

The background of the entire page is a photograph of a modern cityscape. In the foreground, there is a paved walkway lined with lush green trees and manicured hedges. In the mid-ground, there is a large, curved, white architectural structure with a grid-like pattern. In the background, several tall, glass-clad skyscrapers rise against a clear blue sky.

ENVIRONMENTAL SOCIAL GOVERNANCE

ESG REPORT 2021

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DEFINITIONS

CARBON SEQUESTRATION: One method of reducing global climate change. It is the process of capturing and storing atmospheric carbon dioxide.

CARBON OFFSET: Carbon offset programs let individuals and businesses offset their environmental footprint by investing in actions that compensate for the emissions of carbon dioxide in the atmosphere as a result of human or industrial activity.

CLEARVIEW CONNECTS: System that provides a secure and confidential way for you to ask questions, raise concerns or report unethical behaviour.

COMPLIMENTARY SERVICES: Part of the GDI family of companies and is composed of business units that provide products and services in certain regions in Canada that are used by property owners and managers which are complementary to the products and services offered through our Janitorial Canada Segment. The business units within GDI's complementary services offering include the manufacturing and distribution of janitorial supplies and equipment.

eCOMPLIANCE: cloud-based software solution that GDI subscribes to. The product helps to centralize GDI-Ainsworth's safety program information in a single location e.g. incidents, hazard assessments, compliance reviews, audits & inspections, training. E-compliance software provides a 360-degree view of all key safety elements, to support fact-based decisions.

GHG EMISSIONS: A greenhouse gas (GHG or GhG) is a gas that absorbs and emits radiant energy. The primary greenhouse gases in Earth's atmosphere are water vapor, carbon dioxide, methane, nitrous oxide, and ozone.

IAQ (INDOOR AIR QUALITY): Refers to the air quality within and around buildings and structures, especially as it relates to the health and comfort of building occupants

JANITORIAL SERVICES: GDI's janitorial services is comprised of both Canadian & USA operations that together provide a wide range of commercial cleaning services. The Canadian janitorial segment also includes Modern Cleaning Concept Inc. which specializes in cleaning multi-site retail accounts through an innovative franchise model.

LEED: Leadership In Energy and Environmental Design is a green building certification program that is used worldwide

NAICS: The North American Industry Classification System or NAICS (pronounced "nakes") is a classification of business establishments by type of economic activity (process of production). It is used by government and business in Canada, Mexico, and the United States of America. It has largely replaced the older Standard Industrial Classification (SIC) system.

SUBSTANTIAL FINDINGS: Evidence of a violation of a policy or law which necessitates action be taken to address, correct and prevent.

TECHNICAL SERVICES: Part of the GDI family of operations that provides building system controls, repairs and servicing across Canada and U.S. through Ainsworth Inc. and its subsidiaries (collectively "Ainsworth").

TRIR: The total recordable incident rate or TRIR is a metric for the measurement of past safety performance by calculating the number of recordable incidents per 100 full time workers during a one-year period. The standard formula is the (# of recordable injuries x 200,000)/Total Hours worked in a year.

LETTER FROM THE CEO



2020 was a year most will never forget. The loss and devastation caused by COVID-19 was unimaginable and no one was exempt from its impact. I am incredibly proud of how our team rose to the occasion, faced the unknown, and exceed the ever-changing needs and requirements of all stakeholders and to properly *Clean for Health*.

Our front-line heroes worked throughout the pandemic to ensure essential work environments were safe, our customer's critical operations could continue, and the public could access basic necessities. Behind the scenes, GDI's leadership team focused on COVID-19 research, education, and risk mitigation, as the safety of ours and our customer's employees remained our top priority. Collectively we utilized our knowledge, skills and reach to help minimize the spread of the virus.

Among the important lessons COVID-19 taught us, we learned that the world is far smaller than it seems, and local actions can have global impact. As individuals and as an organization, we need to take responsibility for our everyday decisions and be aware of their potentially far-reaching consequences.

Amid the chaos of the pandemic, and with Corporate Responsibility in mind, we formed our new ESG committee with a focus on formalizing and structuring the GDI Group of Companies' Environmental, Social and Governance efforts.

This will be a major differentiator with our current and future clients, our investors, and our employees as priorities and expectations are shifting, and all stakeholders are expecting more than just bottom-line metrics as they decide which companies with which to partner.

I could not be more excited about where our team is headed. In conjunction with our financial performance, this report outlines our progress and continued commitment towards our people, the planet, and our overall business performance.

Sincerely,

Claude Bigras

OUR COMPANY

ABOUT GDI

GDI 'Integrated Facility Services' is a North American company with coast-to-coast services in Canada and the United States providing unequalled capabilities and expertise in the facility service sectors including janitorial services, managed franchisee janitorial services, a full suite of mechanical and HVAC offerings, as well as our own product line of superior chemicals and related supplies. This specialized portfolio of service deliverables allows us to provide nearly any service within the walls and on the exterior grounds of our client's facility with industry leading technology, safety, quality, and sustainability. We accomplish this through the hard-working, dedicated, efforts of our 22,000 employees in more than 60 regional offices across Canada and the United States. With a century of industry experience, GDI is positioned to meet the challenges our clients and our industry faces with integrity and success.

Our technology, innovation, strong financial positioning, as well as our dedication to society and the planet allows all of us to excel in the services, we offer our clients and the satisfaction of the visitors to their facilities. We achieve this through offering innovative best-in-class capabilities in facility services, food manufacturing sanitation services, and advanced mechanical and HVAC capabilities that are unrivaled in the industry.

Our International Reach and Local Touch means we have the experience to do the job right the first time while offering the support, stability, and ethics that only a \$1.4B strong publicly traded company (TSX:GDI) can bring. This allows us to provide the best value to our clients while still getting the dedicated hands-on attention they deserve for each and every job.



OUR PEOPLE

In 2020 our team consisted of more than **22,000** unique individuals in Canada and the USA.



HIRES
in 2020

5,208

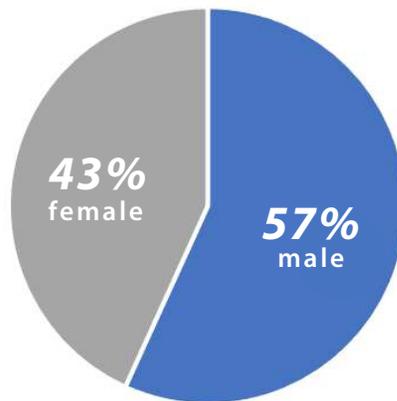


SEPARATIONS*
in 2020

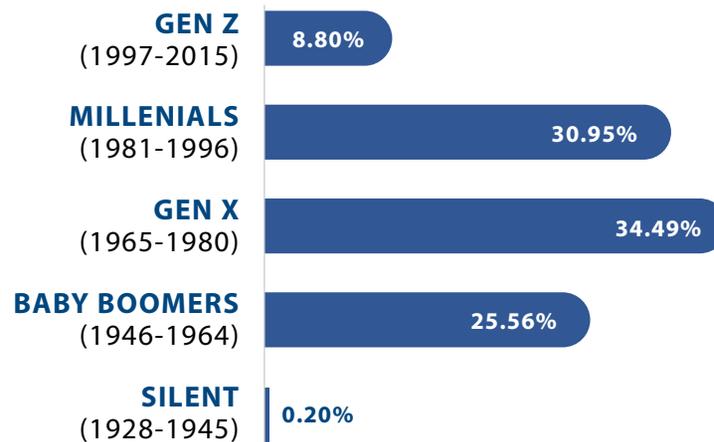
7,220

*GDI Turnover remains less than 20% of the janitorial industry average

GENDER

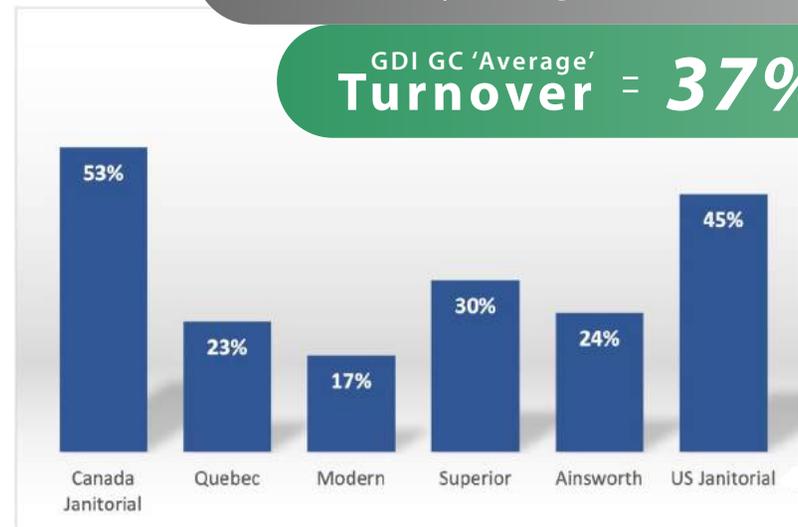


GENERATION



Estimated Janitorial Industry average **200%**

GDI GC 'Average' Turnover = **37%**



GDI has grown significantly over the past few years and we anticipate continuing this trend to double our company size by 2025. Our culture fosters collaboration and diversity in background, experience, expertise and knowledge and will continue to shift and develop as new companies and team members join the GDI family and we embrace and absorb their best practices and unique perspectives into the GDI DNA.

DIVERSITY & INCLUSION

Both diversity and Inclusion are material to GDI, our stakeholders and our future success. GDI is aware that companies that embrace diversity and inclusion perform better and as such we are committed to a diverse, healthy, and inclusive culture where everyone feels safe to express and celebrate their independent thoughts & creative ideas. We demonstrate our commitment by providing a supportive work environment and a corporate culture which welcomes and encourages equal opportunities for all employees.

Our diversity will continue to develop organically through our commitment to recruit/hire in the diverse areas we serve, through developing and promoting some of those same individuals into leadership roles and through partnering with companies as diverse as ours. GDI continues to commit to a more focused approach to diversity and inclusion, by:

- Investing in programs that support diversity within our industry and our communities.
- Implementing more formalized Diversity and Inclusion Training.
- Developing and utilizing metrics to drive improvement.
- Partnering with organizations that will help us increase our diverse talent.
- Surveying the team regarding the formation of diversity network groups.



COLLECTIVE BARGAINING AGREEMENTS



GDI is party to approximately 145 active collective bargaining agreements across North America, covering approximately 60% of team members. The agreements are periodically renegotiated through bargaining with labor representatives to set terms for wages, benefits and other conditions of employment. For area-wide agreements, GDI frequently bargains in a group of employers who are covered by the same agreement.

TEAM MEMBER BENEFITS

GDI focuses on providing competitive compensation and benefits. Benefits are consistently offered within locations to ensure that employees have the same access to programs as other employees within their location/position, client contract or collective bargaining agreement. Differentiation in compensation is relative to position, responsibilities, and knowledge and skills required.



BENEFITS

VISION, MISSION, & CORE VALUES

OUR VISION

To be the world-leading provider of facility services and solutions

OUR MISSION

To consistently deliver the best, most trusted facility services and innovative solutions to meet our clients' needs and standards.

OUR VALUES

Quality – We deliver the highest level of service and value to our clients.

Innovation – We are pioneers of innovation in the marketplace and continuously look for opportunities to improve.

Accountability – We always deliver on our commitments to clients, employees, and stakeholders.

Team – our people are our key differentiator; we are passionate, knowledgeable, and work together to succeed.

Integrity – We believe that our values should never be compromised, and we always strive to do the right thing.

Safety – We believe that all injuries are preventable, and the safety of employees is our top priority.

Collaboration – Our success is dependent on the collaborative efforts of our various business units, working together to be the industry leader.

Diversity – We value the uniqueness of our people, their cultures, work styles and talents.

Transparency – We believe in transparency and achieve it through communicating openly and freely.

THIRD PARTY CERTIFICATIONS & PARTNERS

	JANITORIAL SERVICES				TECHNICAL SERVICES		COMPLIMENTARY SERVICES
	GDI CANADA	GDI U.S.A	GDI QUEBEC	MODERN CLEANING	AINSWORTH CANADA	AINSWORTH U.S.A	SUPERIOR SOLUTIONS
ISO 9001	✓	✓	✓		✓		
ISO 14001	✓		✓				
CIMS/CIMS-GB		✓					
ISNET WORLD	✓	✓			✓	✓	
COMPLYWORKS	✓		✓	✓	✓		
AVETTA	✓	✓	✓	✓	✓	✓	
CONTRACTOR CHECK	✓		✓		✓		
CERTIFICATE OF RECOGNITION (COR)	✓				✓		
HEALTH CANADA IMPORT LICENSE							✓
EPA ESTABLISHMENT LICENSE							✓

A glowing lightbulb is the central focus, surrounded by a dense field of blue, wavy energy lines that radiate outwards, creating a sense of dynamic movement and technological advancement. The entire scene is set against a dark blue background, with the lightbulb and energy lines appearing in a lighter shade of blue.

INNOVATIONS



With an understanding that our success tomorrow depends on our planning and innovations today... GDI continues to invest in Research & Design to enhance safety, productivity, quality, and profitability and exceed the ever-changing needs of our stakeholders.

Utilizing cutting edge technologies, GDI has developed an entire suite of proprietary applications and on-line programs that are already implemented and producing exceptional results in the field.

Coming out of beta-testing, our new e-Learning program provides uniform training to all team members and is poised to be a game changer for GDI.



ONLINE APPLICATIONS

- GDI Inspect – proprietary quality control and inspection app
- Safety incident reporting app and OSHA auto report generator
- Productivity and site efficiency program
- Master service/sanitation schedule work ticketing program



ROBOTICS

- Autonomous floor machines already implemented a numerous accounts with a steady increase in portfolio penetration.



E-LEARNING

- A series of GDI produced video training programs managed and relayed to our teams from a proprietary e-learning application.

INNOVATIONS

GDI's in-house chemical and supply business unit, has taken us to the leading edge of cleaning technology – monopods.

These self-dissolving pods have already increased efficiencies, enhanced safety, reduced waste, and enhanced the bottom line at every GDI client location they've been implemented.



As easy as 1-2-3



1

Drop a SANY+ MonoPOD into a spray bottle, mop bucket, mop tool or auto-scrubber



2

Add water through faucet or fill hose and agitate (if required)



3

Ready to clean!

ONE Pod for EVERYTHING!



GREEN SEAL

Industry standard for reduced environmental impact



RECYCLABILITY

Tubs and corrugates fully recyclable
Biodegradable & PPE-free



REDUCED EMISSIONS

Truck carrying traditional chemical vs. MonoPODS

3.03 mt vs. 0.151 mt



REDUCED PACKAGING

85% reduction in plastic
82% reduction in corrugate

ONE POD. SEVERAL BENEFITS.





OUR APPROACH

GDI'S APPROACH TO ESG

2020

- ✓ Setup of GDI ESG Committee
- ✓ Definition of key stakeholders
- ✓ ESG Materiality Assessment
- ✓ ESG SWOT Analysis
- ✓ Define Focus Areas & Next Steps
- ✓ Present Report to Executive Team

2021

- ✓ Baseline Assessments for:
 - a) Environment i.e. what is our environmental footprint from GHG emissions and waste?; what needs improvement?
 - b) Social i.e. where are we in terms of safety, ethics & culture? What can we do to improve?
 - c) Governance focus areas identified in 2021 i.e. what is our board equity, diversity, independence & accountability, and improvement required?
- ✓ 3 to 5 Year Action Plans with KPI's and related targets
- ✓ Start Implementation of Action Plans
- ✓ First ESG Report published

2022 and beyond

- ✓ Action Plan monitoring and course correction, as required
- ✓ Reporting of status and next steps
- ✓ Ongoing, development, improvement, and commitment
- ✓ Second ESG Report published

KEY DRIVERS

Competitive Advantage & Differentiators



PEOPLE STRATEGY

- Employer of Choice
- Depth of local and national resources
 - Capacity, capability, & confidence to support business
- Transition Confidence
 - Dedicated Transition Project Manager, & PM process approach to transition
- Dedicated H&S and Client Experience Resources
- VOILA! Staffing App



VERTICAL INTEGRATION

- Ainsworth, Janitorial, Modern, & Superior Sany Solutions
 - Providing better client outcomes
 - Financial benefits via integration of services & chemical/equipment supply via Superior Sany Solutions



CLEAN FOR HEALTH

- Leaders in market place using a comprehensive approach to managing through COVID and updating our operating procedures
- Certificate of Conformance
 - Accountability on our part to ensure implementation
- Training on 3 step process
- Return to work guides
- Industry shift on engineering best practices

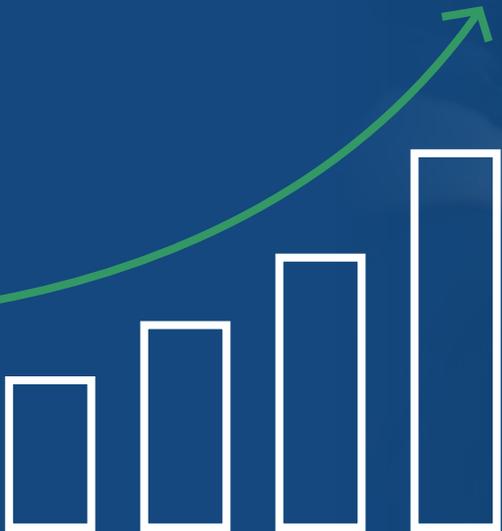


INNOVATION

- FotoFinish & FotoFeedback provide unparalleled quality assurance
 - Providing proactive management, accountability, efficiency, better oversight, & objective measure of results
- Robotics
 - Improved quality and increased efficiency
- XOi Vision Platform
 - Allows techs to take photo, video and notes based on pre-defined workflow
- IAQ Dashboard
 - Insights into Building's Well-being

MATERIALITY ASSESSMENT

In 2020, in preparation for our first ESG report, GDI performed a materiality assessment and reviewed hundreds of potentially material topics. We took into consideration the comments, concerns and requests received from employees, customers, vendors, and investors to refine our materiality focus. In the end our ESG committee chose focus areas that are most impactful and important to our business and our stakeholders. The GDI Executive Committee approved the focus and committed to oversight of the ESG process. The ESG initiative will continually be monitored, reviewed, and refined as GDI and the business landscape grows and changes. Beginning in 2021/2022 we will formally survey our various stakeholders to ensure we chose focus areas that are the most impactful to our business, the environment, and our stakeholders.



KEY ESG STAKEHOLDERS

Our Key ESG Stakeholders and their expectations of GDI:

INVESTORS

Investors will utilize ESG criteria to guide their decision making and will expect enhanced disclosure, reporting, and accountability.



CLIENTS

Customers expect that we support their initiatives to deliver clean, healthy, and sustainable work environments everyday and we are transparent regarding labor relations and safety.



EMPLOYEES

Employees want to work for a company with similar values as their own. Younger generations in the workforce expect ESG responsibility from their employer.



SUPPLIERS

Our suppliers expect GDI to be a responsible partner as we are representatives of their products in our operations.



INDUSTRY ASSOCIATIONS

Industry Associations expect GDI to manage operations in a sustainable and environmentally responsible manner.



ESG FOCUS

GDI considers ESG criteria in everything we do. We are committed to gaining a full understanding of our ESG related impact, to demonstrating our commitment to continuous ESG improvement and evolution.



HEALTH AND SAFETY

Keeping our employees and our customer's employees safe through our Safety Program and Clean for Health/New Era of Clean



CORPORATE ETHICS & RESPONSIBILITY

Code of Ethics, Code of Ethics Hotline, Supplier Code of Conduct, Emerging Risks – Pandemic Preparedness & Natural Resource Depletion, and Delegation of Authority



ENVIRONMENTAL STEWARDSHIP & PARTNERSHIPS

Protect the environment through sustainable practices such as Green House Gas (GHG) & waste reduction, and sustainable sourcing. Collaborate with our customers to protect the environment



CULTURE

Employee relations, learning & development, diversity & inclusion, discrimination, harassment, pay equity, human rights, and community support



GOVERNANCE

Board equity, diversity, independence and accountability, engagement and shareholder rights, accountability and executive compensation, oversight of strategy, risk management, performance, and disclosure

A woman in a blue shirt and dark vest is using a yellow level on a glass window frame at a construction site. The background shows a cloudy sky and a building under construction.

HEALTH & SAFETY

ESTABLISHING A COLLECTIVE PATH TO A ZERO INJURY FOCUS

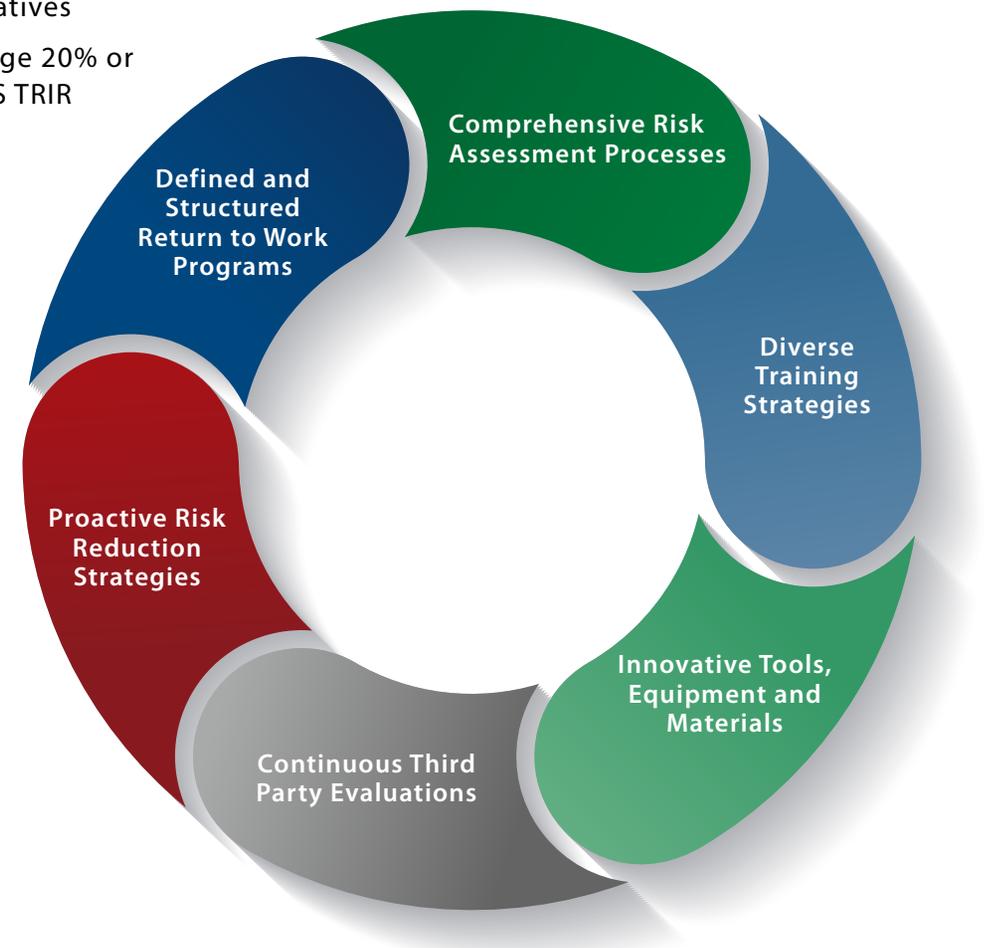
A SINGLE INJURY IS ONE TOO MANY

The GDI Group of Companies Health & Safety program continues to exceed the industry standards. Our class-a training and monitoring programs focus on injury reduction and prevention.

Proactive, professional, and engaged team members focus on continuous improvement to keep all of our GDIGC family members healthy and safe.

2021 FOCUS

- Establish Health & Safety North American Committee
- Align business units with best practice initiatives
- Maintain an average 20% or more below NAICS TRIR Industry Rate



0



ZERO FATAL INCIDENTS 2020

ESTABLISHING A COLLECTIVE PATH TO A ZERO INJURY FOCUS

A SINGLE INJURY IS ONE TOO MANY

LOWER TRIR THAN INDUSTRY AVERAGE

TRIR – Total Recordable Injury Frequency

GDI's injury frequency is lower than the US department of labour industry statistics on recordable injuries.

GDI's Integrated service offerings relies on the NAICS (North American Industry Classification System) to categorize unique business services and compare performance against US labour industry benchmarks.

Complimentary Service offerings represents a smaller employee count and any injury has a greater emphasis on the recordable frequency.

2021 company goals aim to further reduce injury frequency and control lagging performers of each business sector. Individual goals are established by business unit.

TRIR FORMULA



=

RECORDED INCIDENTS X 200,000

TOTAL NO. OF HOURS WORKED



Business track the incident rate as a monthly figure to assist them in meeting annual and quarterly goals.

GDI TRIR vs NAICS Industry Average

BUSINESS UNIT	TRIR	NAICS COMPARISON
JANITORIAL CANADA	2.05	-32%
JANITORIAL US	1.16	-61%
TECHNICAL SERVICES	1.40	-36%
COMPLIMENTARY SERVICES	3.60*	125%

*represents a smaller employee count resulting in greater emphasis on TRIR rate

↓35%

Lower TRIR than averaged NAICS TRIR rate

ESTABLISHING A COLLECTIVE PATH TO A ZERO INJURY FOCUS

A SINGLE INJURY IS ONE TOO MANY

ADAPTING TO CUSTOMER NEEDS THROUGH COMPLIANCE

The GDI group of companies subscribes to various auditing and validation services to continuously assess the alignment with client's needs and to ensure we are operating ethically. Subscriptions vary by business unit and are not limited to the sample provided on the right.

Various clients prescribe individual targets and performance indicators within their dedicated compliance networks. These include a combination of safety, insurance, risk, environmental, governance, and other individual client requirements.

*Will vary by business segment

Third Party Subscriptions and Accreditations



ESTABLISHING A COLLECTIVE PATH TO A ZERO INJURY FOCUS

A SINGLE INJURY IS ONE TOO MANY

Health and Safety Government Fines and Penalties

LEGAL AND REGULATORY COMPLIANCE

No reportable violations from majority of business sectors. One violation in the US is closed.



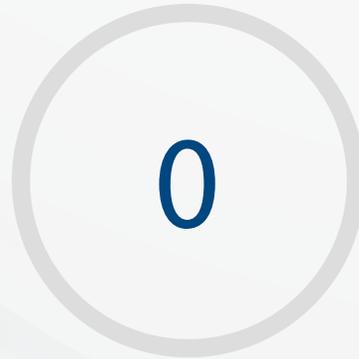
Janitorial Canada



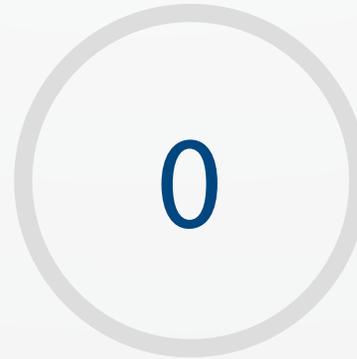
Janitorial Quebec



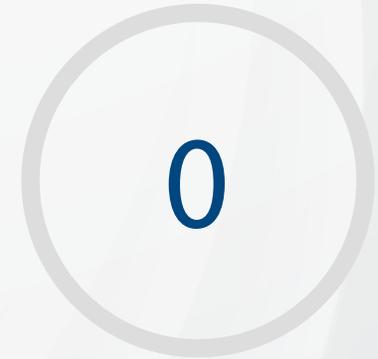
Janitorial USA



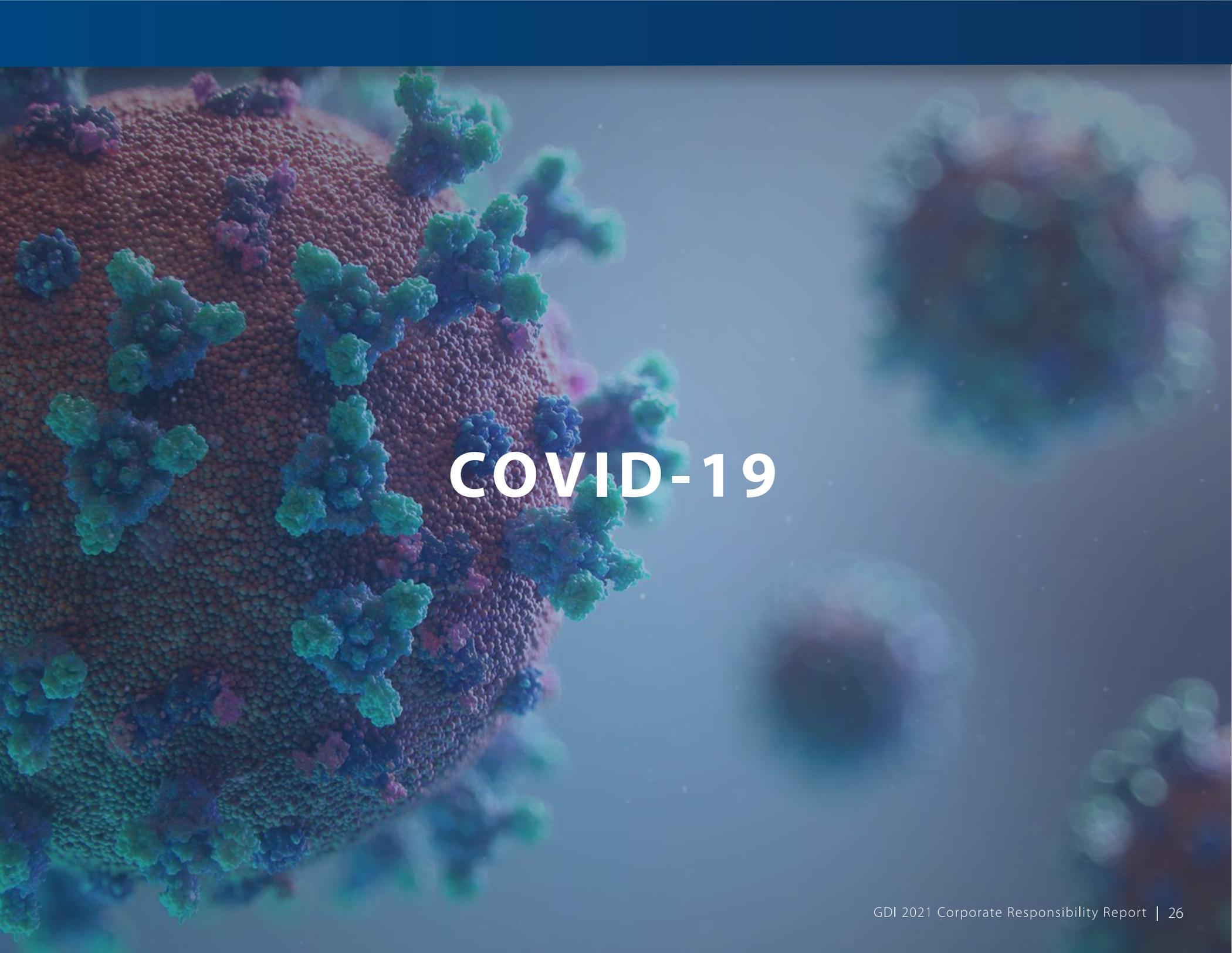
Technical Services



Complimentary Services

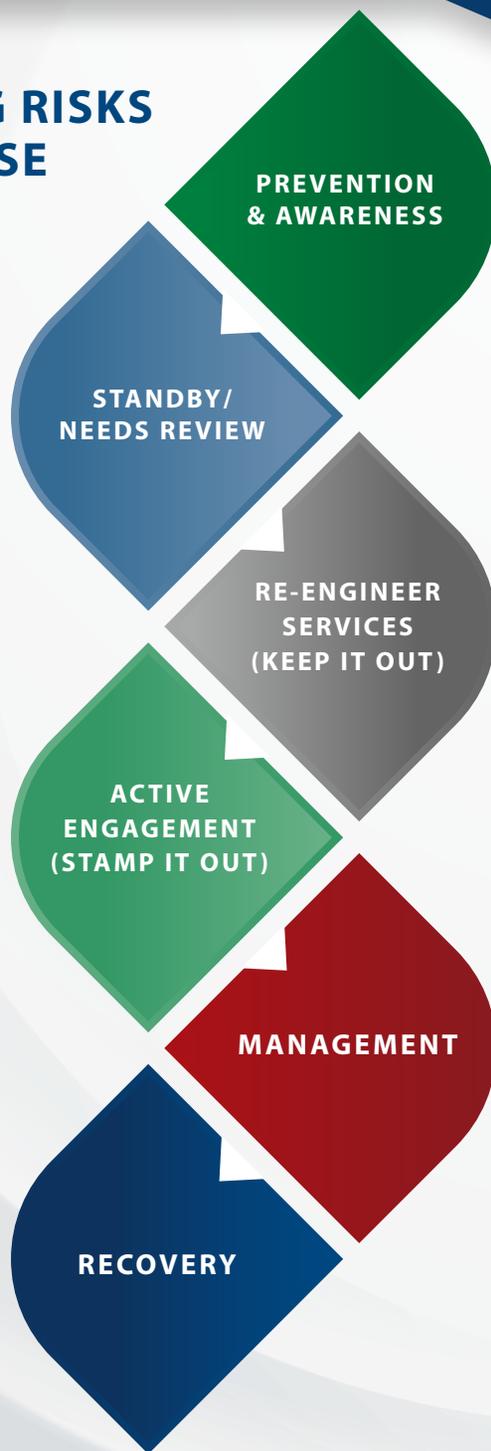


Modern



COVID-19

EMERGING RISKS & RESPONSE



GDI'S PANDEMIC BUSINESS CONTINUITY PLAN STAGES OVERVIEW

COVID-19 was established as an emerging threat to business in December 2019 and GDI's monitoring began at that time to determine impacts to business.

There are 6 Stages of response in GDI's pandemic preparedness plans

- 1) Prevention and Awareness
- 2) Stand by and Needs Review
- 3) Re-engineer and Rationalize Services
- 4) Active Engagement
- 5) Management
- 6) Recovery

GDI'S pandemic response plan was officially activated in mid January 2020

GDI's first internal and external communique on COVID-19 was published on early Feb-2020

Currently, GDI is at Stage 5, Management of the pandemic and following the associated Public Health Guidelines

PANDEMIC RECOVERY HIGHLIGHTS

JAN 2020

FEB 2020

MAR - SEPT 2020

NOV 2020 - PRESENT

TBD

PREVENTION & AWARENESS

- Initial Research and Education
- Internal Travel Monitoring Advisories
- Global Situation Monitoring
- Review and Assess Pandemic Plans and Preparedness Measures
- Internal and External Communicate Reports published

STAND BY/ NEEDS REVIEW

- Continuous Research and Education
- Communique Updates
- Global Situation Updates
- Pandemic Response Coordination
- Action Plans Labor Disruption
- Internal Training, SOP, Universal Precautions
- Planning and Preparations
- Chemical and Inventory Supplies Review

RE-ENGINEER & RATIONALIZE SERVICE

- Daily Committee Senior Management Meetings (C-19 Impact Evaluation)
- Dashboard Trackers
- Alternate Work Arrangements
- Restrictions on visitors, Travelling
- Internal Communications and Resource Development
- Continuous Research and Updates
- Covid-19 Guidelines and Procedures Published
- Allocate supplies and PPE for internal and external usage
- Increased Production Output of Necessary Chemicals
- Continuous Research, Training and Education
- Suspension of All Business Travel
- Return to Work Planning for Branch Offices

ACTIVE ENGAGEMENT

- Public Awareness, Community Knowledge Shares
- Numerous Enhanced Cleaning and Disinfection Projects to Reopen Facility for Staff Access
- Clean for Health Public Website: <http://cleanforhealth.com>
- Risk Analysis, Contact Tracing Protocols
- Return to Work Guidelines
- Alternate Mask Solutions
- Education and Public Awareness HVAC, Fresh air circulation
- Essential Worker Appreciation/Thank you Campaign
- Continuous Training
- Industry Committees

MANAGEMENT

- Public Health Research and Updates
- Ongoing Training and Communication
- Return To Work Protocols management
- Alternate Work Arrangements
- Continuous Enhanced Cleaning and Disinfection Operations
- Participation in Industry Committees
- Education Sessions with Industry Peers
- Continuous Research, Clean for Health Public Website Updates
- Continuous and Ongoing Training

RECOVERY

- Pandemic Preparedness/BCP Review and Update (Lessons Learned)
- Vaccination Adoption and Roll Out Plan
- Adjustments to Vaccination Roll Out
- Public Health Research and Guidance
- Clean for Health Website Updates
- A New Era of Clean
- Monitoring Covid Variants
- Working and Office Arrangements Flexibility
- PPE Protocols Review
- Supplies Review and Lessons Learned
- Ongoing Communication (Infectious Diseases)
- Participation with Industry on Facility Certifications and Best Practice

COVID-19

GDI is dedicated to providing a clean and healthy environment for our staff, clients and their facility occupants. Our objective is to reduce the threat of a pandemic outbreak within our client facilities through appropriate cleaning and facility maintenance.

Through our extensive experience in servicing a variety of facilities as well as our experience with COVID-19 enhanced cleaning and remediation, we fully understand how a pandemic affects each building and its occupants. We are prepared with protocols, procedures, and equipment to ensure that our clients facilities are clean, safe, and healthy.

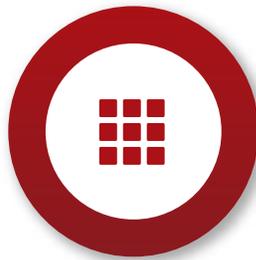
OUR PANDEMIC RESPONSE

Our response is based on the following key characteristics and potential impacts outlined in the subsequent sections:



UNDERSTANDING DISRUPTION OF CLIENT BUSINESS

- Staff absences
- Material & supply disruption
- Demand for services



COORDINATION & INTEGRATION WITH CLIENTS

- Extent of planning
- Calculation of reasonable risks



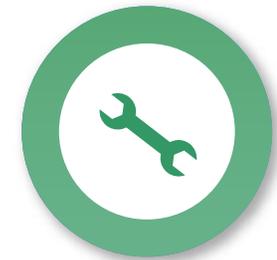
COMMUNICATION

- Discuss impact of response stages on facility occupants, employees, unions & others



SANITIZATION SERVICES

- Touch point targets
- Risk point engineering
- Determine priority areas



BUILDING RETROFITS

- Dilution Ventilation
- Air Purification
- Occupancy Management

A photograph of three business professionals in an office setting. A woman in a light-colored blouse is shaking hands with a man in a light blue shirt and dark tie who is seated at a table. Another woman in a grey blazer is standing in the foreground, looking towards the handshake. The background shows a modern office with glass partitions and green pendant lights. The text 'CORPORATE ETHICS & RESPONSIBILITY' is overlaid in white, bold, sans-serif font.

CORPORATE ETHICS & RESPONSIBILITY

CODE OF ETHICS

GDI is committed to integrity in how we conduct business and how we work with our stakeholders. We are committed to having employees and anyone we do business with follow these 8 principles:

- 1. PERSONAL RESPECT**

We respect all individuals, whatever their origin, beliefs, or age, and we do not tolerate discrimination. We also respect the goal of employment equity.
- 2. RESPECT FOR CUSTOMERS**

Clients are our priority. Therefore, we shall always deal with our clients in an honest, efficient, and courteous manner. We shall also abide by our commitments to customers.
- 3. RESPECT FOR SOCIETY**

We shall be honest, efficient, and courteous in all dealings with institutions, authorities, and incorporated groups, as well as their representatives.
- 4. RESPECT FOR THE ENVIRONMENT**

All GDI's business and affairs comply with applicable environmental rules. We shall not pollute or cause any environmental risk in any of our clients' or GDI's premises.
- 5. RESPECT FOR THE COMPANY & ITS INTERESTS**

We shall be honest, loyal, and transparent in the exercise of our functions, duties and responsibilities at work. We shall neither compete, directly or indirectly, with GDI nor disclose any of GDI's confidential proprietary information.
- 6. CONFORMITY WITH THE LAW**

We ensure that all GDI's businesses and affairs comply with the law in all material respects. We do not tolerate any activity, behavior, act, or omission which constitutes a criminal offense.
- 7. COMPLIANCE WITH BUSINESS STANDARDS**

We neither carry out unlawful business operations nor participate in a black market for goods and services. We do not use blackmail or other illegal means in business dealings.
- 8. COMPLIANCE WITH CORPORATE POLICIES & PROCEDURES**

We adhere to the letter of corporate policies and procedures and do not deliberately circumvent it.

ZERO TOLERANCE FOR HARASSMENT OR DISCRIMINATION



GDI is committed to workplace environments where all individuals are treated with respect and dignity. Everyone has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices and harassment of any kind. We recruit, select, hire, assign, compensate, etc., without regard to race, color, religion, national origin, age, gender-identity, disability, sex, sexual orientation, marital status, veteran status, genetic information, or any other factors which may be protected by law. **GDI has a zero-tolerance policy for discrimination or harassment of applicants, employees, customers, or vendors.**

CODE OF ETHICS HOTLINE

Employees are provided numerous avenues for reporting or discussing any situation which violates our Code of Ethics, including the option of doing so anonymously and confidentially through Clearview Connects, 24 hours a day. The contact information is posted at every job site. All reported concerns are investigated promptly, objectively, thoroughly, and confidentially. If it is determined that conduct violating GDI policies has occurred, prompt and appropriate action will be taken. All incidences are documented, investigated, and in 2020 no correctional actions were needed.

2020 CODE OF ETHICS HOTLINE STATISTICS

DESCRIPTION	QUANTITY
Unethical Conduct	3
Violation of Laws, Regulations, Policies and procedures	1
Workplace Health and Safety	1
Workplace Harassment	2
GRAND TOTAL	7
Average days open	39.7
Substantial Findings	0%
No Substantial Findings	100%
Canada	57%
US	43%



VENDOR CODE OF CONDUCT

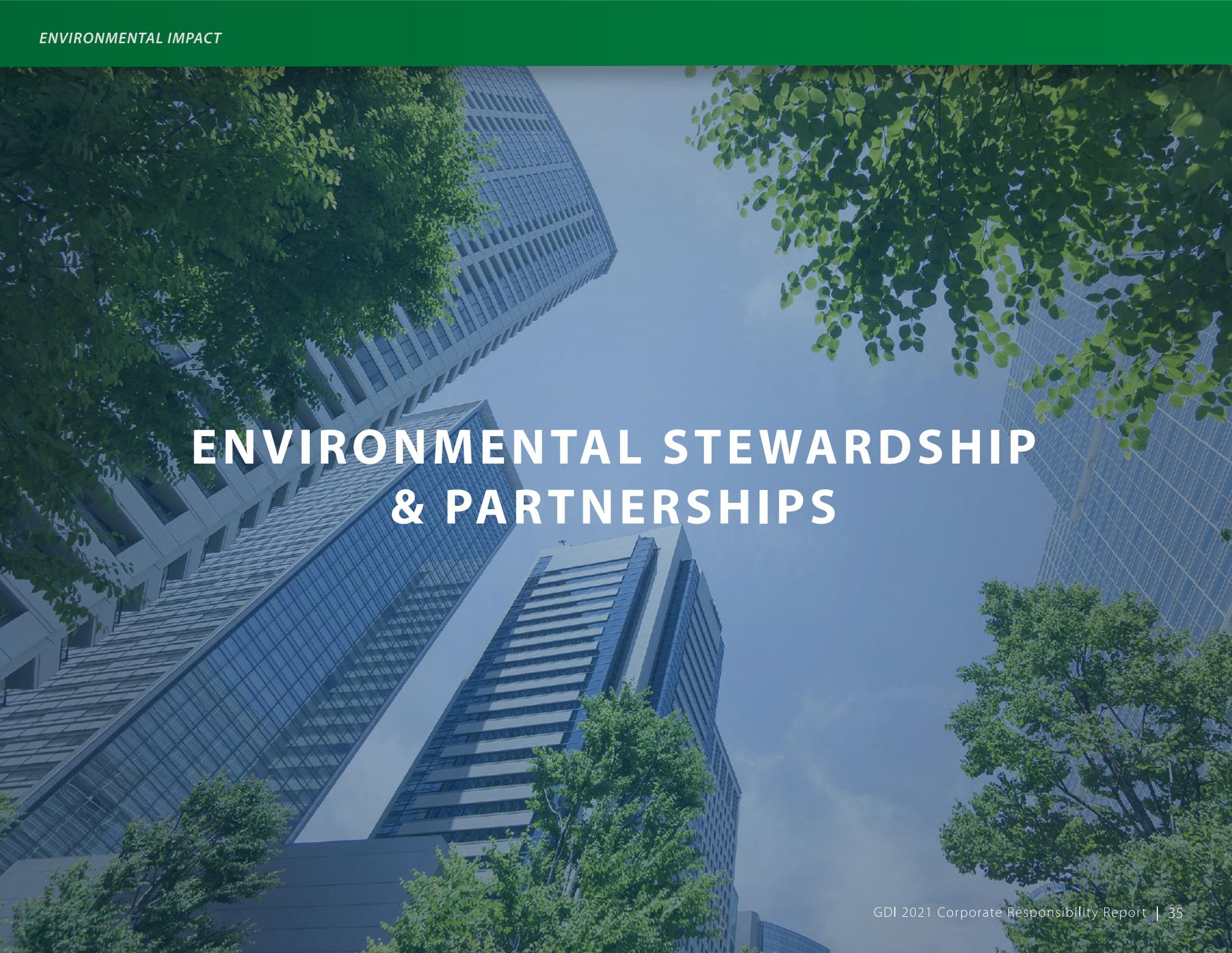
As a next step in our commitment to the GDI Code of Ethics, in 2020, GDI developed and implemented our Vendor Code of Conduct.

GDI is committed to maintaining the highest level of ethics and integrity. **We believe that our values should never be compromised, and we always strive to do the right thing.** Our Vendor Code of Conduct was developed to ensure all businesses GDI works with conduct their business interactions and activities with integrity and in compliance with the applicable laws and regulations of their respective countries.

THE PRINCIPLES OF THE VENDOR CODE OF CONDUCT:

- Ethical Business Practice
- Compliance with applicable laws
- Respect GDI and its interests
- Maintain Quality
- Compete Ethically & Fairly
- Disclose all Subcontractors
- Protect GDI property
- Human Rights, Diversity & Inclusion
- Uphold GDI's commitment to a workplace free from harassment and discrimination
- Make Health & Safety a priority
- Comply with all age-related work restrictions and prohibit the use of Child Labor
- Always treat employees fairly and humanely
- Prohibit the use of forced or compulsory labor
- Respect for the environment
- Maintain all required environmental permits and licenses
- Handle, store, transport and dispose of hazardous waste legally
- Monitor and document air emissions in accordance with applicable regulatory requirements





ENVIRONMENTAL STEWARDSHIP & PARTNERSHIPS

GDI'S ENVIRONMENTAL IMPACT REDUCTION STRATEGY (EIRS)

Understanding the Nature of GDI's Environmental Footprint

In late 2020, GDI's ESG committee initiated a mission to map critical aspects of our operations that have a direct impact on the company's environmental footprint. With Senior Management commitment and support GDI has outlined the EIRS (Environmental Impact Reduction Strategy) process to steer a path towards continuous environmental evolution of our operational processes and procedures.



Critical Environmental Considerations and Targets

Based on initial environmental footprint discussions, figure E1 on the next slide outlines the top two critical environmental impacts for each business unit, and the intended controls to curb the impact on the environment. These benchmark values will be initiated in 2021 and will evolve to create a path to a greener more sustainable GDI. It is evident that GDI has other environmental impacts and aspects, however these established targets are identified by the committee as most critical and will evolve as targets are achieved to expand the company focus on environmental initiatives.

All environmental initiatives are subject to the Environmental Impact Reduction Strategy (EIRS) which takes a formal approach to planning, exploring innovation, implementing (either wholly or through pilots), studying the implementation, and acting on measured results. The EIRS process is cyclical in nature and is expected to evolve to incorporate emerging technologies.

Innovation, which occupies a significant segment of the EIRS process, has three unique segments of approach, eliminate, reduce and offset.. If an opportunity exists to eliminate an environmental impact, this will take priority. As an example, a toxic chemical that has a detrimental environmental impact will preferably be eliminated or substituted with a less hazardous product rather than dilute the hazardous effect with reduction or Carbon offset strategies.

TOP TWO CRITICAL ENVIRONMENTAL IMPACTS

FIGURE E1:



2021 CARBON SEQUESTRATION INITIATIVE

PLANT **12,500** TREES

Equivalent Carbon Offset:
CO2 Emissions from 85,065 gallons of gasoline consumed over a 10 year period*

*US EPA

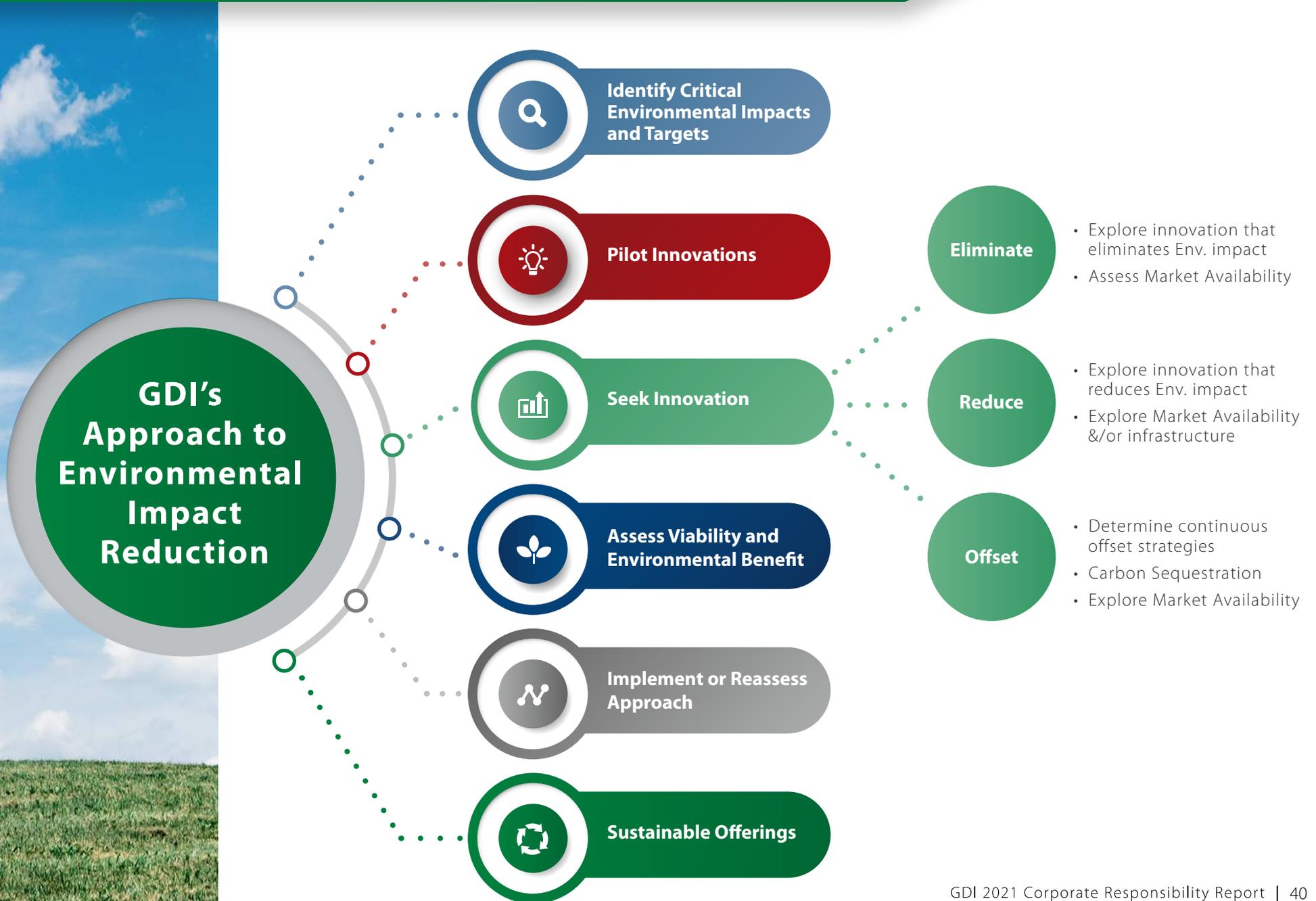
DETAILED EIRS

BUSINESS UNIT	TARGETED ENVIRONMENTAL IMPACT	OPERATIONAL CONTEXT AND STRATEGY	COMMITMENTS
Janitorial Canada	Vehicle Emissions	Due to the jurisdictional set up of Canadian operations a large percentage of the workforce travels to various site environments utilizing a fleet of company vehicles. The bulk of GDI vehicles are SUV's and Minivans of varying models and cargo capacity.	<ul style="list-style-type: none"> ✓ Transition 'end of life vehicles' to hybrid models ✓ The Company targets 75% transition of end of life vehicles to hybrid alternatives
	Sustainable Spend	GDI purchases a variety of chemicals, equipment and materials to perform various onsite operational functions.	<ul style="list-style-type: none"> ✓ Categorize spend by cost ✓ Target a 70% cumulative spend on products, equipment and materials that meet accredited environmental designations
Complimentary Services	Sustainable Product Design	As part of the GDI umbrella, our sister company superior solutions procures chemicals, materials and supplies to meet a diverse range of customer requirements. In many cases client's direct which products are approved to be placed onsite. Various chemical products are produced in house or carry the company brand.	<ul style="list-style-type: none"> ✓ 70% of revenue generated from complimentary services are from products, equipment, and materials that are designed for the environment and carry a third party environmental accreditation.
	Waste Diversion	Packaging and shipping materials carry a large environmental footprint.	<ul style="list-style-type: none"> ✓ Progressively increase waste diversion to achieve 60% diversion from landfill by 2025 at company owned facilities

DETAILED EIRS CONTINUED

BUSINESS UNIT	TARGETED ENVIRONMENTAL IMPACT	OPERATIONAL CONTEXT AND STRATEGY	COMMITMENTS
Technical Services	Emissions	<ul style="list-style-type: none"> • 80% of baseline GHG emissions is from the vehicle fleet • 20% of baseline GHG emissions is from electricity and natural gas used in our facilities. 	<ul style="list-style-type: none"> ✓ 10% of all vehicle replacements will be Hybrid alternatives by end of 2024
	Waste	<ul style="list-style-type: none"> • Current baseline waste is mainly cardboard, metal, glass & plastics • Current diversion rate is 31% 	<ul style="list-style-type: none"> ✓ Increase waste diversion rate to 70% by end of 2024
	Sustainable Spend	<ul style="list-style-type: none"> • Current purchases of equipment, material and subcontracted services to meet customer requirements • Currently 40 key suppliers in 4 categories (a) HVAC (b) Building Automation (c) Electrical & Power and (d) Equipment Rental 	<ul style="list-style-type: none"> ✓ Increase number of key suppliers with sustainable practices to 50% by end of 2024
Janitorial US	Emissions	<p>Due to the jurisdictional set up of Canadian operations a large percentage of the workforce travels to various site environments utilizing a fleet of company vehicles. The bulk of GDI vehicles are SUV's and Minivans of varying models and cargo capacity.</p>	<ul style="list-style-type: none"> ✓ Transition 'end of life vehicles' to hybrid models ✓ The Company targets 75% transition of end of life vehicles to hybrid alternatives
	Sustainable Spend	<p>GDI purchases a variety of chemicals, equipment and materials to perform various onsite operational functions.</p>	<ul style="list-style-type: none"> ✓ Categorize spend by cost ✓ Target a 70% cumulative spend on products, equipment and materials that meet accredited environmental designations

GDI'S ENVIRONMENTAL IMPACT REDUCTION STRATEGY (EIRS)



ENVIRONMENTAL STEWARDSHIP AND PARTNERSHIPS

LEED CERTIFICATION SUPPORT

Perform and report on sustainable business practices at client sites

ENVIRONMENTAL MANAGEMENT SYSTEM

ISO 14001 Certification to integrate with Environmental Management System

ZERO WASTE FACILITIES

Collect, sort, segregate waste and divert from landfill

GREEN CLEANING & PROCUREMENT

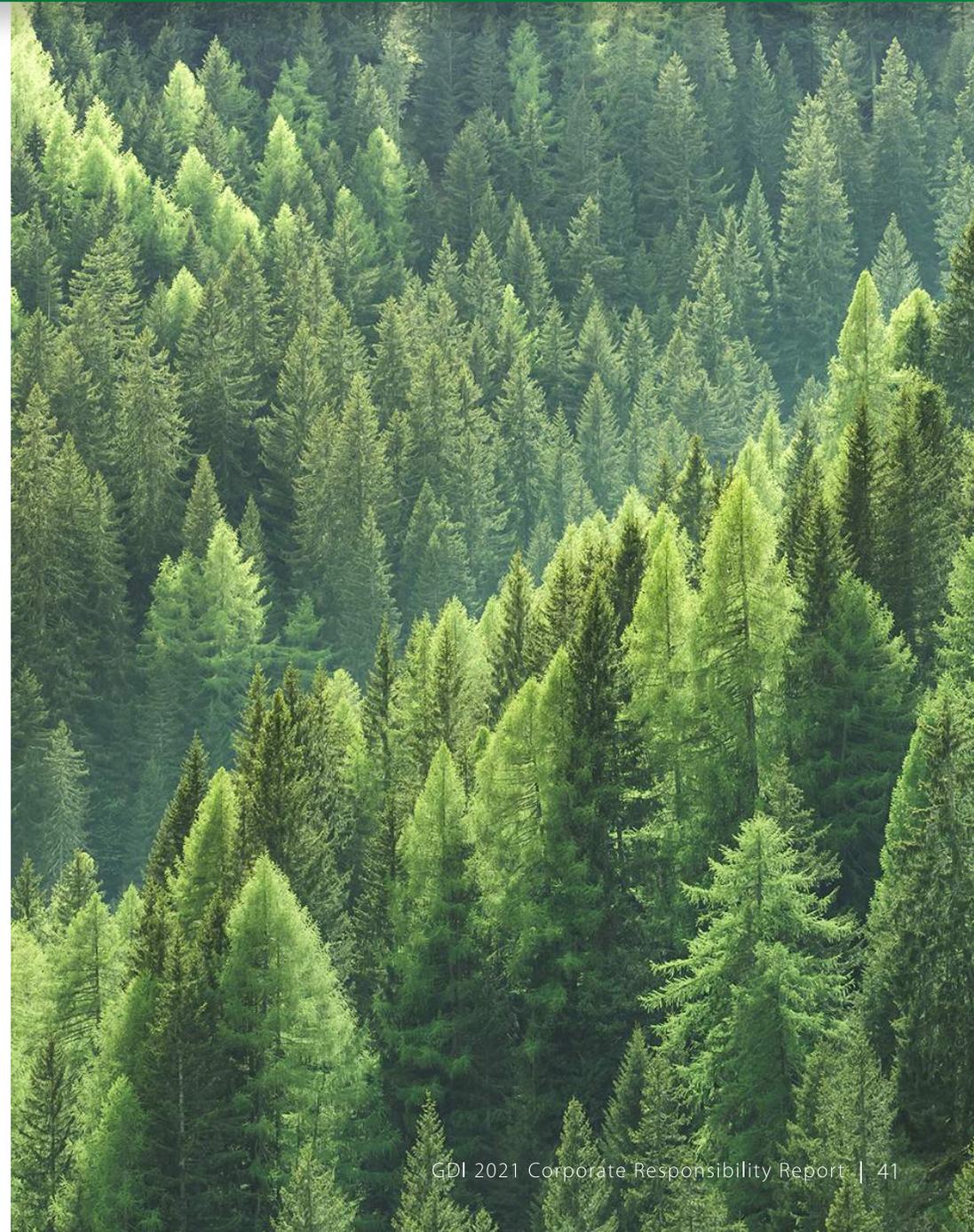
Utilize green cleaning techniques, equipment products and practices at sites

VOLUNTARY WASTE RECYCLING

Sort and recycle all packaging material at manufacturing warehouse

WASTE WATER REUSE & DIVERSION

Reuse waste water, treat, and divert from environmental release



ENVIRONMENTAL STEWARDSHIP AND PARTNERSHIPS

ENVIRONMENTAL IMPACT



SMARTIAQ

Develop and maintain healthier building environments at client facilities

BUILDING AUTOMATION

Maximize indoor comfort and energy efficiency through HVAC, lighting and security

HVAC SOLUTIONS

Extended life of units, optimized energy efficiency, comfort, safety, and productivity of occupants

REMOTEBAS-INTEGRATED ENERGY MANAGEMENT

Optimization, reporting and 24 hour support services to manage energy consumption, and reduced emissions

POWER SYSTEMS

Energy and emissions reduction through high voltage substation, distribution network and plant/facility design and construction

ENVIRONMENTAL STEWARDSHIP

Actions Today Shape the Environment of Tomorrow

Cognizant of our ability to influence and shape a greener future the integrated nature of our services supports and steers clients on the right path for more sustainable operations. Below are the highlights of just a few of the environmental stewardship activities GDI has recently partnered with.

JANITORIAL CANADA

ISO 14001 - Environmental Management System



GDI's Canadian operations has maintained ISO 14001 certification and the US is on track to upgrade to this certification within the next year. Certification means our management decisions are made with the environment in mind and are summarized in internal environmental management reports.

ENVIRONMENTAL FUTURE STATE

THE GDI VISION

Redefining our Future State

The company's commitment to sustainable environmental design pivots on the concept that controls and approaches will evolve to progressively better environmental performance by following the EIRS strategy. Focus on carbon sequestration activities will compound positive benefits over time with the ideal state being a carbon neutral approach to business operations and planning. For some business units the current state of technology and infrastructure presents barriers to seamless integration of best practice measures with respect to environmental conservation activities. For example, the availability of electric charging stations, green products that denature pathogens, scalability, cost consideration, availability in different jurisdiction and other factors, prohibit seamless integration of environmental environmental initiatives. GDI's strategy of piloting initiatives now will begin a formal process of aligning operations with the right information and tools to reduce those barriers to entry and make our preferred choice always a sustainable choice.



CORPORATE CULTURE



**ONE COMPANY
ONE CULTURE**

COMMUNITY INVOLVEMENT

BC



GDI provides an annual scholarship to an outstanding student enrolled in the Building Manager program at Vancouver Community College.

LEFT: Vancouver Community College (VCC) student awards with the GDI Integrated Facility Services Scholarship:

Edmonton

Our Edmonton Team donates to the local Mustard Seed and also provides donations.



COMMUNITY INVOLVEMENT

Calgary



The Calgary Branch participates in the Calgary Pathway and River Clean-Up annually.

<https://www.calgary.ca/csps/parks/volunteer/pathway-river-cleanup/pathway-and-river-clean-up.html?redirect=/pathwayandrivercleanup>



They also volunteered at the Calgary Zoo cleaning up evasive plants



Sponsor the Hope in the City Luncheon



Sponsor the Calgary Women's Shelter Turning Points Gala fundraiser

<https://www.calgarywomensshelter.com/index.php/events/turning-points-gala>

COMMUNITY INVOLVEMENT

Calgary

The Calgary Team also participates in the following Community Outreach activities:

- ✓ Collects food and monetary donations for the Calgary Food Bank each Christmas.
- ✓ Collects poppy donations for Remembrance Day each year that go to the Legion
- ✓ Collects donations for "National Denim Day" for breast cancer (The Cure Foundation).
- ✓ Sponsors the Healing Hands and Hospital Activity Books for Children
- ✓ Sponsors GlobalFest each year in August <https://globalfest.ca/>
- ✓ Sponsors the Oxford Stomp each Stampede <http://oxfordstomp.com/>

Quebec

Workforce action:

- ✓ Participates in Referencing for candidates with intellectual disabilities and Autism Spectrum.
- ✓ Other partnerships to be developed for the referencing of potential candidates:
 - The stage; for people with TDL Language Development Disorders
 - Ready Available & Capable; Giant Steps Initiative for Workplace Inclusion for ID-ASD
 - Social Integration Services (SIS); Wagar Adult Center of English Montreal Schoolboard offers general training in basic life skills for better community integration for people with intellectual, physical and emotional disabilities.
- ✓ Partnership with Social Development Company
- ✓ Participation in in the second wave of the employer and asylum seeker networking events
 - Non-profit organizations aimed at helping the preparation and integration of newcomers.

COMMUNITY INVOLVEMENT

Atlantic Canada

Winter Warm — Annual Event

This event is in conjunction with HRP and is an internal initiative not one that we ask the public to donate to. We partner with HRP and Sport Chek to purchase quality coats for children in need within our community. HRP school liaison officers work the local schools to find the families in need and Sport Chek donates to the program and also provides us with a large discount per jacket, giving us the ability to support as many children as possible.

June 2021 — Annual Event

27th Annual Summer Street Scramble 2021 BEACH PARTY! - Beware of our Water and Sand!

June 2021 — Annual Event

We are a sponsor of this event.

The BOMA Nova Scotia 2021 Golf Tournament is on June 17th at Glen Arbour. This year's tournament will continue to encourage physical distancing; we are unable to offer the post-game dinner, but each golfer will be provided with lunch and beverage tickets for the canteen/food cart, and a prize presentation will be held at the end of the day. As always there will be hole competitions and other great prizes to be won! This event is a great chance to catch up with your BOMA colleagues in a safer outdoor environment; sign up a corporate team, or let us place you in a team.



COMMUNITY INVOLVEMENT

Atlantic Canada Cont'd



2020

Luncheon Fundraiser — September

\$300 in supplies delivered to Adsum House for Women and Children. Adsum shelters and houses as many as 120 people each day and more than 300 persons in a year, at an Adsum location. Hundreds more are supported in the community, by the housing team, to find safe and affordable homes with ongoing services for stable housing, food, clothing and connection.

Christmas Food Drive

For the Boys and Girls Back Pack Program. Approximate value \$2000.

The Back Pack Program has been helping children get the nutritious and easy-to-prepare food they need to get enough to eat on the weekends.

Weekends without Hunger

FeedMore's BackPack program provides children who don't have enough to eat with nutritious, easy-to-prepare food at times when other resources are not available.

The concept is simple: children at risk of weekend hunger receive a bag of food that is child-friendly, nutritious, nonperishable, and easy to eat.



GOVERNANCE

GOVERNANCE



BOARD OF DIRECTORS

GDI's Board of Directors is comprised of seven Directors, six of whom are deemed independent. The seventh is our President and CEO, Claude Bigras. The Company's directors are elected annually at the annual meeting of shareholders. The Company has taken steps to ensure that adequate structures and processes are in place to permit the Board of Directors to function independently in the management of the Company.

EXECUTIVE COMPENSATION

The Board of Directors established the Human Resources & Governance Charter (HRGC), the purpose and responsibilities of which include the oversight of executive compensation. The Company's compensation practices are designed to retain, motivate and reward its executive officers for their performance and contribution to the Company's long-term success. The Board of Directors seeks to compensate the Company's executive officers by combining short-term and long-term cash and equity incentives to reward the achievement of corporate and individual performance objectives, and to align the Company's executive officers' incentives with the Company's performance. Objectives may include achievement of specific financial, operational or business development goals. Additional information on corporate governance practices can be found in our 2020 Proxy Statement.



David G. Samuel, Board Chair

Mr. Samuel joined Birch Hill Equity Partners in 2005 and currently serves on the board of directors of Cozzini Bros, inc., Sigma Systems and Softchoice. He has also served on the board of Creation Technologies, Aquaterra and EISI and was Chairman of Shred-it International. Prior to joining Birch Hill Equity Partners, Mr. Samuel had over 15 years of experience in private equity, operations, consulting and investment banking. Mr. Samuel's experience includes serving as President, Rogers Cable (High Speed Internet Access) and working at McKinsey & Company and Morgan Stanley. Mr. Samuel received his MBA from Harvard Business School and his HBA from the Richard Ivey School of Business, Western University.

Claude Bigras, Director, President and Chief Executive Officer

Since 1982, Mr. Bigras has spent his career in the construction, janitorial and facility maintenance industry. He joined GDI in 1994 and later became a major shareholder in 1998. Over the years, he has held many positions, and became President and CEO of GDI in December 2004. In his role as President and CEO, Mr. Bigras has overseen GDI's significant organic and acquisition based growth, leading GDI to become the largest janitorial services company in Canada, and one of the largest in North America. Through his leadership, perspective and experience, Mr. Bigras has driven the development of the Company's key financial strategic planning, and brings with him an exceptional track record of disciplined capital allocation and strategic acquisitions. Mr. Bigras holds certificates in Finance and Management from École des Hautes Études commerciales in Montréal.

Michael Boychuk, Director

Mr. Michael T. Boychuk is currently a professional corporate director. He was, from July 2009 to June 2015, President of Bimcor Inc., the pension fund investment manager for the Bell Canada group of companies. From 1999 to 2009, he was Senior Vice-President and Treasurer of BCE Inc. and Bell Canada, being responsible for all Treasury and Capital Markets activities of the BCE group of companies and, until 2005, he was also responsible for all mergers and acquisition activities. He joined BCE in 1997 as President and Chief Executive Officer of BCE Capital, the venture capital arm of BCE Inc. Mr. Boychuk began his career with KPMG (Peat Marwick) and later joined the Montreal Trust Company where he held progressively more senior positions until 1993. From 1994 to 1997, he managed Manitex Capital Inc., a private equity merchant bank which he co-founded. He currently is a member of the board of directors of the Laurentian Bank of Canada (Chairman of the Audit Committee), Telesat Canada (Audit Committee) as well as Cadillac Fairview Inc. He is also a member of the Investment Advisory Committee of Nunavut Foundation, the McConnell Foundation, the McGill Pension Investment Committee (Chair), Learning Bird Inc, eStruxture Data Centers Inc and Fengate Capital. Mr. Boychuk is a Governor of McGill University and Chair of the University's Audit Committee. He is also a member of the International Advisory Board of the Faculty of Management of McGill University. Mr. Boychuk is a graduate of McGill University, (BCom 1977, GDPA 1978, CPA, CA 1979, FCPA-FCA 2012). He was appointed a fellow of the institute of Chartered Accountants (Quebec) in 2012 and received the Queen Elizabeth II Diamond Jubilee medal for outstanding public and community service in 2013.

Suzanne Blanchet, Director

Suzanne Blanchet was president of Cascade Tissue Group from 1997 until 2014, when she was appointed as senior vice president, corporate development, a position she held until 2017. Suzanne is an award-winning manager; she is well known for her solid commitment to sustainable development. Her managerial talents and working knowledge of production have been instrumental in many significant projects, leading to Cascade Tissue Group expansion within Canada and multiple acquisitions in the United States. A woman of influence, Ms. Blanchet sits on various boards of directors, including Agropur, Éco Entreprises Québec (ÉEQ), Groupe Atis and Solmax. For all her achievements, the Université du Québec en Outaouais has awarded her an honorary doctorate in 2015. Suzanne Blanchet has studied accounting at Université du Québec à Trois-Rivières and she is member of Institute of Corporate Director.



David A. Galloway, Director

From 1998 to 2012, Mr. Galloway was a member of Bank of Montreal's board of directors and was appointed Chairman of the board of directors on May 1, 2004. While at the Bank of Montreal, he served on the Risk Review Committee and the Human Resources and Management Compensation Committee. He was also a director of Harris Financial Corp. and served on its Risk Oversight Committee. Mr. Galloway is the former President and CEO of Torstar Corporation, a position he held from 1988 to 2002. He joined Torstar in 1981 and became the President and CEO for Harlequin Worldwide in 1982. Prior to joining Torstar, he was a founding partner of the Canada Consulting Group, a leading strategic management consulting firm that was acquired by the Boston Consulting Group. He has previously served on the following boards: Shell Canada Ltd., Cognos Incorporated, Abitibi Consolidated, Hudson's Bay Company, Clearnet Communications Inc., Corel Corporation, Torstar Corporation, Visible Genetics and Westburne Inc. Today, Mr. Galloway is retired but currently sits on the boards of Toromont Industries Ltd. and Cozzini Bros, Inc. Mr. Galloway has a bachelor's degree (Honours) in political science and economics from the University of Toronto and an MBA from Harvard Business School.

Richard G. Roy, Director

Between 1999 and 2015, Mr. Roy served in various executive functions at Uni-Select Inc., a leader in the automotive aftermarket industry, an important automotive parts distributor and the largest independent paint for automotive applications distributor in North America. Mr. Roy has occupied an array of executive positions with Uni-Sélect — from 1999 to 2007, he acted as the company's CFO, from 2007 to 2008, he acted as its Chief Operating Officer, from 2008 to 2015 he assumed the position of President and CEO and from 2008 he sits on the board of directors. He also currently sits on the board of directors and is the chairman of the audit committee of Dollarama Inc., the leading dollar store operator in Canada with over 1,160 stores spanned across the country. Mr. Roy holds a bachelor's degree from École des Hautes Études commerciales in Montréal and holds the FCPA-FCA designation.

Carl M. Youngman, Director

Mr. Youngman is founder, Chairman and CEO of Youngman & Charm, a private equity investment management and consulting firm, and is on the Advisory Board of Schultze Asset Management, LLC, a U.S. based distressed securities manager. For over 30 years he has been helping public and private companies, their managements, investors in companies and lenders to companies resolve their operational and financial problems. Mr. Youngman is an active member of several professional associations and was a founder and former Vice Chairman of the Turnaround Management Association and holds the designation of Certified Turnaround Professional (CTP) from the Turnaround Management Association and an Executive Masters degree from The American College of Corporate Directors. Mr. Youngman holds an MBA from Harvard Business School and a BS in electrical engineering from Worcester Polytechnic Institute.



OBJECTIVES & TARGETS

ENVIRONMENTAL		
Janitorial Canada	Emissions Reduction	75% of end-of-life vehicles replaced with hybrid alternatives by end of 2024
	Sustainable Spend	25% of spend on products and materials that carry a 3rd party environmental rating by end of 2024
Janitorial US	Emissions Reduction	75% of end-of-life vehicles replaced with hybrid alternatives by end of 2024
	Sustainable Spend	25% of spend on products and materials that carry a 3rd party environmental rating by end of 2024
Complimentary Services	Sustainable Product Design	70% of all revenue generated from products that carry a third party environmental accreditation by end of 2024
	Waste Diversion	Progressively increase waste diversion to achieve 60% diversion from landfill by end of 2025 at company owned facilities
Technical Services	Emissions Reduction	10% of end-of-life vehicles replaced with hybrid alternatives to study operational effectiveness by end of 2024
	Waste Diversion	70% of waste diverted from landfill by end of 2024
	Sustainable Spend	25% of key suppliers using sustainable operating practices by end of 2024
All		Establish North American Environmental and Sustainability Committee by end of 2022
SOCIAL		
All Business Units	Safety	Establish North American Safety & Health Committee
	Recordable Injury Rate	Maintain average of at least 20% below NAICS Industry TRIR
	Diversity & Inclusion	Increase women in technical positions by 10% in 5 years
	Diversity & Inclusion	Increase women in Senior Management to 15% by end of 2024 and 30% by end of 2026
	Diversity & Inclusion	Increase women in Management by 10% in 3 years
	Diversity & Inclusion	Establish North American Diversity & Inclusion Committee by end of 2022
	Community Involvement	12 community sponsorships or projects annually
GOVERNANCE		
All Business Units	Board composition	Increase Board diversity to at least 25% by end of 2024

THE END... AND THE BEGINNING

THANK YOU

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