

TRIMAC TRANSPORTATION



ON THE ROAD TO SUSTAINABILITY

2024 ESG REPORT



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COMPANY

Trimac has grown from a small family trucking company to one of the safest and most efficient bulk transportation service companies in North America. As Trimac evolves, so too does our commitment to strong Environmental, Social and Governance principles.

IN THIS SECTION

- About Trimac
- About this Report
- Leadership Letters



ABOUT TRIMAC

Trimac Transportation is an industry-leading bulk transportation company that provides a diverse range of transportation and logistics services across Canada and the United States. Founded in 1945 in Moose Jaw, Sask., Canada, and headquartered in Calgary, Alta., Trimac has grown from a small family trucking company to one of the safest and most efficient transportation service companies in North America—with over 140 operating branches and unparalleled expertise in responding to service demands in critical bulk commodity sectors.

Trimac was built on the foundation of Service with Safety, and we are dedicated to Safely Deliver Products that Improve People's Lives. Our deep industry roots and proven track record of trust have earned us hundreds of partners across North America and beyond. Building our legacy through strategic partnerships, acquisitions and service expansion has always been guided by the need to better understand and serve our customers.

Our extensive North American reach, along with our over 4,000 team members and fleet of over 2,000 tractors and 4,000 trailers, enables us to support multi-national, regional and local economic growth, empower businesses and customers of all sizes, and invest in the people and communities we serve.



Click here to learn more about Trimac, our history and operations ➤



4,000+

Team Members

2,000+

Company Tractors

4,000+

Company Trailers

140+

Operating Locations

13

Subsidiaries

OUR CORE VALUES

Trimac's Core Values serve as the foundation of our business practices, uniting us with pride, meaning and purpose as we fulfill our commitment to Live Safety, Do the Right Thing and Rise to the Challenge. These values are deeply embedded in our organizational culture, reflecting our dedication to social responsibility and guiding our actions in every aspect of our operations.

Our Core Values are evident across our business, including rewards and recognition programs, well-being initiatives, meeting agendas, training sessions, leadership development and employee engagement activities. Through our Core Values, we foster a cohesive and empowered workforce dedicated to achieving our goals while positively impacting the communities we serve.



Live Safety

Make Safety Part of Every Decision

We make safe decisions at and out of work

Make Safety Personal

We believe safety is our responsibility

Have the Courage to Intervene

We speak up if we see something unsafe



Do the Right Thing

Demonstrate Integrity

Adhere to high standards and take accountability

Embrace Diversity

Diversity of people and thought makes us stronger

Lead by Example

Valuing hard work, honesty and respect



Rise to the Challenge

Overcome Obstacles

Overcome difficulty, adapt to change and innovate

Drive Team Effectiveness

Value compliance, simplify processes and improve

Lead by Example

United to be our customers' first choice

Our Five Foundational Principles



Work Safely



Develop Our People



Service Our Customers



Keep Equipment Moving



Innovate to Disrupt

ABOUT THIS REPORT

Trimac's 2024 ESG Report reflects our commitment to continually monitor and provide consistent and comprehensive disclosure of our company's operations and activities. Our reporting helps evolve our strategy, align our initiatives and track our progress toward building a safe, equitable and sustainable future for the transportation and logistics industry. We issue our report on an annual basis.

Throughout this report, the terms Trimac Transportation, Trimac, Trimac Family of Companies, our, we, us, the company and the organization, refer to Trimac Transportation Inc. as a whole, including its subsidiary companies. Unless otherwise stated, information and data presented in this report reflect our operations in Canada and the United States from Jan. 1 to Dec. 31, 2024. Where possible—or as appropriate—we have included historical data trends and information within this report. All financial information reflected in this report is expressed in Canadian dollars (CAD).

ESG Materiality

Trimac's ESG materiality framework is grounded in a rigorous and forward-looking approach, reflecting the intersection of critical business priorities, stakeholder expectations, risk identification and prevention and industry dynamics. Our strategies focus on identifying and managing material ESG risks and opportunities that directly influence our business performance and long-term value creation.

Our framework is informed by established industry standards set by EcoVadis, the Carbon Disclosure Project and sustainability practices benchmarked across third party and peer organizations. We engage with key stakeholders, including employees, communities and customers to ensure our strategies align with both external expectations and internal objectives. This input, combined with the expertise of senior executives and leadership, shape our ongoing initiatives and guide our focus on areas where Trimac can excel or improve.

Data-driven insights play a critical role in Trimac's sustainability and stewardship materiality assessment. Through the collection and analysis of key metrics, we identify trends, evaluate risks, and uncover opportunities for improvement. This continuous process includes active stakeholder engagement, ensuring that our sustainability and stewardship priorities evolve to meet shifting regulatory landscapes and emerging societal concerns.

The material elements of our sustainability and stewardship strategy are categorized across safety, environmental, people, community and governance factors. Safety is paramount, as we prioritize proactive reporting, tractor fleet and driver safety through regular maintenance, inspections and monitoring, as well as comprehensive safety training and accident prevention measures. Environmental considerations focus on minimizing our ecological footprint through energy consumption management, emissions reduction, responsible procurement practices and waste reduction initiatives.

People-related efforts centre on talent management, training and development, labour practices, human rights, working conditions, health and well-being, and diversity, equity, inclusion and belonging. Our commitment to community engagement encompasses corporate philanthropy, strengthening indigenous relations, raising awareness about human trafficking prevention, and providing support to local communities. In governance, we uphold the highest standards of business ethics, sound decision-making and responsible corporate management, ensuring accountability and sustainability across all operations.

LEADERSHIP LETTERS

PRESIDENT & CHIEF EXECUTIVE OFFICER

For nearly eight decades, the spirit of Trimac's people has driven our company through ever-changing social, environmental and governance landscapes. Our purpose—to Safely Deliver Products that Improve People's Lives—remains as critical as ever, and in 2024, we built on our storied legacy with bold initiatives that strengthen our resilience and advance our efforts.

Our approach is guided by sound environmental, social, and governance (ESG) principles, which align with our strategic priorities and long-term vision. We have reported on our environmental and social impact since 2021 and remain steadfast in transparently sharing our progress in five areas central to everything we do—safety, environment, people, community and governance.

Trimac's unwavering commitment to safety has led to remarkable achievements. With a 902% increase in proactive reporting and a 64% improvement in our accident frequency metrics over the last four years, we are reducing incidents and embedding an uncompromising safety culture into every facet of our operations. Our continued investments in cutting-edge safety technologies, defensive driving education and comprehensive training programs have deepened our understanding of operational risks and solidified our path toward zero serious injuries and accidents.

Our environmental responsibility efforts have advanced on multiple fronts. We have reduced our carbon emissions through fleet modernization and innovative fuel-saving technologies while expanding our exploration and testing of zero-emissions and alternative fuel solutions.

These strategic actions, combined with active collaboration with government agencies and industry partners, underscore our resolve to combat climate change and drive sustainable solutions across our operations and among the broader transportation industry.

One of our biggest competitive advantages is our people. In 2024, Trimac continued empowering our workforce through enhanced talent management, leadership development and a suite of new educational initiatives. Our restructured Diversity, Inclusion, Equity and Belonging Council has fostered a culture of inclusivity and authenticity, contributing to an increase in underrepresented talent across our teams to an all-time high of 30%. Our efforts to provide fulfilling employment and advancement opportunities, to build community and allyship through diverse teams and our relentless focus on safety and well-being have positioned Trimac as a top industry employer.

Our community impact continues to grow. This year, our employees donated to over 515 causes across North America, making a tangible impact on health outcomes, affordable housing initiatives and critical mental health and substance abuse services. These community engagements reflect our deep-rooted belief that responsible corporate citizenship is key to building stronger, more vibrant communities.

Trimac remains committed to leading the industry by example. We recognize the growing importance of sustainability and stewardship for our customers and take our responsibility to support their goals seriously. Looking forward, we will continue to integrate ESG initiatives across all areas of our business, ensuring that our legacy of Service and Safety endures for generations to come.



A handwritten signature in black ink, appearing to read "Matt Faure".

Matt Faure
President & Chief Executive Officer
Trimac Transportation

LEADERSHIP LETTERS

MANAGER, ENERGY TRANSITION & SUSTAINABILITY

Sustainability is a continuous journey and an evolving process rather than a zero-sum game. This means ongoing efforts to balance environmental, social and economic factors to create a harmonious and resilient company. As we navigate the ever-changing landscape of environmental responsibility, I am thrilled to share the progress we've made in our 2024 ESG Report.

In 2024, we continued focusing on decarbonizing our business through technological investments, fleet modernization and zero-emissions exploration. We expanded the deployment of fuel-saving devices across both company-owned and Independent Contractor trucks and trailers as part of our recent participation in the Canada Green Freight Program's Stream 1 initiatives. These include the installation of aerodynamic EcoFlaps, employing low rolling resistance and wide-based tires and integrating GPS-based telematics systems. Collectively, these initiatives have avoided approximately 23,800 tonnes of CO₂ emissions annually and contributed to the reduction of our 2024 Scope 1 emissions.

We also began establishing a process for quantifying Scope 2 emissions by compiling our greenhouse gas inventory across facilities and calculating our emissions from purchased electricity. This is an important initiative for future reporting and disclosure efforts while giving Trimac a clear basis for setting future goals.

Our fleet modernization efforts have continued steadily. Since 2018, we have transitioned 99% of our first- and second-generation Freightliner Cascadia trucks to advanced third- and fourth-generation models. In 2024, we added 175 new fourth-generation Cascadia trucks into our fleet, bringing the total count of these upgraded vehicles to 1,295.

This strategic renewal of our fleet enhances operational performance and positions us to better manage future environmental challenges.

In our pursuit of zero-emissions solutions, we continued exploring innovative alternatives to traditional diesel operations. The completion of our MEDATech pilot project in 2024 demonstrated the potential to avoid approximately 170 tonnes of CO₂ emissions per year relative to a diesel truck. Additionally, the delivery of our prototype hydrogen fuel cell truck for the Alberta Zero Emission Truck Electrification Collaboration (AZETEC) project marks an important step forward as we prepare to test both this promising technology and low carbon energy carrier.

These initiatives reflect our continued focus on operational efficiency and environmental performance while adapting to evolving industry demands.



A handwritten signature in red ink, appearing to read "Abraham Masri".

Abraham Masri

Manager, Energy Transition & Sustainability
Trimac Transportation

SAFETY

Safety is ingrained into the culture at Trimac and we are committed to the well-being of all employees and contractors. Our approach emphasizes hazard reporting, rigorous training and continuous improvement, enabling us to protect our people, assets and communities while achieving measurable safety results.

IN THIS SECTION

- Safety Culture & Management
- Tractor Fleet & Driver Safety
- Emergency Response
- Safety Performance



SAFETY CULTURE & MANAGEMENT

Safety is integral to Trimac's corporate framework and fuels our mission to become the safest and most efficient bulk transportation carrier in North America. Central to our approach is an acute sensitivity to operations, underpinned by a culture that serves as the lifeline of our organization. Trimac is on a journey to zero—zero serious injuries and accidents—through an uncompromising safety culture and a systematic approach to safety management. Our efforts extend beyond simple injury prevention, focusing on a deep understanding of our operations and the integration of safety best practices across our organization.

Our safety culture is instilled on Day 1 at our branches through ongoing safety training, leadership and employee engagement. Our Rooted in Safety program, launched in 2019, embodies this approach by encouraging proactive hazard identification and fostering a culture of safety awareness. The program recognizes and rewards employees and independent contractors for taking action when they observe potential hazards and cultivates a learning environment where safety is a shared responsibility.

Safety Commitments

Trimac's safety commitments guide all employees and independent contractors to prioritize safety in every decision, act with personal accountability and courageously intervene to protect themselves, their colleagues and the communities we serve:

- I make safety part of every decision
- I make safety personal
- I have the courage to intervene

Proactive Reporting

A cornerstone of Trimac's safety culture and management strategy, proactive reporting plays a vital role in hazard identification, risk mitigation and the continuous enhancement of safety protocols. As a key component of our Rooted in Safety program, proactive reporting empowers employees at all levels to identify, investigate and resolve potential hazards before they lead to incidents.

This approach strengthens our overall safety performance, informs targeted training initiatives and enhances our safety management systems. It also fosters a culture of accountability by ensuring all team members remain well-informed and engaged in the continuous effort to maintain a safe working environment.

All proactive reports are documented within a centralized reporting system, allowing for effective tracking and benchmarking against safety targets set by local operations managers, regional vice presidents and our Safety department. The reports are reviewed each morning during a safety capacity call attended by divisional management. The safety team then categorizes and investigates each report to ensure timely resolution and implementation of corrective actions. Unlike traditional safety models that emphasize post-incident investigations, Trimac prioritizes proactive engagement as a key measure of safety performance.

Since launching our Rooted in Safety Program, Trimac has seen considerable improvements in proactive reporting across our organization. In 2024, our proactive reporting ratio per 200,000 hours worked reached 207.5, up nearly 14% since 2023 and 902% since 2020.



Proactive Reporting Ratio

Per 200,000 Working Hours

FY20 20.7

—

FY21 90.6

—

FY22 100.2

—

FY23 182.3

—

FY24 207.5

TRACTOR FLEET & DRIVER SAFETY

Trimac's Rooted in Safety program is enhanced through cutting-edge technology, rigorous safety awareness initiatives, education, inspections and continuous monitoring. Our truckline operations leverage onboard safety systems that transmit real-time data to our fleet analytics software, allowing us to assess driver skill sets, mitigate on-road risks and correct unsafe practices proactively.

Our latest generation Freightliner Cascadia tractors—currently 99% of our company fleet—are equipped with the Detroit Assurance 5 Safety Suite and feature state-of-the-art safety technologies, including active speed intervention, active brake assist, automatic braking systems, adaptive cruise control and bumper-mounted radar detection. These features work in tandem to ensure that our drivers are aware of their surroundings and can maintain their lane position, significantly reducing the risk of accidents.



Vehicle Safety Verification Systems

Trimac employs an advanced monitoring framework to verify vehicle safety and surveillance systems, integrating state-of-the-art technology portals and proprietary tools to optimize safety oversight and operational efficiency. Our Electronic Logging Device (ELD) portal helps manage fatigue-related risks and promote safe driving practices by tracking driver hours and ensuring compliance with regulatory requirements.

Complementing this system is our dedicated maintenance portal, which schedules and tracks inspections and repairs to prevent mechanical failures on the road. Regular maintenance activities include inspections of brakes, tires, engine components and safety features. The portal's streamlined management process helps reduce downtime, increase vehicle reliability and address potential safety issues before they escalate.

To prevent the operation of unsafe or defective vehicles, our proprietary Dispatch Assist software enables dispatchers to manage their assigned terminals, sites, parking yards and shops within a single effective platform. The system leverages live data to provide real-time insights into road conditions, weather, available drivers, tractors and trailers. It also ensures that equipment flagged for maintenance or out of service cannot be assigned to drivers or loads. These procedures streamline the allocation of certified drivers and product-specific equipment, thereby safeguarding both our operations and the well-being of our drivers.



Trip Inspections

Pre-trip, on-route and post-trip inspections are integral to our commitment to safety and operational integrity. Trimac drivers undergo extensive training to conduct thorough vehicle inspections before each trip. These assessments cover driver compartments, controls, engine components, fluids, tires, wheels, lights, signals, brakes, hoses and overall vehicle condition, ensuring peak performance and safety. Findings are documented in inspection logs, which are reviewed for compliance with safety protocols.

On-route inspections are equally important. Drivers are required to remain vigilant during their journeys and conduct periodic checks, especially during long hauls or extended trips. This ensures that the vehicle remains in optimal condition throughout its route and that any issues identified are addressed immediately.

Post-trip inspections are conducted once the vehicle returns to the yard. These inspections help identify any wear-and-tear issues or mechanical faults that occurred during the trip, which can then be promptly addressed through our maintenance program. This thorough inspection process is essential to ensuring our fleet's ongoing safety and reliability.

Driver Safety Monitoring

Trimac uses Job Task Observations (JTOs) to monitor driver performance and adherence to safety protocols. We conduct three types of JTOs: attended observations (where the driver is aware of the evaluation), at-a-distance observations (unannounced) and virtual observations (using in-cab technology and online data). These assessments occur in various settings, including our yards and customer locations, enabling safety and operations personnel to evaluate real-time conditions and driver behaviour. A mobile app facilitates the documentation of observations, allowing safety personnel to record findings and provide feedback. If an immediate safety concern arises, intervention occurs on the spot. Otherwise, drivers receive constructive feedback at the end of the observation.

All company-owned and owner-operated vehicles are equipped with Lytx Drive Cams, an intelligent video telematics device that uses machine learning and artificial intelligence to monitor external driving environments. The cameras capture outward-facing road events and offer valuable insights into the challenges drivers encounter. Recordings are automatically uploaded into our safety portal, where our safety team analyzes recordings and identifies potential risks.



Real-time safety monitoring is further enhanced by ISAAC tablets, deployed across all company-owned and owner-operated vehicles. The tablets serve as primary communication and monitoring tools, providing real-time updates on speed, driving behaviours, route navigation and ELD compliance. They also enable safety coaching when necessary and streamline driver communication with the safety team, ensuring swift responses to identified concerns.

In 2024, Trimac integrated ISAAC Connect, a smartphone application designed to enhance communication and work management, to optimize this technology further. ISAAC Connect enables drivers to receive real-time messages and communicate directly with dispatchers from their smartphones. Even while off-duty, drivers can access key details such as available hours and upcoming trip information to improve workflow efficiency and accessibility.

Recognizing Driver Safety, Performance Excellence

Our drivers play a crucial role in upholding Trimac's core value of Live Safety. Each week, we utilize data obtained through our driver safety monitoring tools to recognize two groups of exceptional performers: those who successfully avoided imminent collisions and those who achieved high ISAAC Coaching Scores.

Drivers who successfully prevent an accident due to their vigilance and defensive driving are recognized as Lytx DriveCam Safety Stars. This program highlights the importance of staying calm, maintaining control and always prioritizing safety, reinforcing a culture where proactive decision-making protects both our drivers and others on the road.

Footage from Lytx DriveCams is also utilized for coaching events and our weekly Safety Lessons Learned, shared internally and displayed in service centres. This initiative highlights driver efforts and provides learning opportunities to further strengthen safety awareness across our organization.

Similarly, our ISAAC Top Performers program celebrates drivers who excel in their ISAAC Coaching Scores, achieving a score of 90% or higher. These drivers showcase their commitment to safe and efficient driving, reinforcing best practices and encouraging continuous safety excellence.

Taking #ActionAgainstDistraction

In 2024, Trimac hosted a campaign aimed at curbing distracted driving—a behaviour that has emerged as one of the foremost risks on North American roads. Recent data from the National Highway Safety Association, Transport Canada and the Canadian and American Automobile Associations revealed that 80% of truck crashes involved driver inattention in the three seconds preceding a collision. Recognizing that the consequences of distracted driving extend beyond individual risk to passengers, fellow motorists and pedestrians alike, Trimac took decisive steps to foster a culture of vigilance, accountability and prevention.

Launched during Distracted Driving Awareness Month in April, Trimac's #ActionAgainstDistraction campaign invited employees and community members to commit to safe driving practices by taking the Action Against Distraction pledge. Participants were encouraged to share their pledges via a dedicated campaign page on our website and use the hashtag on social media to amplify the campaign's message and reinforce collective responsibility.



In parallel with the campaign, Trimac introduced a new educational offering on our dedicated training platform titled "Just Drive: Deliver Distraction-Free." Developed in collaboration with the Transportation Research and Education for Driving Safety (TREDS), the self-paced, 60-minute course addresses the significant risks and consequences associated with the use of cell phones and other electronic devices while driving. The course, which is mandatory for all Trimac drivers and available for self-enrollment to non-driving employees, equips participants with practical strategies to eliminate distractions and enhance overall road safety.

Involvement within our Industry

Trimac has played an integral role in industry-wide safety initiatives. Our active participation in the Safety and Security Council and engagement at the executive levels of the [National Tank Truck Carriers \(NTTC\)](#) reflects our commitment to enhancing safety standards across the industry. As dedicated supporters of the NTTC's mission, we have contributed to various initiatives aimed at bolstering safety, including hosting regional safety summits, facilitating sessions during the NTTC's Tank Truck Week and annual conference meetings and leading discussion forums.

We collaborate closely with our customers to strengthen their safety programs. This involves participating in customer safety sessions, attending conferences and conference calls and actively engaging in learning sessions. By sharing our expertise and support, we aim to enhance the effectiveness of our customers' safety measures, contributing to a safer working environment across the industry. We also actively participate in the [Cargo Tank Risk Management Committee](#), hosting sessions at our corporate offices to address critical safety concerns. Furthermore, our involvement in the American Chemical Council's Responsible Care program underscores our dedication to upholding the highest safety standards across all facets of our operations.



EMERGENCY RESPONSE

Trimac's emergency response capabilities are designed to ensure swift and effective action in unforeseen incidents. We combine internal protocols with external partnerships to ensure thorough emergency response management. Our approach prioritizes the safety of our personnel and communities while ensuring strict adherence to regulatory requirements and safety protocols.

Recognizing the potential risks associated with large-scale operations, Trimac has developed an emergency response plan that addresses a wide range of scenarios. These include public safety concerns, fires, hazardous material spills and natural disasters. Our goal is to ensure that our response strategies are adaptable, robust and capable of mitigating any potential impact on personnel, communities and the environment.

Training is fundamental to our emergency preparedness efforts, ensuring our personnel are equipped with the knowledge and skills to respond effectively. We employ two types of emergency training exercises: tabletop discussions that engage large groups in scenario-based planning and complete mobilization exercises that include activated alarms and role-playing scenarios with both on-site and corporate responders. These exercises reinforce best practices and prepare our teams for real-world emergencies.

In the event of an emergency, our drivers are trained to immediately notify dispatch, which activates our emergency response protocols. From there, we coordinate with vendors and local contractors to mobilize a rapid and efficient response. Communication is maintained with public safety officials, while our safety department oversees response efforts. Safety personnel are also dispatched to critical locations to ensure thorough incident management, working alongside external partners and regulatory bodies.



Dangerous Goods

Trimac's dangerous goods program is designed to comply with all applicable Canadian and American federal, provincial and state regulations. In Canada, emergency response for the transportation of dangerous goods is coordinated through the [Canadian Transport Emergency Centre \(CANUTEC\)](#), operated by the Transportation of Dangerous Goods Directorate of Transport Canada. As one of Transport Canada's primary safety programs, CANUTEC plays a vital role in promoting the safe movement of people and goods across the country.

In the United States, we partner with dangerous goods emergency response systems facilitated through the [National Response Center](#). This federally established system, governed by Title 49 of federal legislation, coordinates emergency response efforts for reporting incidents involving oil, hazardous materials, radiological substances, biological agents and etiological environmental emergencies.

CPR Certifications

To ensure our workforce is prepared to respond to medical emergencies, Trimac requires all employees—regardless of location or operational role—to obtain and maintain a current first aid and cardiopulmonary resuscitation (CPR) certification from the Canadian or American Red Cross or another company-approved provider.

We facilitate initial certification and recertification sessions biannually, ensuring our team remains trained and ready to respond in critical situations.

SAFETY PERFORMANCE

Trimac measures its safety performance through Department of Transportation (DOT) and Lost Time Injury (LTI) frequencies. These indicators are critical in assessing the effectiveness of safety initiatives, identifying opportunities for improvement and informing proactive safety strategies across our operations.

Since 2020, we have made substantial progress in reducing our year-over-year DOT accident frequency, with our 12-month rolling average per million miles driven improving by 64%, from 0.50 to 0.18 in 2024.

While our DOT accident frequencies have shown positive trends, our LTI frequency per 200,000 hours worked experienced a setback in 2024. After steady improvement from 1.79 in 2020 to 1.08 in 2023, our LTI frequency rose to 1.41 in 2024.



In 2024, our LTI frequency increased primarily due to liquid exposure and fall incidents. To reduce the likelihood of these events, we are focusing on improving our safety management systems, implementing further training initiatives and engaging our employees through a variety of preventative measures.

Trimac's safety priorities for 2025 are focused on immediate performance objectives and long-term risk reduction strategies, including:

- Enhancing our technology suite and improving risk perception to mitigate distracted driving through targeted training and hands-free communication devices.
- Implementing product stewardship training across all product lines and incorporating video-based procedures and complementary truck side assistance training to ensure consistent and practical application.
- Revamping driver simulator training across Western Canada, where half of our drivers are based, to reinforce safe driving practices.

Our ongoing focus on hazard analysis, management and mitigation ensures we keep an objective eye on reducing risks in our operating areas.

DOT Accident Frequency

Per Million Miles Driven

FY20 0.50

FY21 0.32

FY22 0.28

FY23 0.24

FY24 0.18

LTI Incident Frequency

Per 200,000 Hours Worked

FY20 1.79

FY21 1.74

FY22 1.49

FY23 1.08

FY24 1.41

ENVIRONMENT

Our climate-change and sustainability strategies minimize our carbon footprint, reduce our fuel consumption and use less water. A key aspect of our approach is our dedication to finding new ways to make our operations more efficient, keeping our people, customers and communities safe and our planet clean.

IN THIS SECTION

- Strategic Approach
- Climate Change
- Water Stewardship
- Fleet Modernization & Innovative Technologies
- Zero-Emissions Exploration



STRATEGIC APPROACH

Our mission to become the safest and most efficient bulk transportation provider in North America guides our sustainability strategies. As a company engaged in the transportation of products across Canada and the United States, we understand that greenhouse gas (GHG) emissions, product pollutants, noise and waste generation are environmental challenges associated with the broader transportation industry. We are dedicated to addressing these challenges by minimizing our environmental footprint and fostering sustainability in the communities we serve.

In alignment with our sustainability goals, Trimac partners with a variety of government organizations, private companies and conservation leaders dedicated to helping communities and the transportation and logistics industries move products more sustainably. Our strategic investments also support the development of sustainable transportation solutions to reduce fuel consumption, GHG emissions and the reliance on diesel-powered vehicles and machinery.



Sustainability Partnerships

Trimac participates in industry programs that promote sustainability and environmental responsibility in transportation. As a [Responsible Care Partner](#), Trimac follows the standards set by the American Chemistry Council (ACC) and the Chemistry Industry Association of Canada (CIAC) for the safe handling, transportation and storage of chemicals. The program includes strict guidelines, regular assessments, audits and third-party verifications.

In late 2022, Trimac was recertified under the ACC's Responsible Care Management System, reaffirming our leadership in providing bulk carrier services to the chemical industry. Trimac also participated in the 2023 Transportation Safety and Sustainability Panel at the CIAC's Alberta Chemistry and Plastics Day, which focused on the future of hydrogen as a sustainable fuel source and its potential to reduce the carbon footprint of chemical transportation.

Trimac is also a [SmartWay Transportation Partner](#), a voluntary program led by the U.S. Environmental Protection Agency (EPA) and Natural Resources Canada (NRCan) that promotes fuel efficiency and emissions reduction in freight transportation. Through this program, Trimac has implemented advanced data collection tools and environmental performance reports to optimize fuel consumption and minimize emissions. This approach not only reduces GHG emissions but also helps lower operational costs. Trimac has also adopted innovative technologies to track key metrics, such as fuel efficiency and vehicle mileage, allowing us to report accurate data back to the EPA and NRCan.



CLIMATE CHANGE

At Trimac, we are cognizant of the potential impacts climate change could have on our operations and the transportation industry as a whole. To address these challenges, we continually enhance our climate change strategies, focusing on reducing our carbon footprint through technology-driven improvements in fuel efficiency, driver behaviour modifications and route optimization.

We closely monitor key environmental factors such as intensified weather events, GHG emission regulations and growing customer demands for environmentally responsible practices. These considerations shape our approach, as we recognize climate change as both a strategic risk and a catalyst to develop sustainable products and services that align with our objectives.

Our assessment and reporting processes are guided by [EcoVadis](#) and [Carbon Disclosure Project \(CDP\)](#) frameworks, and we respond regularly to environmental, social and governance supplier management prequalifiers like [Avetta](#), [ComplyWorks](#) and [ISNetworld](#) that provide insights into our operations and highlight opportunities for growth and improvement. Our performance is assessed across areas like environmental impact, labour and human rights, ethics and sustainable procurement. This transparency strengthens our commitment to meeting global standards and is a valuable resource for our customers.

Our strategy is focused on ensuring Trimac's long-term response to climate change is meaningful, measurable and focused on identifying specific actions we can take. As we prepare for the future, we are committed to strategically managing the impacts of climate change through a three-pillar framework that guides our climate strategy:

- **Fleet Modernization:** Cleaner, more fuel-efficient equipment enables us to decouple our GHG emissions from business growth. Each year, we continue to acquire some of the most fuel-efficient tractors available. We have upgraded 99% of our company fleet with newer, more fuel-efficient vehicles over the last five years.
- **Innovative Technologies:** We are proactively identifying opportunities and implementing innovative technological solutions to reduce our carbon footprint and improve fuel efficiency across our operations. We have implemented advanced telematics, low-rolling resistance tires, auxiliary power units, anti-idling devices and aerodynamic retrofits across our company fleet.
- **Zero-Emissions Exploration:** We are actively researching and exploring energy carriers and zero-emissions equipment and technologies. Over the last five years, we have been engaged in four initiatives that aim to accelerate the adoption of alternatively fueled transportation across our company fleet.

Through this three-pillar strategy, we have witnessed significant improvements in our Scope 1 Diesel Fuel Emissions. Our Scope 1 emissions were down nearly 6% since last year, equating to a reduction of approximately 6,000 tonnes CO₂e.



Scope 1 Diesel Fuel Emissions

Company-Owned Trucks

FY21 97 ktCO₂e

FY22 93 ktCO₂e

FY23 95 ktCO₂e

FY24 89 ktCO₂e

Scope 1 emissions estimate for company vehicles based on EPA guidance for direct emissions from mobile combustion sources.

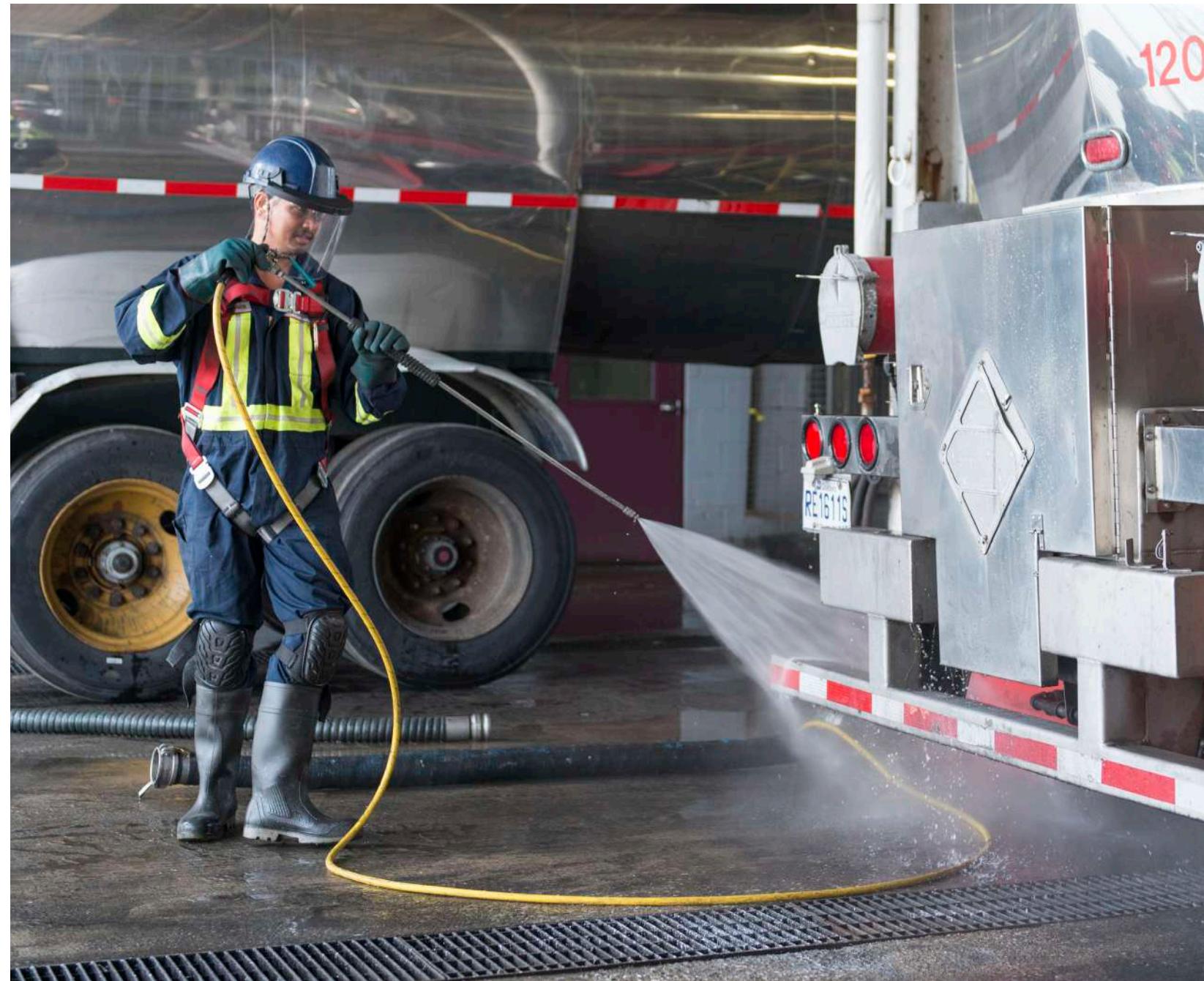
WATER STEWARDSHIP

Water is a vital resource for Trimac's truckline and National Tank Services divisions, and we are dedicated to maintaining high environmental and water management standards across all our facilities. Guided by our Environmental Compliance Team, our proactive approach involves comprehensive regulatory reviews, meticulous permit applications, and close collaborations with regulatory agencies to protect water quality and minimize water usage throughout our operations.

In 2024, Trimac conducted 1,139 environmental inspections to ensure compliance with all applicable regulations, which is a significant increase from 786 in 2023. We also performed 2,509 process water analyses, up from 2,349 in the previous year, to uphold our stringent water quality standards.

To further enhance data accuracy and regulatory reporting, we utilize Mapistry, an advanced environmental compliance software that facilitates real-time data collection, verification and submission to regulatory agencies. In 2024, we expanded Mapistry access to four additional facilities, bringing our total to 24. We have plans to integrate it into four more locations in 2025.

Prior to the acquisition or leasing of facilities that Trimac does not currently operate, thorough assessments are conducted to evaluate regulatory compliance and identify any environmentally significant factors, including the presence of above ground or underground tanks or non-compliant emissions causes.



FLEET MODERNIZATION

Trimac is continuously working to reduce the environmental impact of our company tractors through fleet modernization. Our commitment to modernizing our tractor fleet lowers costs, enhances safety and reliability, improves fuel efficiency and reduces emissions intensity. Since 2018, we have successfully transitioned 99% of our first and second-generation Freightliner Cascadia trucks to third and fourth-generation models. By year-end 2024, we took delivery of 175 new fourth generation Cascadia models, bringing our total fleet count to 1,295 of these upgraded and modernized vehicles.

Our third and fourth-generation Cascadia trucks, powered by the Detroit® Integrated Powertrain, feature an advanced aerodynamic design that significantly reduces drag and enhances fuel efficiency by approximately 7%. Through our fleet modernization efforts, we have saved over two million litres of diesel fuel and avoided 6,500 tons of CO₂ emissions per year.



INNOVATIVE TECHNOLOGIES

Trimac has implemented a variety of fuel-saving technologies as part of the Canada Green Freight Program's Stream 1 initiative. Using the EPA's methodology for calculating emissions from mobile combustion, these technologies on company trucks have reduced CO₂ emissions by approximately 8,000 tonnes. Devices installed on equipment contributed to an additional 16,000 tonnes of CO₂ avoided, bringing the total reduction across both fleets to approximately 24,000 tonnes. Key technologies include:

- **EcoFlaps:** Designed to reduce aerodynamic drag, EcoFlaps mud flaps are vented to improve fuel efficiency, minimize road spray and enhance the aerodynamic profiles of our vehicles. To date, we have installed over 10,000 EcoFlaps across 60% of our active fleet of tractors and trailers.
- **Low Rolling Resistance Tires:** These specialized tires reduce energy loss during rolling to improve fuel efficiency. According to the EPA's SmartWay program, Low Rolling Resistance Tires offer measurable fuel savings compared to standard tires.
- **Wide-Base Tires:** Replacing dual tires with a single, wider tire reduces weight and rolling resistance, improving fuel efficiency by an estimated 1 to 2%.
- **Telematics:** Global Positioning System-based telematics optimize vehicle performance by monitoring fuel consumption, idle time and route efficiency to reduce deadhead miles, enhance driving practices and lower fuel consumption by an estimated 5 to 7%.



ZERO-EMISSIONS EXPLORATION

A critical component of our sustainability strategy is the advancement and deployment of alternatively fueled vehicles. Our approach is focused on identifying the right vehicle solutions in the right application, and we are actively engaging original equipment manufacturers and collaborating with government consortiums to accelerate the adoption of alternatively fueled transportation solutions across our fleet.

Hydra Energy

In 2023, Trimac partnered with [Hydra Energy](#) to integrate a hydrogen-diesel co-combustion kit into one of our Class 8 fleet trucks. This innovative system enables the truck to operate on a blend of up to 40% hydrogen and 60% diesel, effectively reducing GHG emissions by up to 40% per vehicle. This approach serves as a transitional solution towards zero-emission vehicles (ZEVs), offering a practical, low-risk pathway for fleet conversion, especially in the absence of established infrastructure for heavy-duty ZEVs.

This pilot project demonstrated the potential for hydrogen to significantly reduce the carbon footprint of the heavy-duty trucking industry, while maintaining the required power, payload and torque even under the demanding conditions of bulk transportation and harsh winter environments. The retrofitted truck also refuels as quickly as its diesel-powered counterparts, minimizing operational downtime.

Innovative Fuel Systems

Trimac engaged [Innovative Fuel Systems](#) (IFS) in 2022 to retrofit its Multi-Fuel Technology Platform (MFTP™) onto one of our heavy-duty truck engines. The dual-fuel system is designed for co-combustion, enabling diesel engines to operate with a blend of hydrogen and diesel. Progress since initiation has been gradual, yet the initiative continues to provide a practical pathway for reducing GHG emissions and expanding sustainable bulk transportation infrastructure.

MEDATech

Trimac began collaborating with [MEDATech](#) and [Teck Resources Ltd.](#) in late 2022 to develop and test the performance and viability of a fully electric zero-emission Class 8 truck hauling copper concentrate between Teck's Highland Valley Copper operations near Logan Lake, B.C. and a rail facility in Ashcroft, B.C. The truck used for this project is a custom-built unit mounted on a Western Star 4900EX chassis, featuring two Dana TM4 SUMO HP electric motors that deliver 1,448 horsepower and 3,915 lb-ft of peak torque.

Pilot testing commenced in February 2023, with the truck completing three load cycles per 12-hour period, with the potential to perform a fourth cycle depending on operational conditions. Charging the vehicle ranged between 2 to 2.5 hours. After one year of preliminary testing, data revealed that the truck has the potential to avoid approximately 170 tonnes of CO₂ emissions per year compared to a diesel truck operating under the same conditions and on the same route.

The pilot concluded on Dec. 31, 2024, following testing in winter conditions that assessed battery performance, cab heater efficiency and overall operator safety. Trimac and its partners are currently reviewing the findings and are planning to continue operating the vehicle throughout 2025.



This pilot has not only highlighted the substantial environmental and economic benefits of electric heavy-duty trucks but also demonstrated their operational feasibility. The real-world data we've gathered will help inform future improvements and guide the broader shift toward zero-emission transportation.

Abraham Masri

Manager, Energy Transition & Sustainability



Click here to learn more about MEDATech ➤

AZETEC

Trimac is a key stakeholder in the [Alberta Zero Emissions Truck Electrification Collaboration \(AZETEC\)](#), a first-of-its-kind industry-leading initiative designed to develop and test two long-range hydrogen fuel cell heavy-duty trucks for year-round operation on Alberta's QEII highway between Calgary and Edmonton, Alta. Working alongside 16 stakeholders from the energy, technology and transportation sectors, the project aims to leverage Alberta's natural resources to support the Canadian hydrogen economy and further industry-wide decarbonization efforts.

The AZETEC trucks are technology readiness Level 7 prototypes built on the Freightliner Cascadia Class 8 platform. They are equipped with state-of-the-art proton exchange membrane fuel cell engines from Ballard Power Systems, paired with a lithium-ion battery pack and hybrid electric drive developed by Dana Incorporated. Each truck features a 67 kg hydrogen capacity, enabling a travel range of approximately 450 km while hauling a fully loaded 53.2-tonne trailer.



In December 2024, Trimac's 'Truck 99' was delivered to the Alberta Motor Transport Association in Edmonton, Alta. for initial inspection under Alberta's Commercial Vehicle Inspection Program. Following inspection approval, Trimac installed ISAAC telematics to monitor performance metrics throughout the pilot project.

Subsequent phases in early 2025 will include rigorous baseline testing under various load conditions and speeds to benchmark performance against diesel trucks. In Q2 2025, commercial testing will commence with a 60-mile roundtrip between Suncor's Ferguson Way facility and the Acheson Petro Pass, gathering crucial data on reliability and efficiency in Western Canada's operational conditions.



Click here to learn more about AZETEC

Challenges & Future Considerations

Alternatively fueled commercial vehicles are poised to play a critical role in the global shift towards sustainable transportation systems, yet they also present unique challenges and potential drawbacks. These include the viability and availability of alternative fuels, the development of necessary infrastructure, the available supply of hydrogen and the maturity of technology to meet operational demands (namely the range and payload capacity) for Class 8 long-haul applications.

Challenges remain for zero emission technologies at this stage of development as what is commercially available is currently better suited to medium-duty local delivery applications running shorter, lighter-weight routes. To address these challenges, Trimac has focused on fleet efficiency, modernization and the adoption of sustainable technologies and systems. These efforts have led to substantial reductions in fuel consumption, emissions and operational costs.

Looking ahead, Trimac remains dedicated to the development and implementation of zero-emission heavy-duty trucks. Our journey toward a greener future is one of steady progress and unwavering commitment to protecting the planet.

PEOPLE

Our people strategy is centred around attracting, developing and retaining a diverse and talented workforce. By combining innovative recruitment methods, robust training programs and a focus on well-being and inclusion, we empower employees to excel and grow.

IN THIS SECTION

- Talent Acquisition & Management
- Training & Developing our Talent
- Diversity, Inclusion, Equity & Belonging
- Health & Well-Being
- Recognizing Excellence



TALENT ACQUISITION & MANAGEMENT

Talent acquisition and performance management lie at the heart of our people strategy, enabling us to build a talented employee base representative of the communities we serve. Our approach to talent acquisition is multi-faceted, proactive and wide-reaching—blending traditional and non-traditional pathways to ensure a continuous pipeline of qualified candidates. Over the years, we have invested in our talent acquisition team and implemented comprehensive recruitment initiatives that embrace a wide range of qualified candidates, each contributing unique strengths and ideas to our organization.

Our dedicated recruitment website, [trimacjobs.com](https://www.trimacjobs.com), highlights Trimac's workplace culture, career opportunities and employee testimonials. The site's embedded artificial intelligence chatbot, Miles the Moose, is designed to vet potential candidates, curate interview shortlists and assist with onboarding tasks. Available in 31 languages and accessible across various platforms, Miles has improved the candidate experience and streamlined our internal processes by making them more efficient and scalable.

Our recruitment process is further bolstered by the integration of the iCIMS Applicant Tracking System, a robust platform that has streamlined our recruitment workflow and significantly reduced time-to-fill rates. Additionally, programmatic advertising technology, Appcast, has dramatically increased the reach and effectiveness of our job postings—accounting for approximately 75% of new qualified hires.



Our efforts are also guided by focused campaigns that strategically target potential candidates where they are most active. Through a combination of social media, digital advertising and industry-specific platforms, we engage with both active and passive job seekers who align with Trimac's values and objectives.

Trimac also strongly emphasizes building partnerships with educational institutions and community organizations. These collaborations enable us to participate in career fairs, host recruitment events and offer internships that connect us with emerging talent. By fostering relationships with schools and community groups, we strengthen our talent pipeline and contribute to the development of future industry professionals.



Click here to view open positions on [Trimacjobs.com](https://www.trimacjobs.com)

Opportunities for Students & Recent Graduates

In 2024, we extended 16 paid internship positions to select departments through the Trimac Summer Internship Program. This annual program, running from May through August, is open to students enrolled in fully accredited college or degree programs—including Certificate, Diploma, Bachelor's, Master's and PhD levels—and is designed to provide students with valuable, hands-on experiences that align with their academic pursuits and career goals.

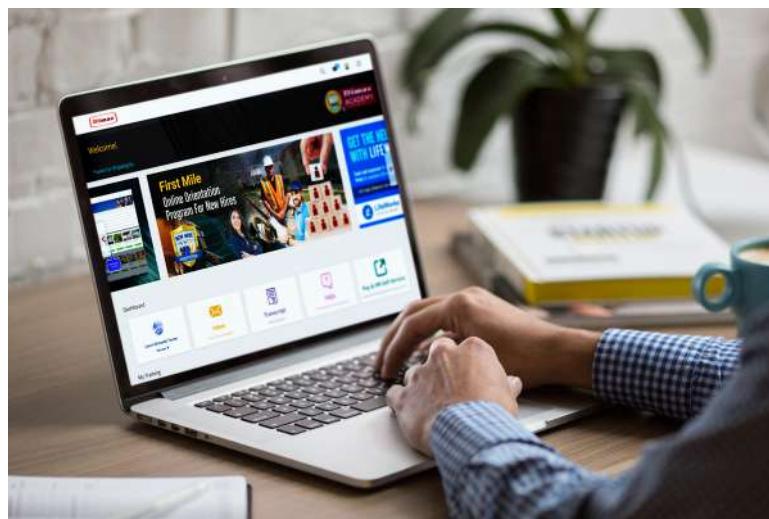
Through these internships, Trimac not only supports the development of students but also identifies new talent that can be nurtured for long-term careers within our organization. Investing in young professionals ensures that our company continues to benefit from fresh perspectives and innovative ideas, keeping us at the forefront of the industry.



TRAINING & DEVELOPING OUR TALENT

Trimac's training and development program is designed to cultivate a culture of continuous learning, career growth and personal development. We are committed to equipping our employees with the knowledge and skills necessary to excel in their roles, ensuring they are prepared to meet the evolving demands of our industry. Our approach integrates various learning modules, hands-on experiences and innovative training tools to support employees at every stage of their careers.

Our dedicated learning platform, Trimac Academy, features over 350 courses and more than 600 online resources covering key areas such as health and safety, standard operating procedures and employee wellness. To accommodate diverse learning styles and development needs, we offer flexible training formats, including classroom-based lunch and learn sessions, online training modules and career planning services.



A distinguishing feature of our training program is our branded suite of learning materials, which includes 53 optional courses on critical subjects such as leadership, team management, customer service and diversity, inclusion, equity and belonging. By allowing employees to tailor their learning journeys, we provide professional and personal growth opportunities in areas relevant to their career progression and interests.

In 2024, Trimac employees dedicated over 28,000 training hours and completed nearly 4,600 courses through Trimac Academy. We also introduced 18 new courses to reflect industry needs and employee feedback:

- **Defensive Driving Curriculum (six courses):** Updated for improved effectiveness.
- **Customer Third-Party Site Orientations (six courses):** Introduced to align with new customers and revised site requirements.
- **Q4 Leadership Training Program:** Supports leadership skill development and self-reflection.
- **Just Drive: Deliver Distraction-Free:** Reinforces safe, attentive driving practices.
- **Safety Stand Down:** Encourages commitment to distraction-free work environments.
- **Secrets of Skilled Delegation:** Enhances delegation skills for leaders.
- **Racial Sensitivity:** Promotes diversity awareness and inclusivity.
- **First Mile New Hire Orientation:** A comprehensive onboarding program for new employees.

Trimac actively engages our employees in shaping their own learning experiences. Our virtual book club, which offers courses based on works by renowned authors, and our learner advisory committee are just two examples of how we encourage employee participation in shaping our training content. Additionally, an employee-generated learning program allows team members to create and share their training materials, adding a peer-to-peer learning component that further enriches our training ecosystem.

Looking ahead, we aim to refine our training programs and enhance their effectiveness through:

- **Safety Training Enhancements:** Launching a revamped internally developed Confined Space Entry course tailored to actual workplace conditions, alongside an expanded In-Depth Security Awareness module.
- **TMS Training Rollout:** With the introduction of a new Talent Management System, we will roll out training courses throughout 2025 to ensure employees can fully utilize the platform.
- **New Approach to Mandatory Training:** Revising our annual Harassment & Violence Prevention, Code of Conduct and Cyber Security Awareness courses to feature two versions—one tailored for office employees and a more streamlined version for field employees.
- **Leadership & Soft Skills Development:** Expanding leadership training with new courses on project management and execution.
- **Product Stewardship Training:** In collaboration with our defensive driving course vendor, we are developing product-specific handling courses that provide step-by-step guidance on safe product delivery.

Driver Safety Training and Onboarding

We believe driver training should be driven by need, not mere compliance. Our Driver Safety Training and Onboarding program is designed to meet regulatory requirements and equip drivers with the skills and knowledge necessary to enhance safety and operational performance.

New drivers begin their journey with an immersive onboarding process that includes a company orientation, where they are introduced to Trimac's culture, expectations and support systems. To ensure a seamless transition into their roles, drivers are then paired with an experienced driving coach for a minimum of two weeks. This hands-on mentorship provides job-specific training tailored to their assigned product line, covering critical areas such as loading and unloading procedures, customer interactions and equipment inspections. Combining theoretical instruction with practical application, this approach ensures that drivers are fully prepared for the demands of their role.



In addition to on-the-job training, new drivers are enrolled in compliance and job-specific courses through our learning management system. These courses cover essential topics, including defensive driving, hazardous material handling and key safety protocols such as Workplace Hazardous Materials Information System and Safety Data Sheets. Drivers also receive training on regional hours of service, security procedures and industrial safety guidelines, ensuring they operate with confidence and competence.

A recent enhancement to our driver training program is the installation of the state-of-the-art L3Harris TransSim™ driving simulator at one of our primary service centres in Edmonton, Alta. This cutting-edge tool provides a safe, controlled environment where drivers can practice and refine their skills without risk to personnel, equipment or the environment. It also offers customizable scenarios replicating real-world conditions, enabling us to standardize our training curriculum while delivering high-quality training. We are evaluating its effectiveness and intend to expand the program with additional simulators in the United States.

New Hire Orientation

Trimac's New Hire Orientation program welcomes, orients and integrates new team members into the company. This online, self-paced program introduces new employees to our history, culture, operations, technologies and safety processes. Available in English and French, the course is interactive and mobile-friendly, allowing new hires to complete it at their own pace. Following the orientation, new hires participate in a New Hire Virtual Training session led by a Learning & Development Trainer. These sessions are scheduled daily across all North American time zones, providing maximum flexibility for new employees.

Developing our Leaders

Strong leadership is essential to achieving our strategic goals and ensuring long-term organizational success. To cultivate leadership capabilities at all levels, we created structured development programs designed to support both emerging and experienced leaders.

Leaders' Camp is our premier leadership development program and brings together selected individuals from various business units and companies within Trimac. Led by our executive leadership team, Leaders' Camp is a three-day immersive experience focused on skill development, strategic discussions and team building. Participants engage in a structured agenda designed to foster cross-functional relationships, enhance leadership acumen and provide valuable networking opportunities.

For employees in the early stages of their leadership journey, our Frontline Leadership program provides the foundational skills needed to succeed in managerial roles. This program blends in-person learning, online community-building and ongoing coaching to prepare future leaders. Facilitated by Trimac's Human Resources Business Partners, Frontline Leadership ensures that emerging leaders are equipped to inspire teams and drive operational excellence.

“ Leaders' Camp was an informational and contemplative experience, providing me with a newfound appreciation for change management, both organizationally and personally. I'm confident that the knowledge acquired during the camp will assist me in becoming an improved leader within Trimac.

Brittany Duncan
Terminal Manager

In 2024, Trimac strengthened its leadership development framework with the introduction of the Q4 Leadership Training Program. This initiative supports leaders through Q4 Huddles, coaching sessions and problem-solving discussions that reinforce key behaviours and promote a healthy workplace culture.

Collectively, these programs ensure that our leaders—both current and future—are equipped to inspire teams, drive performance and contribute to a culture of continuous growth and operational excellence.

Employee Engagement

Our workplace culture is centred on being safe, respectful, innovative and inclusive. We are committed to maintaining a rewarding work environment that allows employees to experience new opportunities and build their chosen careers. Across the company, we encourage open communication, champion integrity, celebrate individuality and cultivate diverse talents and perspectives.

A hallmark of our approach is our commitment to actively listening by soliciting input from our employees and encouraging them to contribute ideas and voice concerns. We maintain open lines of communication and feedback mechanisms through a mix of channels, including dedicated emails, intranet sites, internal social media platforms, in-cab tablets, weekly newsletters and town halls.

Beyond digital and written communication, we prioritize in-person engagement by hosting celebratory events and potluck-style lunches to foster collaboration and camaraderie across our business units. Leadership and operational teams regularly visit terminals to connect directly with frontline employees, strengthening relationships and gaining firsthand insights into their experiences. Through these efforts, we ensure that all employees have a voice in shaping the future of our company.



DIVERSITY, INCLUSION, EQUITY & BELONGING

Our Diversity, Inclusion, Equity & Belonging (DIEB) efforts are designed to welcome and encourage diverse thinking, creating an inclusive, diverse and fair work environment in line with our core values. Nurturing DIEB in our workplace brings ideas, perspectives and experiences that enrich our culture and benefit our customers and the communities we serve.

Our DIEB Council was formed in 2020 to amplify the work and voices of our diverse workforce and lead our efforts in fostering a welcoming, inclusive environment. The council plays a pivotal role in shaping our cultural transformation by spearheading educational and social activities that promote understanding, acceptance and collaboration across our organization. In 2024, we restructured our DIEB Council to further enhance its impact on our organization, with a renewed focus on driving cultural change through discussion forums, learning sessions and policies to create a more inclusive and effective workplace.



We introduced the following strategic statements as part of its restructuring:

- **Vision:** We celebrate the uniqueness of our workforce and create a connected workplace where individuals are empowered to achieve more.
- **Mission:** We foster a culture of belonging by listening, learning and empowering our teams to drive inclusion within Trimac and the communities we serve.
- **Purpose:** We align Trimac's core values with action on DIEB, ensuring success for our people, communities and industry.

DIEB Education & Involvement

At Trimac, we encourage all team members to reflect on their identities, backgrounds and experiences and consider how their perceptions and attitudes may differ from those of their colleagues. This self-awareness, combined with a culture of open dialogue and collaboration, strengthens our team and enhances our ability to solve today's challenges while preparing for the future.

Many formal and informal learning opportunities are available to team members throughout the year that focus on DIEB in the workplace. These include formal company-wide training, virtual webinars and storytelling initiatives covering topics such as the value of belonging, diversity in trucking, inclusion and equity theory.

In 2024, Trimac debuted *Growing Voices: Stories of Culture and Belonging*, a video series dedicated to sharing stories that highlight cultural awareness through personal experiences, helping to build deeper connections within our workforce. Through *Growing Voices*, the DIEB Council aims to promote cultural understanding and foster an inclusive environment where all team members feel a sense of belonging.

Another notable event led by Trimac's DIEB Council is the DIEB Cultural Awareness Series, a weekly digital storytelling initiative focused on celebrating cultural holidays and historical events globally, honouring individuals and groups who have made a significant contribution to societies and bringing awareness to issues that specific individuals and communities face.

Diversity Metrics

Our commitment to diversity is reflected in our ongoing efforts to increase the representation of underrepresented populations (URP) across all employee categories. By actively encouraging diverse talent to join and thrive at Trimac, we continue to strengthen our workforce in meaningful ways. In 2024, URP representation across our workforce rose to 30%, up from 29% in 2023. URP representation across Trimac's workforce is as follows:

Overall Workforce

30% URP

Corporate Employees

23% URP

Drivers

32% URP

Shop Employees

32% URP

Trimac categorizes employees as URP if they self-identify as non-white. Percentages exclude employees who did not self-report race or ethnicity.

Advancing Women in the Transportation Industry

Women have long played a vital role in the success of Trimac, and we remain dedicated to increasing female representation and supporting women across our workforce. Throughout the year, we implemented strategic initiatives and worked closely with several organizations to promote opportunities for women in all roles within the company. These efforts included targeted traditional and digital advertising campaigns and active participation in women-focused career fairs and networking events. By year-end 2024, women comprised 11% of our workforce, up from 10% in 2023.

As a testament to our efforts, Trimac has been continually named one of the transportation industry's top companies for women by the Women in Trucking Association, a non-profit organization dedicated to promoting the employment and advancement of women in the trucking industry. This is the sixth consecutive year that Trimac has earned this honour, having won the award since its inception in 2018.

“This award reflects our commitment to gender diversity, fair compensation and career growth for all our team members. We're proud to support the incredible women in trucking and will continue to make Trimac a great place to work for everyone.

Matt Faure
President & CEO



Overall Workforce

11% Women

Corporate Employees

46% Women

Drivers

3% Women

Shop Employees

3% Women

Promoting Linguistic Inclusivity

Linguistic inclusivity is fundamental to fostering a workplace where all employees feel valued, heard and supported. Recognizing the importance of language in cultural identity and workplace equity, Trimac established the Comité de Francisation (Francization Committee) in 2024 to strengthen the presence of French within its operations, particularly in Quebec, where language carries significant cultural and legal importance.

The Comité de Francisation comprises dedicated representatives from various levels of the organization, each playing a vital role in advancing linguistic inclusivity. The committee's responsibilities include ensuring compliance with francization policies, advocating for employees' linguistic rights and addressing concerns related to language use in the workplace.

These efforts have already had a positive impact, particularly among employees in Quebec who may not be fluent in English. By prioritizing linguistic inclusivity, Trimac ensures that all employees can fully engage with workplace communications and contribute meaningfully to the organization.



Creating Opportunities for Employees with Disabilities

Promoting and implementing disability-inclusive management practices is a fundamental part of our values and a key factor in building a strong, diverse workforce. In 2024, we launched an Accessibility Plan aligned with the Accessible Canada Act (ACA) designed to identify and remove barriers that limit the full participation of individuals with disabilities in all aspects of employment. The plan outlines strategies for providing reasonable accommodation, developing inclusive policies and fostering a culture prioritizing accessibility at every level of our organization. As part of this effort, Trimac will establish a dedicated accessibility committee composed of individuals with diverse backgrounds and expertise. This team will lead the development and implementation of our Accessibility Plan and ensure our policies, programs and practices continue evolving to support a barrier-free workplace.

Supporting Veterans

Trimac values the unique skills and dedication veterans bring to the transportation industry. Many of our team members have military backgrounds, demonstrating that the discipline, attention to detail and commitment of the armed forces align with our operations across North America. We actively support veterans through tailored recruitment programs that recognize Military Occupational Skills. For example, we accept 88M (Motor Transport Operator), 35 Series (Intelligence) and 2T Series (Air Force Transportation) as part of our minimum requirements for professional drivers. This ensures that veterans can apply their military training directly to their roles at Trimac.



Click here to learn more about Military Opportunities at Trimac



HEALTH & WELL-BEING

Comprehensive benefits are among the most important ways we support our employees and their families. Our total rewards package is robust and includes competitive compensation, health and insurance benefits, career development opportunities, and pension and savings plans. Additional programs are designed to enhance the quality of life of employees and their families, including paid time off, employee and family assistance, scholarships for dependent children and volunteer programs.

We extend health and benefits plans to all full-time permanent employees, with additional offerings available for purchase by Independent Contractors. These plans are designed to ensure that when our team members face physical or mental health challenges, they have access to the resources needed to recover, grow and thrive.



Mental Health Support

Mental health is a crucial focus at Trimac, and we are committed to ensuring our team members have access to the resources they need. We provide a variety of training programs and seminars that address critical topics such as managing stress, preventing burnout, substance use awareness and harassment prevention. Additionally, our

Our partnership with TELUS Health provides employees access to a Crisis Support Line 24 hours a day, seven days a week, offering professional emotional support and referrals to community resources whenever needed. In addition, employees have access to continuous mental health counselling and wellness resources year-round, helping them proactively manage their mental well-being.

Educational Seminars

Our educational seminars address a range of essential topics, such as mental health awareness and recognizing signs of human trafficking, ensuring our employees have the knowledge and tools to navigate critical issues in our industry. One of our flagship initiatives, Driver Health Matters, launched in 2021, provides webinars and resources focusing on mental and physical health, financial wellness and community engagement. This program plays a pivotal role in breaking down the stigma around mental health and encourages open dialogue within our workplace, helping us foster a psychologically safe environment for all employees.

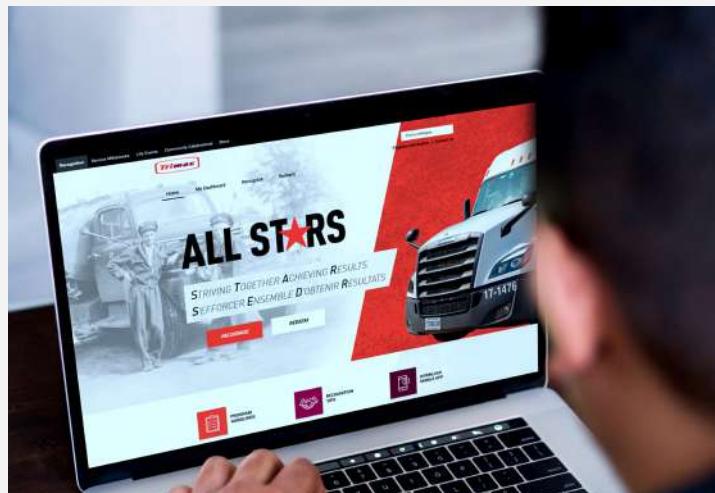
In addition, Trimac is deeply committed to addressing the issue of human trafficking in the transportation industry. Through our educational seminars and partnership with Truckers Against Trafficking, we train employees to recognize signs of trafficking and report any suspicions. By encouraging vigilance and promoting awareness, we ensure that our workforce plays an active role in combating this serious issue.



RECOGNIZING EXCELLENCE

At Trimac, we celebrate the remarkable achievements of our team members who drive our company forward. Our All Stars employee recognition platform reflects this commitment, shaped by employee feedback about how they want to be acknowledged and how they prefer to recognize others.

Launched in 2019, the All Stars Platform—powered by Workhuman®—has enabled real-time, peer-to-peer recognition, celebrating both everyday contributions and career milestones. Since its inception, over 38 million points have been awarded through All Stars, valued at approximately \$2 million. In 2024 alone, nearly 7 million points were awarded, equating to roughly \$340,000, which can be redeemed for merchandise on the platform.



We recently introduced five new awards to enhance our recognition culture further:



Live Safety Award

Applauds those who model the behaviours instilled in our safety commitments without being asked.



Doing the Right Thing Award

Honours individuals committed to ethical behaviour, integrity and alignment with Trimac's core values.



Rising to the Challenge Award

Celebrates those who show exceptional resilience in overcoming challenges and obstacles.



Positive, Immediate and Certain (PIC) Award

Recognizes contributions to process innovation, task improvement and operational efficiency.



Removing the Mud Award

Highlights those who streamline processes and remove barriers to create a more efficient work environment.



Beyond the All Stars platform, Trimac's commitment to recognizing excellence extends across various specialized areas of our operations. These additional initiatives further highlight the remarkable contributions of our team members in maintaining safety, efficiency, and operational success:

- **J.R. (Bud) McCaig Safety Award:** Named in honour of Trimac's founder, this prestigious award was established in 2004 to recognize the branches that exemplify the best in road safety performance and the highest accident-free miles.
- **Maurice McCaig Safety Award:** Created in 2018 to honour former Board Director Maurice McCaig, this award—eligible to all truckline, National Tank Services and Bulk Plus Logistics branches—recognizes the branch with zero injuries and the most hours worked.

COMMUNITY

Trimac's legacy of giving back spans nearly eight decades, with initiatives that empower employees to make meaningful contributions through workplace giving, volunteering and partnerships with key organizations. Together, we uphold a legacy of care and collaboration that extends beyond our business operations.

IN THIS SECTION

- Corporate Philanthropy
- Indigenous Relations



CORPORATE PHILANTHROPY

Corporate philanthropy has been a cornerstone of Trimac's identity for nearly eight decades, reflecting our commitment to caring for and giving back to the communities we serve. In late 2022, we launched Trimac for Good, a Benevity-powered workplace giving platform designed to empower our employees to connect with the causes they are passionate about. Trimac for Good provides a robust platform for exploring charitable opportunities, making donations with matching contributions and engaging in volunteer activities. Since its launch, Trimac employees have contributed over \$80,000 to various charitable causes through the platform.

In 2024, our employees supported over 515 different causes across North America, with more than half of the contributions directed toward human, philanthropy and health services. These efforts have helped improve health outcomes, reduce healthcare costs and provide critical support to vulnerable populations, as well as contributed to the development of quality, affordable housing and essential mental health and substance abuse services.

At Trimac, our approach to corporate philanthropy transcends mere donations; it is about creating lasting, sustainable changes in the communities that have supported us throughout our history.



United Way Partnership

For over 36 years, Trimac has been a proud supporter of [United Way's](#) mission to strengthen communities and provide essential assistance to those in need. Since the inception of our partnership, we have raised a remarkable total of \$2.31 million for United Way chapters.

Each fall, we organize a dedicated week-long fundraising campaign across our North American operations that unites all Trimac employees, drivers, the McCaig family, owner operators, vendors and customers. This year, our volunteer United Way committee branches in Calgary, Edmonton, Houston, Mississauga, Anjou and St. Hyacinthe hosted a variety of fun activities, including impact speaker sessions, raffles, bake sales, tournaments and guessing games—all aimed at reaching the committee's fundraising goal.

In 2024, our collective efforts raised over \$75,000, with all contributions directed to local United Way chapters, assisting individuals and families in achieving financial stability and accessing critical services.

Heart & Stroke Foundation Partnership

Trimac's partnership with the [Heart & Stroke Foundation](#) is pivotal in the fight against heart disease and stroke. Over the last two years, we have contributed over \$25,000 to advance the foundation's critical research, education and advocacy efforts.

As part of this collaboration, Trimac participates in the foundation's annual Ride for Heart initiative, where employee-selected teams competed to log the most pedalled or stepped distances throughout June. In 2024, our teams collectively covered 13,374 km, with the top-performing team earning \$2,000 to donate to a charity of their choice through the Trimac for Good platform.

Beyond fundraising, we engage employees year-round through Heart and Brain Health education sessions, providing insights into the foundation's initiatives. This year, our teams in Edmonton, Toronto and Anjou also took part in Heart & Stroke's Cardiac Crash program—a hands-on, interactive refresher on CPR and automated external defibrillator use.



True Patriot Love Foundation Partnership

Trimac has proudly supported the [True Patriot Love Foundation](#) since 2014, contributing to initiatives that positively impact the lives of Canadian Armed Forces members, veterans and their families. Over the last two years, we have donated over \$15,000 to support the foundation's ambitious Barbeau Peak Expedition. This expedition, along with other foundation initiatives, aims to raise awareness about the unique challenges faced by those in military service while also funding essential programs.

The funds from our contributions help the foundation continue its vital work in providing crucial services such as rehabilitation and recovery programs, support for military families and assistance for children and spouses of service members. These efforts play a key role in promoting mental and physical well-being, as well as aiding reintegration into civilian life after service.



Human Trafficking Awareness

Trimac is committed to supporting [Truckers Against Trafficking \(TAT\)](#) in their mission to mobilize transportation professionals to combat human trafficking. Since 2015, Trimac has trained over 4,500 employees using TAT's over-the-road training program. This comprehensive initiative, which reaches a global audience of over 1.8 million individuals, includes industry-specific training videos, wallet cards and a mobile app. These resources are designed to educate employees on how to recognize the red flags of human trafficking and how to report suspicious activity effectively. As a result, transportation professionals, including those at Trimac, are contributing to thousands of reports, leading to hundreds of victim recoveries and the arrest of traffickers.

In addition to our ongoing efforts, we dedicate the month of January to raise awareness during National Human Trafficking Awareness Month. Throughout the month, we share educational content on both internal and external platforms, helping individuals recognize the signs of trafficking and providing guidance on how to report incidents to authorities. On July 30, in observance of World Day Against Trafficking in Persons, Trimac partners with TAT to host a company-wide live webinar. The session covers the basics of human trafficking, debunks common myths, explains TAT's mission and educates participants on how they can actively contribute to the fight against human trafficking.



STARS Partnership

Trimac has maintained a robust and ongoing relationship with [STARS \(Shock Trauma Air Rescue Service\)](#) since 1990. The McCaig family and Trimac were early advocates of the organization, recognizing the vital role STARS could play in rescuing our drivers in remote areas of Western Canada.

Over the past three years, Trimac has contributed \$130,000 toward the renewal of STARS' aging helicopter fleet, bringing our total donations to over \$270,000 for various STARS initiatives, including their Vision Critical and Mission Critical Operations campaigns. We also regularly collaborate with STARS to offer our employees hangar tours, providing a behind-the-scenes look at their life-saving operations.

INDIGENOUS RELATIONS

In the spirit of reconciliation and recognition, Trimac acknowledges the deep historical and cultural ties that many Indigenous peoples and nations have to the lands on which our offices and facilities are located. We recognize that our corporate head office in Calgary, Alta., is situated on Treaty 7 territory, the traditional lands of the Blackfoot Confederacy (Siksika, Kainai, Piikani), Stoney Nakoda (Chiniki, Bearspaw, Goodstoney), and Tsuut'ina First Nations, and is home to the Métis Nation of Alberta, Region 3. We also operate and do business in many Indigenous territories across Turtle Island.

With over 38 years of active collaboration, Trimac prioritizes building and maintaining meaningful relationships with Indigenous communities across Canada—driven by a commitment to mutual understanding and cooperation. In 1986, Trimac and Kitsaki Management Limited Partnership co-founded Northern Resource Trucking (NRT), a bulk transportation provider specialized in hauling goods between mining sites in Northern Saskatchewan and the rest of Canada.

NRT, based in Saskatoon, Sask., was established with a vision to empower the Indigenous communities of Northern Saskatchewan by providing economic opportunities through transportation services. The 51% ownership by Kitsaki Management Ltd. was designed to ensure that First Nations communities had control over the business, with Trimac holding the remaining 49%.

In 1995, NRT restructured when five Dene First Nations, three Cree First Nations and three Métis communities became a part of the joint venture. Kitsaki reduced its share to 30% and Trimac reduced its stake to 29% to make room for new partners.

Today, NRT operates as a limited partnership, with Trimac holding a 40% interest in NRT's general partner, NRT Holdings Corp., and 29% of the partnership units in Northern Resource Trucking Limited Partnership. The remaining 71% of NRT is proudly owned by several First Nations and Métis communities, including:

- **30%** - Lac La Ronge Indian Band
- **6.67%** - Fond du Lac Dene Nation
- **6.67%** - Black Lake Dene Nation
- **6.67%** - Hatchet Lake Dene Nation
- **3%** - Clearwater River Dene Nation
- **3%** - Northern Village of Ile a la Crosse (Metis community)
- **3%** - English River Dene Nation
- **3%** - Northern Village of Buffalo Narrows (Metis community)
- **3%** - Montreal Lake Cree Nation
- **3%** - Peter Ballantyne Cree Nation
- **3%** - Cumberland House Cree Nation and Northern Village of Cumberland House (The First Nation and Metis community equally own the 3%)



Trimac actively fosters trust and long-term partnerships through open communication, employee education on Indigenous history, and consultation with Indigenous communities on relevant issues. Our commitment to integrating traditional knowledge and cultural perspectives into our decision-making is essential to maintaining these relationships.

Together with NRT, we focus on providing employment and training opportunities for northern Indigenous peoples and ensuring profits are shared equitably with our Indigenous partners. Trimac values these partnerships and looks forward to continued collaboration with Indigenous communities in the future.



Click here to learn more about Northern Resource Trucking ▶

GOVERNANCE

Trimac recognizes the importance of upholding strong corporate governance principles. Through our efforts, we've developed a framework for innovation and resilience that guides management on strategic initiatives, annual risk assessments, cyber security and stakeholder engagement.

IN THIS SECTION

- Board Oversight
- Business Ethics
- Enterprise Risk Management
- Cyber Security & Data Protection
- Forward-Looking Information & Statements



BOARD OVERSIGHT

Trimac upholds strong corporate governance principles to ensure transparency, accountability and responsible decision-making throughout our operations. We continuously evaluate and update our governance practices to align with our core values and to enhance their effectiveness.

The Board of Directors plays a crucial role in this framework, with 67% of its members being independent. This composition allows the Board to emphasize an effective governance model through various committees, including Audit, Governance and Compensation and Health, Safety, Security and Environment, which guide management in executing Trimac's strategic initiatives.



Recognizing the importance of stakeholder engagement, Trimac actively collaborates with labour union groups and industry associations throughout North America. This collaboration enables us to maintain an informed perspective, adjust strategies as necessary, and contribute valuable insights to the transportation industry.

As part of its oversight responsibilities, the Board of Directors reviews management's risk assessments on an annual basis, evaluating plans for risk mitigation. These assessments cover a wide range of potential risks, including succession planning, staffing shortages, supply chain interruptions, economic downturns and catastrophic events.

Both the Board of Directors and Trimac's management acknowledge the significance of accountability regarding financial, safety, and operational performance, as well as the ethical standards guiding our organization. These areas are subject to review during quarterly Board meetings, while management conducts more frequent evaluations.

The recently enhanced Trimac Code of Business Conduct and Ethics serves as the foundation for establishing the integrity and ethical standards expected of all Trimac personnel. In instances where questions arise about alleged incidents or questionable ethical practices, all parties are encouraged to utilize Trimac's anonymous and confidential EthicsPoint (whistleblower) Line to report their concerns.

Code of Business Conduct and Ethics

Trimac's Code of Business Conduct and Ethics (hereafter, the Code) serves as a foundational framework outlining Trimac's expectations for all personnel, officers and directors to conduct themselves with the highest standards of ethical and moral integrity.

Every member of Trimac, regardless of position, plays a vital role in fostering an inclusive company culture where all individuals feel welcomed and empowered. Therefore, all personnel are responsible for adhering to the principles outlined in the Code, ensuring that business decisions and actions align with its standards.

Supervisors and managers, including officers and directors, hold an elevated responsibility to exemplify the standards of the Code in both their actions and communications, given their influential positions within the company. The Code extends beyond Trimac personnel to encompass all vendors and contractors, as the organization seeks to partner with those who embody Trimac's core values and high moral standards.

The Code is also integral to Trimac's terms and conditions of employment and engagement. Any breaches of the Code result in corrective actions, which may include disciplinary measures up to and including termination of employment or the termination of relationships with vendors and contractors.

BUSINESS ETHICS

Trimac is steadfast in its commitment to upholding high ethical standards across its operations. This commitment encompasses compliance with the law, integrity, honesty, fairness, respect for diversity, accountability and open communication. All personnel are expected to adhere to these ethical principles and always comply with applicable laws and regulations. Trimac personnel are prohibited from committing or condoning unethical or illegal acts and also from instructing or requesting others to do so. Moreover, individuals must avoid situations that may be perceived as improper or indicative of a casual attitude toward compliance, thereby reinforcing a culture of ethical behaviour within the organization.

Role of Management – Health & Safety

While all personnel share the responsibility for maintaining a safe and healthy workplace, supervisors and managers are particularly charged with setting a positive safety example. They are responsible for ensuring that their teams are aware of and comply with all health and safety rules and maintain workplace safety, including truck cabs and customer locations. Management is tasked with identifying, investigating, and promptly correcting any risks, hazards or safety violations that may arise.

Trimac expects all workers and independent contractors to accept personal responsibility for safety. This expectation includes performing their duties safely, observing safety rules, using protective equipment as required and complying with legislative and regulatory requirements. Employees are also required to operate machinery and equipment solely for their intended purposes and report any incidents, unsafe conditions or unsafe practices immediately. Reports can be made to their supervisor, the next level of leadership, the Safety Department or the Ethics Helpline.

Reporting Concerns

Trimac fosters an open culture where concerns expressed in good faith are taken seriously and thoroughly investigated. We are committed to ensuring that no retaliation of any kind occurs against any Trimac personnel for raising concerns, questions or complaints, or for cooperating in any related investigations, provided that these actions are undertaken in good faith and with a reasonable belief in their truthfulness.

Employees with good faith concerns regarding unethical or illegal matters are encouraged to report these issues to their supervisor or manager first. If they feel unable to confide in their direct supervisor or if their concerns are not adequately addressed, they may escalate the matter to a Human Resources Business Partner or contact the toll-free Ethics Helpline at 1-800-688-9220.

Reports can be made anonymously to protect the privacy of the individuals involved. It is imperative to note that failure to report breaches of the Code is regarded as gross negligence of one's duty to Trimac, potentially leading to disciplinary action, including termination of employment for cause.

Retaliation, reprisals or any adverse actions taken against individuals for reporting breaches of the Code in good faith are strictly prohibited and result in disciplinary measures, which may include termination of employment. Such retaliatory actions will be considered a breach of the Code itself. Trimac treats all reports with the utmost confidentiality, and the identity of the reporting individual will be disclosed only as legally required or with their explicit consent.



ENTERPRISE RISK MANAGEMENT

Trimac's Enterprise Risk Management (ERM) Program is designed to integrate risk considerations into every decision-making process. The program aims to identify and assess a wide range of risks that could impede the achievement of the company's goals and objectives, ensuring appropriate ownership and accountability for these risks. It involves a systematic process comprising risk identification, assessment, monitoring and control—facilitating the development and implementation of effective risk mitigation strategies.

Our ERM program is structured to engage all levels of leadership. Organization-wide vice presidents participate in departmental risk assessment workshops conducted annually in September and October, where risks—both internal and external—are identified within the context of the upcoming business planning cycle. These identified risks are then evaluated against an Impact and Likelihood scale, allowing for their ranking and prioritization based on severity.

Current mitigation strategies are documented, and action plans, including budget considerations for further risk treatment, are established to ensure risks remain within defined tolerances. This aggregated approach results in a strategic risk map highlighting the top ten risks, fostering discussion and prioritization at the executive level.

The value of the ERM program lies in its ability to promote a consistent approach to risk identification, assessment, management, and monitoring across Trimac. It equips us with decision-making tools that establish risk tolerance and appetite parameters, enhancing efficiency and clarity.

Educational initiatives around risk assessment methods and the four risk mitigation strategies—Take, Treat, Transfer, and Terminate—are critical in fostering a culture of risk awareness throughout the organization. Trimac's leadership is committed to expanding this program, advocating for increased education, engagement and dialogue on risk management practices and integrating these discussions into annual assessments.

The ERM program is aligned with Trimac's corporate strategy through a structured, five-year planning horizon. Strategic risk assessments are conducted to holistically evaluate the impacts and likelihood of events across the organization, incorporating insights from external risk monitoring. Executive members review these assessments semi-annually to inform strategic decisions and upcoming planning cycles. Each business unit also conducts annual risk evaluations, which feed into a Multi-Year Plan and Internal Audit Plan, establishing risk mitigation priorities and action plans that enhance a culture of risk cognizance within Trimac.



Leveraging Technology to Enhance ERM

Trimac incorporates Intelex into its ERM framework to enhance safety, compliance and operational risk management through data-driven tracking, analysis and mitigation strategies. The incident reporting and compliance management platform facilitates the documentation of near misses, hazard identifications, mechanical failures, environmental spills and work-related injuries, providing valuable data that informs decision-making at all levels.

A key component of Trimac's risk oversight process, Intelex integrates with existing risk assessment methodologies to improve transparency and accountability. The system enables:

- **Data-Driven Risk Evaluation:** Incident and injury data flow directly into visualization dashboards, offering real-time analytics that highlight risk trends and areas for improvement.
- **Regulatory Compliance Management:** Intelex maintains accurate records of safety events, supporting compliance with industry regulations and reducing exposure to regulatory risks.
- **Incident Resolution and Claims Management:** Through an integrated tracking and diary system, the platform improves efficiency in claims processing, helping teams manage follow-ups and resolutions effectively.
- **Strategic Risk Planning:** Insights from Intelex contribute to Trimac's Multi-Year Plan and Internal Audit Plan, shaping risk mitigation priorities and aligning safety initiatives with corporate objectives.

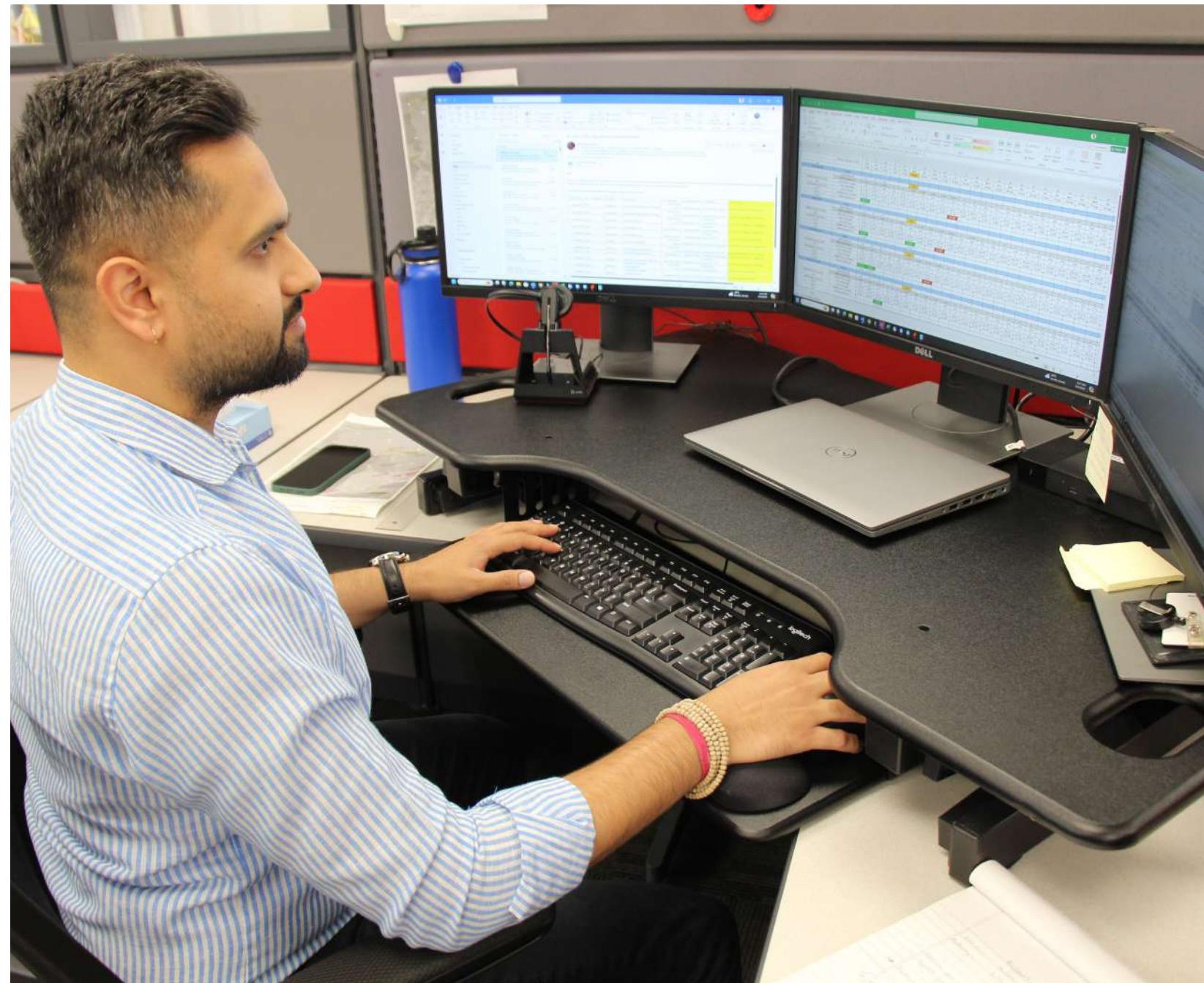
CYBER SECURITY & DATA PROTECTION

At Trimac, we recognize the importance of handling personal information ethically and responsibly, earning the trust of our employees, customers and suppliers. Our commitment to cybersecurity is reflected in our implementation of best practices to safeguard digital assets, protect sensitive information and mitigate cyber risks.

We make commercially reasonable efforts to secure personal information against loss, theft and unauthorized access or disclosure. Access to sensitive data is restricted to select senior Trimac personnel, requiring robust authentication measures to ensure its integrity. All Trimac employees must participate in annual mandatory training programs that cover policy compliance and cybersecurity awareness to further enhance our cybersecurity efforts.

We have successfully integrated privacy considerations into our operations through strong collaboration between our information security and data governance teams. This partnership has enabled us to adopt a risk-based approach for managing potential incidents, facilitating proactive interventions with updated incident management processes and clear data identification and classification protocols.

We utilize commercially reasonable measures to protect customer and employee data, guided by our audit and risk management protocols, monitoring and measurement practices, and technical security frameworks. These include stringent access management, firewall protection, and encryption protocols, ensuring that data remains secure. Additionally, Trimac actively engages with business and technology communities, sharing cybersecurity knowledge and resources while collaborating with industry partners to address collective cyber threats and support educational initiatives.



FORWARD-LOOKING INFORMATION & STATEMENTS

Certain information and statements provided in this report may be considered forward-looking. This includes all information and statements regarding Trimac's intentions, plans, expectations, beliefs, objectives, future performance and strategy, as well as any other information or statements that relate to future events or circumstances which do not directly relate to historical facts and data figures. Forward-looking information and statements often use words such as "believe," "estimate," "expect," "intend," "anticipate," "plan," "aim," "seek," "strive," "potential," "continue," "target," "may," "might," "could," "should," and similar expressions and variations thereof.

These information and statements are based on Trimac's perception of historic trends, current conditions and expected future developments, as well as other assumptions, both general and specific, that we believe are appropriate in the circumstances. Such information and statements are, however, by their very nature, subject to inherent risks and uncertainties, of which many are beyond the control of the Company, and which give rise to the possibility that actual results could differ materially from our expectations expressed in or implied by, such forward-looking information or forward-looking statements.

Unless otherwise stated, the forward-looking information and statements contained in this report are made as of the date hereof and Trimac disclaims any intention or obligation to publicly update or revise any forward-looking information or forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law. While we believe the assumptions underlying these forward-looking statements were reasonable as of the date of this report, readers are cautioned not to place undue reliance on them.



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