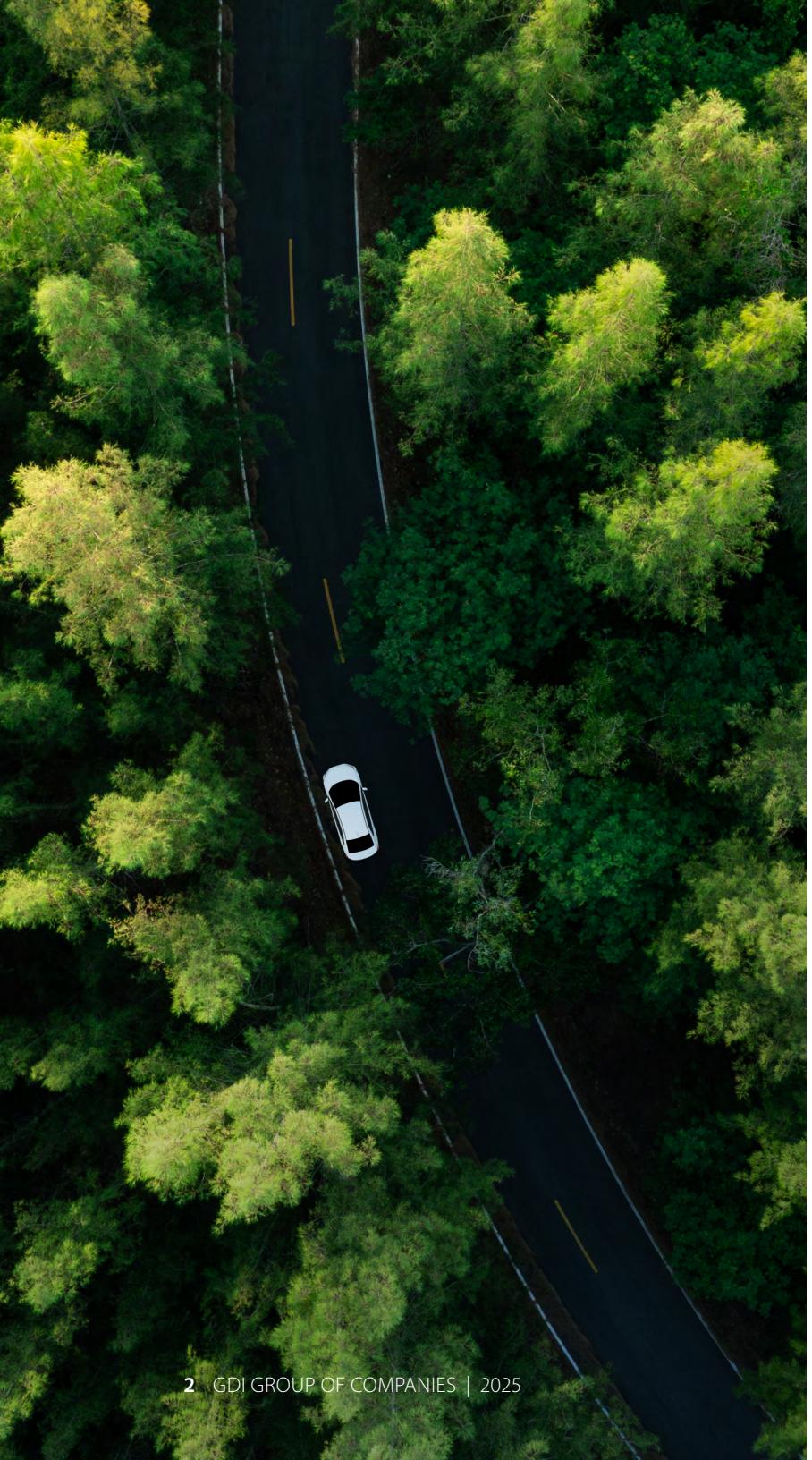




2025

Environmental,
Social, and Governance
(ESG) Report





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Letter from the CEO

I am pleased to present our annual ESG report for 2025 as we highlight the commitment of GDI Group of Companies (GDIGC) and its board of directors to continue to move forward in a strong and determined manner our efforts on environmental sustainability, social and societal programs as they tie into our corporate vision, as well as good governance across our business groups.

We upheld our commitment to organic growth in 2024 and are looking forward to further gains in this area for 2025 as well. In last year's ESG report I was proud to announce that we had exceeded the \$2 billion revenue mark with targets to push past \$2.5 billion in 2025. The state of the GDIGC is strong with positive movement in both organic growth and strategic acquisitions.

We have also seen positive maturing in our ESG efforts. Continually including members of our organization into the leadership aspects of ESG and expanding our efforts to all areas of the group of companies has been a realized effort. With the issuance of this year's report, you may recognize a transition to a more data focused report especially in the areas of HR, Safety, and environmental sustainability where we have made significant financial investments in professional labor, automated systems, and even third-party programs allowing us to

continue the forward momentum of our programs and accomplishing our set goals year over year.

Our commitment to our ESG efforts remains a cornerstone to our overall success as a company as I see a direct correlation between how we operate environmentally, as well as our societal based initiatives and good governance, to our success in organic growth, increased client satisfaction, and our ability to deliver the highest quality services to our clients while being a good corporate neighbor. This is all made possible through the efforts of motivated employees that work hard to deliver these services in a safe and professional manner each day. We celebrate them and continue to work for an environment where they can safely grow and thrive as professionals and individuals.

It is with optimism and fortitude in our ESG efforts that we offer this report and pledge our continued drive in all aspects of ESG.

Sincerely,
Claude Bigras

• Definitions

Carbon sequestration: The process of capturing and storing atmospheric carbon dioxide. It is one method of reducing global climate change.

Carbon offset programs: Programs that allow individuals and businesses to offset their environmental footprint by investing in actions that compensate for the emissions of carbon dioxide in the atmosphere caused by human or industrial activity.

Clearview connects: A system that provides a secure and confidential way for users to ask questions, raise concerns or report unethical behavior.

Complementary services: Services performed in North America within GDIGC's business units including the manufacturing and distribution of janitorial supplies and equipment.

E-compliance: A cloud-based software that centralizes 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: Greenhouse gas (GHG or GhG) emissions that absorb and emit 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.

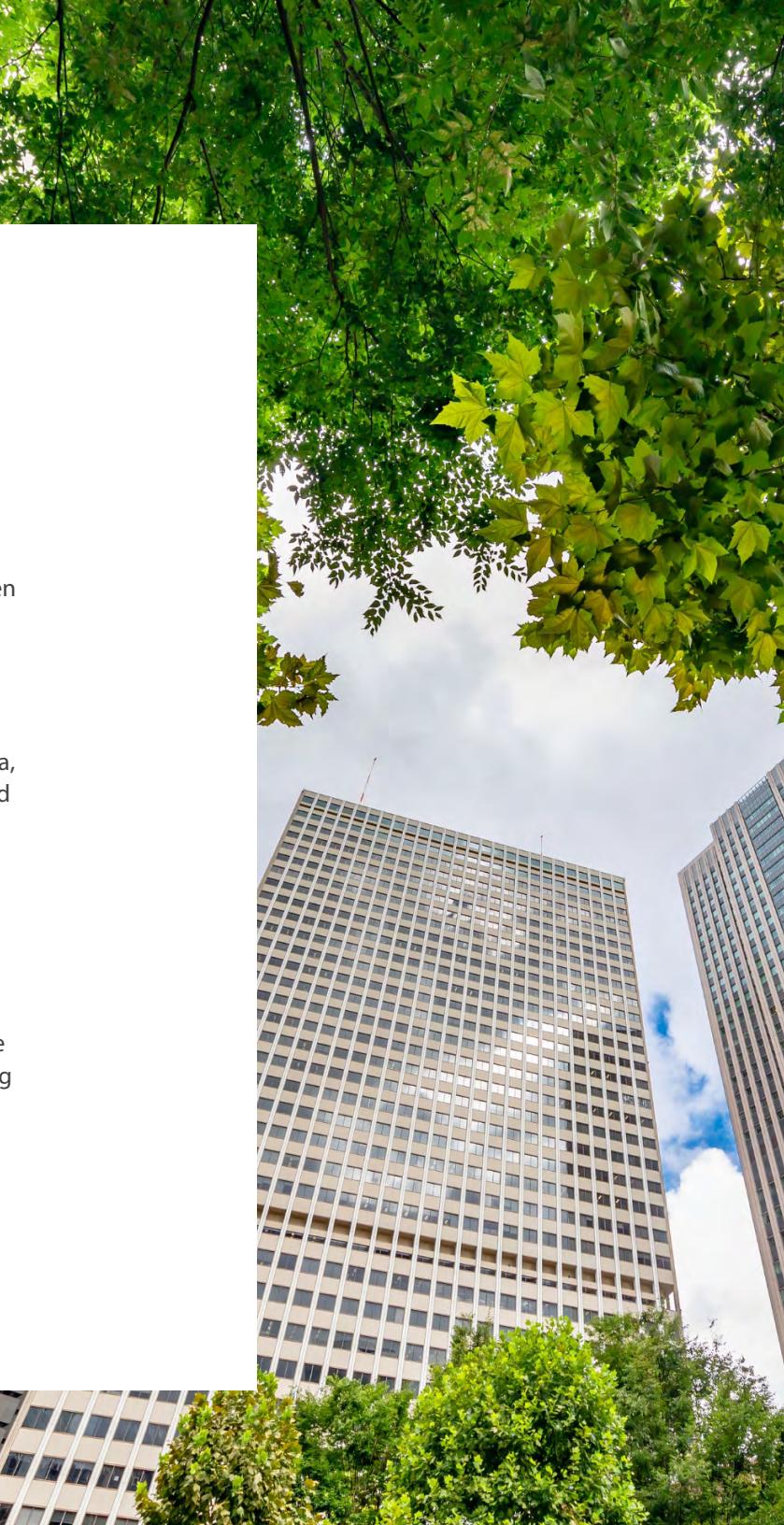
Business Services: Canadian & USA operations that provide a wide range of commercial cleaning services. The Canadian business services segment also includes Modern Cleaning Concept Inc. which specializes in cleaning multi-site retail accounts through an innovative franchise model.

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 businesses in Canada, Mexico, and the United States of America. It has largely replaced the older Standard Industrial Classification (SIC) system.

Technical services: Services provided by business units that are part of the GDIGC i.e., Ainsworth Inc. and its subsidiaries (collectively "Ainsworth") providing building system controls, repairs, and technical servicing across North America.

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.





Our Company

About GDIGC

GD Group of Companies is a North American leader in facility services, with operations across Canada and the United States. Our comprehensive portfolio encompasses business services, technical expertise, managed franchisee services, and a sustainable line of environmentally friendly chemicals and related supplies.

GDIGC's commitment to industry-leading technology, safety, quality, health, and sustainability is evident in every aspect of our operations. **Through the dedication of our approximately 28,000 employees across more than 60 regional offices, we consistently deliver excellence within our clients' facilities.**

With nearly a century of experience, GDIGC is uniquely positioned to address the evolving needs of our clients and industry. Our technological innovation, financial

strength, and commitment to society and the planet enable us to deliver exceptional client satisfaction and value. We achieve this by providing cutting-edge capabilities in facility services, food manufacturing sanitation, and advanced technical services, including mechanical and HVAC expertise. Our clients span a wide range of sectors, including retail, industrial, education, hospitality, healthcare, and aviation.

At GDIGC, our global expertise combined with a localized approach ensures excellence from project inception to completion. As a \$2.5 billion publicly traded company (TSX), we offer stability and reliability while maintaining the personalized service and focused attention that our clients expect on every project.



“

I look forward to the improvements these efforts will drive in enhanced safety, innovation, and in all aspects of the GDI Group of Companies.

Our Group of Companies



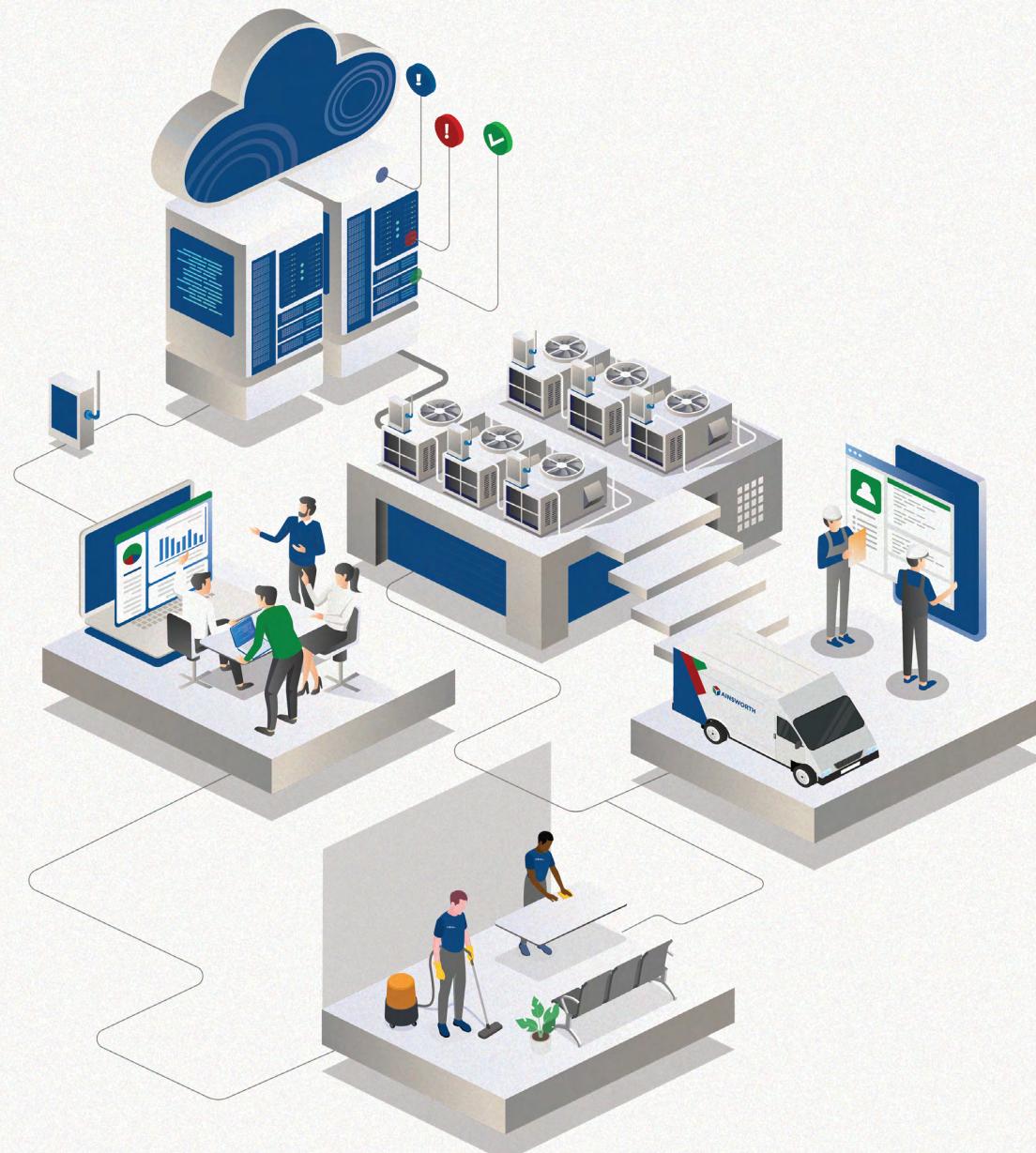
ONE PROVIDER, ONE SOLUTION ALL OF YOUR FACILITY MAINTENANCE NEEDS

GDI Integrated Facility Services is your one-call destination for complete facility cleaning and maintenance. When you partner with GDI, we work behind our mission to consistently deliver the best, most trusted facility services and innovative solutions to meet our clients' needs and standards.



INNOVATIVE CLEANING FRANCHISE MODEL

Modern cleaning is Canada's largest and fastest growing janitorial services franchisor, delivering exceptional cleaning services to retailers, offices, medical clinics, distribution centers, warehouses and data centers for more than 20 years.



HIGH-QUALITY TECHNICAL TRADES SERVICE

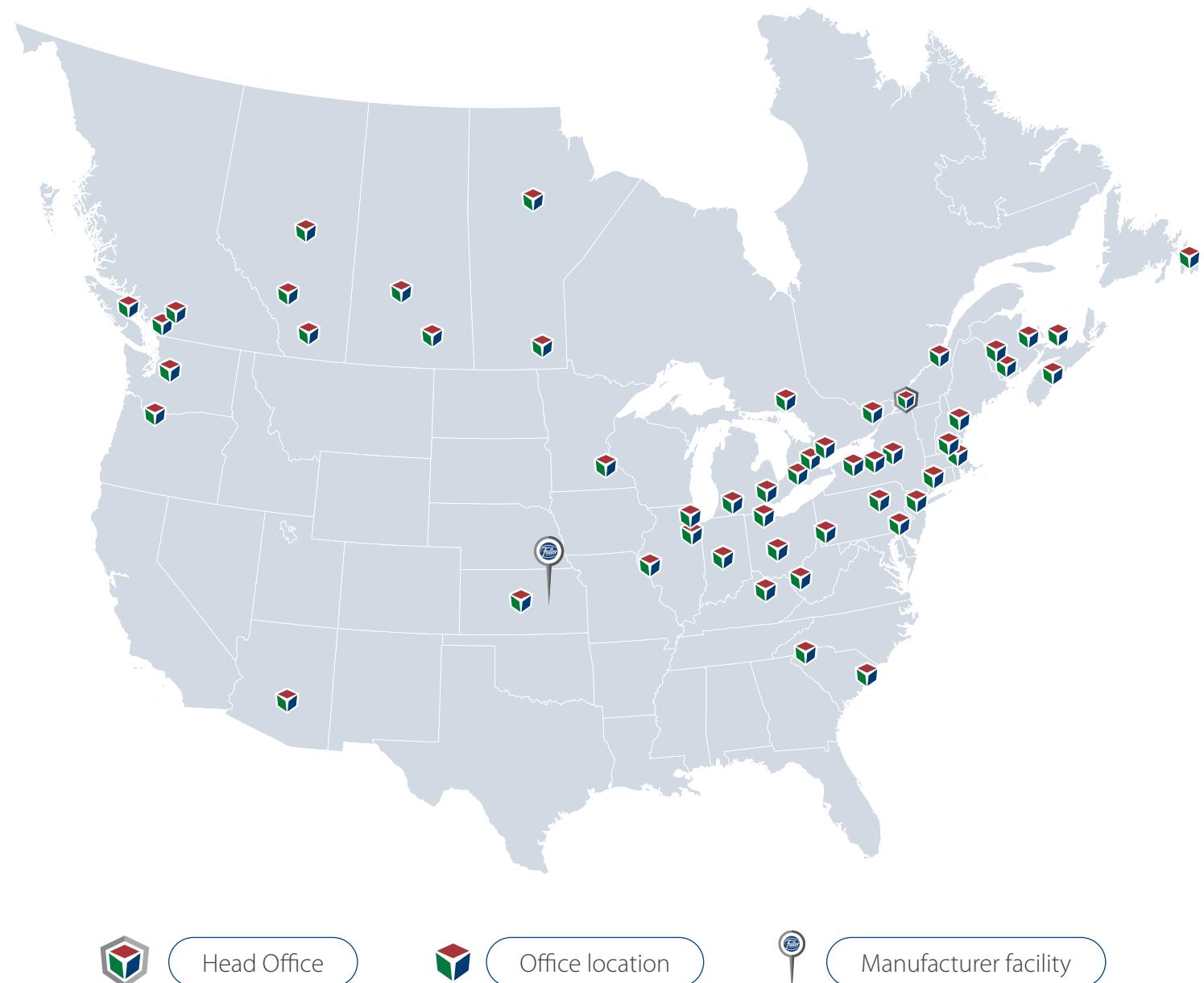
Ainsworth provides high-quality technical trades services, including HVAC, design-build, electrical, energy management, innovative solutions, and building automation for institutional, commercial, residential, healthcare, and industrial clients across North America. As an integrated multi-trade company, we offer end-to-end services and solutions for all the asset maintenance and refurbishment requirements of our customers.

Our Reach

GDI 'Integrated Facility Services' is a North American facility services company with services across Canada and the United States, providing unequalled capabilities and expertise in the industry including janitorial, technical, managed franchisee janitorial services, and a product line of superior chemicals and related supplies.

This specialized portfolio of service within the walls and on the exterior grounds of our clients' facilities with industry leading technology, safety, quality, health, and sustainability.

We accomplish this through the hard-working, dedicated, efforts of our approximately 28,000 employees in more than 60 regional offices across Canada and the United States.



Vision, Mission & Core Values

OUR VISION

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

OUR MISSION

Our mission is to consistently deliver the best, most trusted facility services and innovative solutions to meet our client needs and standards.

OUR VALUES



Respect People & Planet

Protecting all people and our planet

We are committed to providing a safe, healthy, and inclusive workplace while minimizing our negative impact on the environment.



Strive for Excellence

Holding ourselves to higher standards

We deliver quality solutions and best-in-class value for our clients, while keeping a positive outlook and consistently working hard to improve.



Foster Innovation

Embracing new perspectives, ideas & technology

We value personal, professional and organizational growth and welcome innovation, adapting to emerging trends and customer needs.



Be Honest & Accountable

Taking responsibility for our actions, words, and their impact

We build the trust of our stakeholders by being transparent, fair, and meeting our commitments.



Promote Collaboration

One company, one culture!

We are stronger together. Through our collaborative approach, we bring added value to our stakeholders and increased success for the Company as a whole.

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	Greenlabs Chemical Solutions
ISO 9001	✓	✓	✓		✓		
ISO 14001	✓	✓	✓				
CIMS/CIMS-GB	✓	✓	✓				
ISNETWORLD	✓	✓			✓	✓	
Complyworks	✓		✓	✓	✓		
Avetta	✓	✓	✓	✓	✓	✓	
Contractorcheck	✓		✓		✓		
Certificate of Recognition (COR)	✓				✓		
Health Canada Import license						✓	
EPA establishment License						✓	
Ecovadis	✓	✓	✓	✓	✓	✓	✓
Vetted		✓					
Supplier Assurance		✓					
RealPage Vendor Credentialing		✓					
Vero Data Management Systems		✓					



Our People

In 2024, our team consisted of approximately 27,498 unique individuals in Canada and the USA.

Our investment in the UKG HRIS platform marks a significant step forward in enhancing transparency around the diverse composition of our workforce. This system will enable us to begin detailed reporting on key diversity metrics, including race/ethnicity, gender identity, disability, and sexual orientation, in compliance with applicable local and federal regulations.

Data will be collected through a respectful, voluntary self-declaration process following hire, allowing us to gain meaningful insights into our team's diversity. This initiative supports our commitment to sustainable, inclusive people practices and ensures that our strategies foster a workplace where all individuals are represented and valued.

Hires in 2024

 **22,151**

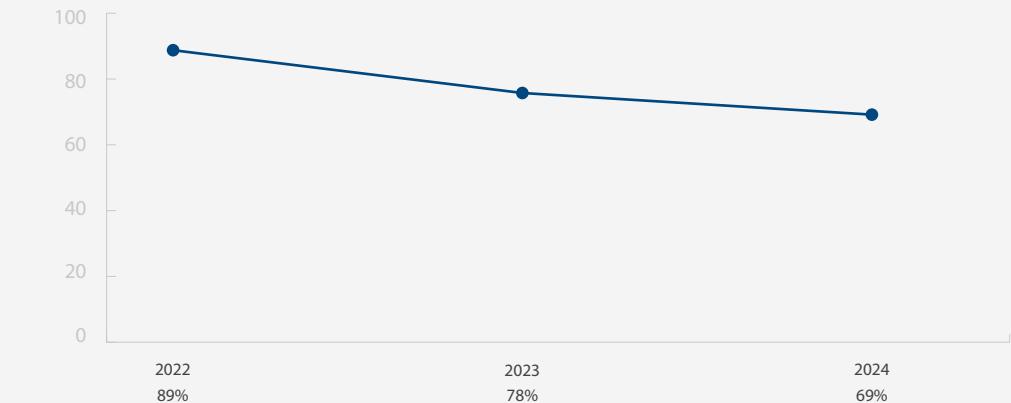
Separations in 2024

 **19,057**

GDI GC Average Turnover

69%

Significantly less than estimated industry average



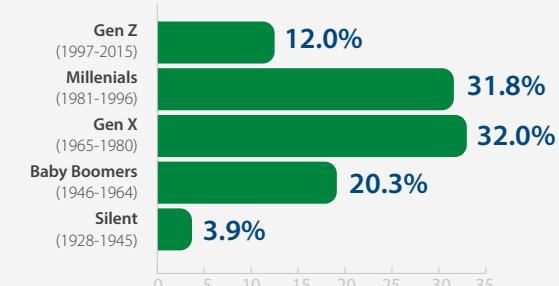
Gender

 **45.4%**
female

 **54.6%**
male

0.1%
NS

Generation



EQUITABLE PRACTICES

Moving with Purpose

Our Equitable Practices effort will continue its focus on supporting employee access and achievement, collaboration, and a strong sense of belonging among all GDI's employees, while maintaining compliance with the law.

We support merit-based decision-making, by asking, "how do we find and retain the best people?". We will continue to support training programs for our managers that promote thinking about barriers and biases that might be getting in the way of considering the full talent pool.



ONGOING WORK & OUTCOMES

Indigenous Partnerships

GDIGC engaged an external consultant i.e., IFS (Indigenous Financial Solutions), to help us establish financial & socio-economic partnerships, in the Indigenous community. The work scope has 4 phases:

Assessment Phase: Identify GDI's partnership needs and evaluate suitable Indigenous engagement models and opportunity analysis.

Strategy Development Phase: Formalize a Partnership Strategy, including an engagement roadmap and selection criteria that aligns with opportunities.

Partnership Identification & Facilitation Phase: Identify potential partners, establish connections, and facilitate preliminary discussions.

Implementation & Support Phase: Assist in formalizing partnerships, ensuring governance compliance and providing ongoing advisory support.

Expand staff demographics to include e.g., LGBTQ+, Indigenous

We removed quantitative demographics in the last ESG report as the baseline kept changing due to GDI's acquisitions. We will however include LGBTQ+ and Indigenous in GDI's diversity definitions and in future CSR committee initiatives.

CSR website, newsletter & other communications

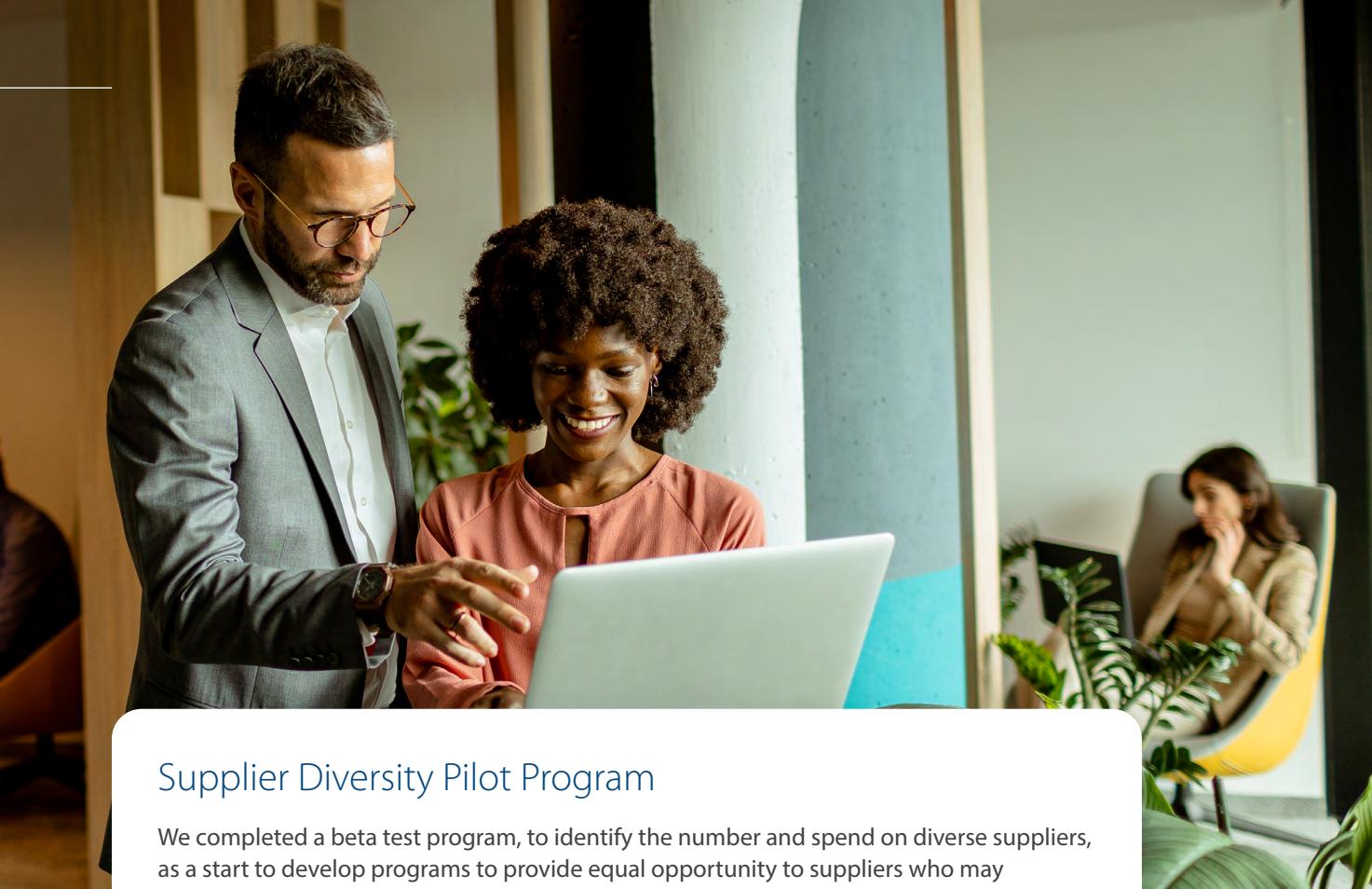
Expanding communications and awareness campaign in partnership with GDI Marketing; focused on leveraging key dates on the CSR calendar along with employee profiles; utilizing the website, newsletters, and social media to promote the CSR committee and its initiatives.

Playbook, policies, SOP's & guidelines

In 2024, GDI established a formal CSR policy which sets a goal to provide equal opportunities for every team member to excel and feel appreciated. In 2025, we are continuing the development of a CSR playbook with guidelines and best practices. We tested several CSR training modules for potential roll-out across the GDIGC.

Training

In late 2024, we held live Diversity and Inclusion training for leaders. As a follow up to this training, we have secured 3 self-led training courses in **(i) Unconscious Bias** **(ii) Cultural Competence** and **(iii) Allyship**. These courses are designed to assist leaders in creating inclusive work environments, including the blending of cultures (from new welcoming new team members to new acquisitions), diverse hiring to support our continued growth and our roles as leaders to champion open and inclusive workspaces.



Supplier Diversity Pilot Program

We completed a beta test program, to identify the number and spend on diverse suppliers, as a start to develop programs to provide equal opportunity to suppliers who may otherwise be excluded from our supply chain. The results of this pilot will be used as a supplier diversity baseline & template for business units in the GDIGC. The initial results have indicated the need to attract more diverse suppliers into our supplier pool:

TOTAL ACTIVE SUPPLIERS _____ 10,000

TOTAL IDENTIFIED DIVERSE SUPPLIERS _____ 13

DIVERSE SUPPLIER RATIO _____ Less than 1%

TOTAL SPEND _____ \$420M

TOTAL DIVERSE SPEND _____ \$1.2M

DIVERSE SPEND RATIO OF TOTAL _____ Less than 1%

OUR NEXT STEPS INCLUDE

1 A broader beta test in 2026, including which vendors are certified, and which non-certified vendors need our help to get certified.

2 Leverage existing opportunities e.g., diverse suppliers introduced CAMSC & NMSDC.

3 Outreach campaign e.g., online through website, invitations to bid & participate in our buying programs, webinars.

4 Refresher training for Sourcing & Buying Teams on GDI Vendor Code of Conduct, Supplier Diversity and Conflict Minerals i.e., compliance for minerals in our products that are mined in politically unstable countries.

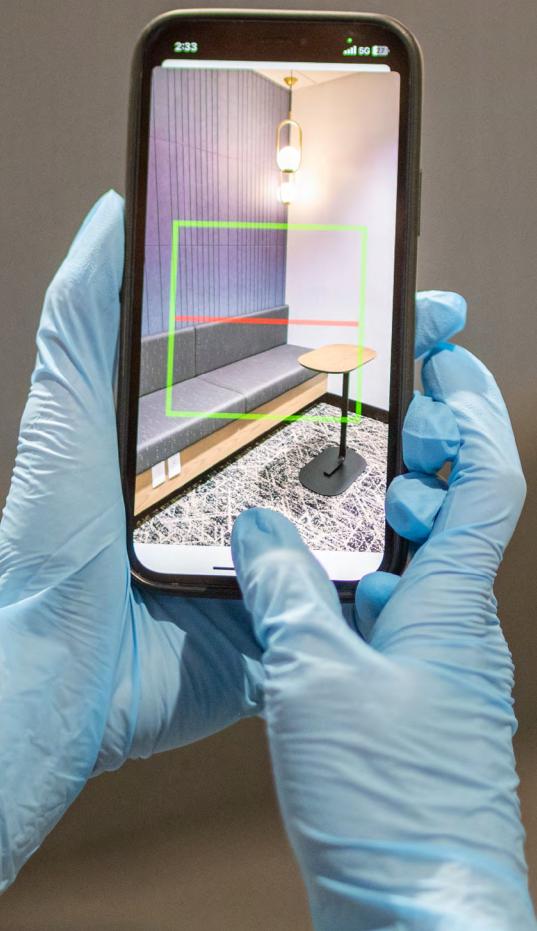
Innovations

Fotofinish



FotoFinish helps to improve service quality and operational efficiency, by addressing e.g.:

- Limited visibility into cleaner assigned areas.
- Uncertainty regarding work done vs required.
- Inefficient dispatching & resource utilization.
- Too much reliance on 12 monthly inspections & potential for oversight gaps.



2024 Activity Summary

— Continued enhancing application with further improvements:

- Added Supervisor route feature that enables tracking of visits by supervisors with photo validation
- Created “OPS tickets” system that allows capturing of deficiencies and centralizes the resolution within the FF system
- Added the digital spill log feature to record spills
- Includes photos of the spill, key information of the spill and photo validated resolution of the spill

— Started scoping out potential future enhancements:

- Checklist feature that will provide the cleaner with a clear list of requirements per room type
- Periodic task tracker with photo validation of completion

— Cleanliness survey that will allow customers to provide real-time feedback.



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GDI Calc



GDI Calc advancements position GDI to deliver scalable, data-driven solutions while fostering stronger client relationships and achieving operational sustainability in alignment with our ESG objectives.

GDI Calc proprietary software allows us to understand and analyze properties for the most accurate and cost-effective service delivery design

A screenshot of the GDI Calc software interface. The main window shows a proposal for "Ross Prototype Buildings 2023-11-03". The interface includes a sidebar with navigation links like "Accounts and Buildings", "Proposals", "Prototypes", "Cost Centres", "Reports", "Protocols", "Protos", and "Protos". The main content area displays a table of costs for the building, including categories like LABOUR, EQUIPMENT, and DIRECT COSTS. The table shows various items with their descriptions, quantities, and costs. A "Building" tab is open, showing details for the "Ross Prototype Building" with fields for Building Name, Address, City, and Postcode.

A screenshot of the GDI Calc software interface showing the "Cost Centres" feature. The main window shows a list of cost centers, including "Service", "Occupied", "Day Staffing", and "Public". Each cost center has a "Room Groups" section associated with it. A "CREATE PROPOSAL" button is visible at the bottom right.

2024 Activity Summary

- Training and Familiarization seminars held in USA Offices: Seattle, Chicago, Detroit, Boston, KOP, Columbus, Greenville
- Multiple industry sectors prototype development, to expand the capabilities of GDI Calc for accurate and scalable pricing.
- Robust reporting suite to streamline pricing data sharing with Operations and Finance teams, ensuring smooth contract launches.
- Room/task productivity optimization, with user interface to enhance usability and improve adoption across teams.

Introducing GDI Inspect: Revolutionizing Inspection Management



GDI Inspect, inspection software is designed to address the unique needs of our clients and field operations teams.

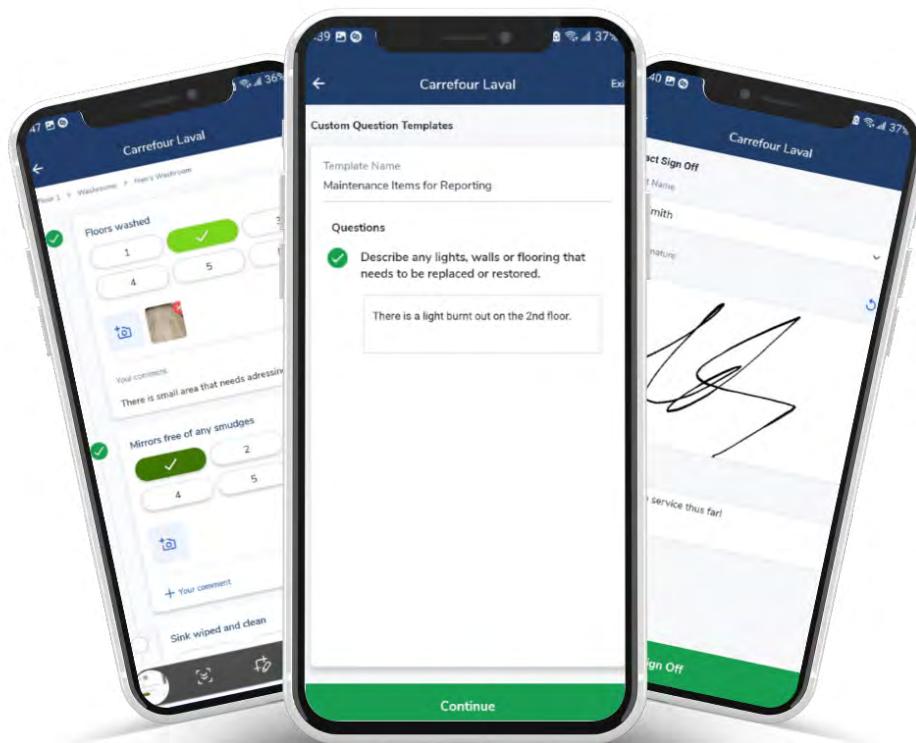
FEATURES & BENEFITS:

- Customizable Inspections
- Deficiency Tracking
- Automated Notifications
- Trend Analysis
- Proactive Maintenance
- Client Portal

Roll Out Goal:
Q1 2025

2024 Activity Summary

- Completed the back-end tech adjustments required to pilot launch the application
- Completed back-end administration set up of the application (permissions, scoring templates, area types, etc.)
- Created rollout plan to pilot launch regions
- Began loading pilot launch building data into the system



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Evolia

Advancing Workforce Management with Evolia

In 2023, GDIGC initiated the testing phase of the Evolia platform at the University Laval in Quebec City to modernize and enhance workforce management processes. This innovative system aims to automate scheduling, optimize staff deployment, and improve communication between management and employees, aligning with GDIGC's commitment to operational efficiency and employee well-being.

Key Benefits

Automated Scheduling

- Reduces manual efforts and administrative tasks.

Conflict Reduction

- Minimizes scheduling conflicts and overtime through optimized planning.

Real-Time Updates:

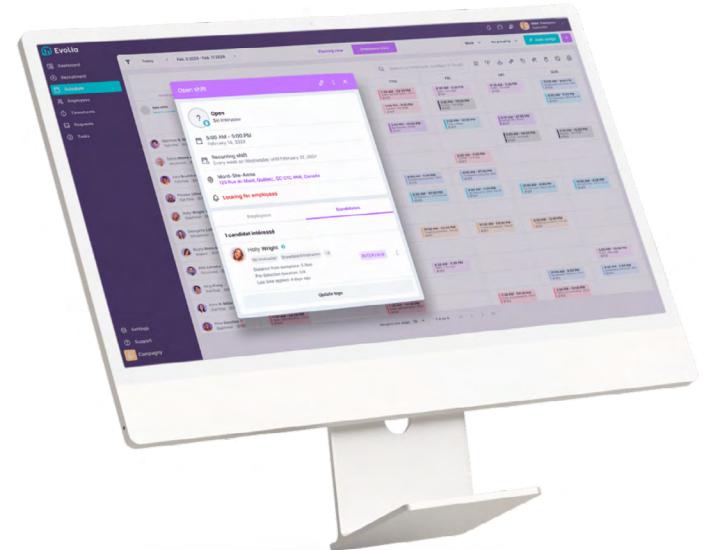
- Transparent schedule updates for managers and employees, ensuring fairness and accessibility.

Regulatory Compliance

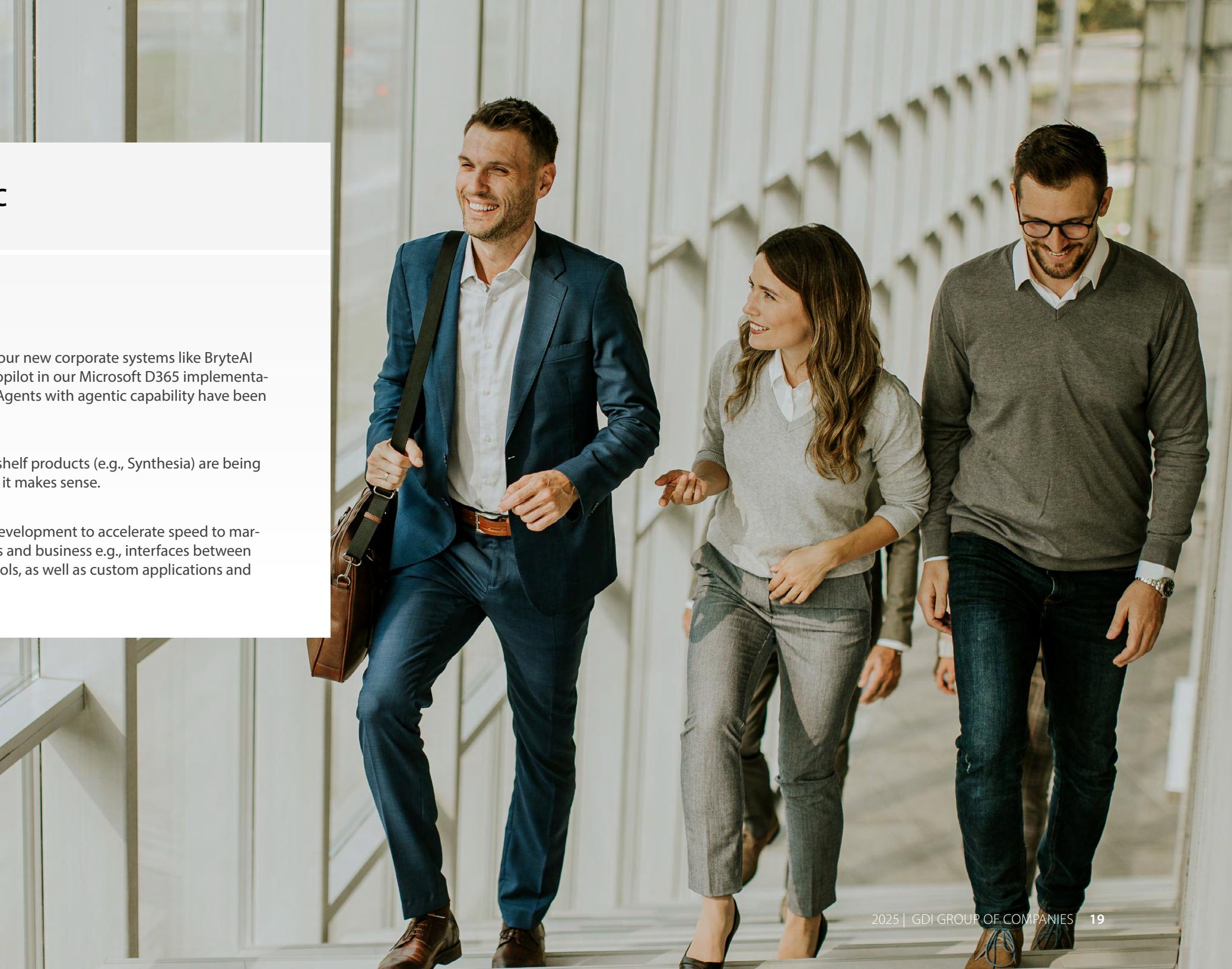
- Ensures adherence to labor laws and company policies.

If testing proves successful, the platform will be implemented for all Quebec branch clients in 2024 as part of an extended trial.

This will pave the way for a phased rollout across all GDIGC branches following process refinements.



By leveraging Evolia to recruit, schedule, and manage staff, GDIGC is advancing its ESG commitments to innovation, operational excellence, and fostering a more engaged and productive workforce.



Embracing AI at GDIGC

AI at GDIGC

- We are leveraging AI tools within our new corporate systems like BryteAI in our HR system and Microsoft Copilot in our Microsoft D365 implementation, SharePoint and Office suite. Agents with agentic capability have been leveraged.
- Various other commercial off the shelf products (e.g., Synthesia) are being used for productivity gains where it makes sense.
- AI is also being used for custom development to accelerate speed to market for the needs of our customers and business e.g., interfaces between customers and our field service tools, as well as custom applications and interfaces).

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Monopod

Fully implemented and working effectively:

- Over 80% reduction in plastic & corrugate packaging
- Reduced Carbon footprint.
- Reduced Logistics & Inventory Holding Expense.
- Green Seal Certified indicating reduced environmental impact.
- Awarded Best Sustainability Solution by CBRE Global Workplace.





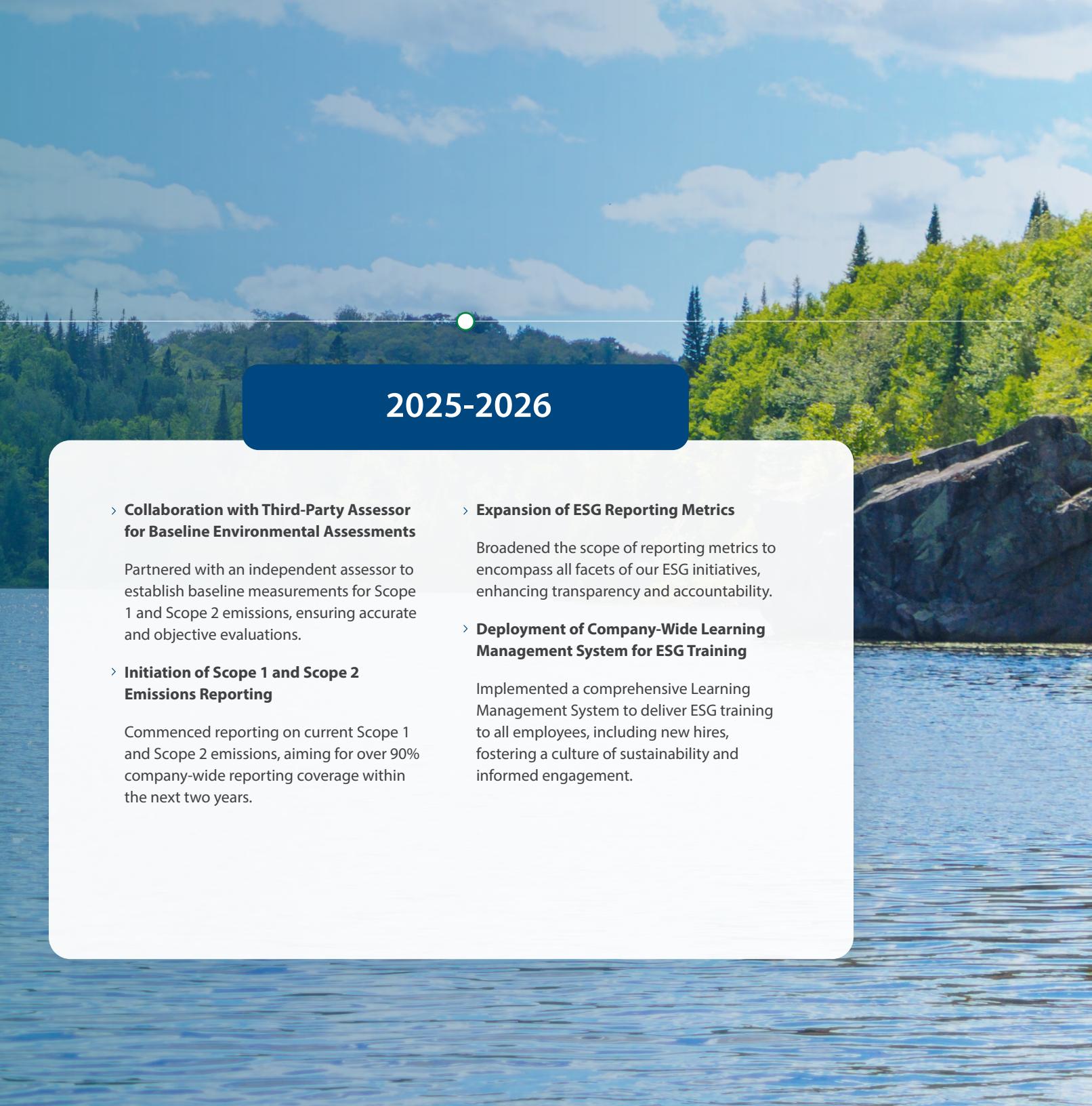
Our Approach

2020-2022

- **Formation and Expansion of ESG Committees**
Established cross-functional ESG committees to guide sustainability initiatives, with expanded membership to enhance expertise and address complex ESG matters.
- **Completion of ESG Materiality Assessments and SWOT Analysis**
Conducted assessments to identify and prioritize key ESG issues, complemented by SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats in ESG performance.
- **Baseline Assessments Across Environmental, Social, and Governance Dimensions**
Collected and analyzed data on key performance indicators to benchmark against industry standards.
- **Implementation of Multi-Year Action Plans and Key Performance Indicators (KPIs)**
Developed and executed action plans with measurable targets to enhance ESG performance.
- **Integration of ESG into Corporate Identity**
Embedded ESG considerations into organizational culture and decision-making processes.
- **Focus on Mid-Term and Long-Term Value Creation**
Committed to sustainable growth that balances economic performance with environmental stewardships and social responsibility.

2023-2024

- **Enhanced Monitoring and Data Collection Systems**
Implemented advanced monitoring and data collection systems company-wide, facilitating streamlined reporting and expanding the range of data points for comprehensive analysis.
- **Employee Training and Engagement Programs**
Developed training programs to deepen employees' understanding of our ESG initiatives, encouraging active participation both within GDIGC and in their personal lives.
- **Publication of Key Performance Indicator (KPI) Analytics**
Initiated the publication of data analytics derived from various KPIs, promoting transparency and informed decision-making.
- **Commencement of Scope 1 and Scope 2 Environmental Assessments**
Launched assessments of Scope 1 and Scope 2 emissions to identify direct and indirect greenhouse gas emissions, laying the groundwork for targeted reduction strategies.



2025-2026

› **Collaboration with Third-Party Assessor for Baseline Environmental Assessments**

Partnered with an independent assessor to establish baseline measurements for Scope 1 and Scope 2 emissions, ensuring accurate and objective evaluations.

› **Initiation of Scope 1 and Scope 2 Emissions Reporting**

Commenced reporting on current Scope 1 and Scope 2 emissions, aiming for over 90% company-wide reporting coverage within the next two years.

› **Expansion of ESG Reporting Metrics**

Broadened the scope of reporting metrics to encompass all facets of our ESG initiatives, enhancing transparency and accountability.

› **Deployment of Company-Wide Learning Management System for ESG Training**

Implemented a comprehensive Learning Management System to deliver ESG training to all employees, including new hires, fostering a culture of sustainability and informed engagement.

“

Committed to sustainable growth that balances economic performance with environmental stewardships and social responsibility.

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, GDI & Modern.
 - Providing better client outcomes.
 - Financial benefits via integration of services & chemical/equipment supply.



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.



CLEAN FOR HEALTH

- Leaders in marketplace using a comprehensive approach to managing through lessons learned and procedures developed during COVID along with updating and formalizing our operating procedures to be prepared for any future emerging health issues while enhancing the level of our standard clean at the same time.
- Certificate of Conformance.
 - Accountability on our part to ensure implementation.
- Continued training and development of staff on enhancements and new procedures / policies.

“

The ESG initiative will continually be monitored, reviewed, and refined as GDIGC and the business landscape grows and changes.

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



New and existing 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

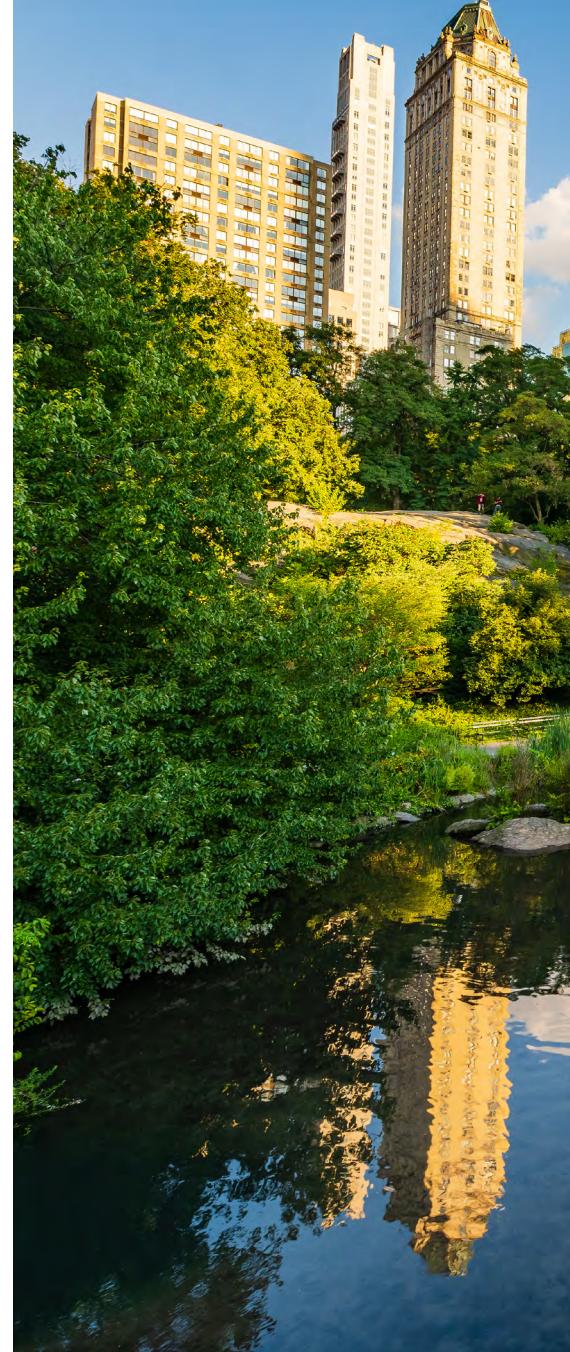


We recognize the importance of being a responsible partner to their products within our operations. In alignment with our commitment to fostering inclusive business practices, we are finalizing a supplier diversity program designed to facilitate engagement with the qualified diverse suppliers. This program aims to assist these suppliers in conducting business with GDIGC and supports existing suppliers in obtaining diversity certifications. **We plan to initiate beta testing of this program in late 2024, with a full rollout across all company divisions scheduled for 2025.**

INDUSTRY ASSOCIATIONS



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





ESG Focus

GDIGC 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 clean for health programs and through our safety programs that we have expanded across the company in our global EH&S Committee, expansion of safety professionals in the field, and dedicated executives guiding safety throughout the company.



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 and now tracking our own GHG emissions to develop baseline understandings and allowing us to begin meaningful GHG reduction timelines.



CULTURE

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



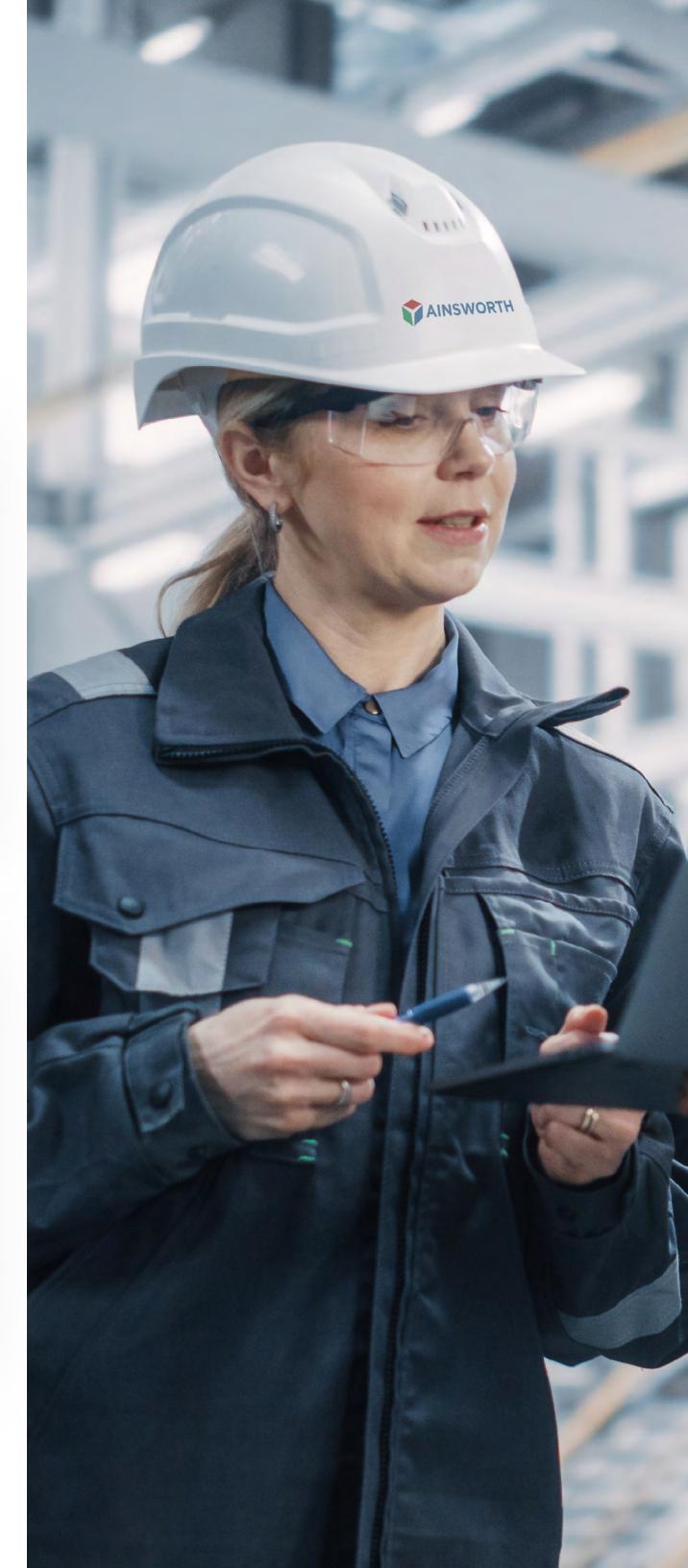
GOVERNANCE

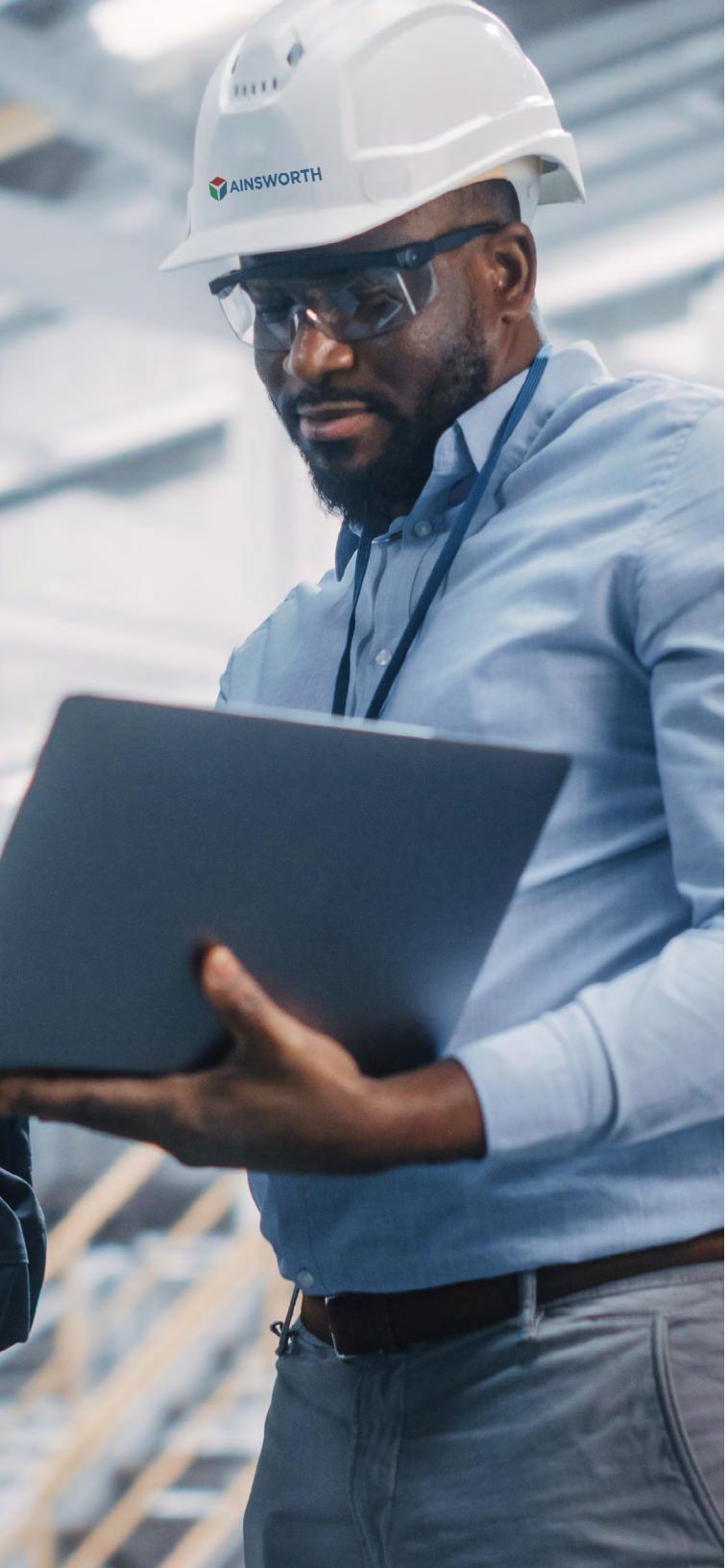
Board equity, diversity, independence and accountability, engagement and shareholder rights, accountability and executive compensation, oversight of strategy, risk management, performance, and disclosure.

Health & Safety

TRIR	2022	2023	2024
GDI BSG CAN	2.49	2.70	2.90
GDI BSG US	1.50	2.08	1.52
GDI Canada LP	1.32	1.62	1.79
Ainsworth	1.34	1.19	1.49
Complimentary Services	n/a	n/a	n/a
GDI Quebec LP	4.83	4.72	3.33

LTIF	2022	2023	2024
GDI BSG CAN	2.23	2.36	2.47
GDI BSG US	0.6	1.04	0.75
GDI Canada LP	1.04	1.24	1.43
Ainsworth	0.43	0.24	0.41
Complimentary Services	n/a	n/a	n/a
GDI Quebec LP	4.62	4.45	3.87





“ A single injury is one too many

GDI continues to maintain injury frequency that is lower than industry averages on recordable injuries. Our safety programs continue to evolve in line with our ESG efforts, and we continue to apply technology tools to innovate and improve safety culture.

We are actively reviewing our situation in GDI Quebec LP, to implement corrective action.

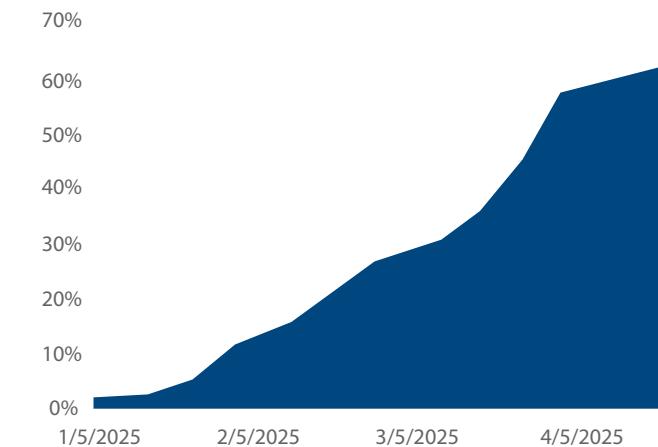
Software solutions

- HRIS Learning Management Solution.
- HRIS Claim Management Integration.
- PowerBI Reporting.

Proactive approach

- GDI in-house training courses development.
- Enhanced GDI Safety communication through the GDI Academy, Safety toolbox talks, lessons-learned, safety moments, and best practices sharing.
- Enhanced GDI Health and Safety intranet.
- Expansion of safety resources and subject matter experts throughout the organization.

2025 LMS Training %



Dynamic safety culture

- **Continuous improvement:** Update GDI safety practices based on lessons learned and emerging risks.
- **Leadership Commitment:** GDI top management must demonstrate a strong commitment to safety (e.g.: lead by example, safety moments, take responsibility for safety performance).
- **Open Communication:** Foster an environment where GDI employees feel comfortable raising safety concerns and sharing ideas (e.g.: Safety surveys, Hazard Reporting Program).
- **Transparency:** Improved safety communication and metrics (lagging & leading indicators).

LMS also covers training on Quality, HR, diversity and more as we work to expand our LMS to encompass all future training at our company in ways that speak to our employees, give greater ease in training access and verification, as well as provide a wider platform to expand understanding of the company, its policies, and ESG efforts as a whole.

Our efforts in new technology, increased hiring of safety professionals, new LMS focused training and leadership have resulted in a safety culture that shows overall injuries (TRIR) a greater than those resulting on lost time (LTIF) by significant factors. Meaning less serious injuries, fewer injuries resulting in time away to heal and a validation that our efforts to reduce serious injury is working and drops in overall injuries continue to fall and at levels well below our industry averages.

IMPLEMENTATION PLAN SMITH DRIVING SYSTEM AT AINSWORTH

Objective:

To enhance driver safety and reduce incidents by implementing the Smith Driving System through a structured training program at Ainsworth.

Overview of the Smith Driving System:

The Smith Driving System is a proven driver safety training program that focuses on proactive driving strategies to reduce risks and prevent collisions. It is based on five key principles:

HSE AWARDS PROGRAM



- The Guardian Awards recognizes regions or divisions that demonstrate exceptional performance in health and safety.
- The award is presented at three levels: Gold, Silver, and Bronze.
- Performance is evaluated on a calendar-year basis (January 1st to December 31st).
- Awards will be presented in March of the following year.
- Final determination of eligibility and award level is at the discretion of the HSE Department.

These principles encourage defensive driving habits, leading to fewer accidents and improved road safety.

We received the **2025 Avetta Operational Excellence Leader Award**. This award recognizes organizations that are leveraging Avetta's solutions to significantly enhance business efficiency through time, workflows, and automation. This is reflection of the outstanding work and commitment of Katie Dolan (Manager of HSE Programs & Support Services).

It is worth noting that she was also an individual finalist for the Avetta Change Maker Award, competing with e.g., Cargill, and Cushman & Wakefield. This also recognizes the time, energy, and dedication that GDIGC continues to invest in operational excellence, and the results are clearly paying off.



Customer Awards
 2025 Avetta Operational Excellence Leader Award

GDIGC Health & Safety

Certificates & Recognition



We continue to maintain top level safety certifications which emphasize e.g., safe protocols, hazard assessment, compliance, preparedness, training, reporting, and communication.

To equip leaders with the skills to emphasize ensuring the teams' safety and well-being. The training enables leaders to ensure safer work environments and enhance compliance with safety regulations.

Our training & certification focus on integration of safety practices into our workplace to promote a comprehensive safety culture across all levels. Safety Leadership is ground-zero in incident prevention, safety culture improvement, and compliance with safety regulations. It works to drive the required values and behaviors required to effectively manage risk.



Corporate Ethics & Responsibility



Code of Ethics

GDIGC 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:

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.

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.

Respect for society

We shall be honest, efficient, and courteous in all dealings with institutions, authorities, and incorporated groups, as well as their representatives.

Respect for the environment

All GDIGC's business and affairs comply with applicable environmental rules. We shall not pollute or cause any environmental risk in any of our clients' or GDIGC's premises.

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 GDIGC nor disclose any of GDIGC's confidential proprietary information.

Conformity with the law

We ensure that all GDIGC'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.

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.

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

GDIGC 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. GDIGC 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 GDIGC policies has occurred, prompt and appropriate action will be taken. All incidences are documented, investigated, and in 2024 no corrective actions were needed.

Vendor Code of Conduct

The Vendor Code of Conduct is part of a larger framework that includes our supplier diversity initiatives as well. It was developed to ensure all businesses GDIGC works with conduct their business activities with integrity and in compliance with the applicable laws and regulations of their respective countries.

We have initiated some activities to ensure Code of Conduct compliance.



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 GDIGC property
- Human Rights, Diversity & Inclusion
- Uphold GDIGC'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



Inclusion of the Code to the terms of purchase orders i.e., if a supplier accepts our purchase order, they also accept the GDI Vendor Code of Conduct.

Over 40% of our vendors in beta testing have accepted our terms since we added the Vendor Code of Conduct.

Conducting varying levels of due diligence on selected suppliers based on assessment of compliance level.

Educating our sourcing team to spot risks of non-compliance and report concerns.

Environmental Stewardships & Partnerships

Environmental Impact and Objectives

Our initial environmental assessment is complete, and it confirms the identified key impact areas and immediate actions.

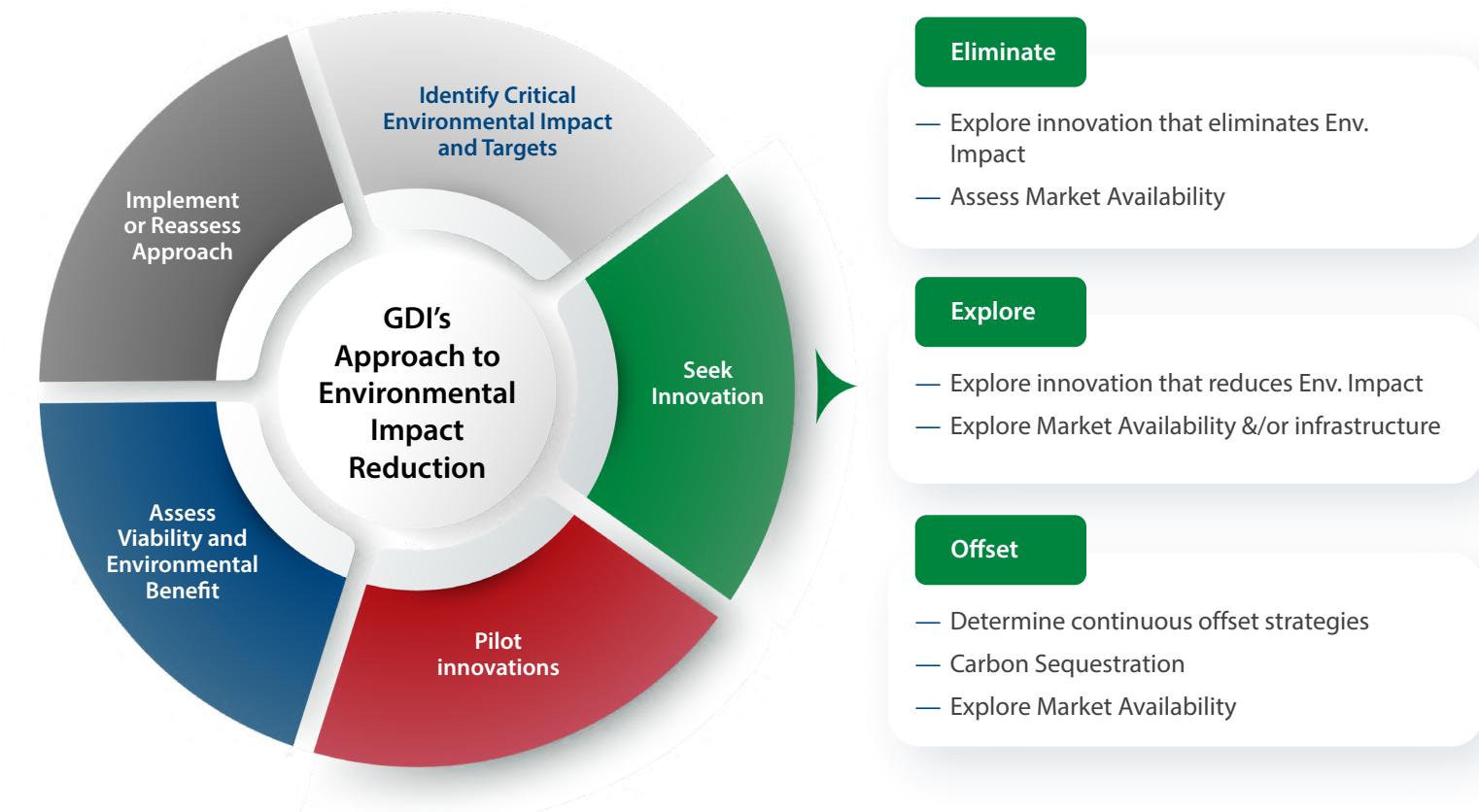
Key Focus Areas:

- **Fleet Emissions:** Service fleet vehicles are the largest contributor to Scope 1 emissions. We continue to move our fleet towards EVs and hybrids, starting with a pilot program in our Technical Services Group, to reduce GHG emissions.
- **Fugitive Gases:** We continue with protocols and detection systems to contain refrigerants and minimize their impact.

Strategic Goals:

- Reduce greenhouse gas emissions through fleet upgrades and route efficiency.
- Enhance refrigerant containment with innovative approaches.
- Partner with clients to align sustainability efforts, including training and shared solutions.

GDI's Environmental Impact Reduction Strategy (EIRS)



Progressing our EIRS and Green Spend

GDI Green Products Initiative: Leading the Way in Sustainable Facility Services

A Clear Vision for a Sustainable Future

Our Goal - To transition all products toward environmentally friendly alternatives that prioritize safety for people and the planet. Achieving this goal required a **multifaceted approach**, including:

1. In-Depth Environmental Assessments: Evaluating the environmental impact of products at every stage of their lifecycle.
2. Industry Collaboration: Partnering with experts to leverage cutting-edge knowledge and best practices.
3. Innovative Engineering: Harnessing the expertise of our production engineering team to design sustainable solutions.

Achievements

- **Water Efficiency Gains:** Cleaning solutions that use less water while maintaining exceptional performance.
- **Waste Reduction:** Progress in reducing single-use plastics and non-recyclable materials.



- **REDUCED SHIPPING IMPACT** - CO2 emissions by a truck on a 500-mile haul; Carrying 936 cases of traditional floor cleaner: **3.03 metric tonnes**; Carrying 234 cases of SANY+ MonoPOD: **0.151 metric tonnes**; **Reduction of 95%**
- **RECYCLABILITY** - All tubs, lids and corrugates are recyclable, Biodegradable and PPE.
- **REDUCED PACKAGING** - 85% reduction in plastic packaging; 82% reduction in corrugate packaging

This approach extends beyond the products themselves to encompass the technologies, processes, and methodologies employed in their use. **From reducing water consumption in cleaning practices to minimizing waste generation, we strive to exceed rigorous standards for safety, efficacy, and sustainability.**

Our Commitment to the Future

The **GDI Green Products Initiative** underscores our unwavering dedication to:

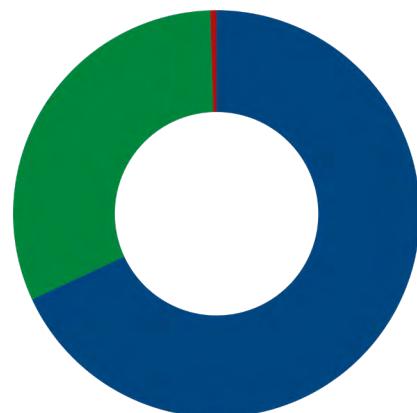
- **Environmental Stewardship:** Acting as a responsible corporate citizen and championing sustainable practices
- **Corporate Responsibility:** Building trust with clients through transparency and ethical operations.
- **Leadership in Sustainability:** Driving positive environmental change across the facility services industry.

As we look to the future, this initiative remains a cornerstone of our mission to inspire and lead the industry toward a more sustainable tomorrow.



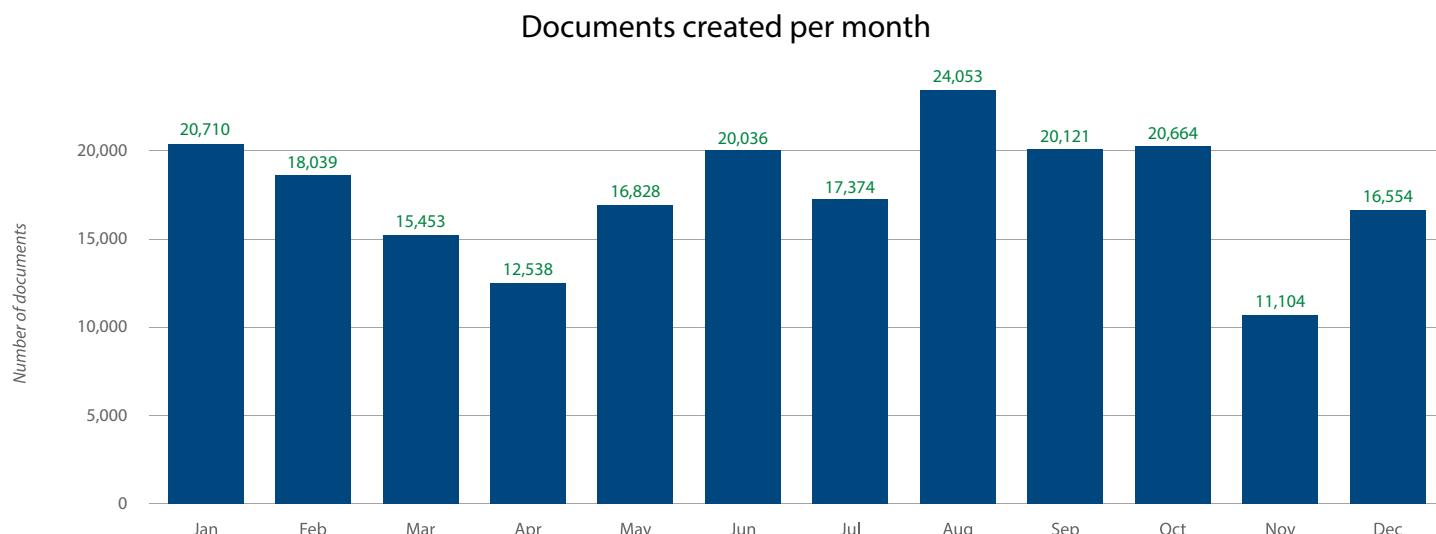
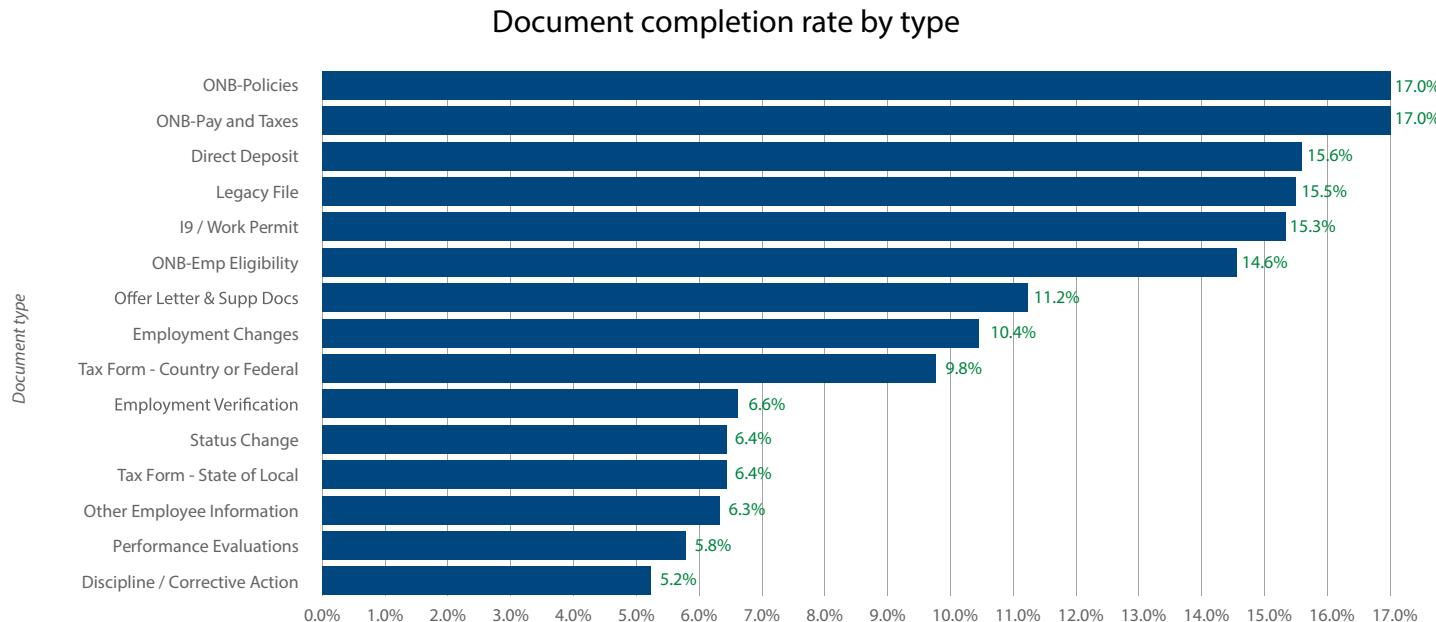
Document Manager for 2024 across the GDIGC – we switched to electronic filing of employee files, which has significantly improved our efficiency, organization, and compliance. By moving away from paper records, we've reduced storage costs, improved data security, and made it easier to access and manage employee information. This digital shift has streamlined HR processes, reduced administrative workload, and enabled quicker response times for audits and internal requests—all while supporting our sustainability goals. In 2024, the team has uploaded more than 200,000 documents into UKG (our HR information system).

213,474 Documents
 0 Past retention period in the next 3 months



Documents by origin

- Upload via API 68.42%
- Upload by manager 31.58%
- Upload by employee 0.01%



Climate Risk Management

GDI Integrated Facility Services (GDIGC) aligns with the 84% of companies reporting to the CDP by integrating climate-related risks into comprehensive, company-wide risk management processes. This approach ensures sustainability is embedded in strategic decision and operations, reinforcing our commitment to responsible growth.

We completed our initial GHG emissions baseline study, to define our scope 1 and scope 2 emissions. There is ongoing work on scope 3. There were some data collection challenges. We made some assumptions and used best efforts to capture reasonable data. This provides a good baseline for the GDI Sustainability Program.

Our GHG emissions inventory estimate

Scope	Source	Total Emissions (tCO2e)	2024
Scope 1	Vehicle Fuel	13,350	59%
	Natural Gas	2,058	9%
Scope 2	Purchased Electricity	2,542	11%
Scope 3	Fuel and Energy-Related Activities	4,550	20%
Total GHG Inventory		22,500	

tCO2e is a metric measure used to compare the emissions from various greenhouse gases based on their global warming potential (GWP). GWP is a measure of how much heat a greenhouse gas traps in the atmosphere up to a specific time horizon relative to carbon dioxide.

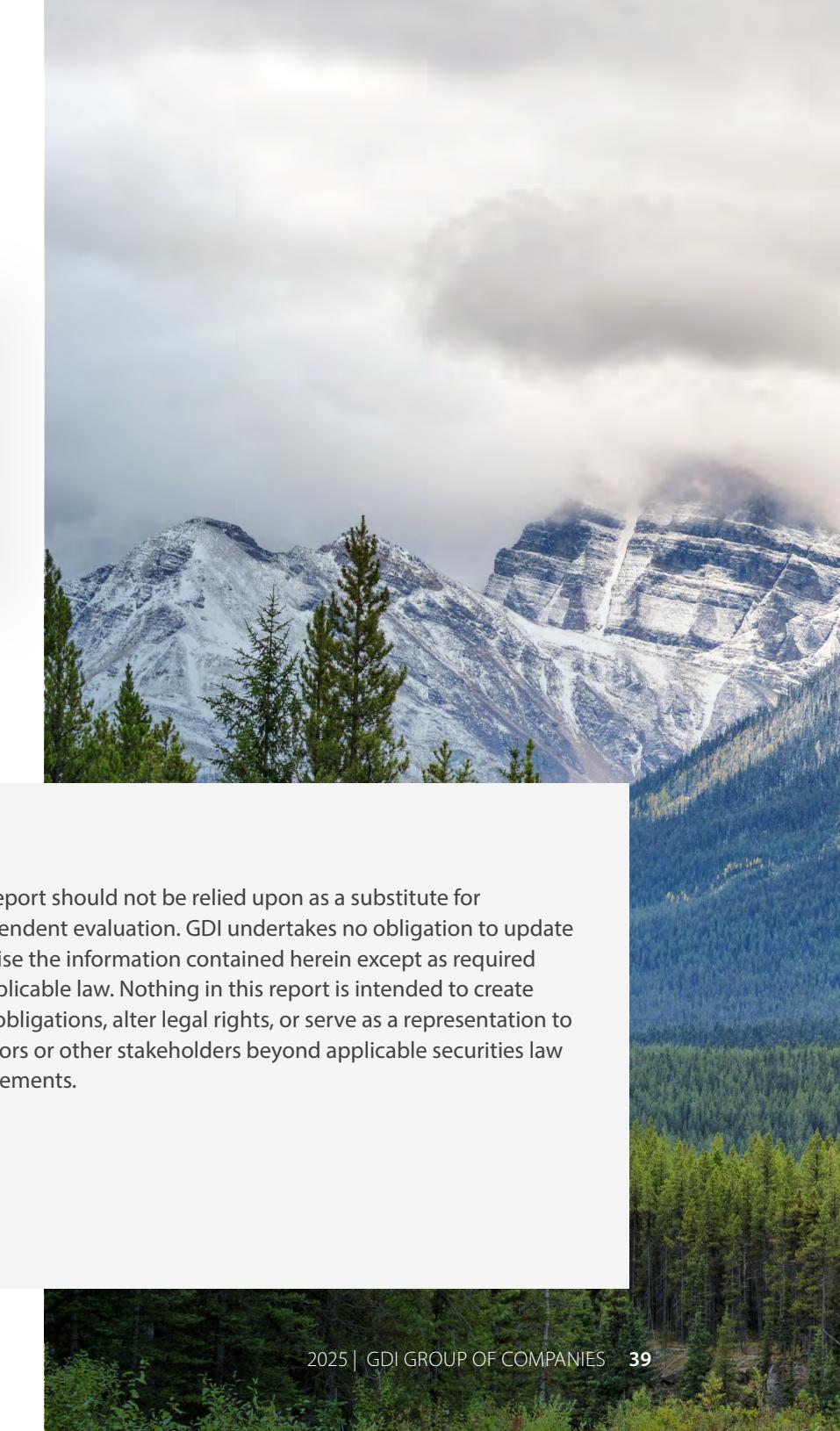
Disclaimer Regarding Greenhouse Gas Emissions Estimates

The greenhouse gas ("GHG") emissions data, estimates, and related disclosures contained in this report have been prepared by GDI in good faith for informational purposes only. The GHG emissions figures are based on methodologies, assumptions, and third-party data sources that are subject to inherent limitations, uncertainties, and evolving standards. Actual emissions may differ, potentially materially, from the estimates provided.

These disclosures are not intended to be, nor should they be construed as, representations, warranties, or guarantees of the accuracy, completeness, or comparability of the information contained herein. Forward-looking statements or targets related to emissions reductions are aspirational in nature and subject to

risks, assumptions, and factors outside of the Company's control, including changes in regulations, technologies, market conditions, and scientific understanding.

In preparing this disclosure, the Company has considered applicable guidance from Canadian securities regulators, which emphasize the importance of clear, balanced, and non-misleading disclosure, particularly in respect of forward-looking climate-related information. While GDI has sought to align its disclosures with such guidance, ESG and climate-related reporting remain evolving areas, and stakeholders are cautioned not to place undue reliance on GHG estimates, metrics, or related statements.



GDIGC Sustainability Program integrates findings from previous work, and has 5 key parts:

Initiatives	Actions	Target outcomes (original targets set in 2020/2021 have been adjusted due to the baseline assessment & business changes)
(i) Sustainability program oversight	<ul style="list-style-type: none"> — Leverage EC, Sustainability Leaders, Sustainability Analyst & Business Unit Sustainability Champions. — Develop, implement & report on a plan with specific actions & responsibilities and timelines. 	<p>Convey info on GDI sustainability strategy, objectives & required actions</p> <ul style="list-style-type: none"> — Drive stakeholder engagement & transparency. — Communication of programs & objectives. — Ensure local & BU ownership.
(ii) GHG emissions reduction	<ul style="list-style-type: none"> — Energy conservation in our facilities. — EV/hybrid vehicles, starting with a pilot program. 	<ul style="list-style-type: none"> — All BUs – reduce energy use in selected facilities by initial 10% by end of 2030. — Business Services Group - 75% of end-of-life vehicles replaced with hybrid alternatives by end of 2030. — Technical Services Group - 10% of end-of-life vehicles replaced with hybrid alternatives to study operational effectiveness by end of 2030.
(iii) Waste diversion	Recycling programs, e.g., for plastics, with customer waste management and pre-recycling sorts to improve landfill diversion.	<ul style="list-style-type: none"> — 70% of waste diverted from landfill by end of 2030.
(iv) Sustainable sourcing	Integration of social, ethical and environmental factors in supplier selection.	<ul style="list-style-type: none"> — 25% of spend on products and materials that carry a 3rd party environmental rating by end of 2030. — 25% of key suppliers using sustainable practices by end of 2030.
(v) Sustainable product development	Develop & commercialize products with lower environmental impact across their entire life cycle, from sourcing and manufacturing to usage and disposal.	<ul style="list-style-type: none"> — 30% of revenue generated from own products that carry a 3rd party environmental accreditation by end of 2030.

Between 2023 and 2024, GDIGC advanced its sustainability actions, in many ways:

Completion of initial GHG emissions baseline estimate

Engaged a third party to establish GHG emissions and waste diversion baselines across all business unit operations.

Leverage GHG baseline to develop GDIGC Sustainability Program

Used GHG emissions baseline estimates to develop 5 key actions to reduce our carbon footprint.

Novisto / Minimum data platform partnership

- Continued to work with Novisto and their partner Minimum to leverage the data platform for ESG reporting.
- Collected Scope 1 and Scope 2 emissions data.
- Initiated Scope 3 data collection, continuing into 2025.

Standards alignment

Ongoing work:

- Align with Sustainability Accounting Standards Board (SASB).
- Explore Global Real Estate Sustainability Benchmark (GRESB).
- Align IFRS disclosures to include climate risk and metrics.
- Explore adoption of GRI (Global Reporting Initiative) standards.
- Evaluate TNFD (Task- force on Nature-related Financial Disclosures).

CDP

Ongoing work to integrate climate-related risks into comprehensive, GDI-wide risk management processes.

Canadian Infrastructure Bank (CIB)

Continued to partner & leverage the \$100 million loan for energy retrofits in aging buildings across Canada, to provide turnkey design and building retrofit services to meet sustainability objectives i.e., reduce greenhouse gas emissions by at least 30%.

EcoVadis

Continued to leverage for sustainability scoring and benchmarking against industry standards. This will enable GDIGC to evaluate and enhance ESG performance within a global framework.

BUILDING OWNERS AND MANAGERS ASSOCIATION (BOMA)

GDIGC is a National Lead Partner with a 3-year sponsorship commitment.

Title sponsor of the BOMEX Conference, reinforces leadership in the real estate and facility management sectors.

INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION (IFMA)

Managers actively participate in local IFMA chapters, contributing to the advancement of facility management best practices and ESG integration.

Sustainability action plan & next steps

Activity – 2024/2025	2024	2025	2026
1 GDIGC Leader of Environment & Sustainability to lead & manage all efforts to implement sustainable practices i.e. GHG emissions & waste reduction, sustainable spend and sustainable product development.	✓		
2 Engage 3rd party to perform GHG emissions and waste diversion baseline to help us understand GDIGC's carbon footprint.		✓	
3 Engage GDI procurement leaders to review current sustainable sourcing programs e.g. Technical Services, standardize policy & procedures across GDIGC e.g. supplier selection, tracking templates, supplier & internal communication template.	✓	✓	
4 Engage chemical manufacturing leaders on sustainable product development.	✓	✓	
5 Use Technical Services draft EV Plan as framework for EV Plan for all GDIGC units.	✓	✓	
6 Engage external auditors – to review ISSB requirements & next steps.			





Activity – 2025/2026	2024	2025	2026
Develop & implement the 5-point GDI Sustainability Program:	✓	✓	
(i) Oversight of initiatives, action plans & implementation			
— Communicate GDI Sustainability Program to all stakeholders e.g. leverage EC Team, Share-Point, Town Halls, videos etc.			
— Identify BU “Green Teams”; Provide mandate for work required e.g., local/BU sustainability education, recycling programs			
(ii) Emissions reduction			
— Energy conservation in our facilities			
— Initiate transition to EV/hybrid vehicles, starting with a pilot in our Technical Services business unit			
(iii) Waste diversion			
— Reduce amount of waste to landfills through e.g., recycling, composting, and reusing materials			
— Work with 3rd party organizations on circular strategies to reduce waste e.g. Debrand – to resell, recycle, donate used uniforms.			
(iv) Sustainable sourcing			
— Communicate expectations and requirements to suppliers			
— Monitor & verify supplier performance			
(v) Sustainable product development			
— Leverage refillable containers, alternative packaging materials & 3rd party certifications			

Corporate Culture

ONE COMPANY ONE CULTURE

Investment in our Employees & Giving Back to Our Communities

Tuition assistance and financial support

Supporting the growth and development of future leaders and innovators has always been important to us, and what better way to show this than by supporting our own family members. Through our Shooting Star Award, we aim to enhance accessibility to post-secondary education, foster youth development within our communities, and provide support to our valued employees and their families.

Wellness initiative

We offer a robust employee wellness program, built on the 4 pillars of mental health, financial health, workplace culture and healthy living, and offered. There is access to a portal with program access, toolbox talks and playbooks to promote healthy living and mental well-being.

4 Pillars of Wellness



MENTAL HEALTH

- Access to Headspace app for employees & dependents.
- Mind-body connection wellness sessions.
- Annual mental health champion contest.



FINANCIAL HEALTH

- Retirement planning sessions with financial advisors.
- Financial literacy training sessions.



WORKPLACE CULTURE

- Access to Headspace app for employees & dependents.
- Mind-body connection wellness sessions.
- Annual mental health champion contest.



HEALTHY LIVING

- Healthy Cookbook contest
- Gym membership discounts
- Working out motivational sessions
- Healthy sleeping and eating habits lunch and learns
- Self defense classes
- Monthly wellness calendars

Community Outreach / Giving Back



Ontario – Ride to Conquer Cancer

Our staff participated in a 200KM, two-day bike ride from Toronto to Niagara-on-the-Lake to raise funds for life-saving cancer research at Princess Margaret Cancer Centre.

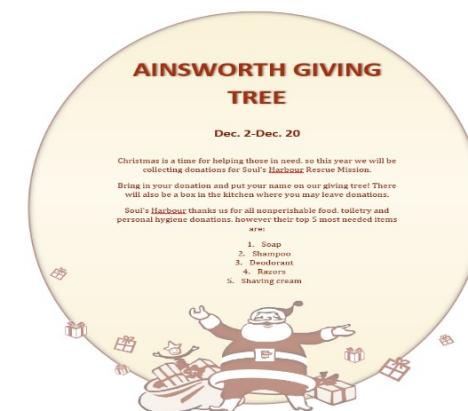


Atlantic – The Giving Tree

The Halifax branch held a Giving Tree fundraiser for Soul's Harbour Rescue Mission to great success. They collected much needed personal hygiene supplies and cash which was used to purchase personal hygiene supplies for their shelter in Halifax. Everyone who donated put their name on a tag to hang on our Christmas tree.

In addition, the team also participated in the Feed it Forward initiative.

Volunteers from the office prepared and delivered approximately 180 prepackaged meals to people in homeless encampments.





Canderel Challenge

Members of our Montreal team participated in this fundraiser for Cancer research, racing through the streets of Montreal to benefit local university cancer research centres.

Quebec - Montreal Spirit Challenge

An employee of GDIGC participated in the 40th edition of the "Montreal Spirit Challenge" at Parc Jean Drapeau. This is the challenge that Wellington Viana, an employee of GDI Technical Services, who has been working at the Palais des congrès de Montréal for many years, has set himself: to participate for the very first time in a triathlon, a charitable donation.



“

Supporting the growth and development of future leaders and investors has always been important to us.



One Warm Coat®

Seven Years of Giving Warmth

For the seventh consecutive year, the GDIGC proudly partnered with One Warm Coat to support families and individuals in need across North America.

This initiative reflects our ongoing commitment to community well-being, employee engagement, and social responsibility — values that lie at the heart of our ESG strategy.

Impact at a glance

- 7 years of participation in the One Warm Coat initiative
- 3 years as a corporate sponsor
- 90,000+ coats donated to date
- Employees across North America contributing to the cause

One Warm Coat's mission—to provide free coats to children and adults while promoting volunteerism and environmental sustainability—aligns closely with GDI's purpose of creating positive social and environmental impact.

We extend our gratitude to our employees for their compassion and continued support. Together, we are helping build warmer, more resilient communities—one coat at a time.





LIVING OUR VALUES RECOGNITION PROGRAM

Upholding Our Values *Recognize, Celebrate, Inspire!*



Respect People & Planet Strive for Excellence Foster Innovation Be Honest & Accountable Promote Collaboration

NOMINATE AN OUTSTANDING EMPLOYEE WHO IS LIVING OUR VALUES TODAY!

Our values shape our organization, guiding every decision and action we take. They are not just words on paper but principles we live by everyday. The values we share as a team at GDIGC are the framework for our Recognition Program.

When you see a fellow employee going above and beyond and "living our values" at work, it is time for you to recognize them for this great accomplishment!

GET THE EMPLOYEE PLAYBOOK HERE

FOR QUESTIONS, REACH OUT TO THE TEAM @

LivingOurValuesRecognition@gdi.com

SCAN QR CODE

SCAN QR CODE

SCAN QR CODE

Living Our Values

We launched our Living our Values Recognition Program in 2024 for all the GDIGC. Wherever we turn, we have the opportunity at GDIGC to achieve excellence together. We are all part of a team designed for the success of each team member.

Shared goals provide the inspiration, and specific tools give us the motivation to achieve this success as a team. GDIGC continues to build on the foundation that greatness is achieved through taking small steps every day – steps connected in a meaningful way, steps that mark milestones on our journey to personal and professional service excellence.

“

Shared goals provide the inspiration, and specific tools give us the motivation to achieve success as a team.



Governance

Board of Directors

GDIGC's Board of Directors is comprised of six Directors, five of whom are deemed independent. The sixth 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 Committee (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.



Board of Directors

DAVID G. SAMUEL

Chair

Mr. Samuel joined Birch Hill in 2005. He serves on the Board of Polycor Inc. and Uni-Select Inc. He has also served on the Board of Directors of Aquaterra Corporation, Cozzini, Creation Technologies, EISI, Sigma Systems, Softchoice Corporation, and of Shred-it, where he served as Chair. Prior to joining Birch Hill, Mr. Samuel had over 15 years of experience in private equity, operations, consulting, and investment banking. Mr. Samuel's experience includes serving as President of 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 CEO

Since 1982, Mr. Bigras has spent his career in the construction, cleaning 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 within GDI 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 facility 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 GDI'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 the École des Hautes Études Commerciales in Montréal.

SUZANNE BLANCHET

Director

Mrs. Blanchet is currently a professional corporate director. Between 1978 to 2017, Mrs. Blanchet served in various functions at Cascades Inc., a leader in the paper industry. She was president of Cascades Tissue Group from 1997 until 2014, at which time she was appointed Senior Vice-President, Corporate Development, a position she held until 2017. Mrs. Blanchet 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 TissueGroup's expansion within Canada and multiple acquisitions in the United States to become the 4th largest tissue producer in North America. A woman of influence, Mrs. Blanchet sits on various Boards of Directors including Velan Inc., Solmax International Inc., EBI Environnement Inc. and BCI Foods Inc. Mrs. Blanchet acted as a director of Resolute Forest Products Inc. from 2019 to March 2023. In recognition of her achievements, the Université du Québec en Outaouais awarded Mrs. Blanchet an honorary doctorate in 2015. Mrs. Suzanne Blanchet studied accounting at the Université du Québec à Trois-Rivières and is member of the Institute of Corporate Directors.

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 senior positions until 1993. He is currently a member of the board of directors of the Laurentian Bank of Canada (Chair of the Audit Committee), Telesat Corporation (Chair of the Audit Committee), Corus Entertainment Inc. (Audit Committee), and Cadillac Fairview Inc. He is also a member of the Investment Advisory Committee of Nunavut Foundation and the McConnell Foundation. Mr. Boychuk is a graduate of McGill University and is currently a member of the University's Board of Governors as well as past chair of its Audit and Investment Committee. 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.

RICHARD G. ROY*Director*

Between 1998 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 distributor for automotive applications in North America. Mr. Roy has occupied an array of executive positions at Uni Select Inc. — from 1998 to 2007 he was the company's Chief Financial Officer, in 2007 he was promoted to the position of Chief Operating Officer and, in 2008, to the position of President and Chief Executive Officer. In 2018, Mr. Roy joined the board of directors of Toromont Industries Ltd., a leading distributor of heavy equipment located in Ontario with an active presence in Eastern Canada. Mr. Roy was appointed Chair of the Board of Toromont in July 2021. Previously, he had served on the Audit committee of Toromont and had been the Chair of its Environmental, Social and Governance committee. Mr. Roy acted as a director of Dollarama Inc. from 2012 to 2021 and a director of Uni-Select Inc. from 2008 to 2021. For a significant part of his mandate at Dollarama Inc. and Uni-Select Inc., he also chaired the Audit committee. Mr. Roy holds a bachelor's degree from École des Hautes Études Commerciales in Montréal and holds the FCPA-FCA designation.

ANNE RISTIC*Director*

Mrs. Ristic is a part owner and Chief Executive Officer of Agency Employment Services ("AES"), a boutique payroll, staffing and HR outsourcing business. Prior to joining AES in June 2022, Mrs. Ristic was a partner at Stikeman Elliott LLP from 1995 to 2021 and managed the firm's largest office as Co-Managing Partner for over a decade. She is a recognized leader in the legal and professional services industry, with over 20 years' experience leading growth, talent, strategy, and legal operations. Mrs. Ristic is a former sessional lecturer in advanced corporate law at Queen's University and at the University of Western Ontario and is a frequent speaker on issues relating to management and operations. Mrs. Ristic has a Bachelor of Laws (LL.B.) from the University of Toronto and is a member of the Law Society of Ontario since 1986.

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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.



ESG Progress Check

Objectives and Targets

We have revised our objectives & targets due to many intentional and external changes e.g.,

- Internal changes e.g., organic & customer changes, 10 acquisitions by GDIGC, since we defined the 2020 targets, sale of our power utility contracting business in 2024.
- External changes e.g., geopolitical environment, regulatory changes (e.g., Bill-C59 green-washing regulations), customer ESG framework & standard requirements (e.g., Amazon - EcoVadis; Desjardins - CDP).



ENVIRONMENTAL		
BS Canada	Emissions Reduction	⌚ 75% of end-of-life vehicles replaced with hybrid alternatives by end of 2030
BS USA	Emissions Reduction	⌚ 75% of end-of-life vehicles replaced with hybrid alternatives by end of 2030
	Sustainable Spend	⌚ 25% of spend on products and materials that carry a 3rd party environmental rating by end of 2030
	Sustainable Spend	⌚ 25% of spend on products and materials that carry a 3rd party environmental rating by end of 2030
Business Services	Sustainable Product Design	⌚ 70% of all revenue generated from products that carry a third-party environmental accreditation by end of 2030
	Waste Diversion	⌚ Progressively increase waste diversion to achieve 60% diversion from landfill by end of 2030 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 2030
	Waste Diversion	⌚ 70% of waste diverted from landfill by end of 2030
	Sustainable Spend	⌚ 25% of key suppliers using sustainable operating practices by end of 2030
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 2030
	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
✓ Completed ⌚ In Progress		

We invite your feedback and questions about this ESG report.
Please email us at ESG@gdi.com