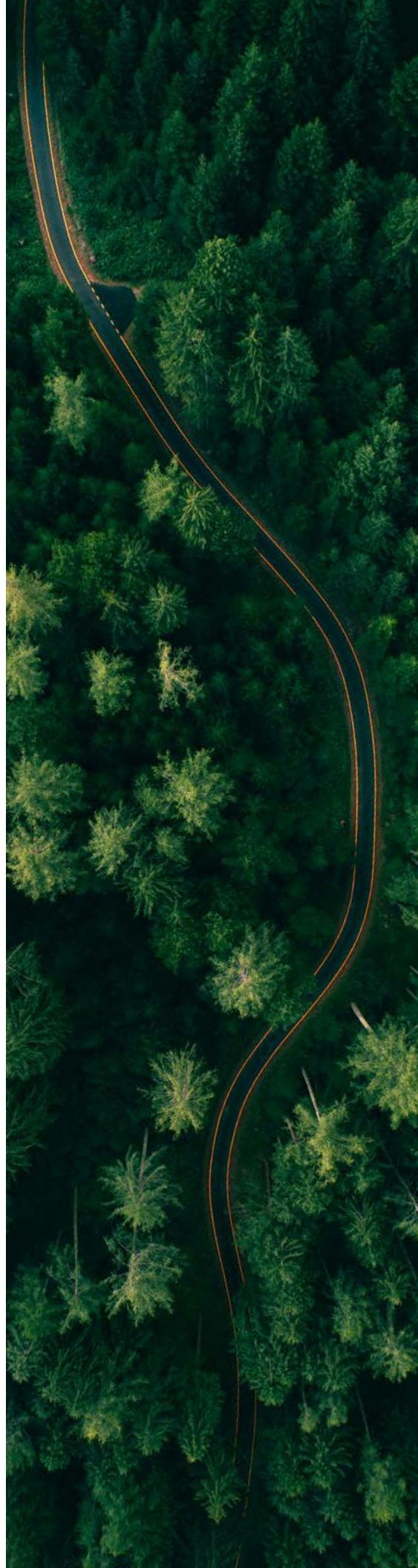
Over 35 Million
Trees Planted



54 Indigenous
Partnerships

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CEO Message

I am pleased to share Dexterra Group's 2021 Environment, Social, Governance (ESG) Report. We have made good strides over the past year to build our corporate social responsibility (CSR) framework into our strategies and processes across the organization. Our 2021 ESG Report showcases some of our achievements and affirms our commitment to transparency with stakeholders. We understand that the impact of our actions extends beyond our own organization. Whether reporting on environmental waste and emissions data, social programs that make a difference in communities, or strong governance around human rights and enterprise risk management – each action makes a difference.

The Dexterra team identified our **Six Key Areas of Community Engagement** to help guide our focus for social initiatives, such as our newly launched **Stronger Communities Drive**, which provided financial support to 25 non-profit charities across Canada in its first year.

In 2021, we initiated our company-wide **Chemical Management Program** to help make our sites safer for everyone and reduce our overall chemical footprint.

As a company that embraces change and continuous improvement, it's fitting that Dexterra Group held our first company-wide **Innovation Forum**, where field operations shared new processes, technologies, tools, and ideas that when implemented will make a positive impact on the wider business and communities we serve.

In May 2021, we refreshed our employment equity survey, helping us to build equity goals and action plans for the coming years. This led us to establishing a new **Equity, Diversity, and Inclusion Employee Resource Group (EDI ERG)** to support continuous improvement and hold us accountable.

An important achievement from last year was being named **Canada's Safest Employer** by *Canadian Occupational Safety*. What a proud moment and testament to the world-class Health, Safety, Environment & Quality leadership we have at Dexterra Group!

Living our values of **Accountability, Diversity, Partnership, and Trust** puts Dexterra Group on the right path for sustainable success.

I want to thank all our people, who work collaboratively with our clients to make a difference each and every day. We are also fortunate to have an excellent Board that provides strong governance and support to our leadership team.

A handwritten signature in black ink, reading "John Mac Cuish". The signature is fluid and cursive.

John Mac Cuish
Chief Executive Officer, Dexterra Group





Our ESG Journey & Statement of Commitment

Creating value through Environment, Social, and Governance

Dexterra Group recognizes the importance of sustainability initiatives, including Environment, Social, and Governance (ESG) activities in developing and strengthening our organization. We are committed to upholding the key principles of sustainable management, namely, inclusivity, integrity, stewardship, and transparency and will continue to advance our understanding of sustainability, adhere to a high standard of governance, implement best practices to reduce the impact of our operations on the environment, and contribute positively to the communities in which we live and work. We continue to refine our ESG framework and invest in programs and initiatives that create value for our clients, our people, our business partners, and our shareholders.



2020

2021

**2022
and Beyond**

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

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

- ✓ Formalize our ESG materiality assessment inclusive of stakeholder engagement
- ✓ Complete current state assessment and refine objectives and long-term goals

Beyond 2022, Dexterra Group commits to:

- ✓ Reducing Scope 1 and 2 emissions with a focus on eliminating Scope 1 emissions
- ✓ Increasing emphasis on sustainability in our supply chain
- ✓ Leadership in community engagement and support
- ✓ A high standard of governance

About Dexterra Group

Enabling higher performance and productivity for our clients, while playing a vital role in our communities and economies

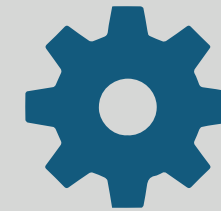
Dexterra Group, a publicly listed corporation (TSX: DXT), employs more than 7,500 people and delivers a range of support services for the creation, management, and operation of infrastructure across Canada. In 2021, Dexterra was named **Canada's Safest Employer in the Services Sector** by *Canadian Occupational Safety*.

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

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



The Values We Live By



Accountability

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



Diversity

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



Trust

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



Partnership

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

Our Approach to ESG

Strengthening our organization through Environment, Social, and Governance

Our strategic approach to Environment, Social, and Governance is based on our pillars of sustainability: a stronger business through board governance, management systems, and innovation; helping our communities and our people thrive through engagement, support, and opportunity; and stewardship of resources and minimizing our impact to support a healthier, natural world.

We understand the importance of knowing the impact of our organization – both positive and negative – and undertaking sensible initiatives to minimize negative impacts and increase positive impacts on sustainability over the long term.

To achieve this goal, we aim to:

- Uphold high standards of governance
- Promote sustainable business models and practices
- Limit our environmental impact
- Be a responsible and inclusive employer
- Procure goods and services sustainably with emphasis on environmental, social, and ethical criteria as appropriate
- Keep our employees safe and healthy
- Engage positively with communities and stakeholders where we operate

Management and Delivery of ESG

Our Board of Directors is ultimately responsible for establishing the overall approach to ESG for the organization and our leaders are accountable for delivering against this commitment. We will ensure the delivery against our objectives through the following measures:

- Embedding ESG principles and practices into the day-to-day management, including our meetings, events, offices, and our travel
- Setting objectives and targets relevant to our organization and its ESG priorities that will drive innovation, best practices, and knowledge sharing
- Ensuring our employees understand this commitment and are encouraged to be champions of ESG across the organization
- Developing proactive multi-stakeholder engagement to help leverage the opportunities provided by our activities in ESG
- Measuring results and providing transparent communication on our performance

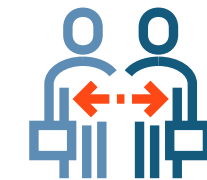
Understanding Stakeholder Priorities

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



Shareholders

Deliver sustained profitable growth, best practices in governance, assessment of climate financial disclosures, and increasing shareholder value.



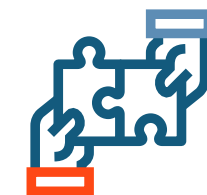
Clients & Customers

Deliver quality services in a safe, sustainable, and consistent manner and support their own environment, social, and governance objectives and priorities.



Employees

Promote a healthy, safe, and inclusive work culture, supporting their career objectives with opportunities for growth and development, and sharing similar ethics and values to their own.



Suppliers

Be responsible partners and set expectations that our supplier network is sustainable, including environmental performance, fair employment, and other social and ethical considerations as appropriate.



Partnerships

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



Communities

Engage with and support the communities in which we live and work, demonstrate good corporate citizenship, and look for opportunities to have a positive impact.

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

Dexterra Group's engagement with environmental initiatives extends not only to the immediate impact of our organization, but also enabling our clients to meet their own environmental performance objectives. Working collaboratively with clients and suppliers, we strive to reduce our waste; manage the use of water, energy, and raw materials; and protect biodiversity wherever we operate.

Our business units undertake significant waste diversion activities every year, including construction waste reduction initiatives in our modular building business, food waste reduction programs at our remote lodges, and waste diversion initiatives on-behalf of our clients as part of our sustainable facilities management solutions.

We support the implementation of technologies and tools that improve the management of energy in our clients' facilities and enable low-carbon operations. We are committed to reducing our Scope 1 and 2 emissions with a focus on eliminating Scope 1 emissions. We are investing in the capabilities and resources to fully assess the scope of our emissions and inform sensible decisions to meet our reduction goals.

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



Key Initiative Chemical Management Program

Working smartly is at the core of keeping our employees and the environment safe. For this reason, we launched our first company-wide Chemical Management Program in 2021, which is focused on elimination and reduction to increase workplace safety and reduce our overall footprint related to chemical purchasing, use, and disposal.

Significant accomplishments in 2021 for our green-forward Chemical Management Program include:



Complete analysis of chemical inventories at each account location, allowing for reduction in redundancies and hazard minimization



Roll-out of paperless Safety Data Sheet (SDS) reference cards to minimize our overall footprint



Increased supply chain focus on sustainable partnerships with approved chemical suppliers

In 2022, as part of our continued environmental impact reduction strategy for chemical management, Dexterra Group will implement the following:



Chemical review and approval process through our process management e-system



Continued roll-out of paperless SDS reference cards to minimize our footprint



Reduce packaging and increase eco-friendly chemicals through sustainable supplier practices

Key Initiative CIMS Certification & Green Cleaning Standard

As part of our initiative to increase the health of work environments for our clients and our employees, Dexterra Group applied to achieve certification through the Cleaning Industry Management Standards (CIMS) in 2021 for our Integrated Facilities Management business unit. The certification for our facilities management sites will be inclusive of the CIMS Green Cleaning Standard. Dexterra Group aims to obtain full certification in 2022.



19

IFM Sites included within the CIMS Certification



electronic.recycling.association

310

Electronic devices repurposed in 2021

Key Initiative Safe IT Recycling/Repurposing Program

Dexterra Group's Information Technology department initiated a safe IT equipment recycling/repurposing program through our partnership with the Electronic Recycling Association (ERA). IT equipment such as laptops, desktops, and cell phones are refurbished and donated to various charitable organizations across Canada and the U.S. This program saves our used and decommissioned equipment from filling landfills and harming our environment with the bonus of benefitting the communities we work in.

Adhering to our IT security practices, ERA provides documentation to verify that data has been securely wiped from devices that we put through this program.

Charities That Benefit from the ERA Program



Key Initiative Leveraging Circularity at Manufacturing Facilities

Dexterra Group's Modular Solutions business unit is on a mission to demonstrate that there is a better and more sustainable way to build, embedding concepts of circularity within our plants to manufacturing, positively impacting the amount of waste generated with each module build.

Starting in 2020, we implemented waste-reduction programs in our western Canadian plants aligned with circular economy concepts. In 2022, we aim to increase our emphasis on re-use, reclamation, and reduction programs nationally in all four of our plants and to increase our efforts in circularity with a focus on supplier sustainability.



RECLAMATION	Partnered with Tarkett Commercial Floorcoverings ReStart® Program, which produces flooring that can be reclaimed at the end of its useful life	8,461 lbs. diverted
RE-USE – INTERNAL	Diverting good materials to our Industrial Services division for use within their office rental modular spaces	3,000 lbs. diverted
RE-USE – EXTERNAL	Making mill offcuts and plywood available to the public throughout the year	2,750 lbs. of mill offcuts diverted 8,250 lbs. of plywood diverted
RECYCLE	All metal waste from all our manufacturing plants is source-separated by category and then recycled	48,705 lbs. diverted
	Plywood recycled through a preferred recycler	6,500 lbs. diverted
	Cardboard diverted from waste	34,745 lbs. diverted
	Plastics diverted from waste	4,784 lbs. diverted

Key Initiative

Embedding QR Code Technology to Reduce Paper & Printing

In 2021, Dexterra Group launched Safety Data Sheet (SDS) reference cards within our Workforce Accommodations business to replace SDS binders that were previously used. The SDS reference cards have an embedded QR code that allows the user to view the entire SDS and effectively communicates pertinent information from the SDS sheet in a manner that is relevant to the users' immediate needs such as:



- **FIRST AID** measures of the product
- **HAZARD PICTOGRAMS** of the product
- **SPILL RESPONSE** measures of the product
- **PPE REQUIREMENTS** of the product

Due to its success in reducing our paper and printing use, we launched the program across all our divisions, thereby realizing the following additional positive impacts to our business:

- Redirected resources previously used to create SDS binders;
- Lower inventory cost;
- Economies of scale with increased purchasing power;
- Reduction in overall chemicals used as a result of reducing duplications; and
- Enhanced communication with our diverse workforce by using pictograms and other visual instructions



Impact of Reduced Paper & Printing

QUANTITY OF PAPER SAVED	4800 lbs
% RECYCLED	30%
WOOD USE REDUCTION	6.7 short tons
TOTAL ENERGY SAVED	53.9 million BTUs*
GHG EMISSIONS REDUCED	35,700 lbs CO ² EQUIVALENT*
WATER USAGE REDUCTION	50,000 gallons
SOLID WASTE REDUCTION	2,770 lbs

*Emissions estimate based on "Life Cycle Impact Assessment Methodology for EPN Paper Calculator v4.0, May 14, 2018"

CLIENT CASE STUDY

Renewable Energy in Healthcare Facilities



Dexterra Group proudly collaborates with clients to achieve their energy performance goals for their facilities. One such example is a 105-bed, regional acute-care healthcare facility in Northern Canada.

Since commencing operations, we have been closely monitoring and reporting on energy consumption and demand on behalf of our client. Analyzing this data enables the team to identify and target individual systems for further optimization.

Since 2020, this healthcare facility has focused on the application of biomass boiler heating and continues to optimize this energy source within its operations as part of the focus on renewable energy alternatives.

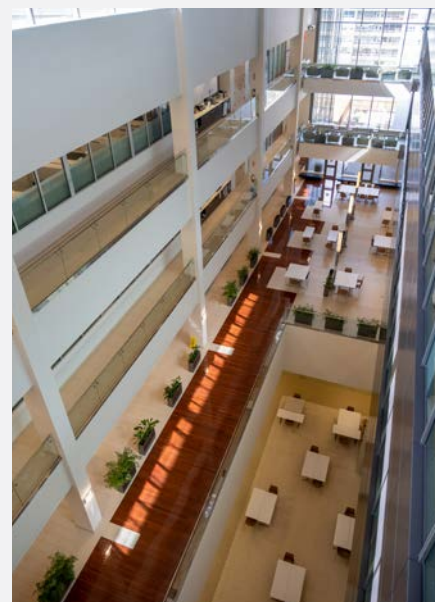
2020	2021	RESULT	PLAN FOR 2022
Optimizations to increase pump capacity and raise baseload operation, reducing reliance on propane with condensing boiler support	Realization of increased biomass baseload for space heating and domestic hot water production, and reduction in manual control of condensing boilers for hot water support	A higher utilization of biomass boilers for heating demand support through 2021	Develop a new energy model to form the basis of Annual Energy Targets

CLIENT CASE STUDY

Reducing Energy Consumption & Waste in a Critical Facility



Dexterra Group manages a state-of-the-art, secure, multi-departmental government complex that houses laboratories, research and teaching facilities, and other secure special purpose spaces. The complex has both LEED Gold and BOMA BEST Platinum certifications.



Energy Consumption Reduction

Since 2015, when Dexterra Group began managing the environmental performance for this facility, there has been a 14% reduction in overall energy consumption.

Specifically, in 2021 based on the energy monitoring data analyzed, there was an overall 4% reduction in energy consumption compared with 2020.

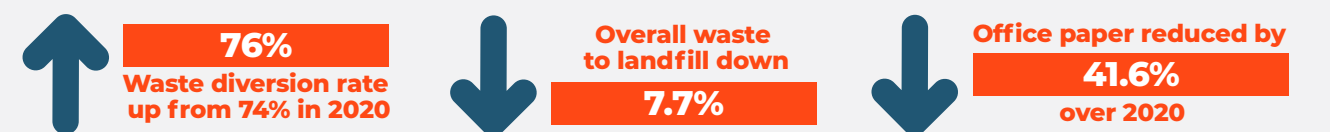
PERIOD	2020 ENERGY CONSUMPTION GJ (NORMALIZED)	2021 ENERGY CONSUMPTION GJ (NORMALIZED)	SAVINGS %
Annual	132,091.64	126,750.43	4.04%

The energy conservation projects implemented in 2021 that contributed to this 4% reduction included:

- Installation of condensing heat exchanger to maximize heat recovery
- Strategic relamping of 132,000 square feet of the facility

Waste Reduction Feature

As a BOMA BEST Platinum certified building, there is a significant focus on waste reduction. The following reductions were recognized in 2021:



2022 Goals for Energy Consumption & Waste Reduction



2021 INITIATED PROJECT	2022 EXPECTED OUTCOME
Air Handling Unit condensate recovery	Increased savings on energy & water
Boiler and associated header insulation	Reduction of natural gas consumption
3R Certification Renewal	Reduction of remaining 15 waste streams

Helping Communities Thrive

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

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

We adopt a decentralized approach to community engagement, encouraging local teams and leaders to participate in community activities and programs that are important to them and make the most sense for their operation.

We meaningfully participate on committees, boards, and forums to share perspectives, lessons learned, and our passion for making our communities and work environments better.

Our approach to human rights is grounded in our culture with diversity being one of our core values – and an essential element in building our long-term success. Dexterra Group has adopted a Diversity and Inclusion policy reflective of this commitment and we are an employer partner with the Canadian Centre for Diversity and Inclusion, an industry-leading organization designed to help employers effectively address the full picture of human rights and reduce inequalities through diversity, equity, and inclusion in the workplace.

We recognize the critical role that Indigenous communities and peoples have in creating a prosperous Canada. In the course of our work, we engage with Indigenous communities across Canada and maintain more than 50 business partnerships that aim to provide economic benefits, local employment, and opportunities for Indigenous businesses and suppliers.

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



Corporate Social Responsibility

Community Engagement & Support

To further define our path to Corporate Social Responsibility, Dexterra Group launched our **Six Key Areas of Community Engagement** that speak to our passion, values, and vision as a community partner in the areas where we work and live. We encourage operations to align their community engagement activities as much as possible to these key areas to make significant positive impacts to those communities as we continue to grow.



Mental Health & Safety

At Dexterra Group, we understand how important it is for employees to feel safe and supported in their work environments. We work with and support organizations that promote and encourage health, wellness, and safety in the workplace or out of the workplace.



Supporting Military Families

Many of our existing employees come from military families or previously served in the military. Having gratitude for their service and commitment to our country keeps our focus on the importance of their contribution. Dexterra Group is proud to support military families and organizations.



Protecting the Environment

Establishing key partnerships with organizations that understand the importance of protecting the biodiversity of our ecosystem is critical to the sustainability of our business.



Supporting At-Risk Children and Youth

The sustainability of our business and economy lies with future generations of tomorrow. Supporting at-risk children and youth is imperative to ensuring they have opportunities for success and future growth.



Supporting Indigenous Communities

Learning and growing from relationships with Indigenous communities is at the heart of many of our operations. Employing a workforce that is reflective of where we work and live is vital to the success and growth of our projects and relationships with partnered communities.



Supporting New Canadians

A large part of Dexterra Group's workforce are new Canadians. We are proud to support organizations and partnerships that strive to encourage and advance this population within Canada.

Key Initiatives

Launched in 2021 as part of our Corporate Social Responsibility initiatives, **Stronger Communities Drive** empowers Dexterra Group employees to nominate a Canadian Registered Charitable organization they are passionate about that exemplifies one or more of Dexterra Group's **Six Key Areas of Community Engagement**. This initiative demonstrates one of the many ways Dexterra Group is powered by our passionate people. In the first year, Dexterra Group was able to provide financial support to 25 non-profit charities across Canada.

Also launched in 2021, was our **Grassroots Initiative** that provided support to various charities across Canada by employee-led fundraisers and activities.



In 2022, Dexterra Group commits to carry out a Stronger Communities needs assessment and analysis. This will help identify opportunities for our divisional teams to create action plans throughout the year to expand the support to communities in which we live and work.

“We are so grateful for the support of Dexterra Group we all at Kids Kottage Foundation thank you and your amazing team! Milena, thank you for advocating for the infants and children we shelter.”

Fund Development Manager,
Kids Kottage Foundation



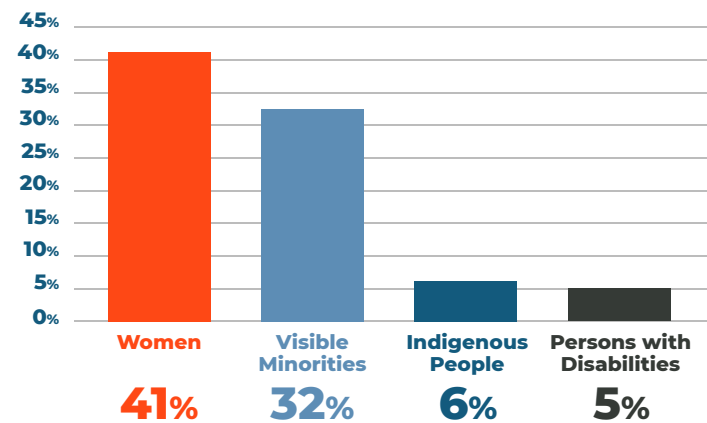
Equity, Diversity, & Inclusion

In May 2021, Dexterra Group deployed an employment equity survey as part of our participation in federal employment equity requirements and to better understand the diversity of employees under the four designated groups – women, Indigenous Peoples, visible minorities, and persons with disabilities.



82% participation rate
(full- and part-time employees)

Employment Equity Survey Results



One of the outcomes of our employment equity undertaking was the formation of the Equity, Diversity, and Inclusion Employee Resource Group (EDI ERG). The purpose of the EDI ERG is to develop the action plans needed to address the identified gaps, bring in the additional internal resources as required, and to further embed diversity and inclusion in our work culture.



The goal of employment equity is full representation for the designated groups, which is achieved when the internal representation of the designated groups (within an organization) reflects the external availability. Based on the workforce analysis, gaps were identified between Dexterra Group's internal representation and the external availability. Gaps were also identified in various occupational groups such as women in Senior Management roles and in Skilled Service Personnel (i.e., Chefs, Cooks).



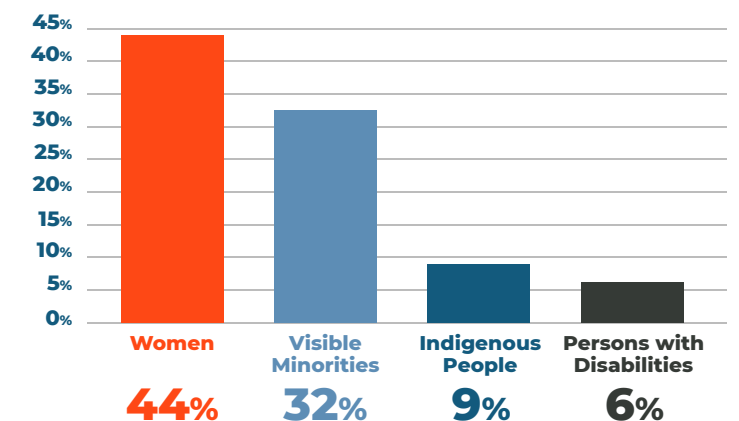
EDI Goals Based on Employment Equity Survey Results

WORKFORCE ANALYSIS HIGHLIGHTS	EQUITY GOALS TO BE ACHIEVED BY AUGUST 2024
Overall, women make up 40.8%* (n=1483) of Dexterra's workforce. This is less than their external availability of 47.8% .	Increase the percentage of women employed at Dexterra to 44.3% .
*The data shows a need to increase the representation in EEOGs 01: Senior Managers (RVPs, VPs, Presidents, CEO); 06: Supervisors Crafts and Trades (Site Supervisor, Quality Control) and 08: Skilled Sales and Service Personnel (Chef, Cook)	
Overall, Indigenous Peoples make up 5.9%* of the Dexterra's workforce. This is less than their external availability of 12.8% .	Increase the percentage of Indigenous Peoples employed at Dexterra to 9.4% .
*The data shows special consideration needs be given to hiring Indigenous Peoples in EEOGs 08: Skilled Sales and Service Personnel (Chef, Cook) and 13: Other Sales and Service Personnel (Cleaners, Housekeepers, Building Maintenance), where the gaps are the largest and the severity is high.	
Overall, visible minorities make up 32.4%* (n=1176) of the permanent workforce at Dexterra. This is more than their labour market availability of 29.8% .	Maintain the representation of visible minorities at 32.4% , or above.
Visible minorities are well represented in the leadership, management, and professional knowledge worker roles.	
*The group is underrepresented in EEOG 12: Semi-skilled Manual Workers (Forklift/Machine Operator, Material Handler, Mill worker and Transportation Leads). This is significant and requires further investigation to ascertain the reason(s) for this in Calgary, where there are no Visible Minorities in this EEOG, but labour market availability is 40.1%.	
Overall, persons with disabilities are 4.7% of Dexterra's workforce. This is less than their external availability of 10.3% .	Increase the percentage of persons with disabilities employed at Dexterra to 6.7% .
Source for labour market availability: Employment and Social Development Canada	

New Hires

Newly hired employees are asked to complete the self-identification employment equity survey as part of their onboarding process.

2021 New Hires Employment Equity Survey Results



Key Initiatives

Employee-Focused Support Programs

As a business powered by people, offering comprehensive resources to support the wellness and mental health of our employees and their families is a top priority. In 2021, Dexterra Group made our partnerships official with SunLife Financial and Homewood Health to provide our employees with enhanced services and benefits focused on wellness and mental health.



Life's brighter under the sun



Indigenous Relations

Dexterra Group has over 30 years of experience working alongside Indigenous communities in Canada, including complex business relationships, employment and training capacity, and community development. As a proud member of the The Canadian Council for Aboriginal Business and a PAR Bronze-certified company since 2018, we acknowledge the relationship building, trust, consultation, training,

and education groundwork that needs to happen to provide equitable opportunities to Indigenous stakeholders and impacted communities. We have been offering education, training, and employment opportunities for Indigenous youth for over 23 years and sit on several boards and working groups to provide best practices and insights to other organizations looking to support Indigenous youth.



The Canadian Council for Aboriginal Business (CCAB) builds bridges between Indigenous and non-Indigenous peoples, businesses, and communities through diverse programming, providing tools, training, network building, major business awards and national events.



54

Established Indigenous Partnerships

65

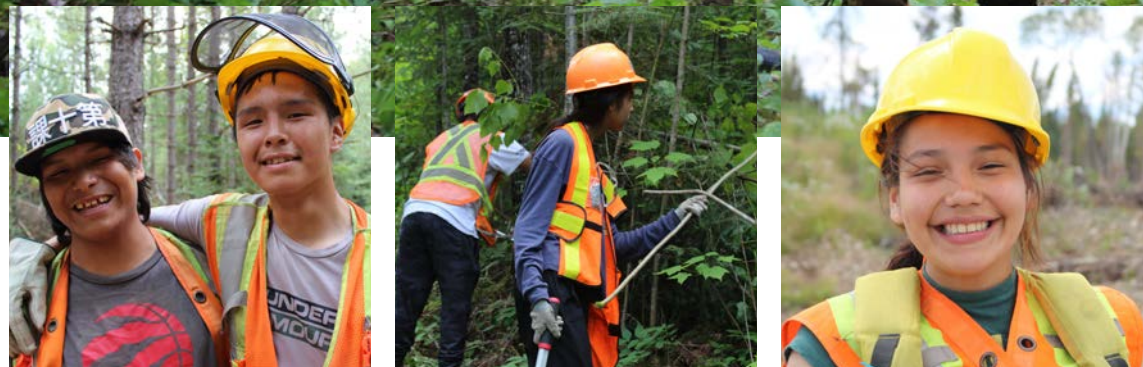
With Indigenous Groups Across Canada



Within Dexterra Group's Workforce Accommodations, Forestry and Energy Services business unit, we are one of the largest private-sector employers of Indigenous peoples in Canada with 70% of our contracts operating as JVs with Indigenous communities and businesses. We are committed to exceeding Indigenous hiring targets set by our clients and Indigenous partners on all projects.



The Outland Youth Employment Program (OYEP)



OYEP is an award-winning, land-based education, training, and work opportunity for high school-aged Indigenous youth. OYEP partners with employment stakeholders in growth sectors in the territorial economy and post-secondary space – including aviation, construction, forestry, health, mining, energy, and tourism – to foster tangible employment and education opportunities for Indigenous youth.

In 2021, the program received the Forest Products Association of Canada Award of Excellence, which is given out to organizations that help make the Canadian forestry sector a world leader in sustainable forest management, while advancing environmental, social, and economic benefits of Made in Canada forestry.



Scan the code for the full OYEP 2021 National Report



117 summer jobs created in 2021



466 high school credits earned in 2021



727 Indigenous youth trained through OYEP since 2000



\$1.4 million – Annual investment towards Skills Development & Training

Key Initiatives

Supporting Small and Medium-Sized Businesses

At Dexterra Group, we understand the value of working with and alongside local communities by purchasing goods and/or services in the provinces we operate. In an assessment of our 2021 spend, approximately 85% of purchases were identified as coming from local sources.

Dexterra Group has over 2,700 vendors in our supply chain, for which 32% are Canadian Small and Medium-Sized Businesses (SMB) inclusive of 5% Indigenous-owned businesses, representing an approximate current annual spend of \$110 million. Working with Indigenous suppliers is embedded in our procurement policies and approach. For all our contracts, we review the operational requirements and determine whether we can work with SMB partners to meet the requirement.



Stronger business through board governance, management systems, and innovation

Dexterra Group has in place corporate governance practices that comply with all applicable rules and policies of the Canadian Securities Administrators and the practices set out therein. Our Board of Directors is responsible for the stewardship of the corporation as outlined in the board mandate. This includes responsibility for establishing the overall approach to ESG.

The Board has established an Audit Committee, a Corporate Governance and Compensation Committee, and an Enterprise Risk Management Committee; each of which has a written charter outlining its purpose, structure, authority, and responsibilities. The Board has approved a Code of Business Conduct and Ethics applicable to all directors, officers,

and employees of the company and has established a Whistleblower Policy and procedure. The Board's oversight of our business activities ensures not just legal and regulatory compliance, but also responsible, sustainable, and ethical decision making. Through our conduct, we seek fair dealing with securityholders, clients, suppliers, competitors, and employees.

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

retention, using key management turnover percentage rate; and to evaluate executive compensation. The Board receives regular updates in all these areas.

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

Dexterra Group believes every employee should come to work and go home safely. We are committed to the elimination and ongoing reduction of occupational injuries and illness in our operations, and to

promote and maintain a safe and healthy workplace for all occupants within our facilities and operations. Dexterra Group has adopted a Health, Safety, Environment, and Quality (HSEQ) Policy embodying our commitment to preventing work-related physical and psychosocial injuries and illnesses, providing safe and healthy workplaces, eliminating hazards, reducing our overall environmental footprint, and promoting quality excellence in everything we do.

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



Business Code of Conduct & Ethics

The purpose of our Business Code of Conduct and Ethics is to provide written conduct guidelines designed to promote integrity and deter wrongdoing, protect our business and reputation, and to protect Dexterra Group from financial loss and legal liability, and address:

- a) Compliance with applicable laws, regulations, stock exchange requirements, and governance requirements.
- b) Conflicts of interest, including transactions and agreements in which directors or executive officers have a material interest.
- c) Protection and proper use of corporate assets and opportunities.
- d) Confidentiality of corporate information.
- e) Fair dealing with securityholders, customers, suppliers, competitors, and employees; and
- f) Reporting of illegal and unethical behaviour.

Discrimination & Harassment

Dexterra Group is committed to a healthy, harassment-free work environment for all our employees and those working on behalf of our company. Workplace harassment will not be tolerated. We define harassment as occurring when an employee is subjected to unwelcome verbal or physical conduct because of race, religious beliefs, colour, place of origin, gender, mental or physical disability, ancestry, marital status, family status, or source of income. Human rights laws prohibit harassment in the workplace. Unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature constitute sexual harassment when:

- a) Submission to such conduct is made either explicitly or implicitly a term of, or condition of, an individual's employment; and
- b) Submission to, or rejection of, such conduct by an individual affects that individual's employment.

Applicable persons, who discover workplace discrimination or harassment, are required to report such activity to their immediate supervisor or through other channels as identified in our Complaint Resolution Policy and Whistleblower Hotline.

At Dexterra Group, retaliation in any form against individuals who advise of discrimination or harassment, or who file a complaint, testify, assist, or participate in any investigation by the company or any government agency is strictly prohibited.

Complaint Resolution Policy

Dexterra Group has mechanisms in place to provide employees with venues for raising concerns about unethical and unlawful behaviours. The Complaint Resolution Policy and process enables employees to raise a work-related problem, concern, or complaint, to have the matter dealt with fairly, promptly and with sensitivity. Part of the stated commitment of the policy is that employees can raise complaints or concerns under the policy without fear of reprisal. There are stated timelines for resolution by Management and an escalation procedure if the matter is not resolved to the satisfaction of the employee and in a timely manner.

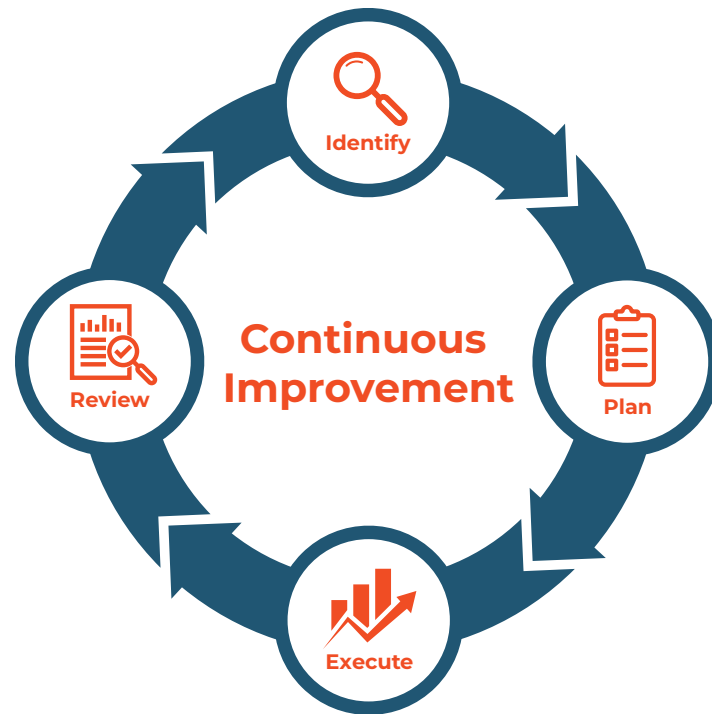
Dexterra Group implemented a Whistleblower Hotline, which is for complaints related to business issues, including suspected corporate fraud, misuse of company assets and theft. It also extends to violations of the Code of Conduct and Ethics, or any possible breaches of laws, rules, and it is a direct link to the Board of Directors, who monitors and follows up on all complaints.



Our Integrated Management Systems Approach

At Dexterra Group, we take an integrated approach to process management through the implementation of our Integrated Management System (IMS).

Certified to ISO 9001, ISO 14001, and ISO 45001, our IMS helps our organization and its operations to ensure consistency in product and service delivery by using a process approach. The management system is shared extensively with our workforce and engages all levels of leadership to ensure accuracy, relevance, compliance, and conformance to our requirements.



Quality

Quality allows us to do our job well, while supporting our clients and the customers they serve. We are always aware of our responsibility as our clients' right hand. With the implementation of robust quality control and assurance processes within our organization, we can ensure increased client satisfaction and retention.



Environmental Impacts

Understanding our environmental impacts and footprint are at the core of having a sustainable business strategy. We work with our employees and clients to understand their environmental needs - whether it be around pollution prevention, providing timely information on compliance obligations that may impact their operations, or introducing innovative technologies to reduce our overall emissions impact.



Health & Safety

Managing the health & safety risks effectively and proactively, where our employees work, is how we do business. Over the years, we have minimized our total recordable incident rates, empowered our employees to identify and control hazards immediately, and provided the resources in terms of tools, training, and time for our employees to feel safe and healthy while at work.

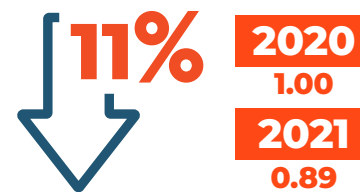
2021 Health & Safety Performance

Dexterra Group is committed to operating in a safe and healthy way. We have several initiatives that have been implemented to increase the attention and level of health, safety, and environmental awareness among our employees, clients, contractors, and other related stakeholders such as visitors and tenants.

Our efforts to maintain our industry reputation of Canada's Safest Employer is exemplified by our performance statistics. Reducing incidents through proactive intervention like our **Don't Walk By** process and recently launched in 2021, **Predict and Prevent** actions are some of the ways that we maintain a health and safety leadership position in our industry.



TRIR



96%
of employees
feel encouraged
to report
near-miss incidents.

(2021 Canada's Safest Employer Survey)

2021 Goals

GOAL	ACHIEVED IN 2021	IMPACT
To improve our serious incident investigation and management processes.	Tracked Serious and Potentially Fatal Incidents (SPFI).	Each SPFI is investigated through an After-Action Review – the outcome and learnings of which are made available internally to all members of the organization. In 2021, we had 10 AARs and learnings from them.
To mitigate reoccurring events by baselining the frequency of reoccurring events, presented as a rate.	A predict & prevent methodology was implemented to compare actual frequency rate of event (baseline) to predicted frequency rate of event (desired reduced frequency of event). The goal being a reduction of reoccurring events by implementing effective controls.	Observed reductions in high frequency incidents year over year.
To successfully implement year 2 of the Health & Safety Excellence Program through the WSIB.	Dexterra successfully implemented 5 Health & Safety topics that improved our performance.	Successful implementation of these topics will help lower Dexterra's workplace injury and illness rates as well as help reduce our WSIB premiums.

Whether positive or negative, we are empowered to use our voice and speak up to make a difference. Employee participation and consultation is at the core of how we do business.

Some of the initiatives we have implemented to encourage and increase employee involvement include:

- **Launching JHSC nationally at all our sites that require committees**
- **Our Don't Walk By approach**
- **Training and Awareness campaigns**
- **Employee Recognition programs**
- **Social Awareness campaigns**

Our Don't Walk By Approach

Our **Don't Walk By** approach is all about creating a culture of awareness and openness in which people have the confidence to identify and challenge unsafe acts and conditions and to make suggestions for improvement.

Achieving the **Don't Walk By** culture requires the involvement of everyone, from the Board of Directors to every level of management and the workforce - it's how we preventively recognize our hazards, celebrate our successes, and identify areas to continually improve.



Suggestions for Improvement



Hazard Observations



Positive Interactions

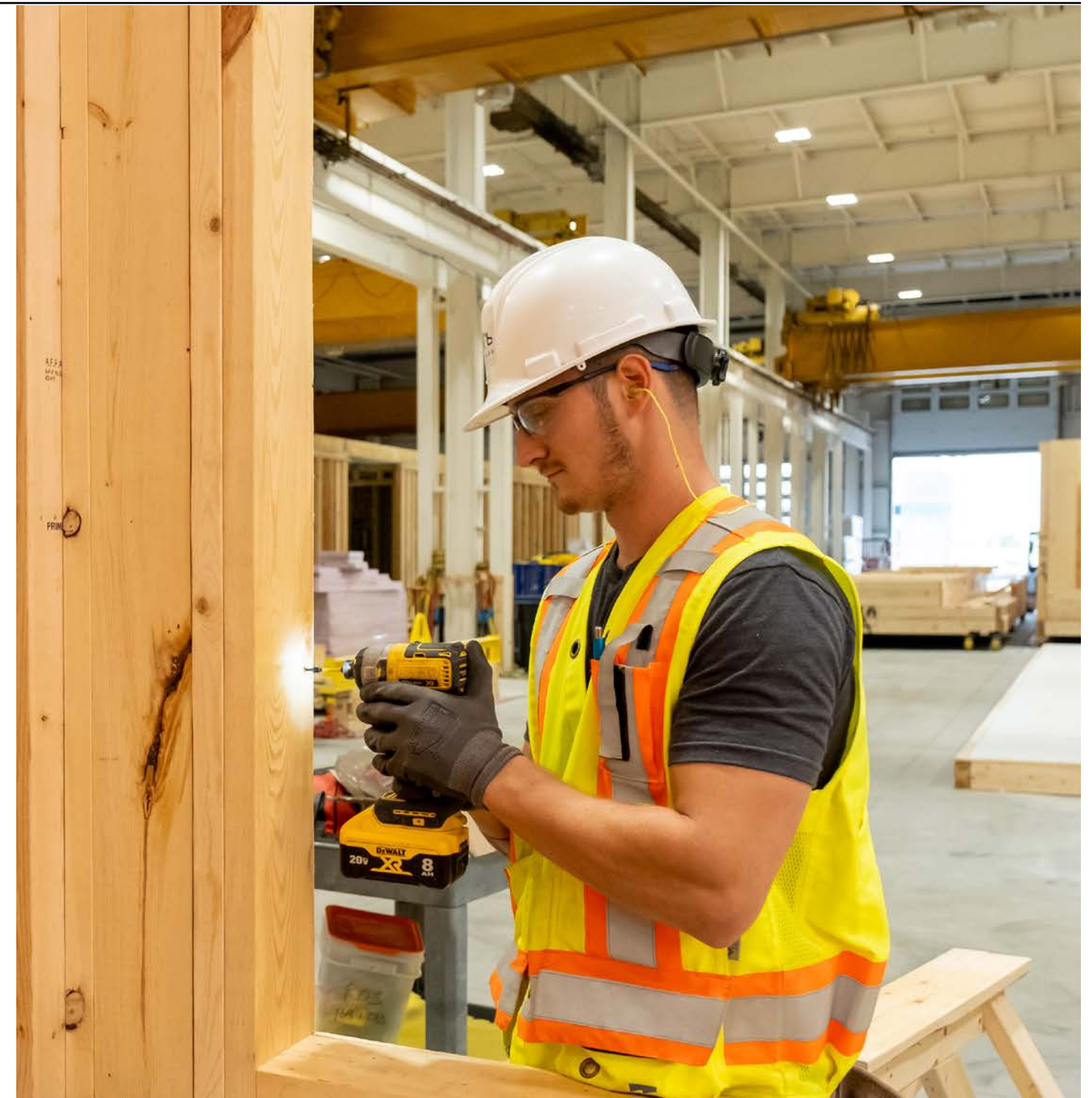
Training & Employee Communication

HSEQ communications reach our employees through various channels, including the HSEQ Centre on our intranet, monthly business updates, and weekly employee newsletters. In addition, we have an HSEQ-focused publication, **HSEQ A.W.A.R.E.** (**A**wareness **W**hile **A**ctivating **R**eflection and **E**ngagement).

Our vision for our HSEQ **A.W.A.R.E.** series includes a live series with internal subject matter experts and external guest presenters to share experiences that bring our HSEQ concepts to life to increase employee engagement and reinforce the tenets of our safety culture.

HSEQ
A.W.A.R.E. | **Awareness While Activating Reflection and Engagement**

Health Safety Environment Quality



DON'T WALK BY
TAKE ACTION NOW



Pandemic Response

Dexterra Group maintains a proactive approach to our pandemic response plan by ensuring safe, clean, and healthy working environments for all our employees, contractors, facility occupants, and clients.



1,161
Don't Walk By submissions in 2021 related to COVID hazard identification



Risk Assessment

- Identify of high touch points and areas of congregation
- Determine protective measures required
- Identify remote working opportunities



Screening

- Online management of COVID-19 contact tracing through CUBE
- Online self-assessment launched with QR codes
- Response plans in place for COVID-19 positive employees at work



Communication

- Update infection control and pandemic plans with key stakeholders
- Additional posting of appropriate COVID-19 signage



Cleaning & Hygiene

- Implement heightened cleaning and disinfection protocol
- Maintain an adequate supply of available hand hygiene stations
- Monitor appropriate PPE is being maintained and routinely cleaned



Building Maintenance

- Confirm adequate ventilation systems
- Air filtration systems are routinely checked
- Implement and maintain physical distance occupancy measures

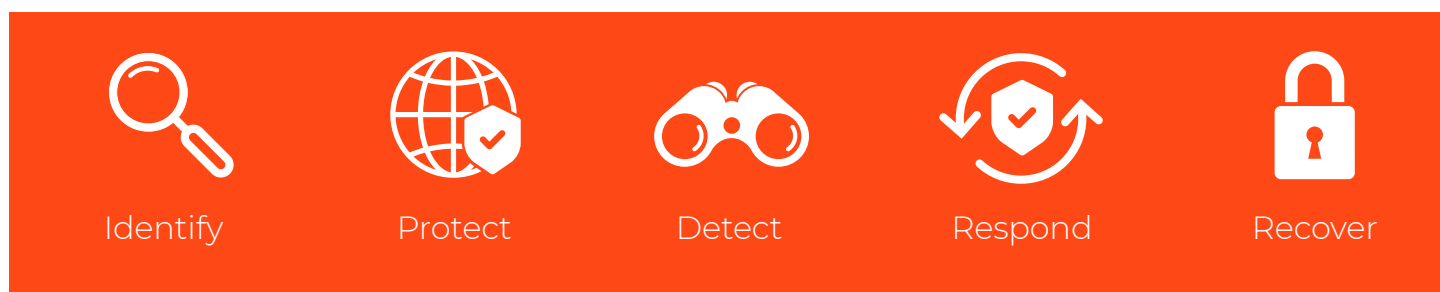


Cybersecurity Standards & Processes

In a world of digitization and information technology, secure management of our information is integral in ensuring the continued protection of our people, data, and processes. Cybersecurity is one of the focus areas within Dexterra Group’s Enterprise Risk Management framework.

Dexterra Group follows the NIST Cybersecurity Framework (Identify, Protect, Detect, Respond, Recover); implemented with dedicated resources, continually improving tools, and reinforced with regular testing and training. This Framework integrates industry standards and best practices to help organizations manage their cybersecurity risks.

In 2021, we audited our existing systems to focus our cybersecurity management activities and approach into five main components. Through the implementation of each of these components, we ensure our operations are using best practices around security from internal or external information systems and technology threats.



INNOVATION FORUM



Innovation - A Forum for Idea Sharing

In 2021, Dexterra Group initiated a company-wide **Innovation Forum** to engage our employees to share stories and ideas that could be tested and piloted as a potential new process, technology, tool, or system having a positive impact on our productivity, efficiency, health & safety, or delivering more value to our clients.

In our inaugural year, there were more than 100 submissions across the organization. In 2022, we plan on reviewing the innovations that were tested and measure the efficiencies that were realized.

Forward-Looking Statement

Certain statements contained in this report constitute forward-looking statements or information under applicable securities law (collectively “forward-looking information”). Forward-looking information may relate to Dexterra Group’s future outlook and anticipated events, business, operations, financial performance, financial condition or results, and, in some cases, can be identified by terminology such as “continue”; “forecast”; “may”; “will”; “project”; “could”; “should”; “expect”; “plan”; “anticipate”; “believe”; “outlook”; “target”; “intend”; “estimate”; “predict”; “might”; “potential”; “continue”; “foresee”; “ensure” or other similar expressions concerning matters that are not historical facts. In particular in this report, statements regarding Dexterra Group’s future operating results and economic performance, its Sustainability and ESG goals and initiatives and the anticipated outcomes/benefits on the company, its various stakeholders, and the communities it operates in are forward-looking statements. These statements are based on certain factors and assumptions, including expected growth, results of operations, performance and business prospects and opportunities regarding Dexterra Group, which it believes are reasonable as of the current date. While management considers these assumptions to be reasonable based on information currently available to Dexterra Group, they may prove to be incorrect. Forward-looking information is also subject to certain known and

unknown risks, uncertainties and other factors that could cause Dexterra Group’s actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking information, including, but not limited to: the ability to retain clients, renew existing contracts and obtain new business; an outbreak of contagious disease that could disrupt its business; the highly competitive nature of the industries in which Dexterra Group operates; outsourcing of services trends; reliance on suppliers and subcontractors; cost inflation; volatility of industry conditions could impact demand for its services; unavailability 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; labour relations and labour disputes; climate changes could increase Dexterra Group’s operating costs and reduce demand for its services; liabilities for failure to comply with public

procurement laws and regulations; any deterioration in safety performance could result in a decline in the demand for its products and services; failure to realize anticipated benefits of acquisitions and dispositions; inability to develop and maintain relationships with Indigenous communities; the seasonality of Dexterra Group’s business; inability to restore or replace critical capacity in a timely manner; reputational, competitive and financial risk related to cyber-attacks and breaches; failure to effectively identify and manage disruptive technology; economic downturns can reduce demand for Dexterra Group’s services; its insurance program may not fully cover losses. Additional risks and uncertainties are described in our most recently issued Annual Information form (under “Risk Factors”) and in note 21 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.

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Toronto Stock Exchange
Symbol: DXT

Website

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dexterra

GROUP

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



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