

# 2023 Environmental, Social, and Governance (ESG) Report



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## LETTER FROM THE CEO

It fills me with immense pride and gratitude to reflect on our journey over the past year. As we navigated the aftermath of the global pandemic, GDICG not only weathered the storm but also achieved a remarkable milestone with a record-breaking revenue of \$2 billion. This achievement stands as a testament to the unwavering strength of our company, the unparalleled leadership within our industry, and the relentless dedication of every employee at GDICG.

Looking ahead, the landscape of our industry presents both challenges and opportunities. It demands our adaptability and resilience, especially in delivering exceptional services to our clients. We aim to maintain the momentum, ensuring robust margins that align with GDICG's aspirations for continued growth and enhancement.

Central to our internal growth is the exemplary work of our Environmental, Societal, and Governance (ESG) Committee. Now in its third year, our ESG initiative has evolved from making commitments to implementing actions and delivering tangible results. I am immensely proud to support the efforts of our various ESG sub-committees - Diversity, Inclusion, Equity, Belonging; Safety, Health, Quality; Human Resources; Innovation; and Environmental Sustainability. These teams, comprised of the brightest minds in GDICG and our industry, exemplify our commitment to excellence.

We've also broadened these teams, incorporating valuable insights from our diligent administrative and operational staff, further enhancing our approach.

Notably, the expansion of our IT department and the successful launch of our Human Resources Information System (HRIS) mark significant advancements. These milestones lay a solid foundation for our ongoing ESG endeavors and embody the innovative spirit at the core of GDICG.

Our dedication to ESG remains unwavering, recognizing its importance to our investors, stakeholders, and our standing as a publicly traded company. As we continue to lead in our industry, we commit to doing so with respect, compassion, and a sense of responsibility towards our community, society, and the environment.

As we unveil our 2023 Annual ESG Report, I invite you to join me in celebrating these accomplishments and to continue on this journey of respect and success.

Warm regards,

**Claude Bigras**



“

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



# 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.

**Complimentary 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.

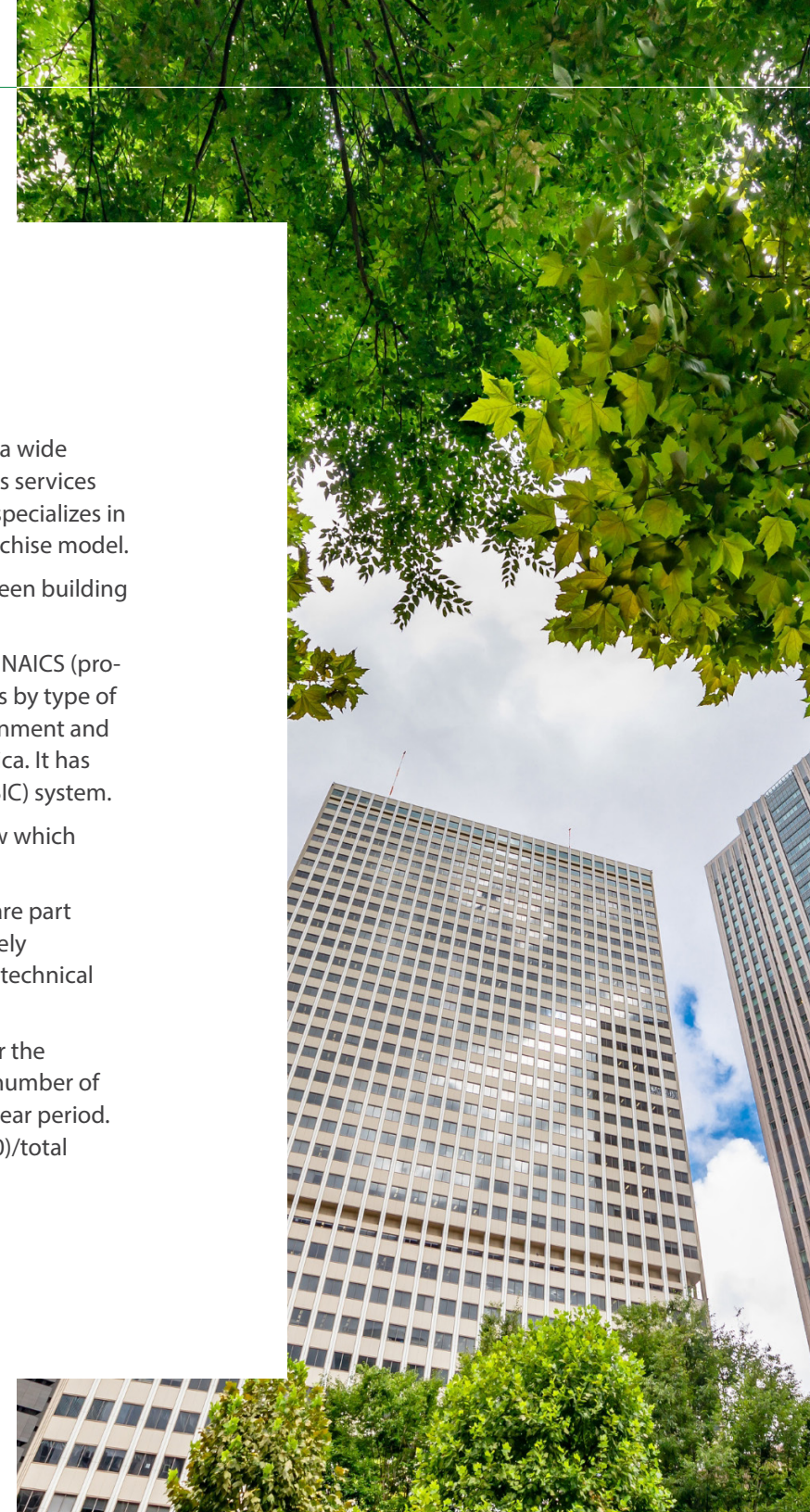
**LEED:** Leadership In Energy and Environmental Design is a green building certification program that is used worldwide.

**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.

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

**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 GDI

GDI Integrated Facility Services also known as the GDI Group of Companies (GDIGC) is a North American facility services company with services across Canada and the United States, providing unequalled capabilities and expertise in the industry including business services, technical, managed franchisee business services, and a product line of superior chemicals and related supplies.

GDIGC excels with this specialized portfolio within our clients' facilities keeping industry-leading technology, safety, quality, health, and sustainability at the forefront. We accomplish this through the hard-working, dedicated, efforts of our approximately 30,000 employees in more than 60 regional offices across Canada and the United States.

With almost a century of industry experience, GDIGC is well positioned to meet the challenges of our clients and industry with

integrity and success. Our technology, innovation, strong financial positioning, as well as our dedication to society and the planet allow us to provide exceptional services and satisfaction to our clients. We achieve this by offering innovative, best-in-class capabilities in facility services, food manufacturing sanitation services, and advanced technical, mechanical, and HVAC capabilities across multiple commercial industries including retail, industrial, education, hospitality, healthcare, aviation, and more.

Our international reach yet local touch means that we have the experience to do the job right the first time while offering the support, stability, and reliability that only a \$2B publicly traded company (TSX:GDI) can. GDIGC is proud to provide the best value while still offering the dedicated attention our clients deserve for each and every job.

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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.



## FULL-SERVICE JANITORIAL SUPPLY DISTRIBUTOR

Superior Sany Solutions is a full-service janitorial supply distributor, providing customers with end-to-end solutions that drive a cleaner, healthier, and safer environment at the lowest total cost.



## HIGH-QUALITY TECHNICAL TRADES SERVICE

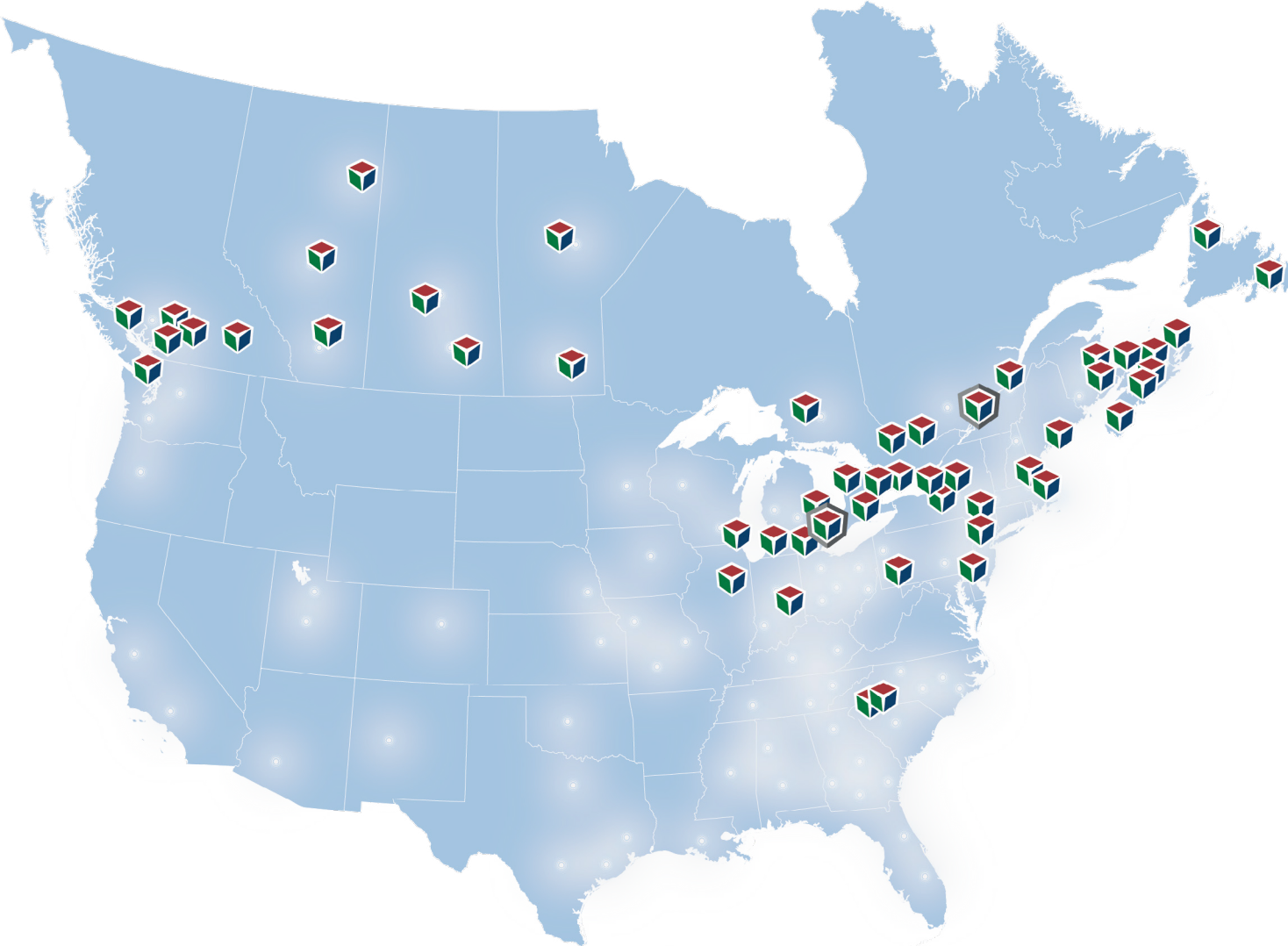
Ainsworth provides high-quality technical trades services, including HVAC, design-build, electrical, energy management, innovative solutions, and building automation for institutional, commercial, residential, healthcare, and industrial clients across North America. As an integrated multi-trade company, 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' (also known as the GDI Group of Companies, GDIGC) 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 30,000 employees in more than 60 regional offices across Canada and the United States.



  Head Offices and Branches  Areas we serve



# 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	Superior Solutions
ISO 9001	✓	✓	✓		✓		
ISO 14001	✓	✓	✓				
CIMS/CIMS-GB	✓	✓	✓				
ISNETWORLD	✓	✓			✓	✓	
Complyworks	✓		✓	✓	✓		
Avetta	✓	✓	✓	✓	✓	✓	
Contractorcheck	✓		✓		✓		
Certificate of Recognition (COR)	✓				✓		
Health Canada Import license							✓
EPA establishment License							✓
Ecovadis	✓	✓	✓	✓	✓	✓	✓





# Our People

In 2022, our team consisted of approximately **27,000** unique individuals in Canada and the USA.

## Hires in 2022

↑ **24,238**

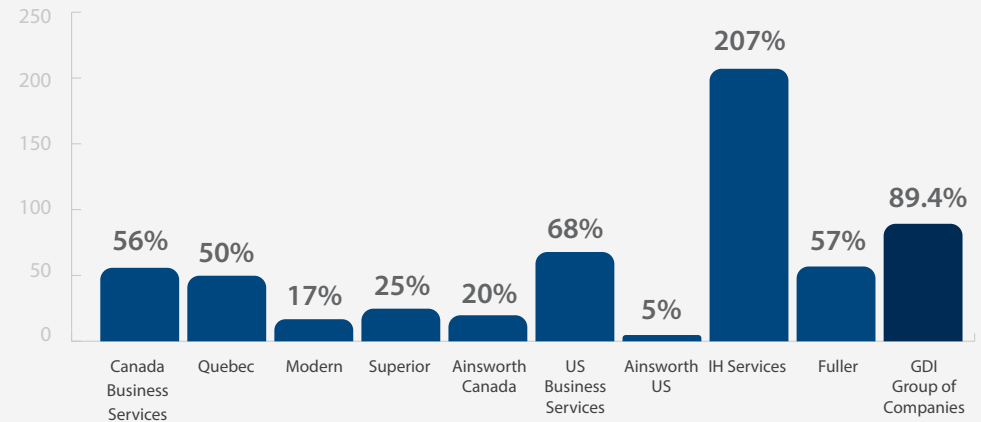
## Separations in 2022

↓ **24,124**

## GDI GC Average Turnover

**89%**

Significantly less than estimated industry average

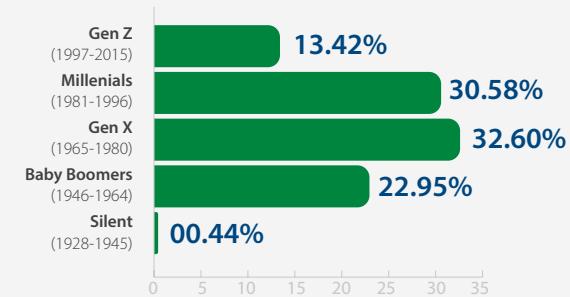


## Gender

♀ **50%**  
female

♂ **50%**  
male







## Generation





## Retention plan

Here are key programs our business units have implemented or are currently piloting to enhance employee retention across the company.

Program	Features
 <b>Welcome Bonus Program</b>	<ul style="list-style-type: none"> <li>— Designed to ensure continuity of service, talent retention</li> <li>— Allows for motivated, valued and appreciated employees through a smooth transition</li> </ul>
 <b>On-Going Training and Learning 24/7</b>	<ul style="list-style-type: none"> <li>— Online platform for training</li> <li>— Respect in the workplace, compliance and regulations, Health &amp; Safety - critical learnings for all employees</li> </ul>
 <b>New Associate Buddy System</b>	<ul style="list-style-type: none"> <li>— New hires are partnered with a “Buddy” from their peer group</li> <li>— Helps new hires get comfortable with role and assimilate into team</li> <li>— A good start helps lower turnover rates (highest level of turnover occurs in first 90 days)</li> </ul>
 <b>Redbook Program</b>	<ul style="list-style-type: none"> <li>— Recognition incentives published at timeclocks</li> <li>— Outstanding service published</li> <li>— Team achievements, e.g., property inspection scores, etc.</li> <li>— Individual tenure and attendance</li> <li>— Birthdays, potlucks, holidays</li> <li>— Awards given, e.g., paid days off, gift cards, etc.</li> </ul>
 <b>Stay Interviews, Temperature Checks</b>	<ul style="list-style-type: none"> <li>— Stay Interviews                             <ul style="list-style-type: none"> <li>• Employees interviewed while here — not when leaving</li> </ul> </li> <li>— Temperature Checks                             <ul style="list-style-type: none"> <li>• Onsite employee focus group forum (no management present)</li> <li>• Recommendations and Action Plan for Resident Manager, Area Manager, and District Manager</li> </ul> </li> </ul>
 <b>Performance Recognition</b>	<ul style="list-style-type: none"> <li>— Provide employees with constructive feedback</li> <li>— Employees given opportunity to share their thoughts on their performance and professional goals</li> <li>— Talent evaluations, succession planning, and leadership preparation</li> <li>— KUDOS recognition program Feel Good Fridays</li> </ul>

“  
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Program

Features



Social Benefit Plans

- Acknowledgement of birthdays, work anniversaries, and retirement
- Employee referral bonus
- Group social functions
- Press acknowledgement for personal achievements
- Group/individual volunteer opportunities with many charities/organizations



Performance Reviews

- Employees and supervisors/managers have several informal “coffee meetings” throughout the year to discuss professional and personal goals
- Encourages trust and enhances employee satisfaction and performance



Employee Safety

- Documented zero tolerance for workplace harassment or violence
- Harassment policy posted at every job location
- Affirms an employee’s right to a harassment free work experience
- 3rd party reporting mechanism that bypasses all local leadership and reports directly to executive leadership



Enhanced HR Efforts

- New internet—based labor talent search
- International talent program
- Increased HR recruitment professionals
- Detailed review of government labor statistics to align new sales with labor realities by region







# Diversity, Equity, Inclusion and Belonging

## Creating a best place to work

Diversity and Inclusion continues to be material to GDIGC, our stakeholders and our future success. We continue to demonstrate our commitment by providing a supportive work environment and a corporate culture which supports diversity and inclusion. We continue to develop diversity and inclusion organically through our commitment to develop programs, policy changes and 3rd party partnerships. In the last ESG report, we committed to the following approach and also developed specific diversity and inclusion targets. Please see below our progress since the last ESG report release in November 2022.



### APPROACH

- 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.



### TARGETS

- Increase women in technical positions by 10% in 5 years
- Increase women in Senior Management to 15% by end of 2024 and 30% by end of 2026
- Increase women in Management by 10% in 3 years
- Implement tools to gather and analyze GDI demographic data across GDI to further develop targets to promote diversity & inclusion across the enterprise

## Completed and ongoing activities

**Established North American Diversity & Inclusion Committee** to define programs for managing unconscious bias and to increase opportunity across the GDI organization.

**Creation of Diversity & Inclusion Calendar** as part of the GDIGC Social Media Calendar by GDI Corporate Marketing; This will increase our awareness of the selected religious holidays, cultural occasions and national events, which align with our objectives

### Internal supplier diversity activities:

- Partnership with Newbold Services in South Carolina, a certified Minority Business Enterprise (MBE), to provide opportunity for organizations seeking Janitorial and Facility Maintenance contract partners
- Initial survey indicates that 40% of our Modern Cleaning business franchisees in Canada are women, visible minorities, Aboriginals, veterans and handicapped/disabled people

**Membership in 3rd party organizations** to increase access for underserved communities and champion growth of minority-owned businesses e.g.,

- Canadian Aboriginal & Minorities Supplier Council (CAMSC)
- Canadian Council on Aboriginal Business (CCAB)
- Our Children’s Medicine (OCM)
- Helping Indigenous People (HIP)

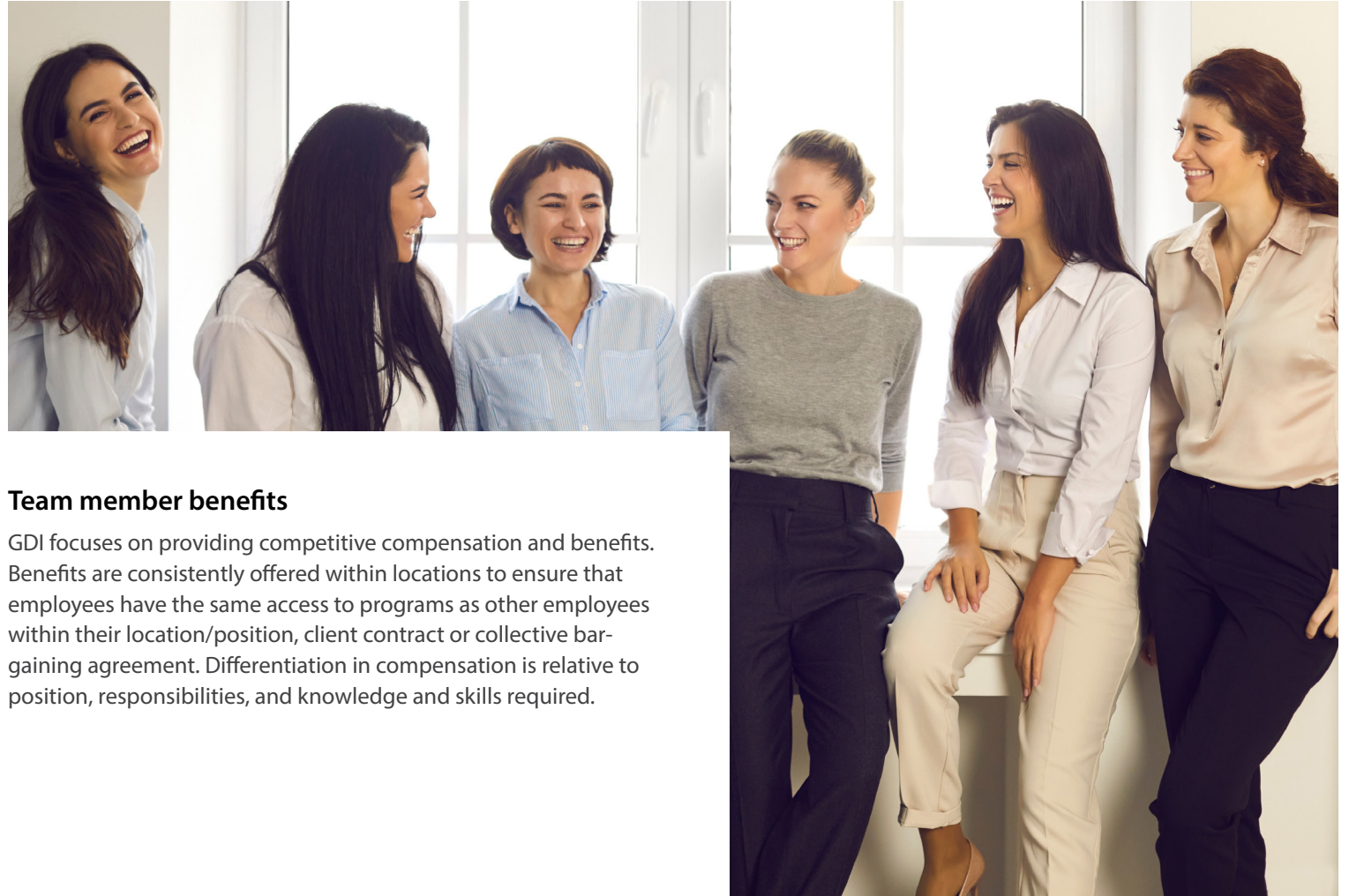




## Collective bargaining agreements

GDI is party to approximately 164 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.

GDI believes in a person, or persons, freedom of association and supports our employees personal rights in society as well as collectively at GDI where we negotiate in good faith with 164 of collective bargaining units across the continent.



### 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.



“

GDI is party to approximately 164 active collective bargaining agreements across North America.





# Innovations

## Healthy indoor environment ventilation & air conditioning (HieVAC)



### Clean air made easy

*Know what's in the air and keep your people safe*

Ainsworth's **HieVAC** Preventative Maintenance Program is the first of its kind that focuses on the air you breathe.

Partnering with **POPPY**, the world's first commercial pathogen sensing and security system, **HieVAC** verifies the impact of your ventilation system on indoor air quality.

#### Verify

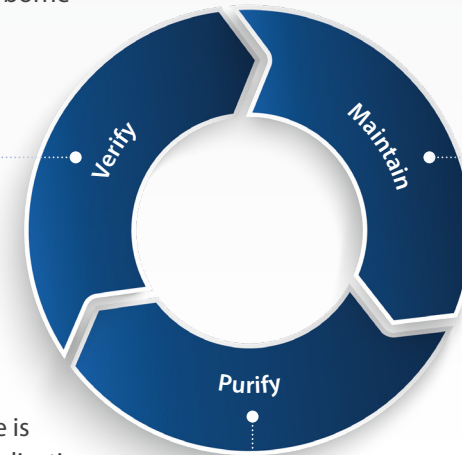
Your indoor environment is monitored for airborne contaminants

#### Maintain

Your HVAC equipment is maintained properly to extend its life beyond the industry standard

#### Purify

The air you breathe is treated with an eradication rate of 99.7% on influenza viruses





Air Tracer



## Ventilation you can see

*Know what is in the air you breathe*

**Indoor air quality is an important part of overall healthy building ecosystem.**

Ainsworth helps buildings across North America measure how air moves. Partnering with, POPPY, Ainsworth's Air Tracer study highlights air movement and shows how airborne particulates travel within the building.

The result is a pathway map that contributes to creating a healthier living and working space for everyone.

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





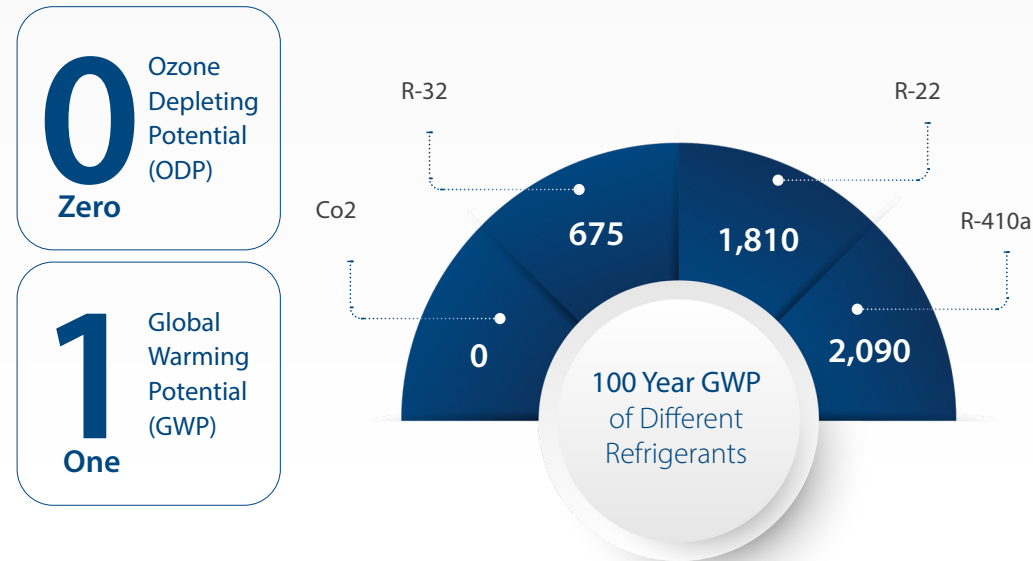
## Journey to net-zero

### Decarbonization

One of the biggest contributors to greenhouse gas (GHG) emissions is refrigerants used in our everyday life.

Ainsworth's refrigeration team focuses on converting systems with environmentally harmful refrigerants to natural refrigerants such as Carbon Dioxide (CO<sub>2</sub>).

CO<sub>2</sub> is a natural refrigerant with zero Ozone Depleting Potential (ODP) and a Global Warming Potential of one.

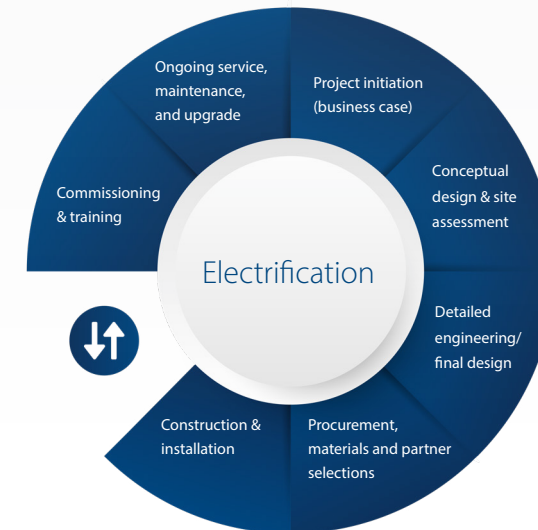


### Electrification

Transportation contributes to 27% of our overall GHG emission globally<sup>1</sup>. Governments have set out aggressive goals to reduce GHG from the transportation sector by 2030.

This is driven by the accelerating EV adoption and quickly moves this industry into mass commercialization.

Our electrical team specializes in turnkey solutions that design, implement and maintain your EV charging infrastructure. In recent years, Ainsworth helped organizations across North America achieve its goal of electrification by installing charging stations.



<sup>1</sup> <https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions#transportation>



## Fotofinish

GDI FotoFinish is a cleaning evaluation and reporting solution.

It enables better compliance with service audit and quality management best practices. It provides an operating platform that drives better results through higher accountability of the workforce.

### Problem Areas Addressed

- Not knowing if the cleaners attended to all the areas, they were supposed to
- Not knowing if the executed work met the scope
- Inefficient dispatching of field resources
- Reliance on 12 monthly inspections for a service that is delivered 365 days per year
- To be rolled out continuously across GDI branches with a total of 22 locations in 2023.
- Strong adoption in the retail section with implementation at 300+ sites

## GDI Calc

Industry leading, in house built, database and software program.

This proprietary software allows GDI to understand and analyze properties for the most accurate and cost-effective service delivery design maximizing both quality and efficiency as well as cost containment and value to the client. GDI Calc also allows GDI site management and our QA teams to better grasp the operations of an existing facility to the micro level and provides a tool to assist in workload distributions as well as an ongoing continuous improvement tool giving GDI the ability to always proactively look for better methods and programs to excel at service delivery.

### Building Database

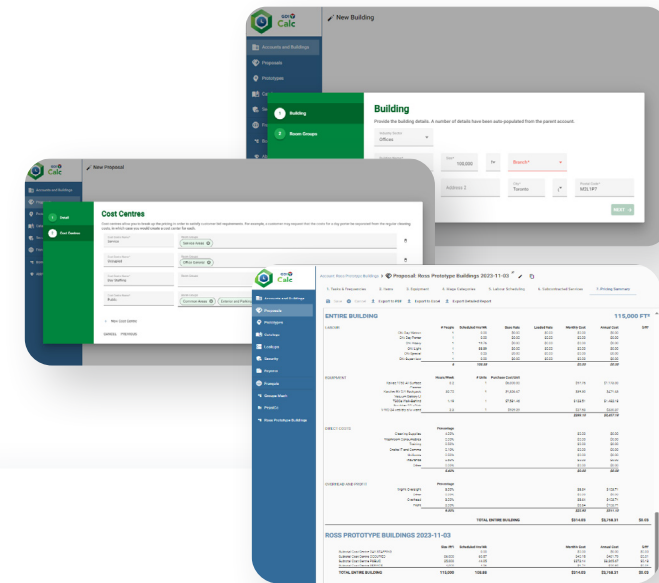
- Sizes
- Configurations
- Surfaces
- Usage
- Populations

### Service Database

- Actions
- Items
- Rooms
- Equipment
- Frequencies
- Speeds, Rates
- Defaults, Options

### Prototype and Proposal Builder

- Specification
- Tasks
- Frequencies
- Labor Requirements
- Pay Rates
- Equipment
- Extra Services





## Sany + Monopod



Monopod volume has grown

**20-30%  
each year**

over the last 5 years demonstrating the strong, growing demand for sustainable cleaning options.

### The Clean Solution

The MonoPOD encases super concentrated liquid gel into water soluble film, resulting in a completely dissolvable cleaning pod.



Intelligent

Cost effective

Sustainable

Easy to use

#### Green Seal

Recognized industry standard for reduced environmental impact

#### Recyclability

Tubs and corrugates completely recyclable, biodegradable & PPE-free

#### Recyclability

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







## Artificial Intelligence (OpenAI) and GDI

### Embracing AI at GDIGC

We are excited to announce that GDIGC is embracing AI and Machine Learning. Our focus is on using these technologies in a controlled manner, with a strong emphasis on security, privacy, and monitoring.

Our Enterprise Architecture team is working on ChatGDI, which will enable us to securely utilize the powerful OpenAI models with our corporate data. If you have a potential use case for AI, we encourage you to reach out to our team to explore the possibilities. We are also taking steps to define policies and procedures around AI usage, emphasizing the need for verification of AI-generated statements and tasks due to the potential for “hallucinations.” Our efforts aim to enhance productivity, efficiency, and innovation while maintaining transparency, fairness, and accountability.

**Author: ChatGDI**

While GDIGC is excited to integrate AI and Machine learning into our daily processes, we caution staff from using the likes of ChatGPT, Microsoft Bing AI Chat, Google Bard with ANY GDI data for the time being. All these platforms will take any data used in their chat interactions into their machine learning matrix making it insecure and is a potential source of privacy/corporate breaches.

GDI IT will have more on this topic as we move closer to being able to provide the network with a secure internal AI powered Chat tailored to GDI called ChatGDI!

Be sure to follow GDI IT on our Newsletters for more details. For those internal to GDIGC with suggestions/ideas, we encourage you to submit them using the intake form within the Hub (GDIGC’s internal intranet).



# Our Approach

- LETTER FROM THE CEO
- DEFINITIONS
- OUR COMPANY
- OUR PEOPLE
- INNOVATIONS
- OUR APPROACH
- HEALTH & SAFETY
- CORPORATE ETHICS & RESPONSIBILITY
- ENVIRONMENTAL STEWARDSHIPS & PARTNERSHIPS
- OUR CULTURE
- GOVERNANCE
- PROGRESS CHECK
- COMING SOON

## 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:
  - Environment i.e. what is our environmental footprint from GHG emissions and waste?; what needs improvement?
  - Social i.e. where are we in terms of safety, ethics & culture? What can we do to improve?
  - 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

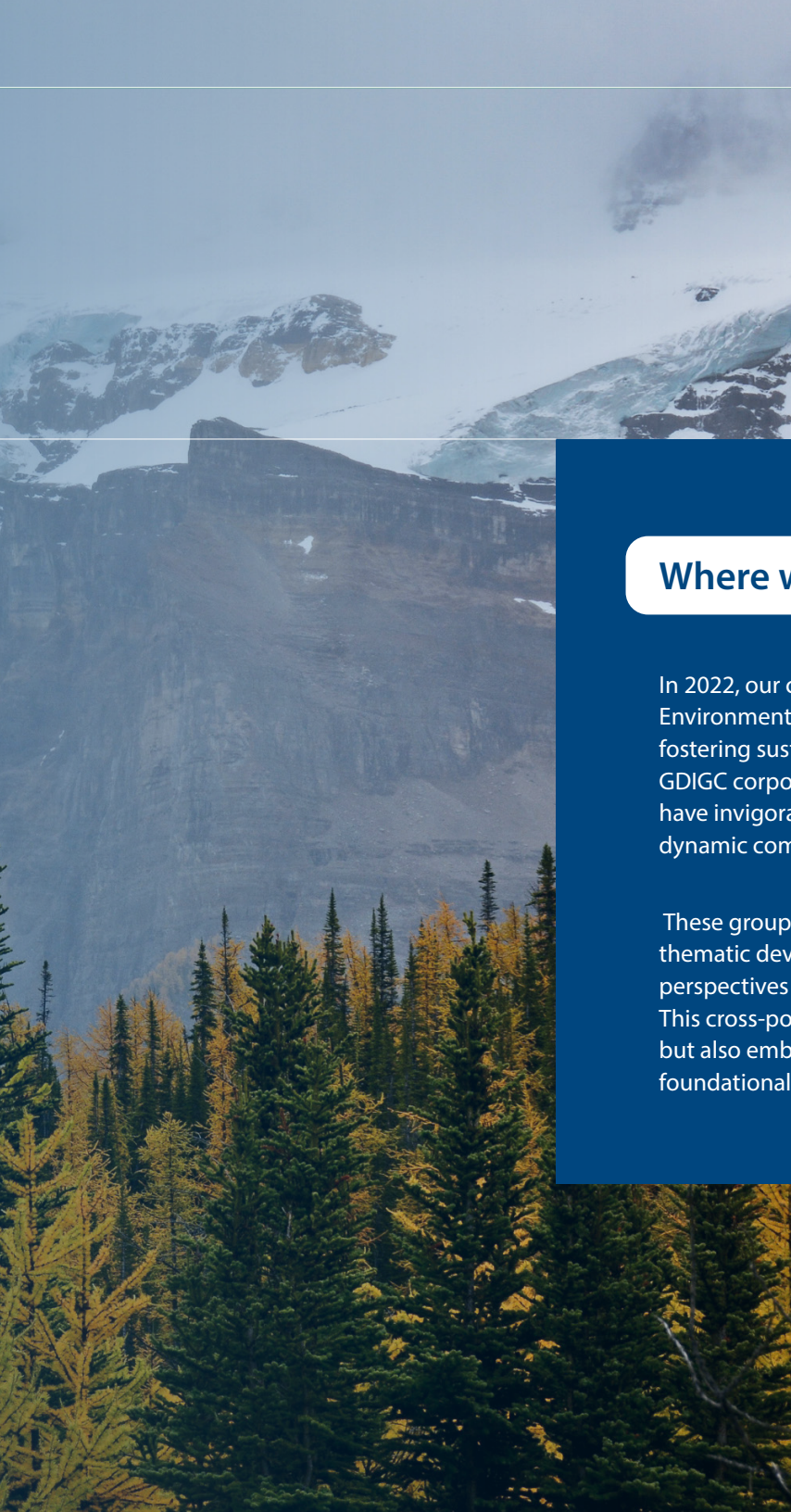
## 2022

- › GDIGC not only recognized the need for making ESG a cornerstone of our company, its operations, and culture but also knew from the onset that we had to do so in a methodical and systematic way. This approach of crawling before running doesn't put one on the map instantly but does allow for the honest and sincere building of not only an ESG program but a culture to last in perpetuity.
- › GDI is not focused on a short-term gain, but rather a vetted and methodical to ESG that will establish us as leaders in the industry.

## 2023 & beyond

- › Building advance monitoring and data collection systems throughout the company to allow for not only greater ease of reporting data out but also expanding data points to which we can review and report.
- › Developing training programs to further expand the knowledge of our ESG efforts to our employees and actively pursue programs and initiatives allowing them direct participation in our efforts at the GDIGC and in their own personal life as well.





## Where we are now and looking forward...

In 2022, our company initiated a strategic enhancement of our Environmental, Social, and Governance (ESG) framework, aimed at fostering sustainable expansion and deepening integration within the GDIGC corporate ethos. By broadening the spectrum of engagement, we have invigorated our ESG programs through the establishment of dynamic committees.

These groups have been instrumental in augmenting data integrity, thematic development, and inclusivity—drawing on a diverse array of perspectives from across all levels of our GDI subsidiaries. This cross-pollination of ideas has not only reinforced our ESG initiatives but also embedded our social responsibility commitments into the foundational fabric of our organization.





## 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



#### 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 of engineering best practices



#### 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



#### 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 assesment

In 2020, in preparation for our first ESG report, GDIGC 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 GDIGC Executive Committee approved the focus and committed to oversight of the ESG process. The ESG initiative will continually be monitored, reviewed, and refined as GDIGC 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.



A man in a dark blue shirt and glasses is shaking hands with another man in a light blue shirt. The man in the dark blue shirt is holding a tablet. The background is a modern office setting with a blurred figure of another person in the distance.

“

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

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



### INDUSTRY ASSOCIATIONS

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

## Recently Launched!

In 2021, GDIGC initiated the search for a new HRIS/ Payroll solution to elevate our team capabilities. We are thrilled to announce that the integration of the new UKG solution has been successfully completed and is now officially launched. This advanced technology is poised to significantly enhance efficiencies throughout the company, bolstering our capacity to support and engage with our team, as well as to measure and monitor our overall performance. This strategic investment is poised to elevate the stakeholder experience across the board.

- > **Customer Experience**  
improved reports and response time

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- > **Employee Experience**  
instant access to information; improved training; surveys

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- > **Applicant Experience**  
reduction in paper; expedited process

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- > **Manager Experience**  
improved metrics to help us run the business and effectively manage our employees

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- > This initiative began with our Business Services US operations in Q4 of 2022 with targeted installation across the rest of the GDIGC in 2023 and Q1 2024.





## 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 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



## Sustainable Development Goals

The United Nation’s Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

You can learn more about the United Nation’s Sustainable Development Goals at their website: [undp.org/sustainable-development-goals](https://undp.org/sustainable-development-goals)

All 17 SDGs are integrated— action in one area will affect outcomes in others, and any development must balance social, economic, and environmental sustainability. They are designed to end poverty, hunger, AIDS, and discrimination against women and girls through creativity, knowhow, technology, and financial resources from all of society working together.

GDIGC, in its own limited global ability, believes in this call to action and has aligned its ESG efforts, and corporate values with the UNSDGS and aligns our actions in the spirit of all 17, with a focus on the seven that are the most relevant to GDIGC’s ESG initiatives, reportable actions, and goals

## SUSTAINABLE DEVELOPMENT GOALS





## The 7 GDI SDG initiatives



### Good Health and Well-Being

One of the fundamental principles of GDIGC is creating and promoting a safe and healthy work environment for all our team members and clients.

- Developed new Employee Health & Safety Committee
- Continued reduction in recordable incident rates and other key safety metrics across the group of companies
- Achieved ISO 14001 certification in U.S. Business Services operations
- Engaged employees and management to commit to environmental pledges on GDIGC's social media platform



### Gender Equality

GDIGC supports gender equality through several of our ESG Goals: Diversity and Inclusion goals of increasing women in technical positions, management, senior management, and increasing board diversity.

GDIGC increased its female representation on the board of directors from 14% to 25% in 2021 through an exhaustive talent search.



### Clean Water and Sanitation

GDIGC uses technology and equipment that reduces the use of water in our operations. We train our team members in water conservation practices.

- Integrated into GDIGC's operations SOPs
- New technology from Sany with mono pods





### Reduced Inequalities

Along with our gender equality goals, we established a North American Diversity and Inclusion committee and partner with many certified minority owned companies.

- Increased number of minority partners
- Strategic partnership as a minority stakeholder in Contract Direct (WMBE)



### Sustainable Cities and Communities

Through Ainsworth, GDIGC provides clients with energy conservation and consumption services through building automation solutions, HVAC services, RemoteBAS, and energy service solutions.



### Responsible Consumption and Production

With our Sustainable Spend programs, we have goals to: have 25% of spend on products and materials that carry a 3rd party environmental rating by end of 2024 and 25% of key suppliers using sustainable operating practices by end of 2024.



### Climate action

We address climate action through the following goals: sustainable spend, emissions reduction through the purchase of EVs and hybrid vehicles, sustainable product design, purchasing products that carry a third-party environmental accreditation, waste diversion, and establishing a North American Environmental and Sustainability Committee.

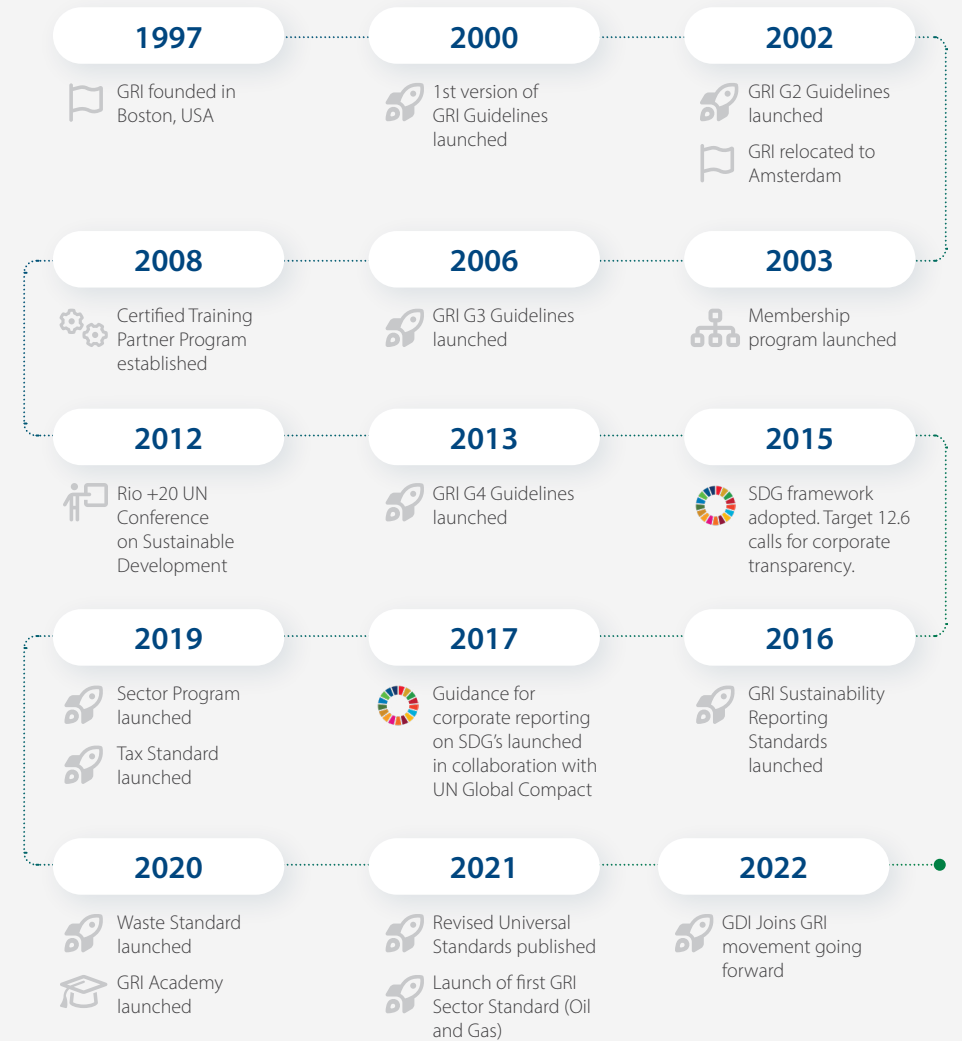
- Implemented new environmental standards in offices
- Achieved ISO 14001 certification in U.S. operations mirror that of Jan-Can
- Successfully implemented our North American Environmental and Sustainability Committee

## Global reporting initiative

### Compliance

GDI has aligned its ESG efforts, data collection and reporting with the GRI standards and is in the final stages of documenting our compliance evidence to submit to GRI for recognized certification. Our goal is to accomplish this in 2022 and report on our success in our next report.

This is not only an example of GDI's continued commitment to a pro-environmental corporate view but also of our commitment to a solid, proven, and transparent process of monitoring and sharing our efforts and success with our stakeholders and community.





# Health & Safety

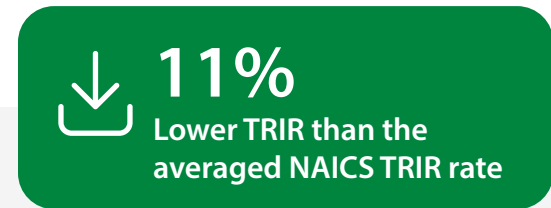
**For another year, GDI maintains an injury frequency that is lower than the US department of Labour industry statistics on recordable injuries.**

A single injury is one too many

GDI's Integrated service offerings relies on the NAICS (North American Industry Classification system) to categorize unique business services and compare performance against the US labour industry benchmarks. Significant improvements were made to the complimentary services division, with respect to injury frequency, with the business unit performing well below the industry average.

Janitorial Canada shows a slight decline in performance against benchmark partially due to updated statistics from the US department of labour on recordable frequency for 2022, which has decreased from prior year, coupled by a slight performance decline for the business unit.

On an overall basis, with the updated industry benchmarks, GDI's annual incidence rates maintained an overall lower TRIR than the average NAICS TRIR rate for 2022.



### TRIR formula



# “ A single injury is one too many

The Total Recordable Incident Rate looks at the number of serious (recordable) injuries per 100 full-time employees during a one-year period. Injuries that are included in this metric are those that are work related and result in death, loss of consciousness, days away from work, restricted work activity, transfer to another job, or medical treatment beyond first aid.

The TRIR metric is a lagging indicator that looks to the past year to evaluate and quantify GDI's safety performance and is used to monitor incidents, frequencies, compare to others within our industry, and look for patterns for enhancements. Insurance companies, government regulators, and prospective clients all review TRIRs to help them determine GDI's overall safety performance as well.

## GDI TRIR vs NAICS Industry Average

BUSINESS UNIT	TRIR	NAICS COMPARISON
JANITORIAL CANADA	2.49	-8.2%
JANITORIAL US	0.98	-24%
TECHNICAL SERVICES	1.34	-31%
COMPLIMENTARY SERVICES	1.46	-44%

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





LETTER FROM THE CEO

DEFINITIONS

OUR COMPANY

OUR PEOPLE

INNOVATIONS

OUR APPROACH

HEALTH & SAFETY

CORPORATE ETHICS  
& RESPONSIBILITY

ENVIRONMENTAL  
STEWARDSHIPS &  
PARTNERSHIPS

OUR CULTURE

GOVERNANCE

PROGRESS CHECK

COMING SOON

## Health & Safety

### Innovation Initiatives

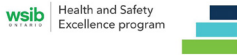
-  Shifting to software solutions & digital workflows
-  Proactive approach
-  Dynamic safety culture

### Leading Indicators

-  Field level risk assessment to identify hazards & implement control measures
-  Regular workplace inspections
-  Improved training process
-  Compliance audits

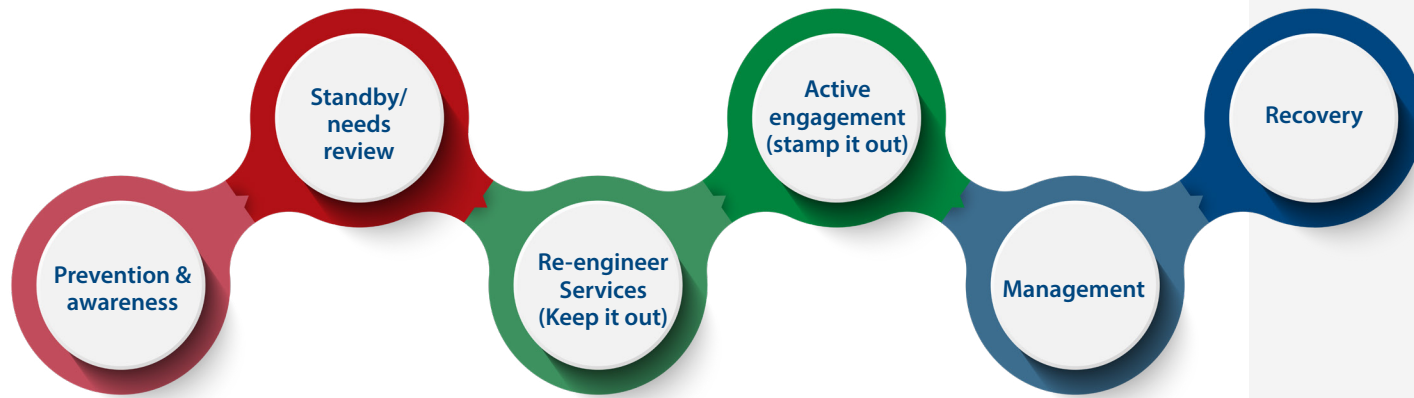
# GDIGC Health & Safety

## Certificates & Recognition





## Management and recovery



### Recovery

#### GDI's pandemic business continuity plan stages overview

GDI has emerged from the COVID-19 pandemic responding to the transitional needs through a hybrid approach between the management and recovery phases of our pandemic response plan.

We continue to actively manage active cases that present itself within our labor force with routine proactive and preventive management practices to curb spread. Simultaneously, GDI and its associated operations are transitioning to a recovery stance, edging closer to normal operations in our day-to-day activities.

GDI continues to monitor our response not only globally, but regionally as well, since different governments are responding to outbreaks and variants with wide-ranging specificity based on their regional needs. GDI continues to monitor and comply with all such local variations as we move as a company into the recovery phase of our planned response.

#### Pandemic preparedness

While covid-19 continues to be managed, GDI has kept cognizant of other outbreaks that are becoming more prevalent in non-endemic areas. The first orthopoxvirus (monkeypox) communique was published on May 31st, 2022. GDI has activated a prevention and awareness of our pandemical response plan along with continuous monitoring to mitigate risk for our employees and clients.







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GDI has emerged from the COVID-19 pandemic responding to the transitional needs through a hybrid approach between the management and recovery phases of our pandemic response plan.



# 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 2021 no correctional actions were needed.

### 2021 Code of Ethics hotline statistics

DESCRIPTION	QUANTITY
Workplace Harassment	4
Unethical Conduct	3
Violation of Laws, Regulations, Policies and Procedures	2
Compensation and Benefits	2
Workplace Health & Safety	0
<b>GRAND TOTAL</b>	<b>11</b>
No Substantial Findings	8
Retraining and Remedial Action	3
Canada	6
USA	5
Average Days Open	36



## Vendor code of conduct

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

GDIGC 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 GDIGC 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 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



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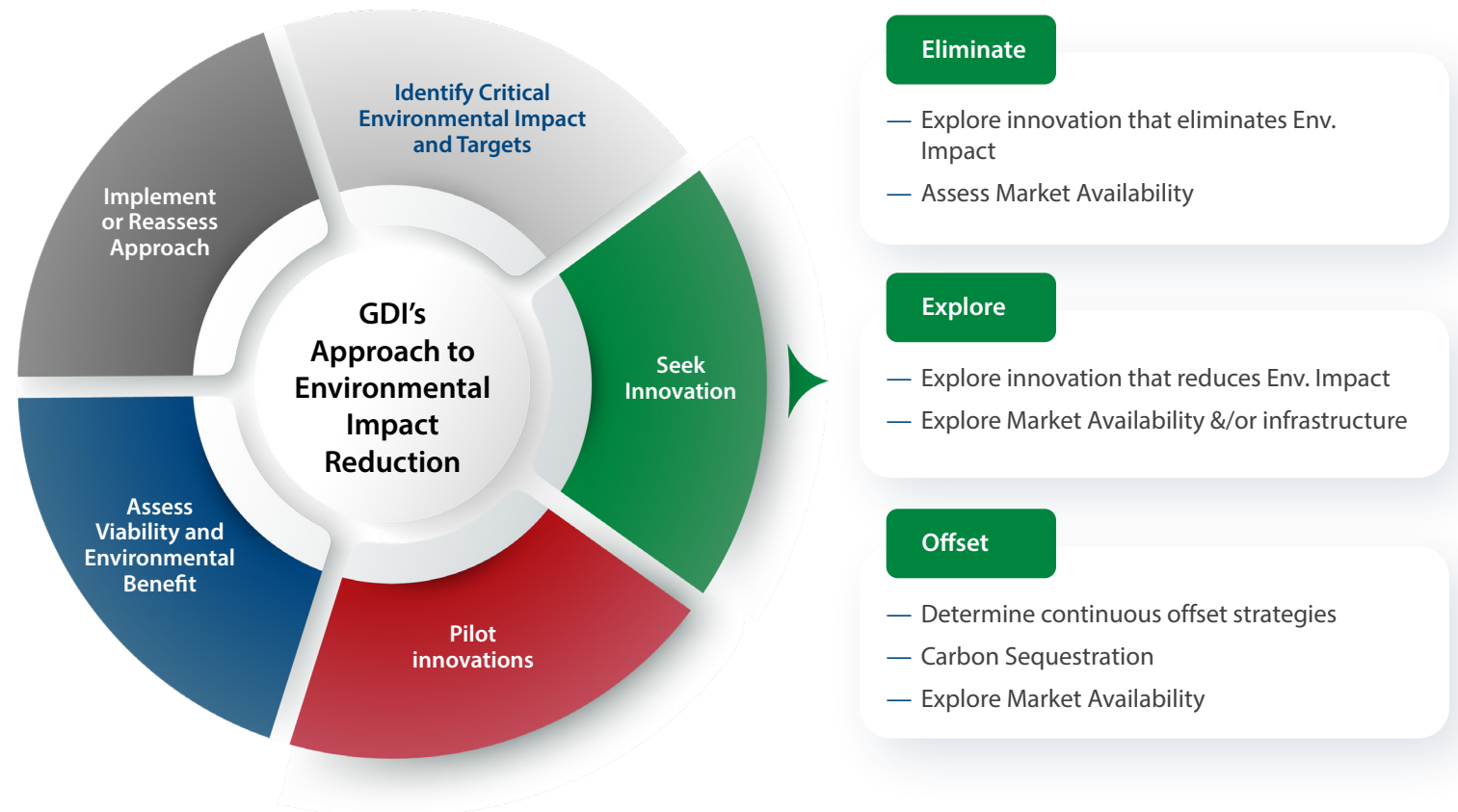
We believe that our values should never be compromised, and we always strive to do the right thing.



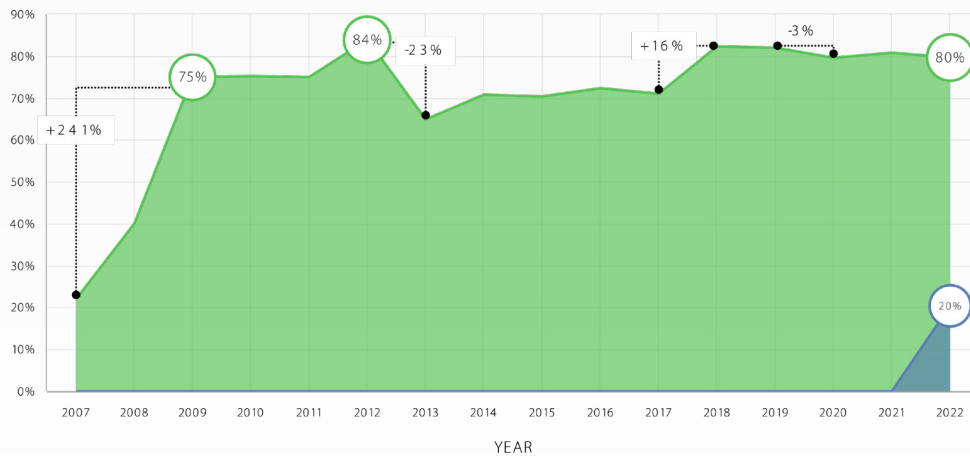


# Environmental stewardship & partnerships

## GDI's environmental impact reduction strategy (EIRS)

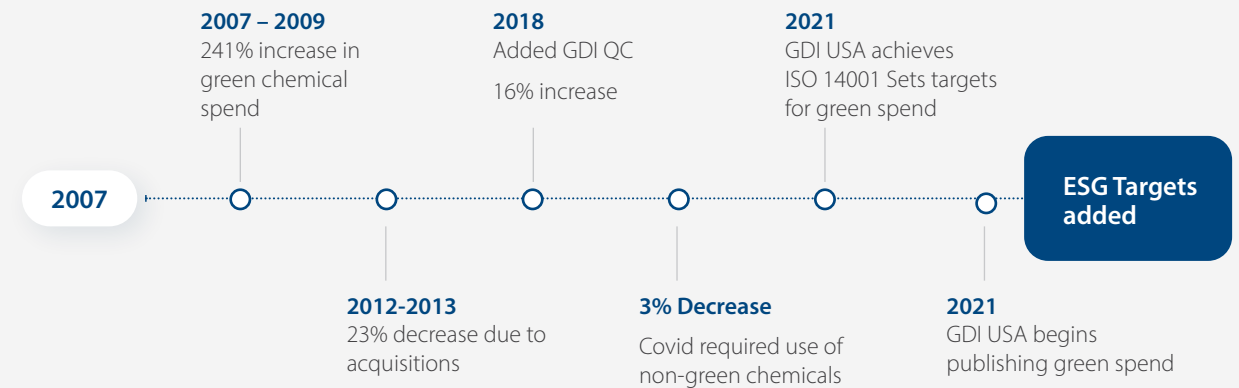


## Progressing our EIRS



● GREEN SPEND by \$ (GDI CAN/QC) ● GREEN SPEND by \$ (GDI US)

## EIRS Green spend timeline



As part of our commitment to sustainable business practices GDI invests in chemicals, materials, and consumable items that have a lower environmental impact on the facilities we maintain. Utilizing greener products also carries a reduced risk of side effects on staff, clients, and occupants because of the reduced potency of some active ingredients. This metric is assessed by overall dollars spent and is affected by client preferences and efficacy of green products on delivering on contractual obligations.

While GDI Canada has maintained ISO 14001 registration for a longer period and has continuously invested in green products, GDI USA has only now started their journey to a greener footprint after certification and is beginning to track and monitor spending in a more formal way. Progress will be monitored here annually will some notable improvements in procurement already established.



## Key activities since our last report

As active and responsible citizens of the earth, GDIGC has committed to minimize our impact on the environment. Our commitment starts with measuring our impacts through baseline studies and use that to work towards low-carbon activities.

Between 2021 and 2023, the GDIGC ESG Committee completed an initial environmental & sustainability materiality assessment. This assessment helped us to understand the key stakeholders, the most pressing issues, related requirements and initial targets. The assessment involved the following:

- > Mapping of aspects of GDIGC operations and the key environmental impacts by business unit

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- > Developing GDIGC Environmental Impact Reduction Strategy (EIRS) for approval by the GDI-EC

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- > Review of March 2021 GHG and waste baseline study for our Technical Services group

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- > Review of October 2022 Draft Electric Vehicle Plan for our Technical Services group

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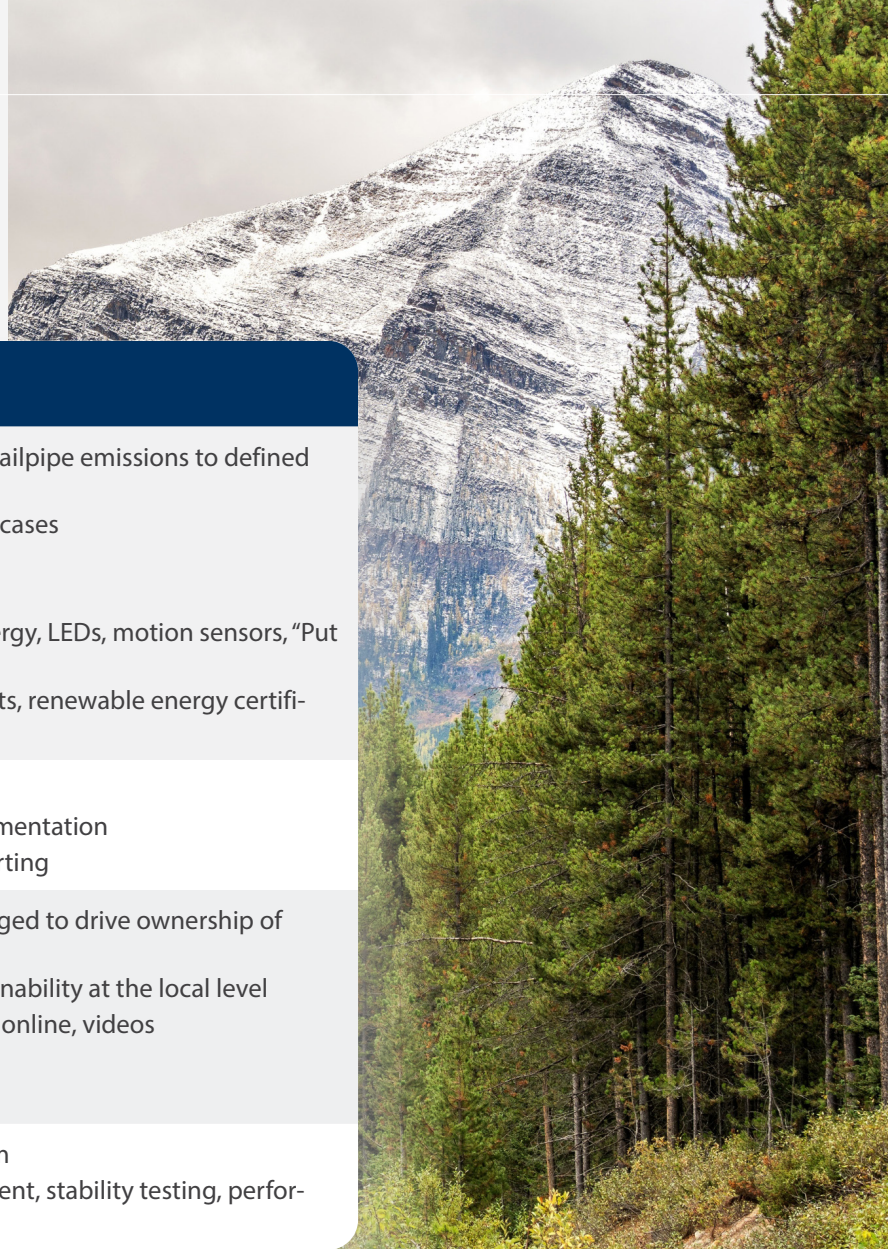
- > Benchmarking of our ESG reports to industry peers by TD Securities in February 2023

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- > Review of upcoming regulatory climate change & risk reporting, which GDIGC must comply with, as a publicly listed company e.g. The **International Sustainability Standards Board (“ISSB”)** sustainability-related reporting standards to drive consistency in disclosure of sustainability-related information

### Note

*Sustainability-related risks are events or conditions that can cause significant impact on GDIGCe.g., financial performance risk from volatile energy prices; Compliance risks triggered by new carbon regulations, including HVAC equipment refrigerant phase-outs & new efficiency standards; Risks from product substitution as customers switch to more sustainable alternatives.*



In late 2022, GDIGC created a new committee to focus on the Environment and Sustainability. The Group has completed review of the initial work above and proposed the following:

- Green House Gas (GHG) and waste baseline study for all GDI business units to help us understand:
  - How big is the GDIGC carbon footprint and how much GHG do our operations release into the atmosphere?
  - How much & what types of waste do we generate & what is our landfill diversion?
  - What do we want to achieve with a sustainability program; What programs & KPIs can we use?
- After the baseline study is complete, there will be analysis of the baseline report in line with the 2021 ESG targets, GDIGC Vendor Code of Conduct, and review of sustainable purchasing & product development to create our Environment & Sustainability Program, with the following framework i.e.,

AREA	QUANTITY
<b>Emissions Reduction</b>	<ul style="list-style-type: none"> <li>— 3 step electric vehicle / hybrid program to reduce tailpipe emissions to defined target over a defined period               <ul style="list-style-type: none"> <li>• Define vehicle &amp; charger requirements and use cases</li> <li>• Pilot test for a defined period</li> <li>• Post-pilot scale up</li> </ul> </li> <li>— Energy conservation in our facilities e.g., green energy, LEDs, motion sensors, “Put it off” programs</li> <li>— Residual emissions management e.g., carbon offsets, renewable energy certificates (RECs), tree planting</li> </ul>
<b>Sustainable Spend</b>	<ul style="list-style-type: none"> <li>— Sustainable spend scope, criteria and targets</li> <li>— Sustainable spend program development &amp; implementation</li> <li>— Supplier performance tracking, monitoring &amp; reporting</li> </ul>
<b>Waste Diversion</b>	<ul style="list-style-type: none"> <li>— Activities &amp; programs to continue to get staff engaged to drive ownership of sustainability e.g.               <ul style="list-style-type: none"> <li>• Business unit “Green Teams” to champion sustainability at the local level</li> <li>• Communication of sustainability e.g. staff talks, online, videos</li> <li>• Recycling programs to drive landfill diversion</li> <li>• Other measurable staff activities</li> </ul> </li> </ul>
<b>Sustainable Product Design</b>	<ul style="list-style-type: none"> <li>— Create &amp; execute sustainable product R&amp;D program</li> <li>— Outline timeline of product formulation development, stability testing, performance testing, commercialization</li> </ul>

Technology is changing at a rapid pace and will continue to do so. Therefore, we will use a staged, factual and informed approach to sustainability. GDIGC will need to be able to pivot to new technologies and methods as the future unfolds and not rush with a shorter time frame which may be more costly and less effective.



## Action plan & next steps

	ACTIVITY	2024	2025
1	Hire full-time 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 for all GDIGC units, 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 GDIGCe.g. supplier selection, tracking templates, supplier & internal communication template	✓	✓
4	Engage chemical manufacturing leaders on sustainable product development: <ul style="list-style-type: none"> <li>— Identify top 10 products &amp; which ones carry 3rd party green certification (e.g., UL Ecologo, Green Seal)</li> <li>— Engage manufacturing R&amp;D teams on feasibility of redevelopment of non-certified products</li> <li>— Create sustainable product R&amp;D program with formulation development timeline, stability &amp; performance testing, and commercialization</li> </ul>	✓	✓
5	Use Technical Services draft EV Plan as framework for EV Plan for all GDIGC units: <ul style="list-style-type: none"> <li>— <b>Requirements Assessment</b> – stakeholders, 3rd party partners, EV/Hybrid options based on use case, charging infrastructure requirements and EV/Hybrid program KPIs</li> <li>— <b>Funding Approval</b> - cost &amp; est. savings (including identified incentives)</li> <li>— <b>Pilot Test</b> – develop vehicle test program, launch, monitor &amp; review results</li> <li>— <b>Post-Pilot Scale-Up</b> – planning, roll-out &amp; monitoring</li> </ul>	✓	✓
6	Prepare for International Sustainability Standards Board (ISSB) climate-risk requirements i.e. for GDIGC to report annually on the company's climate risks and strategy in 4 core sections i.e., <ul style="list-style-type: none"> <li>— <b>Governance</b> – oversight and controls on sustainability-related R&amp;O</li> <li>— <b>Strategy</b> - to address, adapt, and/or reduce those risks</li> <li>— <b>Risk Management</b> - identify, assess, and manage climate-related risks</li> <li>— <b>Metrics and Targets</b> – assess climate-related R&amp;O and performance</li> </ul> <b>GDI needs to comply with ISSB standards (effective January 1, 2024):</b> <ul style="list-style-type: none"> <li>— Engage external auditors – to review ISSB requirements &amp; next steps</li> <li>— Assess whether our current materiality assessment is consistent with ISSB's description of materiality</li> <li>— Use the baseline study results (#2 above), stakeholder discussions &amp; surveys to define and rank GDIGC climate risk &amp; opportunities, and determine material information to meet ISSB disclosure requirements</li> </ul>	✓	✓
7	Use results of 1 to 6 above to develop & implement formal GDIGC Sustainability Program		✓



An aerial photograph of a river winding through a dense, vibrant green forest. The water is a deep blue-green color, reflecting the surrounding foliage. The forest is thick with trees, and the overall scene is a lush, natural landscape.

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As active and responsible citizens of the earth, GDIGC has committed to minimize our impact on the environment.



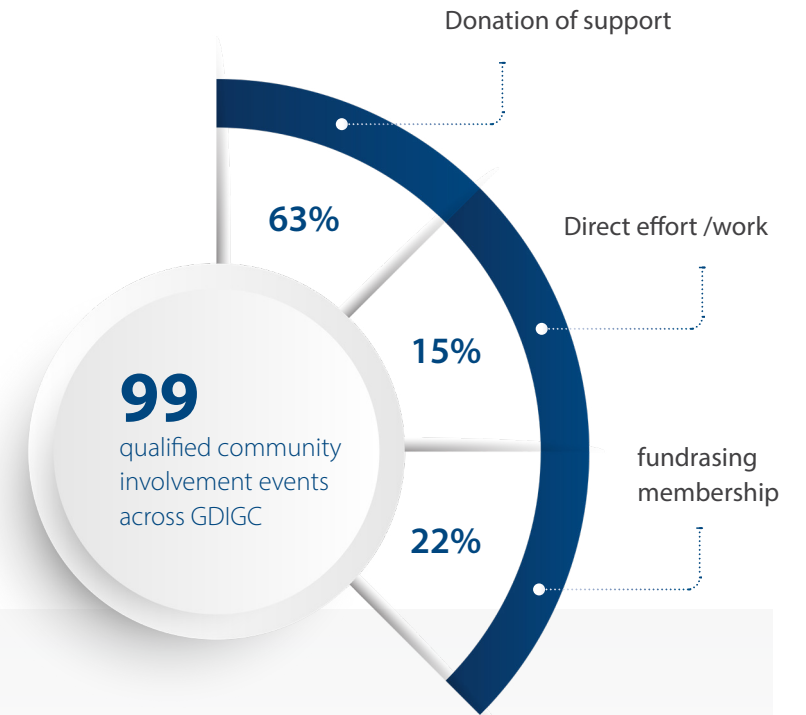
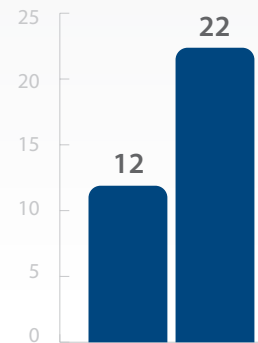
# Corporate Culture

One Company  
 One Culture

## Community project tracking

As part of our first ESG report objectives, we committed to participating in 12 community service projects in 2021. However, once we started tracking we realized we had already exceeded our goal. In the end, we reached 183% of our goal! This proves that giving back to the communities in which we operate is a fundamental part of our DNA. By tracking, measuring and continuously monitoring we are confident this will continue to grow.

Our goal of 12 qualified projects in 2021 and the actual (22).



A simple breakdown of the 99 qualified community involvement events across GDIGC based on their being a direct “hands on” effort (15%), financial support (63%), or ongoing / membership based charitable events (22%)

## One Warm Coat



The results of GDIGC's second companywide One Warm Coat drive are in, and we couldn't be more proud of our team!

**30,202** people will not go cold this winter thanks to the help of all our branch ambassadors who brilliantly handled the job of organizing & running this successful event at each of their locations. We couldn't have done it without you!

These drives would have also never been possible without our generous team members and friends who donated to this great cause, and we look forward to doing even better next year!

We extend our sincere appreciation to Jessica Voltaggio for her exemplary leadership and organizational skills in spearheading this year's drive. Kudos to each of our regional ambassadors who effectively guided their respective business units to success. We also express our gratitude to all contributors who generously donated across Canada and the U.S. This collaborative effort exemplifies the unity of our organization, as we seamlessly operated as one cohesive entity to not only meet but surpass our set goal.

Great work team!





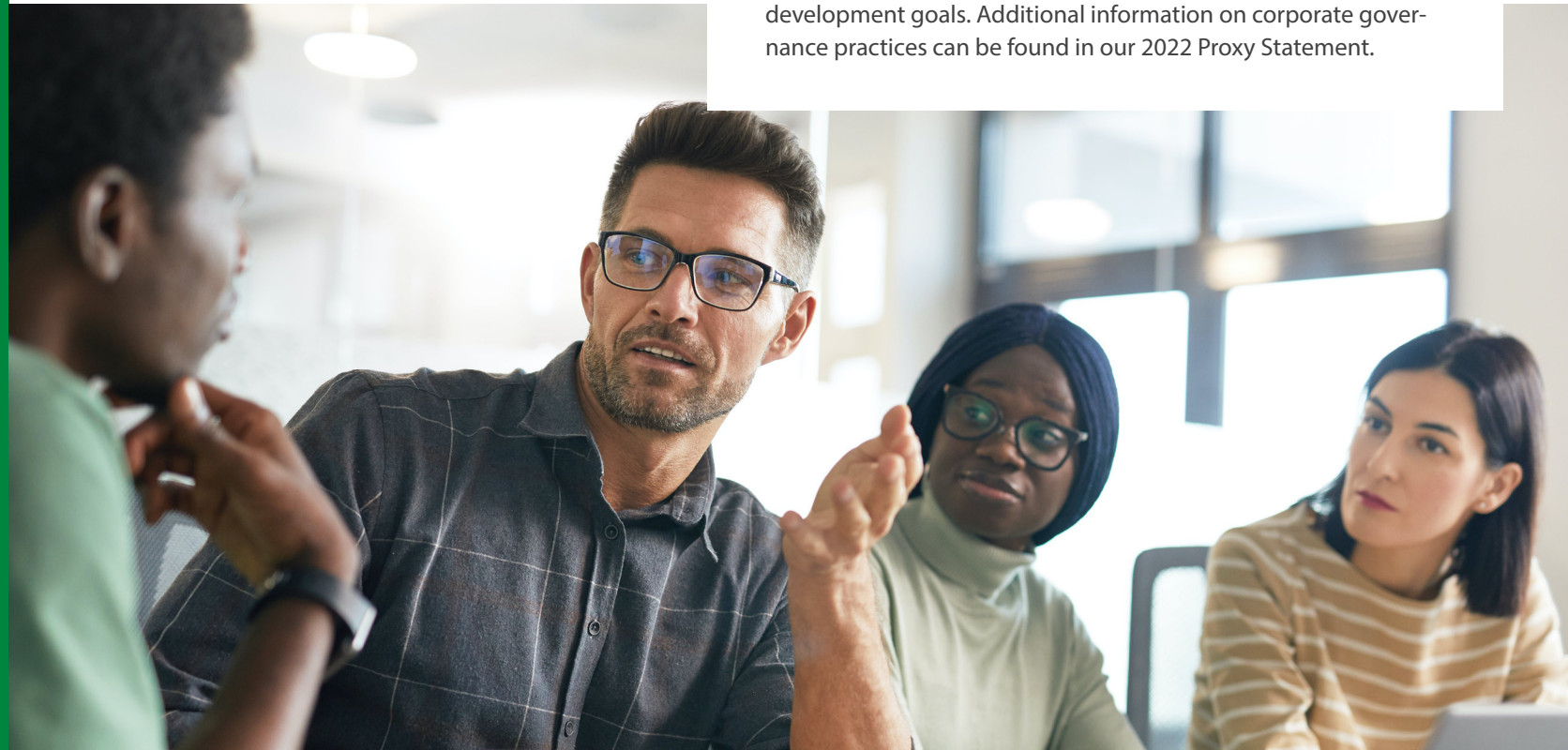
# Governance

## Board of Directors

GDIGC’s Board of Directors is comprised of eight Directors, seven of whom are deemed independent. The eighth 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. 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 2022 Proxy Statement.



## Board of Directors

### 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 Tissue Group'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.

**DAVID G. SAMUEL***Director*

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.

**CARL YOUNGMAN***Director*

Mr. Youngman is the founder, Chair 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, former Vice Chair and Hall of Fame Member of the Turnaround Management Association. He holds the designation of Certified Turnaround Professional (CTP) from the Turnaround Management Association. Mr. Youngman is the holder of a Platinum Level Executive master’s 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.

## **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.

## **ROBERT MCGUIRE**

*Director*

Mr. McGuire is the founder of Longwing Partners LLC, a private consulting firm. Prior to the establishment of his own firm, he was a senior professional at MAEVA Group, a turnaround and restructuring firm based in New York. From 1996 to 2020, Mr. McGuire resided in London, where he held a variety of senior-level positions in the financial services sector, including heading the European energy business at Goldman Sachs (1996 to 2000); leading the energy and UK businesses at J.P.Morgan (2000 to 2005) and serving as Co-Head of Corporate Finance and a Vice Chair at J.P.Morgan Cazenove (2005 to 2010). After leaving J.P.Morgan in 2010, Mr. McGuire became a partner at CCMP Capital, serving as head of Europe and member of the Investment Committee until 2013. At CCMP, Mr. McGuire was the partner on the Board of Directors of several portfolio companies, including Edwards Group, a NASDAQ-listed business that was later acquired. He then founded his own M&A advisory boutique, prior to his returning to the United States in 2020. McGuire currently serves on the Board of Blue Nord ASA, an Oslo listed company, where he sits on the ESG Committee. He received a B.A. from Boston College and an MBA from Harvard Business School.





LETTER FROM THE CEO

DEFINITIONS

OUR COMPANY

OUR PEOPLE

INNOVATIONS

OUR APPROACH

HEALTH & SAFETY

CORPORATE ETHICS  
& RESPONSIBILITY

ENVIRONMENTAL  
STEWARDSHIPS &  
PARTNERSHIPS

OUR CULTURE

GOVERNANCE

PROGRESS CHECK ●

COMING SOON

# ESG

## Progress Check



## Objectives and 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 en-of-life vehicles replace 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 Reductio		10% of end-of-life vehicles replaced with hybrid alternatives to study operational effectiveness b y 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

Completed In Progress



# Coming soon

## Welcome to UKG

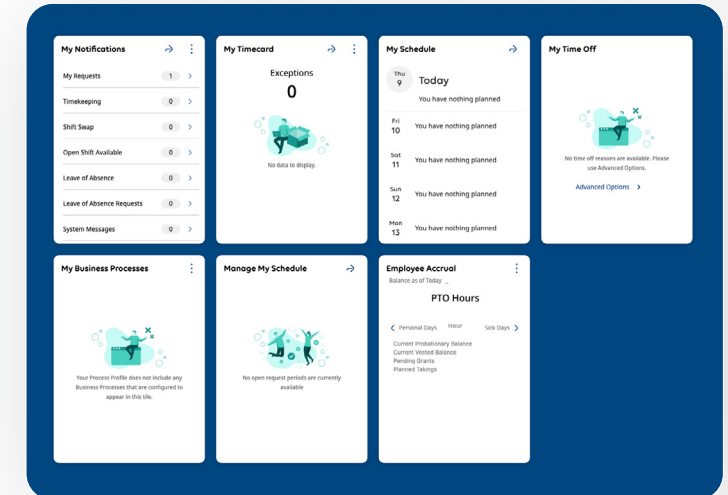
GDIGC is proud to be implementing a centralized Human Resources Information System (HRIS) with Ultimate Kronos Group (UKG). UKG is an HR and workforce management solution and GDIGC will roll out this tool across the US and Canada in 2023, with support from Ernst & Young.

This is an exciting project as it will provide a common platform for all HR data and capabilities.



### As a result of this project, some of the realized benefits for GDIGC include:

- A centralized employee self-service tool to access and update core HR information online, quickly and from anywhere.
- Streamlined time management services with automation and self-service options
- Better positioning when bidding on government contracts as a talent acquisition solution is typically required
- HR, Payroll and Operations teams equipped to support employees on areas of recruitment, onboarding, learning, scheduling, and talent management giving GDIGC the power to better plan, stay organized and dramatically improve the employee experience





“

GDIGC is proud to be implementing a centralized Human Resources Information System (HRIS) with Ultimate Kronos Group (UKG).





We invite your feedback and questions about this ESG report.  
Please email us at [ESG@gdi.com](mailto:ESG@gdi.com)

Connect with us via social media

