



**Integrated
Facility Services**

ENVIRONMENTAL SOCIAL GOVERNANCE

ESG REPORT 2022

TABLE OF CONTENTS

Letter from the CEO	3	Health & Safety	38
Definitions	5	TRIR	39
Our Company	6	COVID-19	42
GDI Service Area	8	Corporate Ethics & Responsibility	43
Vision, Mission & Core Values	9	Code of Ethics	44
Third Party Certifications & Partners	10	Vendor Code of Conduct	47
Our People	11	Environmental Stewardships & Partnerships	48
Retention Plan	12	GDI's Environmental Impact Reduction Strategy	49
Diversity, Equity, & Inclusion	14	Progressing Our EIRS	50
Collective Bargaining Agreements	16	EIRS Green Spend Timeline	51
Innovations	17	EIRS Procuring Hybrid Vehicles	52
HieVAC	18	Key Activities Since Our Last Report	53
Journey to Net-Zero	20	Summary of Environmental Activities in 2021	54
GDI Tracker	22	Energere	55
FotoFinish.....	23	Ainsworth	56
GDI Insights	24	Corporate Culture	57
Sany+ Monopod	25	Community Project Tracking	58
Our Approach	27	One Warm Coat	59
Key Drivers	29	Community Participation	60
Materiality Assessment	30	Governance	61
Key ESG Stakeholders	31	Board of Directors	62
ESG Focus	32	ESG Progress Check	67
Sustainable Development Goals	33	Coming Soon	69
The 7 GDI SDG Initiatives	34	Modern Slavery	71
Global Reporting Initiative	35	The Momentum Continues	72

LETTER FROM THE CEO



There aren't enough words to express my pride and appreciation for the hard working, dedicated team members of the GDI Group of Companies (GDIGC) and all we have accomplished together as ONE COMPANY. We continue to successfully navigate the impact and aftermath of COVID-19 and provide best in class service to our clients, which led to a strong performance throughout 2021 and throughout the first quarters into 2022.

We met the pandemic head on by developing our industry best practice Clean for Health program. Our front-line heroes work tirelessly to keep essential work environments and critical client operations safe and have finally seen an uptick in recognition of and appreciation for their efforts. GDI's leadership continues its COVID-19 research, education, and risk mitigation, as the safety of our customers and employees remains our top priority. We have continued to successfully offer new service platforms to our clients to assist them in their health and safety efforts. Cleaning for Health is something that is here to stay, and we will continue to adapt our knowledge of microbiological services from our HVAC and food plant sanitation operating units and design new programs and protocols to conform to the more rigorous standards our stakeholders expect.

Despite the major supply chain issues impacting everyone, GDI continues to push forward with our environmental commitment and programs, including our aggressive push to replace 70%+ of our aged vehicles with more environmentally friendly alternatives (electric and hybrid vehicles where possible) and our plans to reduce our carbon footprint. We are proud to announce that our U.S. business unit joined the ranks of our Canadian one by achieving ISO 14001 environmental certification - almost a year ahead of schedule! This is proof of our commitment to our ESG goals and our passion in meeting them.

LETTER FROM THE CEO



To further enhance our commitment to our ESG related progress, in 2021, we formed several dedicated committees to focus on some of the most pertinent areas of our ESG commitments. These included our North American Diversity and Inclusion Committee, our Employee Health & Safety Committee, our HR Committee and our Innovations committee (focused on developing new and innovative programs and technologies).

Last year's ESG report set a foundational structure on how GDI will move forward toward meeting its ESG goals. This second annual report illustrates how those goals are taking root and growing. We are still at the beginning stages of this journey but have already seen progression in our analysis, understanding,

management, and enhancement of our corporate efforts in all aspects of ESG, as well as in our expansion of services and market saturation.

Our ESG committee continues to conduct research to determine what is material to our stakeholders as their expectations are rapidly shifting to include more than bottom-line metrics in their partnership decisions. It is this exact reason ESG has quickly become an everyday topic of discussion and important aspect of our GDI Culture. I look forward to the improvements these efforts will drive in enhanced safety, innovation, and in all aspects of the GDI Group of Companies.

I welcome you to our 2022 Annual ESG Report and look forward to continuing this journey with the team for the years and decades to come.

Warm regards,
Claude Bigras

A handwritten signature in blue ink that reads "Claude Bigras". The signature is fluid and cursive, matching the printed name next to it.

DEFINITIONS

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

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

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

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

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

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

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

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

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

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

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

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

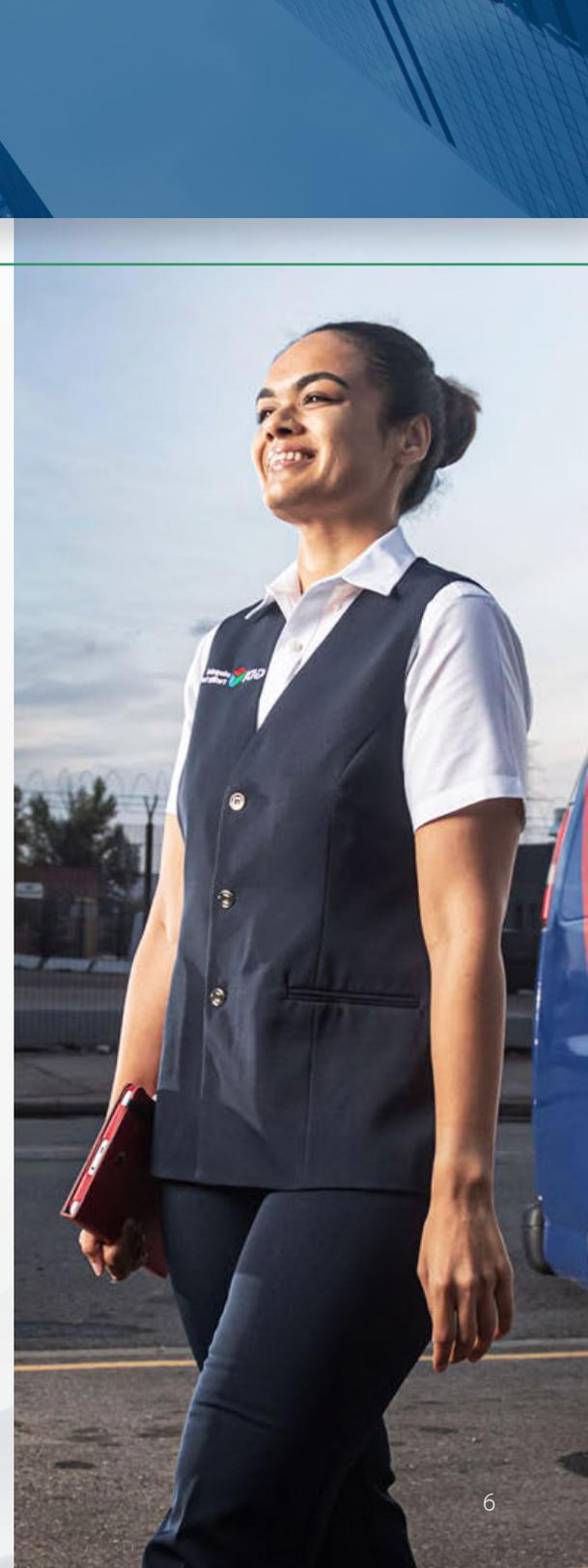
TRIR: The total recordable incident rate or TRIR is a metric for the measurement of past safety performance by calculating the number of recordable incidents per 100 full time workers during a one-year period. The standard formula is the (# of recordable injuries x 200,000)/Total Hours worked in a year.

OUR COMPANY

ABOUT GDI

GDI 'Integrated Facility Services' (also known as the GDI Group of Companies) 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. With almost a century of industry experience, GDI is positioned to meet the challenges our clients and our industry faces with integrity and success.

Our technology, innovation, strong financial positioning, as well as our dedication to society and the planet allows all of us to excel in the services we offer our clients and the satisfaction of the visitors to their facilities. We achieve this through offering innovative best-in-class capabilities in facility services, food manufacturing sanitation services, and advanced mechanical and HVAC capabilities across multiple industries. Our international reach and local touch means we have the experience to do the job right the first time while offering the support, stability, and ethics that only a \$2B strong publicly traded company (TSX:GDI) can bring. This allows us to provide the best value to our clients while still getting the dedicated hands-on attention they deserve for each and every job.



OUR 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 the scenes to solve any problems that might exist, perfect your facility's reputation and ensure ongoing customer satisfaction.



HIGH-QUALITY TECHNICAL TRADES SERVICE

Ainsworth is one of North America's leading integrated multi-trade companies providing high-quality technical trades services. We offer end-to-end services and solutions for all asset maintenance and refurbishment requirements of our customers.



INNOVATIVE CLEANING FRANCHISE MODEL

Modern is an eco-friendly house-keeping company that offers a wide range of cleaning services to commercial and industrial building owners, as well as public building managers.



FULL-SERVICE JANITORIAL SUPPLY DISTRIBUTOR

As one of the largest sanitary equipment sales and service organizations, we have grown to become a trusted and recognized company offering industry leading equipment solutions and delivering service you can count on.

GDI SERVICE AREA



LEGEND

-  **GDI MAIN OFFICE LOCATIONS**
-  **AINSWORTH LOCATIONS**
-  **SANITATION (SINGLE FOOD PLANT)**
-  **SANITATION (TWO OR MORE FOOD PLANTS)**
-  **JANITORIAL/GROUNDS**

VISION, MISSION, & CORE VALUES

OUR VISION

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

OUR MISSION

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

OUR VALUES

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

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

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

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

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

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

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

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

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

Trust – We earn the trust of our colleagues, clients and shareholders through unquestioned integrity.

As the company evolves and grows so do the core fundamentals that shape our mission, vision and values. In 2022, the new GDI HR Steering Committee began an intensive review of our core values. We look forward to sharing our values growth with you next year!

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	✓★	✓★	✓★	✓★	✓★	✓★	✓★

★ Achievements in 2021

OUR PEOPLE

In 2021, our team consisted of approximately **30,000** unique individuals in Canada and the USA.



HIRES
in 2021

7,678
(up 48%)

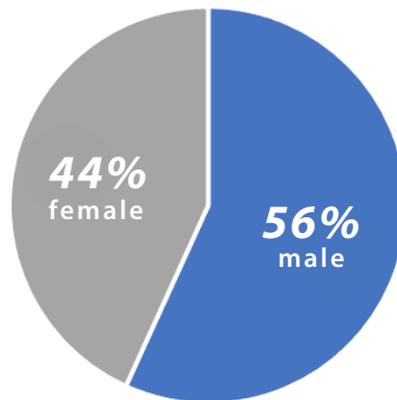


SEPARATIONS*
in 2021

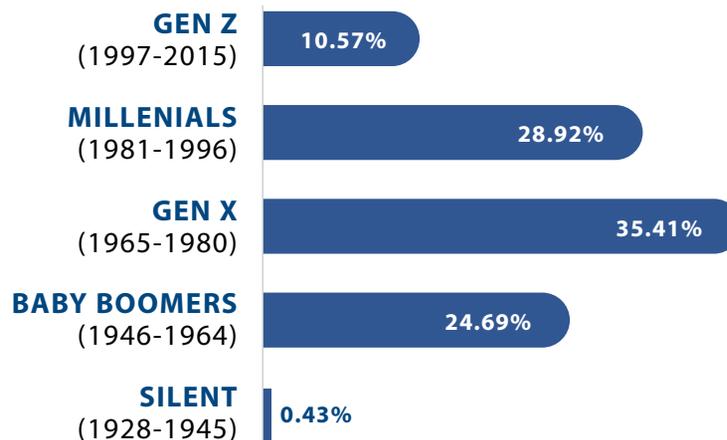
9,643
(up 34%)

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

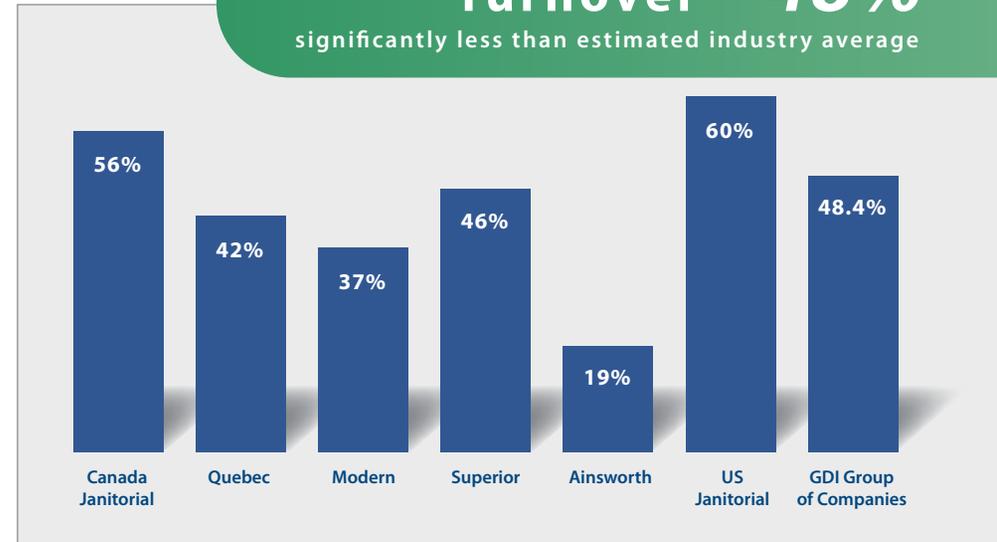
GENDER



GENERATION



GDI GC 'Average' Turnover = **48%**
significantly less than estimated industry average



In 2021, the COVID Pandemic continued to impact our team. Dubbed the year of 'The Great Resignation' GDI experienced an uptick in average separations and turnover across our group of companies. We saw a slight shift in our generational make-up as more people chose early retirement and the younger generations in the workforce continue to grow.

RETENTION PLAN

Following are the great programs some of our business units have in place or are testing throughout the company to focus on retention.

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

PROGRAM	FEATURES
Performance Recognition 	<ul style="list-style-type: none"> ✓ Provide employees with constructive feedback ✓ Employees given opportunity to share their thoughts on their performance and professional goals ✓ Talent evaluations, succession planning, and leadership preparation ✓ KUDOS recognition program Feel Good Fridays
Social Benefit Plans 	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ 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 	<ul style="list-style-type: none"> ✓ 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 ✓ Collaboration with existing clients to re-align account pay structures when vastly out of market alignment

DIVERSITY, EQUITY & INCLUSION

CREATING A BEST PLACE TO WORK

Diversity and Inclusion continues to be material to GDI, 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 October 2021.



DIVERSITY, EQUITY & INCLUSION

APPROACH

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

TARGETS

- a) Increase women in technical positions by 10% in 5 years
- b) Increase women in Senior Management to 15% by end of 2024 and 30% by end of 2026
- c) Increase women in Management by 10% in 3 years
- d) Establish North American Diversity & Inclusion Committee by end of 2022

COMPLETED AND ONGOING ACTIVITIES

- a) Establishment of GDI Diversity & Inclusion Committee in October 2021 with a mandate to improve, coordinate & streamline diversity & inclusion best practices. The Committee has started activities to define & execute programs in line with our approach & targets
- b) Gathering and analyzing GDI demographic data to define programs for managing unconscious bias and to increase opportunity in line with the D&I targets defined in the October 2021 ESG report
- c) Creation of Diversity & Inclusion Calendar as part of the GDI 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
- d) 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
 - Initial survey indicates that our Contract Direct operation in USA hires contractors/temps from diverse groups e.g., minorities, women, veterans
- e) 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.



BENEFITS

A glowing lightbulb is centered in the frame, emitting a bright blue light. The background is dark with numerous blue light trails that create a sense of motion and energy. The word "INNOVATIONS" is written in white, bold, uppercase letters across the middle of the lightbulb.

INNOVATIONS

HEALTHY INDOOR ENVIRONMENT VENTILATION & AIR CONDITIONING (HieVAC)

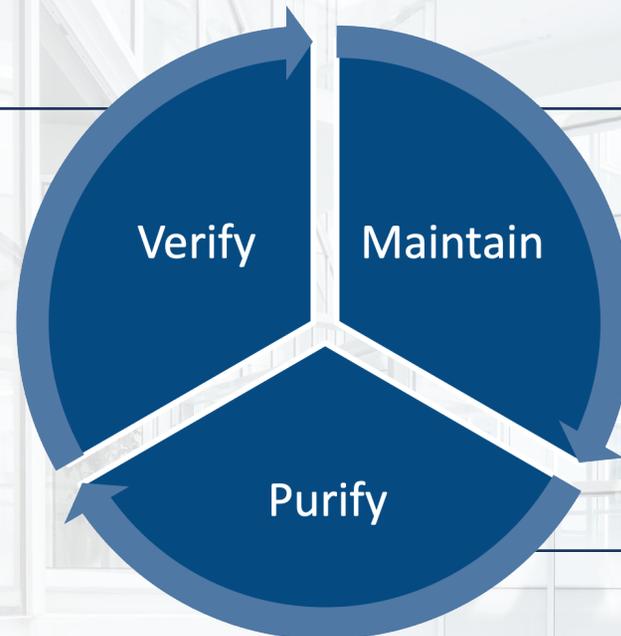


Clean Air Made Easy
Know what's in the air and
keep your people safe

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.

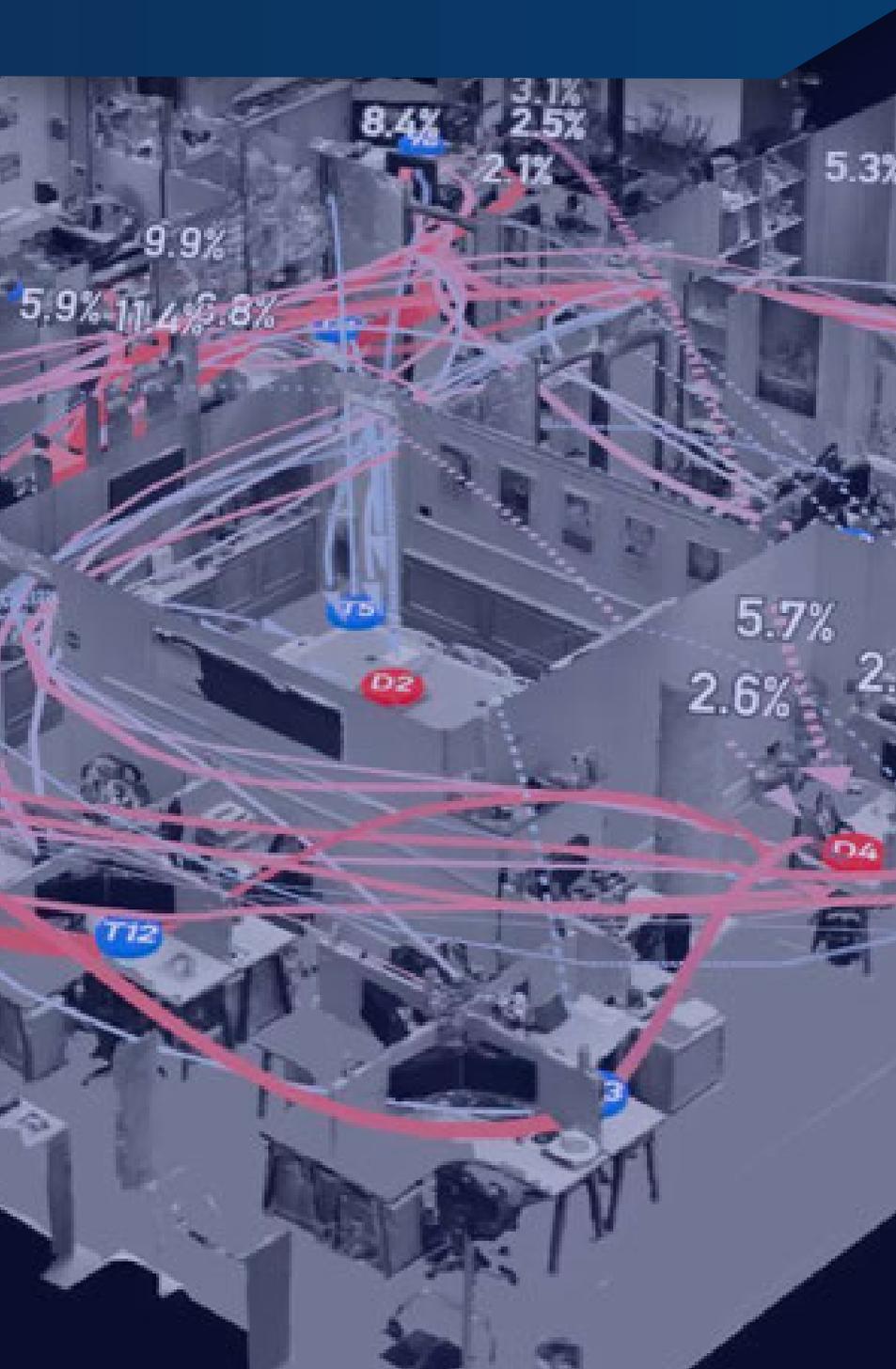
Your indoor environment is monitored for airborne contaminants



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

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.

JOURNEY TO NET-ZERO Decarbonization

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

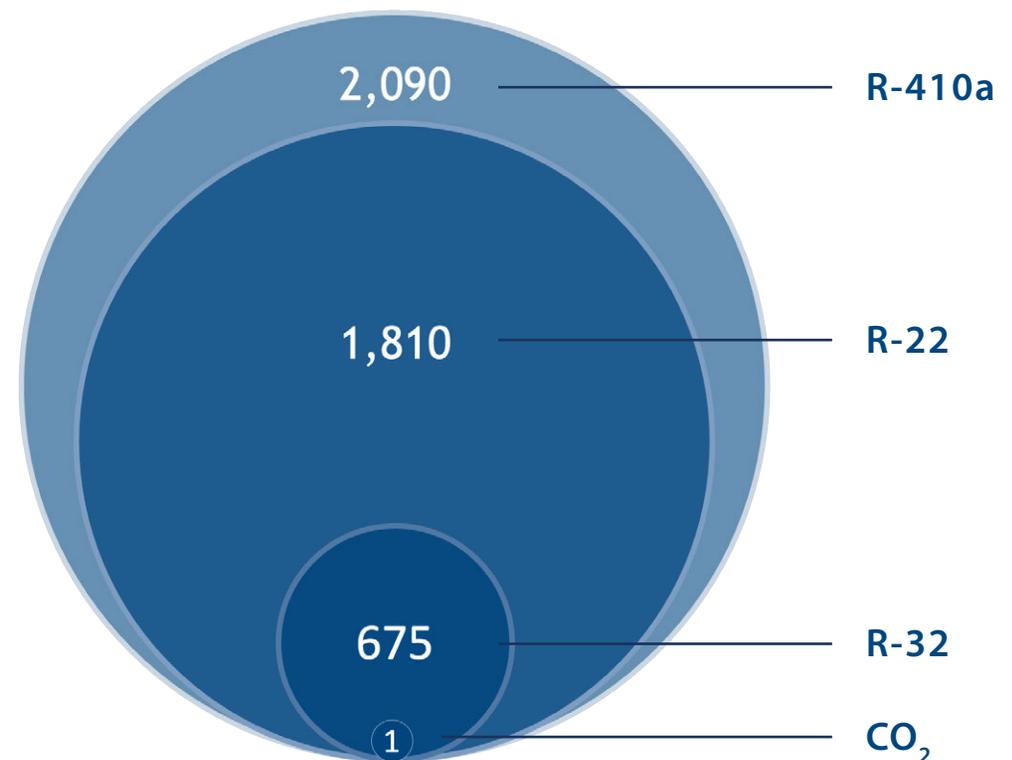
Ainsworth's refrigeration team focuses on converting systems with environmentally harmful refrigerants to natural refrigerants such as Carbon Dioxide (CO₂).

CO₂ is a natural refrigerant with zero Ozone Depleting Potential (ODP) and a Global Warming Potential of one.

0
ZERO
Ozone Depleting
Potential (ODP)

1
ONE
Global Warming
Potential (GWP)

100 Year GWP of Different Refrigerants



JOURNEY TO NET-ZERO Electrification

Transportation contributes to 27% of our overall GHG emission globally¹. 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 2021, Ainsworth helped organizations across North America achieve its goal of electrification by installing charging stations.



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

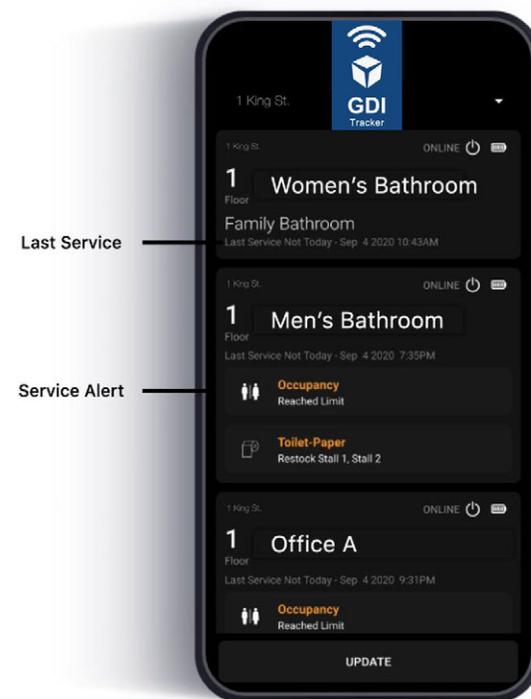
GDI TRACKER



An IoT based service tracking and reporting solution that enables compliance with service audit and quality management best practices.

Key Features

- Offers visibility to managers to review plan vs actuals for daily service management
- Employee patrolling and tracking capability
- Cost-effective solution to address slip and fall incidents
- Integration with QR code feature for greater transparency and accountability



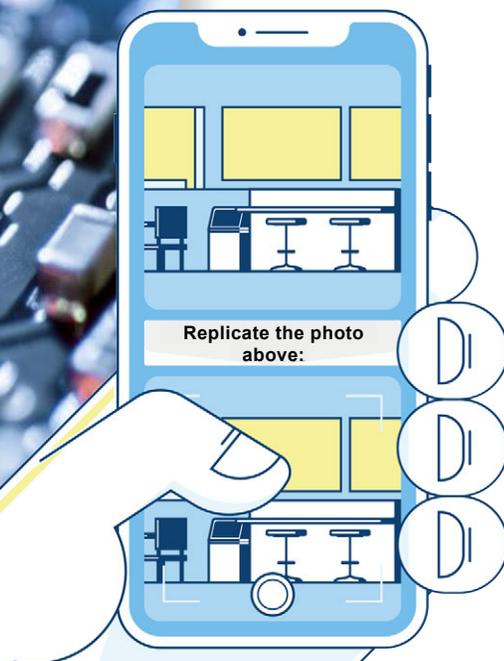
FOTOFINISH



GDI FotoFinish is a cleaning evaluation and reporting solution that 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
- Monthly data points are inflated as the inspection dates are socialized in advance
- The obligation of identifying service delivery failures falls on the customer



GDI INSIGHTS

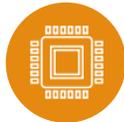


GDI Insights is an AI-powered business intelligence solution that enables a “single version of the truth” capability to drive better performance accountability. GDI Insights shares predictive analytics that drive proactive and high-impact actions.

Key Features



**Compliance
GDI Tracker and
FotoFinish**



**Robotics and
GDI Inspect**



Epay



Operational KPI's



**AI and Predictive
Analytics**



INNOVATIONS



INTELLIGENT

SUSTAINABLE

COST EFFECTIVE

EASY TO USE

THE CLEAN SOLUTION



GREEN SEAL

Recognized industry **standard** for reduced environmental impact



RECYCLABILITY

Tubs and corrugates completely recyclable, biodegradable & PPE-free



REDUCED EMISSIONS

Truck carrying traditional chemical vs. MonoPODS

3.03 mt vs. 0.151 mt

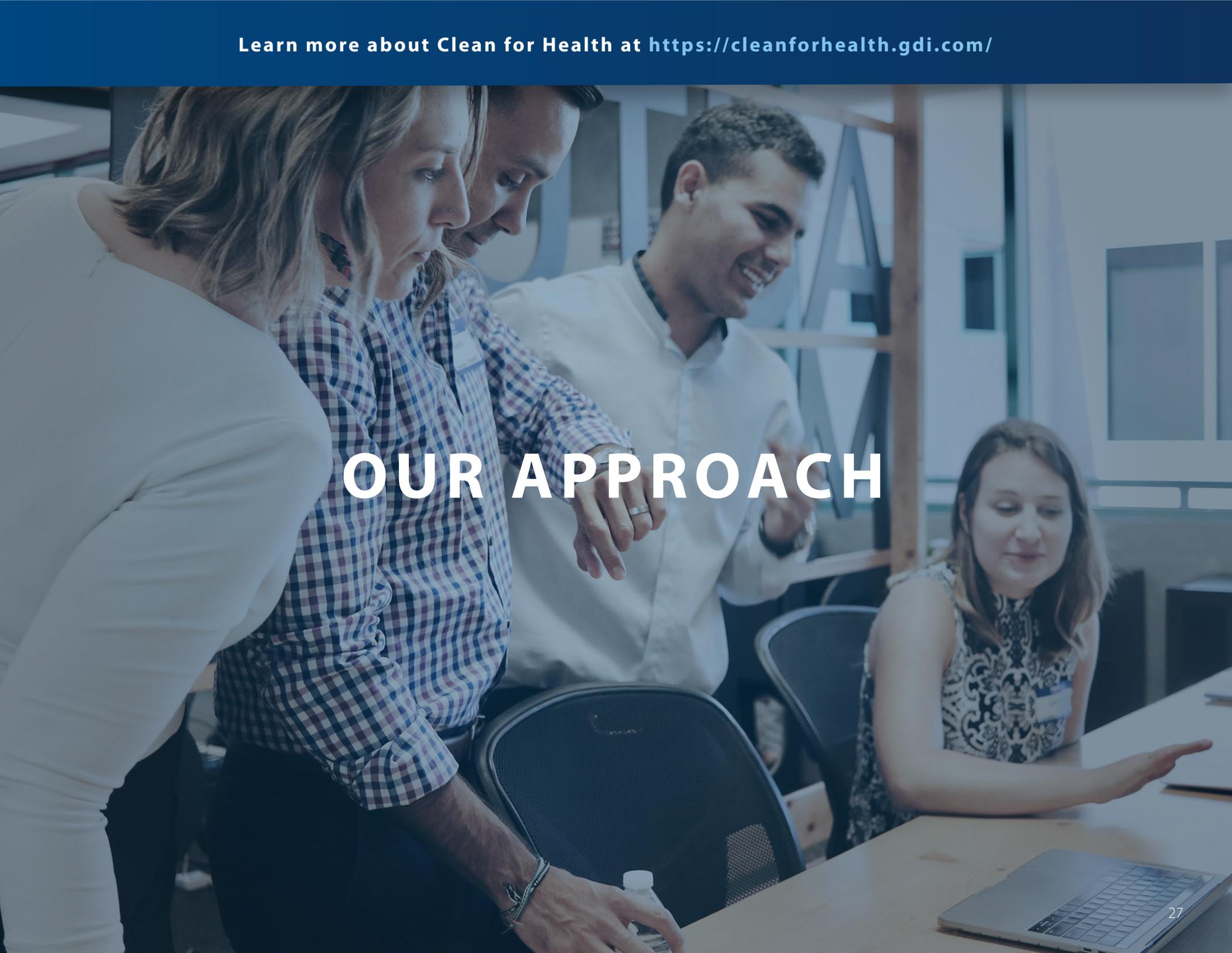


REDUCED PACKAGING

85% reduction in plastic
82% reduction in corrugate

ONE POD. SEVERAL BENEFITS.





OUR APPROACH

GDI'S APPROACH TO ESG

2020

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

2021

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

2022 and beyond

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

KEY DRIVERS

Competitive Advantage & Differentiators



PEOPLE STRATEGY

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



VERTICAL INTEGRATION

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



CLEAN FOR HEALTH

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

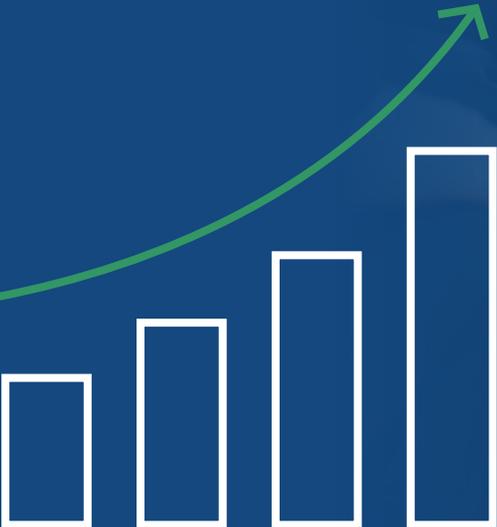


INNOVATION

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

MATERIALITY ASSESSMENT

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



KEY ESG STAKEHOLDERS

Our Key ESG Stakeholders and their expectations of GDI:

INVESTORS

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



CLIENTS

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



INDUSTRY ASSOCIATIONS

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



COMING SOON!

In 2021 GDI began looking for a new HRIS/Payroll solution to bring our team and capabilities to the next level. We are now deep into the integration of a new solution which will soon be launched. This technology will increase efficiencies across the company, improve our ability to support and reach our team and measure and monitor our performance. This investment will improve our stakeholder experience across the board:

Customer Experience

improved reports and response time

Employee Experience

instant access to information;
improved training; surveys

Applicant Experience

reduction in paper; expedited process

Manager Experience

improved metrics to help us run the business and effectively manage our employees

ESG FOCUS

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



HEALTH AND SAFETY

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



CORPORATE ETHICS & RESPONSIBILITY

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



ENVIRONMENTAL STEWARDSHIP & PARTNERSHIPS

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



CULTURE

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



GOVERNANCE

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

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



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.

GDI, 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 GDI’s ESG initiatives, reportable actions, and goals.

THE 7 GDI SDG INITIATIVES

3 GOOD HEALTH AND WELL-BEING



One of the fundamental principles of GDI 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. janitorial operations
- Engaged employees and management to commit to environmental pledges on GDI's social media platform



5 GENDER EQUALITY



GDI 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.

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



THE 7 GDI SDG INITIATIVES



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

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



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)



THE 7 GDI SDG INITIATIVES

11 SUSTAINABLE CITIES AND COMMUNITIES



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

12 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.

13 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

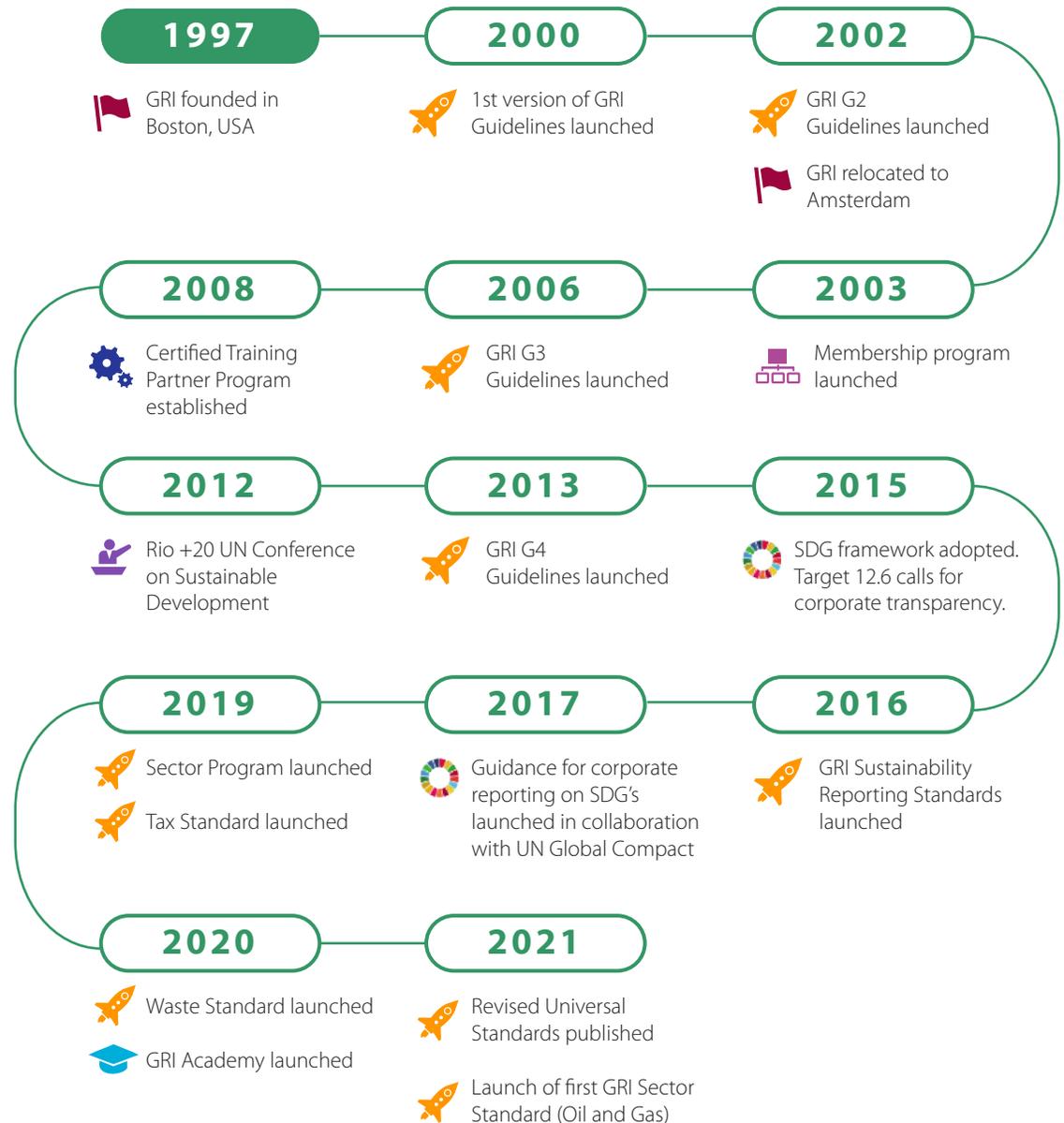


GLOBAL REPORTING INITIATIVE

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.



A photograph of a person's hands wearing blue nitrile gloves. The person is in the process of putting on the second glove, with their fingers visible inside the glove. The background is a solid, light blue color. The text "HEALTH & SAFETY" is overlaid in the center in a bold, white, sans-serif font.

HEALTH & SAFETY

ESTABLISHING A COLLECTIVE PATH TO A ZERO INJURY FOCUS

A SINGLE INJURY IS ONE TOO MANY

LOWER TRIR THAN INDUSTRY AVERAGE

TRIR – Total Recordable Injury Frequency

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

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

The complimentary services business unit demonstrated a 36% improvement in their annual performance. This business unit has a lagging performance metric particularly because of the lower volume of labour hours. It is important to underscore the relative size of complimentary service which has a much smaller employee count, and any injury occurrence has a greater emphasis on the recordable injury frequency.

2022 company goals aim to further reduce injury frequency and control lagging performers of each business sector. Individual goals are established by business unit.

↓29%

Lower TRIR than the averaged NAICS TRIR rate

TRIR FORMULA



=

RECORDABLE INCIDENT RATE X 200,000

TOTAL NO. OF HOURS WORKED



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

GDI TRIR vs NAICS Industry Average

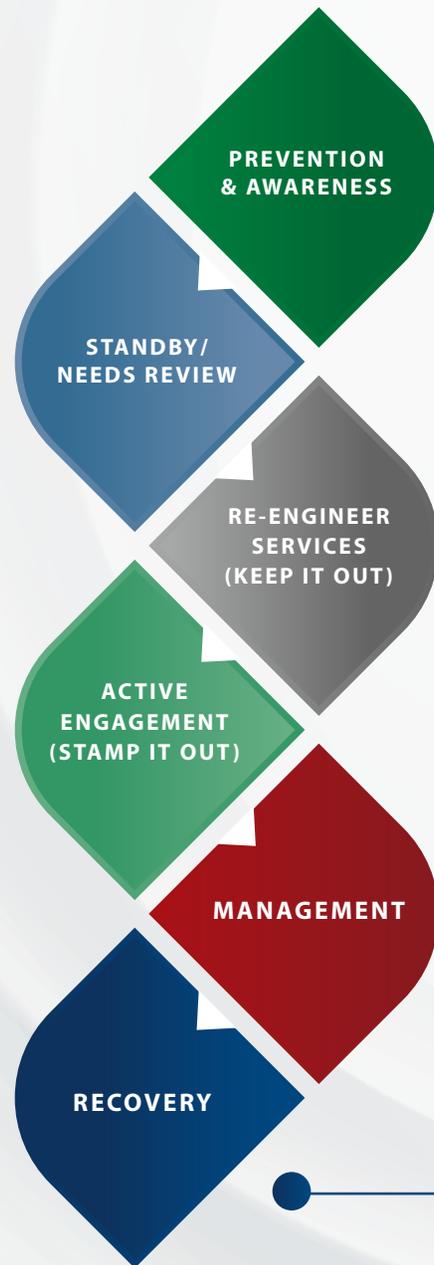
BUSINESS UNIT	TRIR	NAICS COMPARISON
JANITORIAL CANADA	2.08	-26%
JANITORIAL US	1.11	-60%
TECHNICAL SERVICES	1.62	-27%
COMPLIMENTARY SERVICES	3.03*	89%

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

NON-ADMINISTRATIVE FINES OR PENALTIES

SAFETY	2021
GDI Canada	0
GDI U.S.	0
Ainsworth - Canada	0
Ainsworth - U.S.	0
GDI Quebec	0
Modern	0

MANAGEMENT AND RECOVERY



RECOVERY

GDI'S PANDEMIC BUSINESS CONTINUITY PLAN STAGES OVERVIEW

GDI completed its second year of responding to the COVID-19 pandemic we are pleased to transition to 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.



PREVENTION &
AWARENESSSTAND BY/
NEEDS REVIEWRE-ENGINEER
& RATIONALIZE
SERVICEACTIVE
ENGAGEMENT

MANAGEMENT

RECOVERY



The GDI Group of Companies' **Employee Health and Safety Committee** has already added to its 2022 action list the following actions based on our recovery stage of COVID-19

- Analysis of our pandemic response plan to incorporate changes based on COVID-19 lessons learned.
- Determining clean for health protocols within standard operating procedures.

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

Clean for
Health 
A GDI  INITIATIVE



Track our ever-enhancing efforts to clean for health and not just surface clean as GDI continues to implement enhanced cleaning protocols aimed to provide our clients with not only a clean building but one that is cleaned for health.

www.cleanforhealth.com

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

CORPORATE ETHICS & RESPONSIBILITY

CODE OF ETHICS

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

- 1. PERSONAL RESPECT**
 We respect all individuals, whatever their origin, beliefs, or age, and we do not tolerate discrimination. We also respect the goal of employment equity.
- 2. RESPECT FOR CUSTOMERS**
 Clients are our priority. Therefore, we shall always deal with our clients in an honest, efficient, and courteous manner. We shall also abide by our commitments to customers.
- 3. RESPECT FOR SOCIETY**
 We shall be honest, efficient, and courteous in all dealings with institutions, authorities, and incorporated groups, as well as their representatives.
- 4. RESPECT FOR THE ENVIRONMENT**
 All GDI's business and affairs comply with applicable environmental rules. We shall not pollute or cause any environmental risk in any of our clients' or GDI's premises.
- 5. RESPECT FOR THE COMPANY & ITS INTERESTS**
 We shall be honest, loyal, and transparent in the exercise of our functions, duties and responsibilities at work. We shall neither compete, directly or indirectly, with GDI nor disclose any of GDI's confidential proprietary information.

- 6. CONFORMITY WITH THE LAW**
 We ensure that all GDI's businesses and affairs comply with the law in all material respects. We do not tolerate any activity, behavior, act, or omission which constitutes a criminal offense.
- 7. COMPLIANCE WITH BUSINESS STANDARDS**
 We neither carry out unlawful business operations nor participate in a black market for goods and services. We do not use blackmail or other illegal means in business dealings.
- 8. COMPLIANCE WITH CORPORATE POLICIES & PROCEDURES**
 We adhere to the letter of corporate policies and procedures and do not deliberately circumvent it.



COMING SOON!

GDI is committed to doing our part to eradicate 'Modern Slavery' which is the severe exploitation of other people for personal or commercial gain. In 2021, our team began researching and learning about this very serious situation. This year, we finalized our GDI 'Modern Slavery policy statement and began editing our Code of Ethics, Vendor Code of Conduct and Employee Handbooks to capture this very important information. We are now developing communication, training and supply chain audit plans. We look forward to sharing this in next year's report.

ZERO TOLERANCE FOR HARASSMENT OR DISCRIMINATION



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

CODE OF ETHICS HOTLINE

Employees are provided numerous avenues for reporting or discussing any situation which violates our Code of Ethics, including the option of doing so anonymously and confidentially through Clearview Connects, 24 hours a day. The contact information is posted at every job site. All reported concerns are investigated promptly, objectively, thoroughly, and confidentially. If it is determined that conduct violating GDI policies has occurred, prompt and appropriate action will be taken. All incidences are documented, investigated, and in 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
GRAND TOTAL	11
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 GDI Code of Ethics, in 2020, GDI developed and implemented our Vendor Code of Conduct.

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



COMING SOON!

Look for our Modern Slavery commitment in next year's report.

THE PRINCIPLES OF THE VENDOR CODE OF CONDUCT:

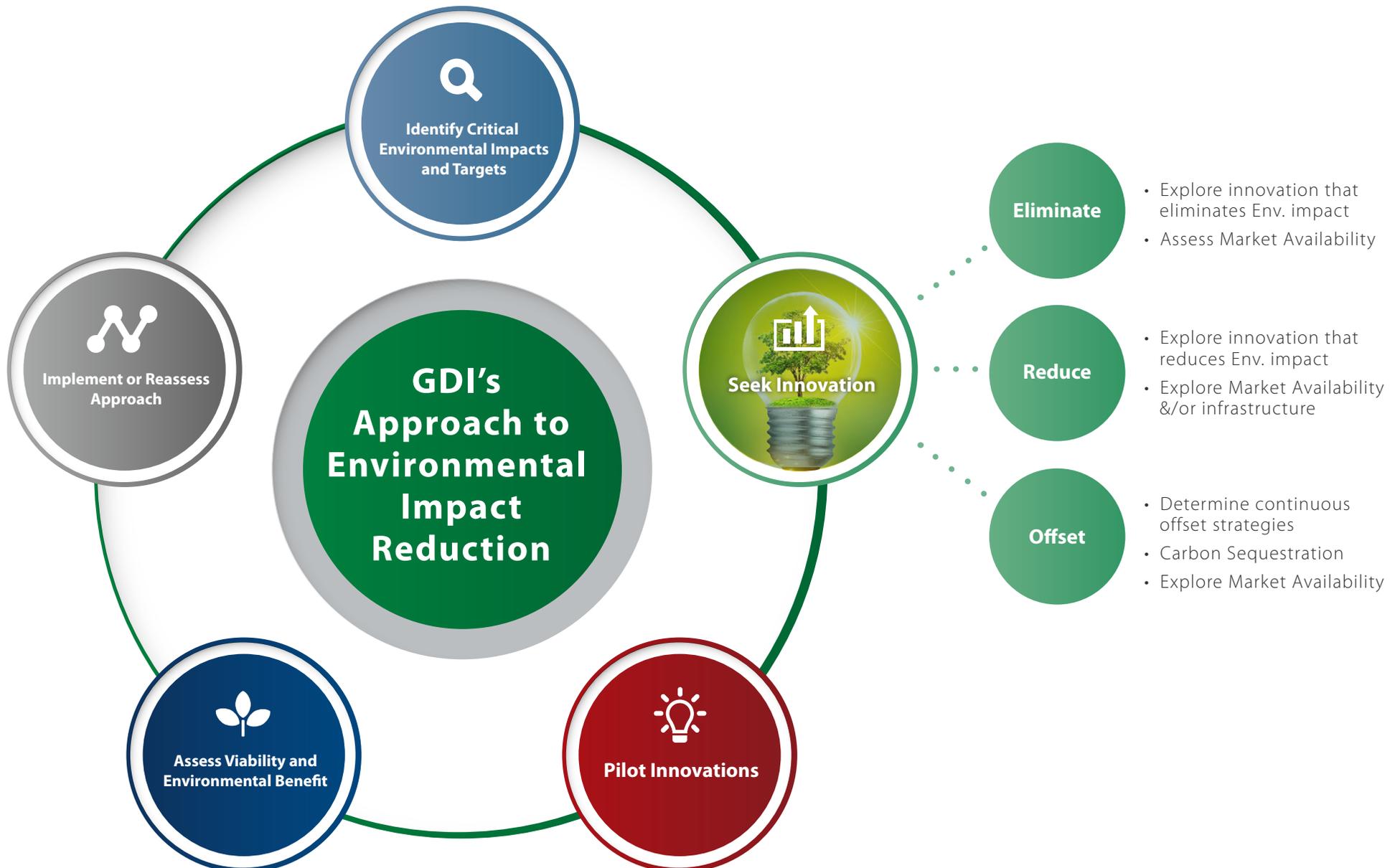
- Ethical Business Practice
- Compliance with applicable laws
- Respect GDI and its interests
- Maintain Quality
- Compete Ethically & Fairly
- Disclose all Subcontractors
- Protect GDI property
- Human Rights, Diversity & Inclusion
- Uphold GDI's commitment to a workplace free from harassment and discrimination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





ENVIRONMENTAL STEWARDSHIP & PARTNERSHIPS

GDI'S ENVIRONMENTAL IMPACT REDUCTION STRATEGY (EIRS)

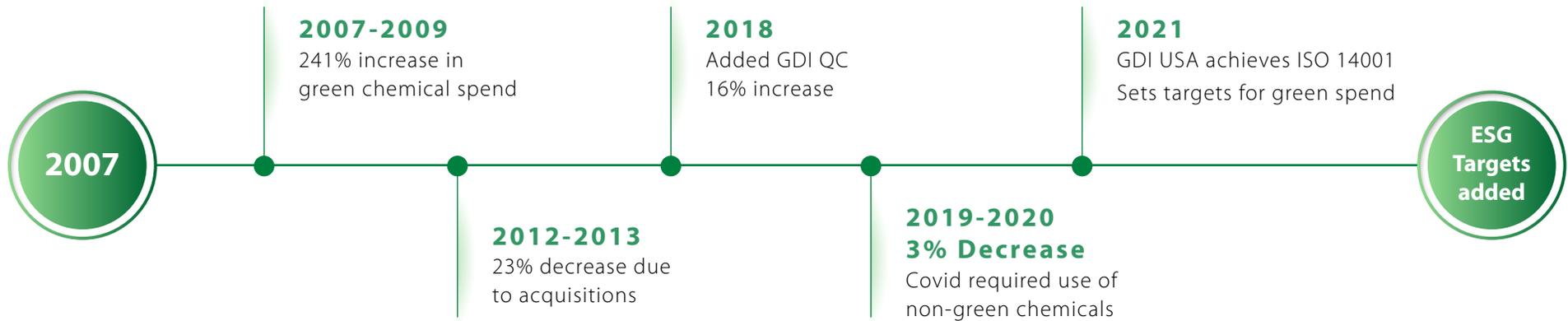


PROGRESSING OUR EIRS



GREEN SPEND by \$ (GDI CAN/QC)

EIRS GREEN SPEND TIMELINE



GDI's continuous pursuit of sustainable spending received formal commitment in 2007 where the janitorial segment began its certification towards ISO 14001 (Environmental Management Systems). Progressively the company achieved continuous increases in green spending, rising 241% in 2009, by aggressively mandating green product usage and pushing our environmental stewardship initiatives with clients. A marked decrease in spend for 2013 was observed due to significant acquisitions and amalgamations which brought in companies that had not yet established sustainable spend initiatives. In 2018, the janitorial segments included certification for GDI QC operations which already had initiatives from green spending spurred on by LEED certified buildings and internal management initiatives. Covid usage of potent disinfectants brought a decrease in dollar value percentages of sustainable spending. Continuing initiatives in 2021 and onward will be driven by our ESG goals and targets with the adoption of our EIRS model in more company segments and progressively increasing our targets and investments towards sustainable spending that has a lower impact on our environmental footprint.

EIRS – PROCURING HYBRID VEHICLES

Several entities have solidified significant targets towards hybridizing the fleet of vehicles that the company owns. GDI has done a significant assessment of our fleet and in all cases have demonstrated a dramatic reduction in CO₂ emissions and a positive return on investment by procuring hybrid vehicles. Based on market availability, there are several options that GDI will explore:

Market Availability & Options

Non-Plug in Hybrid

- On board battery
- Charges by regenerative braking, idling
- Depletes and recharges continuously
- No charging stations needed

Plug in Hybrid (PHEV)

- Larger battery
- Requires charging - shorter time as smaller battery
- Charging infrastructure required

Vehicle Battery Retrofit

- Installs a battery pack on gas vehicles
- Only available with some models of vehicles, typically larger vehicles

Battery Electric Vehicle (BEV)

- Fully electric vehicle
- Charge time ranges, many have very short charging times with “super charger stations”

Although the options are clear, and the return is optimal, the infrastructure for BEV remains a concern and the availability of vehicles in the marketplace, for any of the above categories, continues to be challenging. These initiatives continue to remain in focus for GDI as we explore availability of vehicles for 2022 and beyond.

KEY ACTIVITIES SINCE OUR LAST REPORT

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

Our commitment starts with measuring our impacts. From there, we will start improving as we work towards low-carbon activities. Please see below key activities since the 2021 report:



We have initiated activities to assess our GHG emissions and waste diversion.



We are developing sustainable sourcing and sustainable product design policies.



Then we will implement Action Plans and measure to achieve our targets.



SUMMARY OF ENVIRONMENTAL ACTIVITIES IN 2021

AREA	ACTIVITY
Emissions Reduction	<ul style="list-style-type: none"> ✓ Vehicle supply challenges will impact emissions reduction timing ✓ Re-evaluated the 2019 GHG emissions baseline assessment for Technical Services ✓ Confirmed Technical Services GHG emissions Action Plan in line with ESG targets ✓ Presented EV and Hybrid challenges, opportunities & options to US Janitorial Leadership Team ✓ Developed ROI impact analysis of EVs and Hybrids for our vehicle fleet
Sustainable Spend	<ul style="list-style-type: none"> ✓ Developed sustainable sourcing policy & guidelines for Technical Services, including: <ul style="list-style-type: none"> • Sustainable Sourcing Criteria • Supplier Communication • Sustainable Spend Monitoring & Tracking
Waste Diversion	<ul style="list-style-type: none"> ✓ Re-evaluated the 2019 Waste Diversion baseline assessment for Technical Services ✓ Confirmed Technical Services waste diversion Action Plan in line with ESG targets ✓ Complimentary Services Segment (Superior Solutions): <ul style="list-style-type: none"> • State-of-the-art waste diversion and recycling programs with returnable drums
Sustainable Product Design	<ul style="list-style-type: none"> ✓ Superior Sany continues to embrace the use of sustainable products ✓ E.g., cleaning solutions which align with 3rd party certified partners e.g., Diversey, SCA, 3M

OUR FOCUS IN 2022 CONTINUES TO BE:

- 1) Establish North America Environmental & Sustainability Committee
- 2) Policy and guidelines for Sustainable Sourcing and Sustainable Product Design
- 3) GHG emissions and waste baseline assessment for Janitorial and Complimentary Services
- 4) GDI Environmental & Sustainability Action Plan to achieve environment targets defined in 2021 report

ENERGERE

A LEADING ENERGY SERVICES COMPANY

We are particularly excited to announce that Energere has been welcomed into the GDI family through its acquisition by Ainsworth. This acquisition demonstrates the strategy of this renowned group to continually expand its expertise in the renewable energy and greenhouse gas reduction sector by adding Energere's innovative business solutions to the extensive sustainability capabilities of Ainsworth Energy and Technology Solutions.

Energere, since its founding in 1997, has become the industry leader in energy efficiency and greenhouse gas reductions in Quebec by offering the most innovative and technologically advanced solutions available. This acquisition ensures the entire Energere team will be able to further develop and grow through opportunities for advancement. Energere will retain its own identity and the agility of a mid-sized company while enjoying the benefits of being a part of a large company like Ainsworth.

Energere is a key part of Ainsworth Energy & Technology Solutions brings industry-leading subject matter expertise, innovative technologies, and groundbreaking delivery methods together under one umbrella with dedicated leadership and strategic direction.



900,000+ ton GHG Reduction

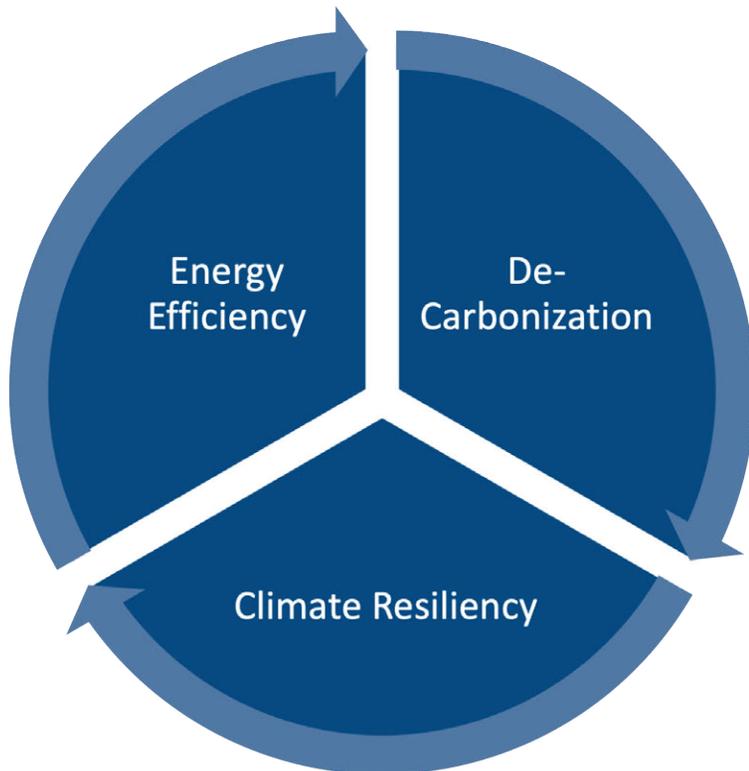
* Since 2017 in QC



AINSWORTH ENERGY & TECHNOLOGY SOLUTIONS

Energy management, energy-related technologies, spatial efficiency, and occupant experience are key drivers in the evolution of all real estate sectors such as commercial, industrial, healthcare, transportation, education, etc.

Ainsworth Energy & Technology Solutions addresses these new challenges as our clients confront climate change and global warming. Our solutions optimize their facility infrastructure, deliver a more sustainable energy experience for occupants, and reduce energy and GHG emission; All of which result in an enhanced overall ESG profile.



- ◆ Energy conservation assessments (audits and feasibility studies)
- ◆ Savings measurement and verification
- ◆ Energy Program Master Planning
- ◆ Turnkey implementation and commissioning of energy-efficient buildings and renewable energy systems
- ◆ Intelligent building system design, planning, implementation, and maintenance

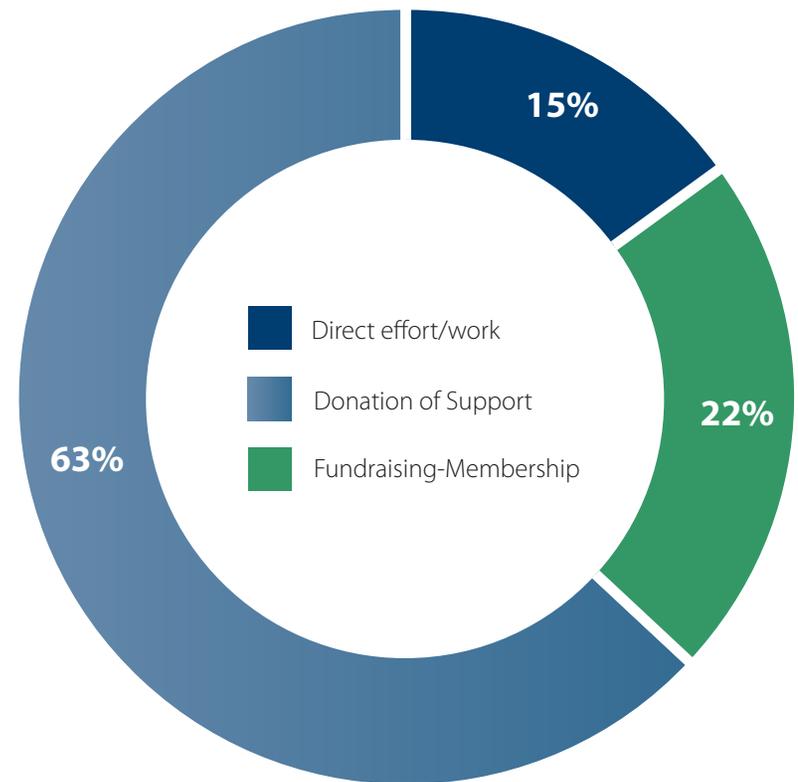
CORPORATE CULTURE



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.



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



One Warm Coat®

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

11,881 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 also want to give a special shout out to the organizers of this event, Cathy Novy, and Delia Ortega, and our branch ambassadors Michael Cadotte, Nancy Zuccarelli, Jessica Voltaggio, Kevin Lhota, Dina Andre, Sherri Cunningham, Michelle Diamond, Melissa Vachon, Jodi Moll, Jennifer Postigo, Chandra Libby, Shawni Price, Nancy Miller, and Christopher Lambert.

Great work team!

COMMUNITY PARTICIPATION





GOVERNANCE

GOVERNANCE



BOARD OF DIRECTORS

GDI'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 2021 Proxy Statement.

UPDATE: In our last report we committed to increasing our board diversity to 25% by 2024 – **This objective was achieved!**

BOARD OF DIRECTORS

David G. Samuel, Board Chair

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

Claude Bigras, Director, President and Chief Executive Officer

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, 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 cleaning 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. Suzanne 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 Resolute Forest Products Inc, Velan Inc., Solmax International Inc., EBI Environnement Inc., BCI Foods Inc. and APN Global Inc. 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 she 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.



W
E
L
C
O
M
E

Robert J. McGuire, Director

Over the course of his career, Mr. McGuire has built a global track record as an advisor, investor, business builder and board member. He spent 11 years at Goldman Sachs, where he rebuilt and led the firm's European Energy business, and then a decade at J.P.Morgan, where he led and revitalized the Energy and UK businesses, including driving a strategic review of the latter that led to the joint venture between J.P.Morgan and Cazenove. As Co-Head of Corporate Finance, Mr. McGuire led the integration of the two firms and helped build it into the leading UK investment bank, where it remains today. During his time at both Goldman Sachs and J.P.Morgan, Mr. McGuire also advised on a variety of large, complex M&A and financing transactions. After leaving J.P.Morgan, Mr. McGuire became a partner at CCMP Capital, serving as head of Europe, member of the Investment Committee and co-head of Global Industrials. At CCMP, Mr. McGuire was the partner on the board of several portfolio companies, including Edwards Group, a NASDAQ-listed business that was sold to Atlas Copco. Mr. McGuire then founded a China-focused advisory firm. He returned to the United States in August 2020 and is currently a senior professional at MAEVA Group, a turnaround and restructuring firm, where he has advised on distressed situations in multiple sectors. He also serves on the Board of Noreco ASA, an Oslo listed company, where he sits on the ESG Committee. Mr. McGuire received a B.A. summa cum laude from Boston College and an MBA from Harvard Business School.

Mr. McGuire was appointed to the Board of Directors on August 5, 2022.

Anne Ristic, Director

Mrs. Anne Ristic was a partner at Stikeman Elliott LLP from 1995 to 2021 and most recently managed the firm's largest office as Co-Managing Partner. 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 law firm management and operations. Mrs. Ristic has a Bachelor of Laws (LLB) from the University of Toronto and has been a member of the Ontario Bar since 1986.

Mrs. Ristic was appointed to the Board of Directors on March 1, 2022 and was named Chair of the Human Resources & Governance Committee on the same date.

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 has been a director of Dollarama Inc from 2013 to 2021 and a director of Uni-Select Inc from 2008 to 2021. For a significant part of his mandate at both of these corporations, 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.

Carl M. Youngman, Director

Mr. Youngman is the founder, Chairman and CEO of Youngman & Charm, a private equity investment management and consulting firm, and is on the Advisory Board of Schultze Asset Management, LLC, a U.S. based distressed securities manager. For over 30 years he has been helping public and private companies, their managements, investors in companies and lenders to companies resolve their operational and financial problems. Mr. Youngman is an active member of several professional associations and was a founder, former Vice Chairman and Hall of Fame Member of the Turnaround Management Association and 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.



ESG PROGRESS CHECK



OBJECTIVES & TARGETS

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

COMING SOON!



COMING SOON

In 2021 GDI began looking for a new HRIS/Payroll solution to bring our team and capabilities to the next level. We are now deep into the integration of a new solution which will be launched later this year. This technology will increase efficiencies across the company, improve our ability to support and reach our team and measure and monitor our performance. This investment will improve our stakeholder experience across the board:



CUSTOMER EXPERIENCE

improved reports and response time



EMPLOYEE EXPERIENCE

instant access to information; improved training; surveys



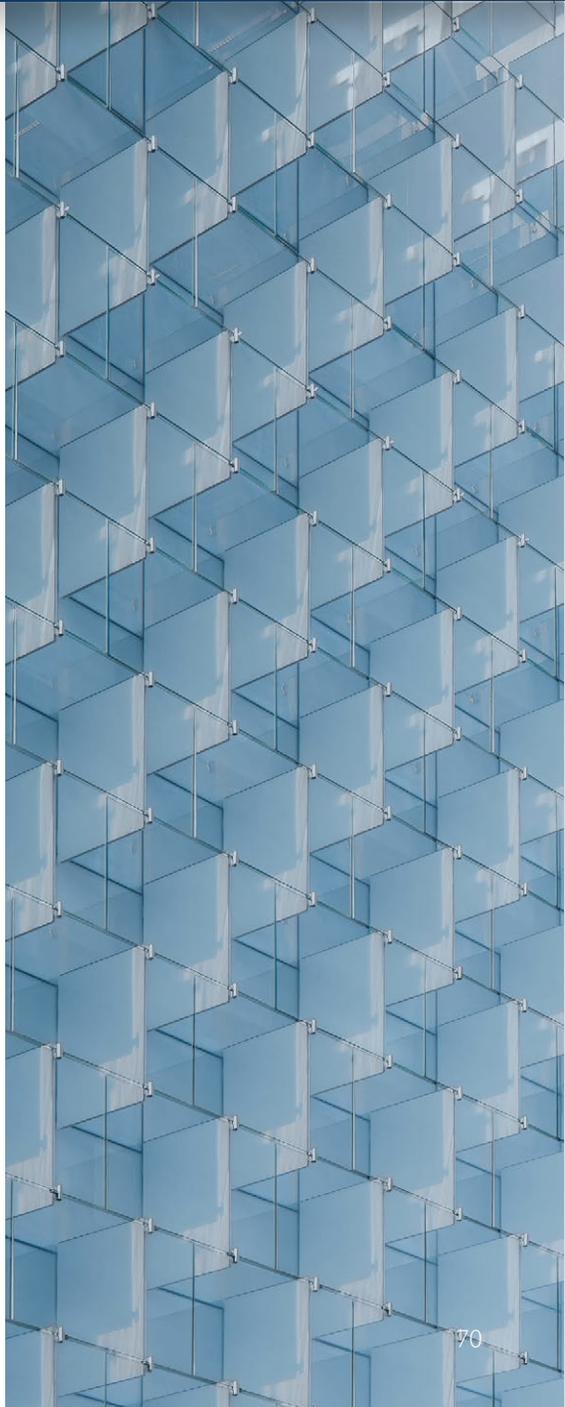
APPLICANT EXPERIENCE

reduction in paper; expedited process



MANAGER EXPERIENCE

improved metrics to help us run the business and effectively manage our employees



MODERN SLAVERY

'Modern Slavery' is the severe exploitation of other people for personal or commercial gain. It is all around us, but often just out of sight. GDI is committed to doing our part to eradicate this very serious situation. In 2021, our team began researching and learning about Modern Slavery. This year, we finalized our Modern Slavery policy statement and began editing our Code of Ethics, Vendor Code of Conduct and Employee Handbooks to capture this very important information. We are now developing communication, training and supply chain audit plans. We look forward to sharing this in next year's report.

As the company evolves and grows so do the core fundamentals that shape our mission, vision and values. In 2022, the new GDI HR Steering Committee began an intensive review of our core values. We look forward to sharing our values growth with you next year!



THE MOMENTUM CONTINUES...

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

Connect with us via social media



All brand names, titles, images, logos and marks are trademarks and/or copyright of their respective owners.

