

TRIMAC TRANSPORTATION



ON THE ROAD TO SUSTAINABILITY

2022 ESG REPORT





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OUR 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 (ESG) principles. Throughout our 78-year history, we have and will continue to proactively integrate ESG plans into our operations.

- ▶ About Trimac
- ▶ Current Operations and Investments
- ▶ A Message from our President & CEO
- ▶ A Message from our VP, People & Culture



About Trimac

We've come a long way since that warm summer day in 1945. When business partners J.W. McCaig and Al Cameron fired up a 1934 Ford V-8 in Moose Jaw, Saskatchewan, it sparked a century-long transportation legacy.

From that day on, we have become an undeniable leader in bulk carriers with a world-renowned reputation for safe and reliable service.

With over 100 branches and a wide range of experience and services—we are uniquely qualified to provide high-quality bulk shipping solutions.

Through strategic partnerships, we're able to provide a full range of services both in and out of the country so you can trust that you're never far from our support.

Our Approach

We've been at this for a long time. 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 and acquisitions has always been guided by the need to better understand and serve our customers. We come from humble beginnings, and we're just getting started.

Our team is 4,000 team members strong, including independent contractors. We possess unparalleled expertise in responding to most service demands in North America's key bulk commodity shipping locations and lanes.

Trimac was built on the foundation of service with safety, and we are honoured to **Safely Deliver Products that Improve Peoples' Lives.**

Our Five Foundational Principles

-  Work Safely
-  Develop Our People
-  Service Our Customers
-  Keep Equipment Moving
-  Innovate to Disrupt



Our Core Values

Do the Right Thing

Demonstrate Integrity

Hold ourselves to high standards and take accountability

Embrace Diversity

Our diversity of people and thought makes us stronger

Lead by Example

We value hard work like we do honesty and respect

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

Rise to the Challenge

Overcome Obstacles

Overcome difficulty, embrace change, and pave new paths

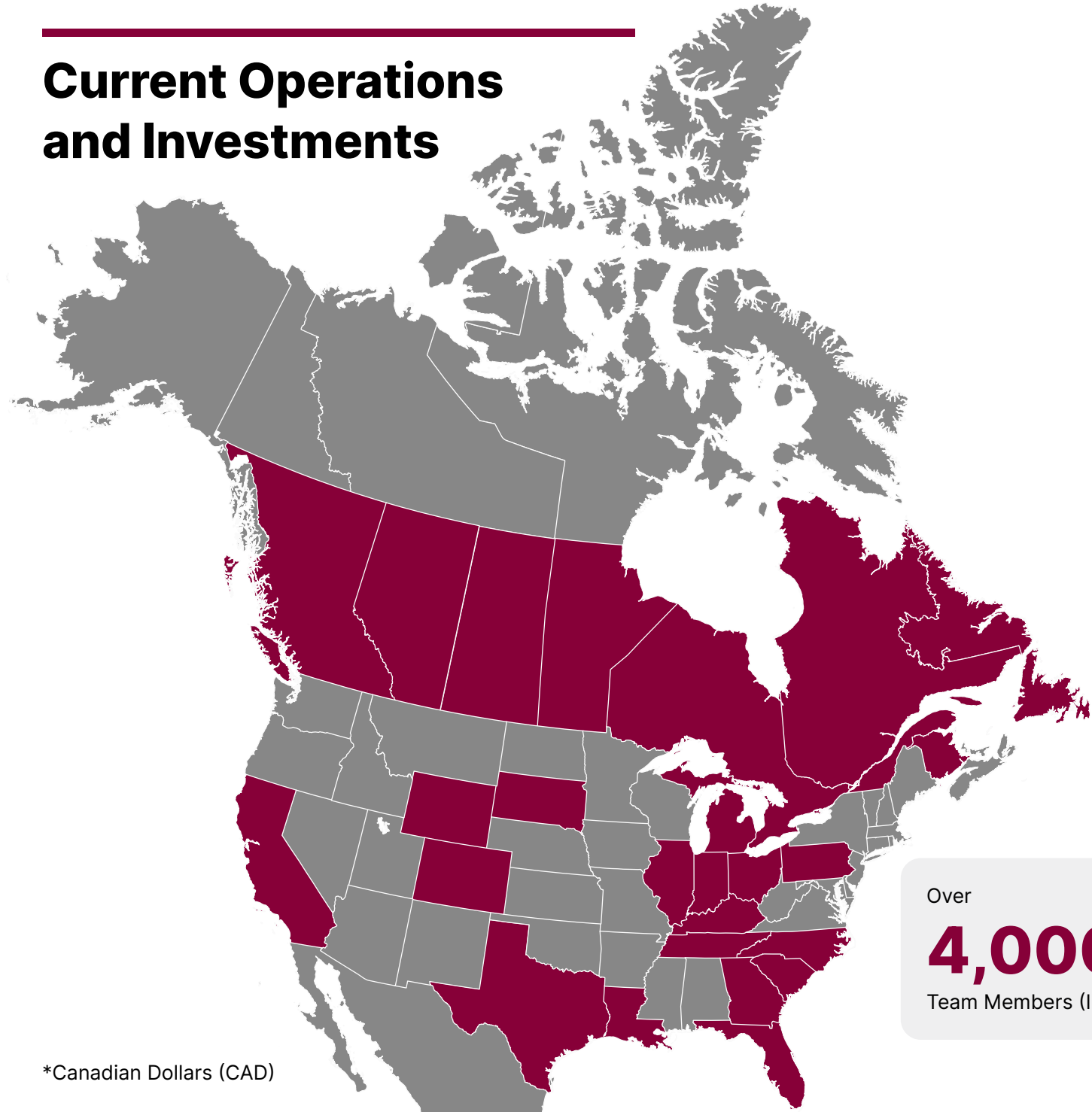
Drive Team Effectiveness

Emphasize compliance, simplify processes, nurture improvement

Lead by Example

United by purpose to be our customers' first choice

Current Operations and Investments



Over
100
Facilities

Over
\$1 Billion*
In Revenue

Over
4,000
Team Members (Incl. ICs)

Approximately
3,750
Trailers

\$217M*
Invested in Fleet and
System Upgrades over the
past 5 years

Approximately
1,000
Company Tractors



*Canadian Dollars (CAD)

A Message from our President & CEO

Trimac's success is deeply rooted in our values, which have been at the heart of our growth and reputation as an industry leader.

As we evolve, Trimac is committed to embracing strong Environmental, Social, and Governance (ESG) principles. We recognize the responsibility we share with our customers and are dedicated to being a partner and strategic choice in achieving joint ESG and supply chain goals. Aligning with our initiatives, we plan to engage in capital expenditures that are innovative and socially and environmentally conscious and increase our percentage of ESG related capital expenditure to 50% by 2025.

Sustainability Initiatives: Our climate-change and sustainability strategies are designed to minimize our carbon output, reduce fuel consumption, and conserve water resources.

We search for innovative ways to enhance operational efficiency while prioritizing the safety of our employees, customers and communities, and safeguarding the environment.

In recent years, Trimac has made significant strides in our sustainability efforts. We have invested heavily in the modernization of our fleet by adopting fuel-efficient tractors and trailers with advanced technology systems, which optimize fuel consumption, improve safety and help us to identify areas for improvement.

Trimac is pioneering the adoption of alternative fuel transportation solutions, partnering with leading manufacturers and technology organizations to identify and implement alternatively fueled vehicles that meet the needs of the transportation industry. By strategically evaluating costs and benefits, we aim to deploy electric vehicles wherever they offer a combination of environmental benefits and economic viability.

To further drive our ESG initiatives across our supply chain, we have collaborated closely with customers, suppliers, technology companies, and industry partners. By collectively developing innovative transportation solutions, we seek to optimize efficiency, reduce our environmental impact, and enhance safety.

As part of our sustainability commitment, in 2022, we have allocated over 35% of our overall capital spending to enhance our fleet's eco-friendliness, install high-efficiency boilers in our facilities and implement machine learning for predictive maintenance.

Health and Safety: We prioritize the health and well-being of our personnel by providing comprehensive health and benefit plans, as well as offering courses and seminars to address mental health, stress management, and personal development. Trimac's safety-focused culture ensures the well-being of all employees and contractors. We live safety and it is ingrained in every aspect of our operations, making it a way of life for all personnel.

As we continue to grow and evolve, Trimac remains committed to leading the bulk transportation industry by promoting safety, sustainability, innovation, well-being, diversity, and corporate governance. Through our dedication to ESG principles, we contribute to a greener planet and strive to inspire positive change across our industry and beyond.



Matt Faure
President & CEO
Trimac

A Message from our VP, People & Culture

The Trimac Transportation Group of Companies is a federally regulated transportation organization that operates both regionally, statewide and inter-provincially providing transportation and logistics services across Canada and the United States of America.

Due to the nature of our work, Trimac is dedicated to maintaining the highest standards of ESG principles within our operations. Through our initiatives, we aim to do more than operate responsibly and mitigate risk; we want to create value for those we serve by safely transporting products that improve people’s lives.

Diversity, Inclusion, Equity and Belonging: We believe that diversity, inclusion, equity and belonging (DIEB) are not merely ethical imperatives but also drivers of innovation and success.

In 2020, we established a DIEB Council that hosts monthly learning sessions encouraging employees to “bring their true selves to the workplace.” Examples of sessions facilitated include “Value of Belonging,” “Diversity in Trucking,” “Inclusion and You,” and “Equity Theory.” We continue to facilitate our five-part DIEB training series with topics including Disability Awareness, Systemic Barriers, Bias Awareness, Respect in the Workplace, and Inclusivity Training.

We proudly communicate our commitment to DIEB on our external facing website, social media platforms and marketing materials.

Since 2021, we have seen significant increases in the number of visible minorities across our workforce, with an 18% increase of total visible minorities, an 18% increase in visible minority drivers, and a 14% increase of visible minorities in managerial roles. By adhering to strong DIEB initiatives, we were awarded with the 2022 Diversity, Equity, and Inclusion Change Leader Award by the American Trucking Association.

Health and Wellness: We recognize the health and well-being of our employees is paramount to their ability to succeed. Trimac has implemented comprehensive wellness courses and seminars that discuss issues of stress, pressure and burnout, harassment and violence prevention, leadership, and personal development.

By investing in our employees’ well-being, we have created a culture that supports the personal and professional growth of everyone at Trimac.

Governance and Ethics: Maintaining the highest level of corporate governance standards and ethical conduct is a key driving factor in our success. Trimac prioritizes transparency, accountability, and integrity in all aspects of our organization. Our corporate framework ensures that we adhere to regulatory and safety requirements, mitigate risk, and uphold the trust bestowed upon us by our communities and stakeholders.

Our ESG initiatives are an integral part of our journey toward a more inclusive future. As one of the safest and most efficient organizations in the trucking and logistics industry, we have the power to inspire change, set new standards, and make lasting impressions. Together, we can foster a culture that both empowers our people and revitalizes our planet.



Rhonda Leason

Rhonda Leason
VP, People & Culture
Trimac

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.

- ▶ Investing in Sustainability
- ▶ Vehicle Electrification
- ▶ Trimac Facilities
- ▶ Sustainability Partners
- ▶ Yearly Fuel Consumption



Investing in Sustainability

Trimac is committed to sustainability and environmental stewardship. As one of the leading providers of bulk transportation and logistics services in North America, we recognize the importance of protecting the environment and have made significant strides in recent years to enhance our sustainability efforts.

Through various proactive measures, Trimac has made an effort to reduce our carbon footprint, promote sustainable practices across all operations, and make positive contributions to the people and communities we serve.

One of our primary focuses for sustainability is the reduction of greenhouse gas (GHG) emissions across all operations. The transportation sector is a significant contributor to carbon dioxide emissions, and we've implemented various strategies to address these issues. By 2025, we aim to significantly reduce our water use and GHG emissions by 15% from 2020 levels.

Further, Trimac has invested heavily in the modernization of our fleet with the adoption of fuel-efficient trucks and trailers equipped with advanced technology systems that optimize fuel consumption and provide reports on how to improve.



Learn more about Trimac's sustainability efforts at trimac.com/sustainability

Tractor Fleet

The bulk of our tractor fleet consists of Freightliner Cascadias, the most advanced highway truck Freightliner has ever offered. The truck's aerodynamic fram helps it slice through air and boost fuel economy on medium and long-haul trips. The Cascadia is equipped with the Detroit® Integrated Powertrain and a fuel efficient engine that reduces our overall fuel consumption.

Trimac has also embraced the possible implementation of alternative fuels and technologies in our fleet. In recent years, we have actively explored the use of cleaner energy sources like electricity and hydrogen power to evaluate the feasibility of integrating them into our fleet.

Supply Chain and Capital Spending

Trimac recognizes the importance of collaborating with customers, suppliers, technology companies, and industry partners to drive sustainability across our supply chain. We have been working closely with companies to develop innovative transportation solutions to optimize efficiency, reduce our environmental impact and promote safety.

Over the past two years, just over 35% of our overall capital spending has been allocated to new tractors and trailers, high-efficiency boilers in our facilities, and swapping out legacy electronic logging device systems to drive efficiency. We recognize that environmental stewardship is an ongoing journey and we remain committed to continuous improvement to create a more sustainable future for the transportation industry and contribute to a greener planet.

489k

Gallons of fuel saved between 2019 and 2022 across our total fleet

Read more on page 14

16k

Litres of water saved annually at each of our modernized washracks.

Read more on page 12

Over

35%

Of our capital spending has been allocated to sustainable trucks and technologies

Approximately

55k

Gallons of fuel saved using EcoFlaps

Read more on page 13



Freightliner Cascadia

Vehicle Electrification

A key pillar of our sustainability strategy has been advancing our vehicle electrification efforts. Recognizing the environmental benefits and long-term viability of alternative fuel vehicles, we have embarked on several initiatives to accelerate the adoption of alternatively fueled transportation solutions across our fleet.

As an innovator in the industry, we have been conducting extensive research and development and collaborating with leading manufacturers and technology organizations to identify and implement electric vehicles that meet the needs of the transportation industry.

There are several economic advantages to switching our current fleet with alternatively fueled vehicles. As technology continues to advance and the scale of global economies increases, costs associated with alternatively fueled transportation have become more competitive.

With this considered, Trimac strategically evaluates the cost of ownership of alternatively fueled vehicles including acquisition costs, operational expenses, maintenance requirements, and potential incentives.

By analyzing these factors, we aim to identify possible opportunities where electric vehicles can offer both environmental benefits and economic viability.

To support the adoption of an alternatively fueled vehicle fleet, Trimac has been collaborating on electric vehicle initiatives and key stakeholders in the industry. We have partnered with MEDATech and a government consortium, AZETEC, to aid in the testing and development of electric and hydrogen fuel cell tractors. With these strategic partnerships, we aim to enhance the accessibility of electric transportation.

AZETEC

Trimac is a partner in the Alberta Zero Emissions Truck Electrification Collaboration (AZETEC) project led by the Alberta Motor Transport Association (AMTA).

The project will feature the development of two long range fuel-cell electric trucks for operation between Edmonton and Calgary. The fuel cell trucks will be powered by Ballard power System's next generation proton exchange membrane fuel cell engine, integrated with a lithium-ion battery pack into a hybrid electric drive by Dana. The project will be implemented on a Freightliner Cascadia, the same platform as our primary fleet vehicle.

The project aims to develop and test a 700-km plus range zero-emissions truck capable of the same demands as traditional combustion engine vehicles. The AZETEC project is the first transportation technology project to be conducted at the AMTA training and testing facility at the Edmonton International Airport.



Learn more about AZETEC at eralberta.ca/projects/details/alberta-zero-emissions-truck-electrification-collaboration-azetec

MEDATech

Trimac is partnering with MEDATech to test a fully-electric, on-highway transport truck to haul copper concentrate from Teck's Highland Valley Copper Operations in interior British Columbia (B.C.), to Ashcroft, B.C. The project involves two hydrogen / diesel duel-fuel projects, achieved by modifying standard diesel engines, compressed natural gas trucks, electric trucks, and tailpipe emission capture technology.

Since December 2022, MEDATech has been testing a one-off tractor unit built on a Western Star chassis. The battery-electric drive system is expected to work more efficiently than a comparable diesel engine, outputting approximately 830 horsepower. It is configured to continuously deliver around double the amount of torque of standard diesel engines.



Learn more about MEDATech and the high transport truck project at medatech.ca



Teck's Highland Valley Copper Operation

HTEC H200 Gateway Program

The HTEC H200 Gateway Program is a groundbreaking initiative to deploy hydrogen fuel supply infrastructure and heavy-duty fuel cell trucks in British Columbia and Quebec. The project involves the deployment of 200 heavy-duty hydrogen fuel cell vehicles, the establishment of 16 hydrogen fueling stations, and the implementation of two large-scale by-product hydrogen liquefaction systems.

In collaboration with over 20 Canadian private partners and with support from multiple government funding agencies, HTEC aims to accelerate the availability of heavy-duty hydrogen fuel cell vehicles in Canada. Through the establishment of hydrogen hubs and a network of hydrogen fueling stations, HTEC seeks to interconnect the infrastructure necessary for the widespread adoption of heavy-duty hydrogen vehicles.



Learn more about HTEC and the H200 Gateway Program at htec.ca



Innovative Fuel Systems

We understand the need to reduce GHG emissions within the industry and recognize the importance of using hydrogen as a GHG reducing fuel.

In 2022, Trimac collaborated with Innovative Fuel Systems (IFS), a cleantech greenhouse gas reduction company, to advance hydrogen fuel use in 90% of heavy-duty truck engines using IFS's retrofit Multi-Fuel Technology platform (MFTP™).

The platform currently stands as the fastest and most economically efficient pathway to hydrogen fuel use within the transportation industry and uses proprietary technology that enables existing heavy-duty fleets to be retrofitted for hydrogen fuel use.

Hydra Energy Corporation

Earlier this year, Trimac began working with the Hydra Energy Corporation to retrofit one of our fleet trucks with the company's hydrogen fuel cell technology. Trimac's supplied unit was retrofitted with Hydra's intake manifold hydrogen system in July 2023 and is currently being tested.

Hydra's fuel cell technology can reduce GHG emissions as much as 40% per truck with the goal of transitioning to a 100% reduction down the road. The funding for the project continues for two years, and testing will take a minimum of six months.



View our supplied truck with Hydra's intake manifold hydrogen system here



E-Cascadia

Trimac is currently investigating a potential application for the Freightliner E-Cascadia, a fully electric version of our primary fleet truck. The E-Cascadia houses the same technology as our current Cascadia models. It features an estimated 220 mile (350-km) range and has a gross combination weight (GCW) of 82,000-lb.

Tesla Semi

In December 2017, Trimac placed five manufacturing reservations for the Tesla Semi, the most powerful and fuel efficient electric semi ever made. It features three independent motors to provide instant torque and unmatched power at any speed. The Tesla Semi has an estimated 500 mile (800-km) range, an 82,000-lb GCW and can charge its battery to to 70% in 30 minutes. We do not have an estimated time of arrival for the vehicles.

Trimac Facilities

In 2022, Trimac implemented an Environmental Management System to simplify and streamline monitoring of our facility processes, which contributes to a reduction in time spent entering data and increases data accuracy at approximately 20 transloading, washrack, and shop locations. Our goal is to increase locations monitored by 30% by June of 2024.

Our environmental compliance team is strategically integrated into the company's daily operations managing risks, tracking compliance trends, actively monitoring the quality of water discharge and facility emissions.

Championing environmental stewardship extends to all aspects of our business and includes ensuring that best practices are followed to reduce environmental impact, which requires coordination, and communication—and the hands-on involvement and awareness of our employees.

Other benefits that have been realized since our new Environmental Management System has been implemented include reduced paper usage, greater information accessibility and increased efficiency in collecting audit and reporting data inputs. In addition, if a contravention were to occur, system notifications delivered to appropriate team members allow us to react quickly to establish and implement corrective measures to get the facility back on course.

Environmental Performance Data

Now that our organization can provide instantaneous information for facilities that are utilizing the electronic Environmental Management System, our environmental compliance team, operational management, and facility employees have an easy method to determine their compliance status in key environmental areas. This information increases our ability to direct our resources more precisely for improvements.

Trimac is continuing to progress our internal systems by advancing data quality and metric reporting to further increase transparency at our washrack and transloading facilities by monitoring real-time compliance with inspections, tasks, wastewater discharge and exceedances, air emissions, enforcement violations and/or fines.

Washrack Facilities

In 2021, Trimac proudly launched the first Groninger high-pressure, low-resource volume tank wash technology in Canada. This system supports our environmental initiatives as it runs for approximately 20 minutes of wash time compared to the typical 90-minute wash time required by traditional systems.

With a significant time reduction, this cleaning system uses significantly less water in the process (from 100 gal/min of water with 250-300 psi pressure to 26-52 gal/min with 1,700-2,200 psi pressure), and saves energy costs.



Learn more about our tank wash and service operations at nationaltankservices.com

Tire Re-Treading

Trimac re-treaded over 7,400 tires in 2022. A re-treaded tire only uses 20% of the raw materials required to manufacture a new tire and reduces scrapping and incineration, significantly reducing the release of CO2.



Trimac Facility

Sustainability Partners

Operation Clean Sweep

Trimac is part of Operation Clean Sweep, an industry-led program focused on preventing plastic pellet, flake, and powder loss in the environment. Its objective is to ensure that commonly used plastic pellets are handled and contained properly to prevent them from becoming marine debris or entering the environment and affecting wildlife.

Operation Clean Sweep provides guidance, best practices, and training resources to help implement effective management practices and minimize the risk of plastic loss during production, storage, transportation and handling.

By partnering with Operation Clean Sweep, Trimac aims to protect waterways, wildlife, and ecosystems from plastic pollution.



SmartWay Transportation Partner

Trimac is a SmartWay Transportation Partner with Natural Resources Canada (NRCan) and the United States Environmental Protection Agency (EPA).

As a SmartWay Transportation Partner, Trimac engages in ongoing data collection and environmental performance reports in an effort to promote cleaner, more sustainable transportation practices. We monitor key metrics such as fuel efficiency and vehicle mileage across our fleet range and report our data findings back to NRCan and the EPA.

Being a SmartWay Transportation Partner demonstrates our dedication to responsible and sustainable transportation practices alongside committing to reducing emissions, improving fuel efficiency, and contributing to a more sustainable future for our industry.

E-Smart Control

E-Smart Control is a road specific speed limiter being tested on 10 California-based units and five Alberta-based units that use GPS to determine unit location and manage maximum speed limits. Since its implementation, Trimac has reduced its fuel consumption, mitigated speed violations, and improved driver and fleet safety scores.

EcoFlaps

EcoFlaps are innovative mud flaps for tractors and trailers that result in a projected 55,000 gal (210,000 L) reduction in annual fuel usage. Ecoflaps also reduce road spray compared to traditional mud flaps, making travel safer for both our drivers and surrounding motorists.

Responsible Care Partner

Trimac is also a Responsible Care Partner, a global initiative focused on promoting the safe and sustainable management of chemicals in the supply chain.

As a partner, Trimac adheres to stringent standards and best practices to ensure the safe handling, transportation, and storage of chemicals while minimizing environmental impacts and prioritizing the health and safety of our employees, customers, and the communities we serve.

As a Responsible Care Partner, we undergo regular performance assessments, audits, and third-party verifications to ensure our compliance with the program's rigorous standards. At Trimac, we embrace a culture of continuous improvement and we do so by implementing corrective actions to enhance our performance in safety, social responsibility, and environmental sustainability.



Learn more about being a responsible care partner here: canadianchemistry.ca/responsible-care/

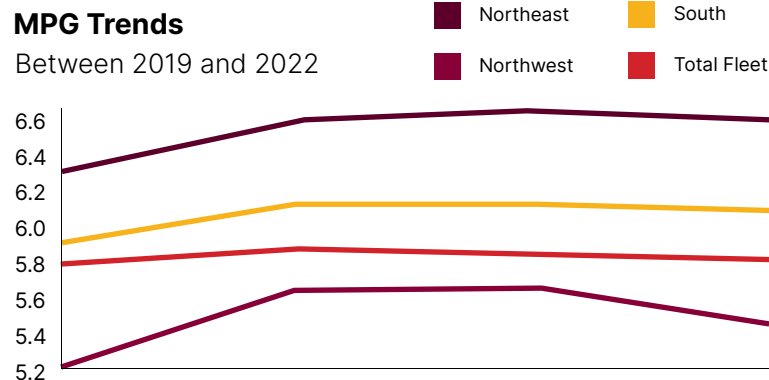
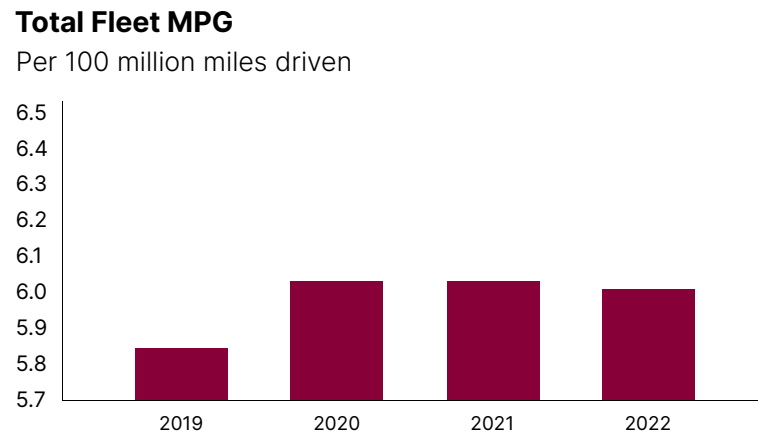
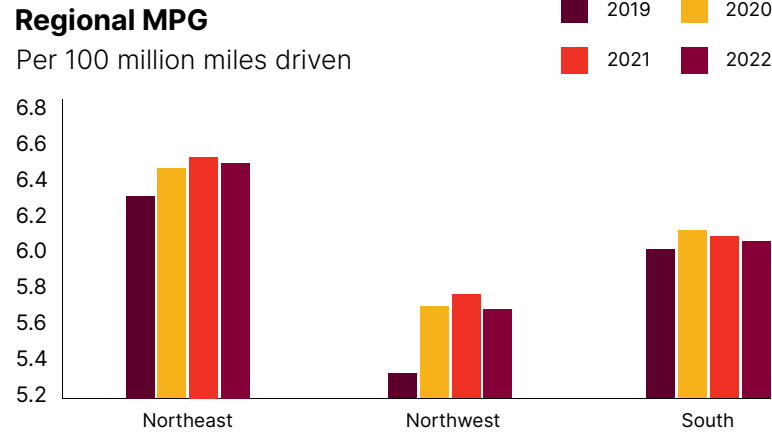
Yearly Fuel Consumption

Trimac is constantly looking at ways to reduce fuel requirements and closely tracks consumption to measure the success of our efforts. In 2022, our total fleet's fuel consumption was 489,300-gal (1,852,201-L) less than it was in 2019 for every 100 million-M (164 million-km) driven.

Over the next five years, our goal is to reduce our fuel consumption by at least 2.5% each year. By 2027, our total fleet's fuel consumption would be approximately 536,786-gal (2,031,887-L) less than our current fuel consumption for every 100 million-M (164 million-km) driven.

The following chart shows our regional miles per gallon (MPG) consumption for every 100 million-M (164 million-km) driven between 2019 and 2022:

Region	2019	2020	2021	2022
Northeast Region	6.34	6.56	6.64	6.59
Northwest Region	5.23	5.54	5.57	5.41
South Region	5.90	5.98	5.95	5.93
Total Fleet	5.81	6.05	6.05	5.98



Northeast Region

206K

Gallons (779k L) of fuel saved for every 100 million M (164 million km) driven compared to 2019 levels

Northwest Region

183K

Gallons (692k L) of fuel saved for every 100 million miles (164 million km) driven compared to 2019 levels

South Region

53K

Gallons (200k-L) of fuel saved for every 100 million miles (164 million-km) driven compared to 2019 levels

Total Fleet

489K

Gallons (1.8 million L) of fuel saved for every 100 million miles (164 million km) driven compared to 2019 levels





SOCIAL

The health, safety, and well-being of our workforce are the first considerations in everything we do. By operating with a safety and community-focused mindset, we foster a culture of inclusion and belonging.

- ▶ Safety at Trimac
- ▶ Diversity, Inclusion, Equity and Belonging
- ▶ Community and Indigenous Relations



Safety at Trimac

Safety is ingrained into the culture at Trimac and we are committed to the well-being of all employees and contractors; ensuring everyone at Trimac, regardless of position or title, feels safe at work. By fostering a safety-focused culture, implementing robust training programs, and adhering to regulatory standards, we set the bar for safety throughout the transportation industry. All meetings at Trimac start by reciting our Safety Commitments:

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

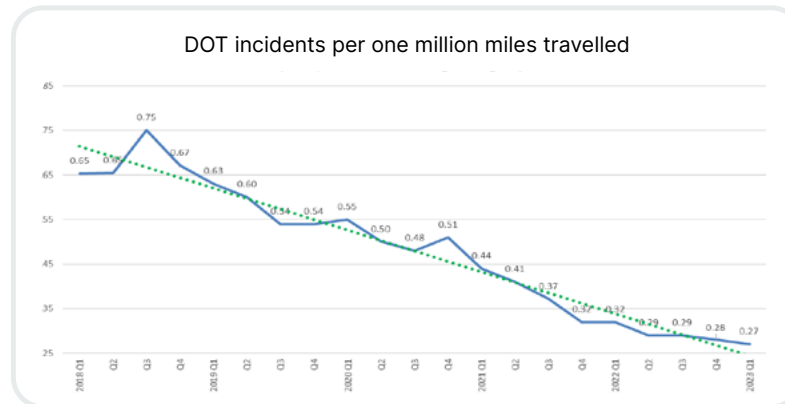
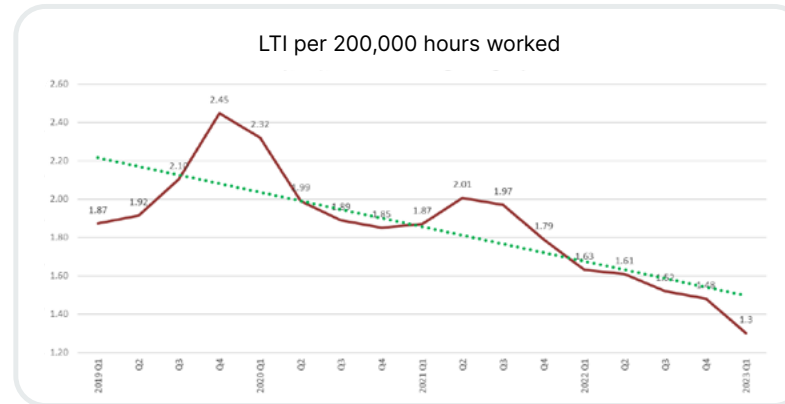
We operate with a strong safety philosophy that encourages a proactive approach to hazard identification that helps to keep employees and those around us safe. Our Safety programs create a learning culture around the idea that our lives and those of the communities we serve benefit by making safety a way of life.

CPR Certification

All personnel at Trimac are required to hold current cardiopulmonary resuscitation (CPR) certification, regardless of location or role within the company. This provides an opportunity for appropriate, and possibly life-saving reactions in the event of an incident.

Safety Performance Records

Trimac achieved record performance in both Department of Transportation Reported Incidents (DOT) and Lost Time Injury (LTI) frequencies during 2022. As shown in the charts below, Trimac's safety performance trend since 2019 has been very favourable on both measurements.



Trimac focuses on front-line reporting in both our truckline and shop facilities. Recently, we implemented a forward facing in-cab video recorder and a safety analytics platform that assists the Trimac team in improving our overall safety performance.

2022

14%

Reduction in DOT to a frequency rate of 0.28

2022

20%

Reduction in LTI to a frequency rate of 1.49

2023 Target

3.7%

Reduction in DOT to a frequency rate of 0.27

2023 Target

4.9%

Reduction in LTI to a frequency rate of 1.42

Proactive Reporting

Proactive reporting is a fundamental aspect of Trimac's commitment to transparency, accountability, and responsible business practices.

At Trimac, we encourage the use of proactive reporting to address and identify problems and incidents throughout our operations. We have created outlets for reporting accidents including direct communication with supervisors and management, along with 24-hour emergency and nurse triage lines.

As a result of our focus on safety, Trimac was awarded the National Tank Truck Carriers (NTTC) Competitive Safety Award in 2022, for the fourth time. This award recognizes tank truck operations in North America with the best safety program and record for the year.

Diversity, Inclusion, Equity & Belonging

Trimac values diversity and inclusion and is proud to have a workforce made up of people from different backgrounds, skillsets and talents.

In 2020, Trimac founded its Diversity, Inclusion, Equity, & Belonging (DIEB) Council, which spearheads educational and social activities to promote Trimac as a welcoming place for all.

Thanks to the efforts of the DIEB Council, Trimac was awarded the 2022 Diversity Equity and Inclusion Change Leader Award from the American Trucking Association. Additionally, we have been recognized as a Top Company for Women to Work For in Transportation by the Women in Trucking Association, five times.

Our DIEB initiatives position Trimac to attract and retain top talent across North America and provides us with an opportunity to bring together unique perspectives, observations, skillsets, and business acumens that solve today's problems while targeting solutions for tomorrow.

At Trimac, we challenge ourselves to be self-aware of our own identities, personal backgrounds, and experiences by identifying how our perceptions and attitudes are different from our diverse colleagues' perceptions and attitudes, which collectively strengthen our unique team in cohesion and collaboration.

Programs, Policies, and Practices

Trimac's DIEB Council has developed its own programs, policies, and practices dedicated to supporting all employees within the company. These include pages on Trimac's intranet site that serve as a resource centre for DIEB information materials and policies, such as Trimac's Equal Employment Opportunity Policy.

Progress by the Numbers

During 2022, our diversity results have improved significantly, highlighting our efforts to make Trimac a more inclusive, safe and equitable place to work.

18%
Increase in visible minorities across our entire workforce

14%
Increase in visible minorities in managerial roles

18% Increase in visible minority drivers across our entire workforce



Employee Education

Trimac's commitment to DIEB is educating our teams to be aware of and step away from unconscious bias and prejudice to create a safe environment at work and in the communities we serve. Throughout the year, we provide various formal and informal learning opportunities to discuss diversity in the workplace.

In 2022, the DIEB Council presented a four part module webinar series for employees covering topics including the "Value of Belonging," "Diversity in Trucking," "Inclusion and You," and "Equity Theory."

Further, we enacted an informative digital storytelling series celebrating holidays and historical events around the world, honouring groups who have made an impact in society, and bringing awareness to issues that individuals and communities face.

Health and Well-Being

Health and benefit plans are provided to all employees and are available to all Independent Contractors. We want to ensure that if the physical or mental health or well-being of Trimac personnel suffers, those individuals have the resources needed to work toward recovery.

We also provide courses and seminars, both live and asynchronous, that discuss dealing with stress, pressure and burnout, substance use, harassment and violence prevention, leadership and personal development.

Community and Indigenous Relations

Throughout our 78-year history, Trimac has been committed to being a responsible community leader by actively engaging in initiatives that promote education, employee well-being and community support. Being a good community leader involves building relationships between national and international organizations that work to improve our industry and its practices and contributions to society.

In recent years, Trimac has been involved in a variety of national organizations throughout Canada and the United States, and has worked with those organizations to discuss best safety practices, handling hazardous materials policies, the advancement of women in the trucking industry, combatting human trafficking, managing litigation risk, and advocating for tort reform proposals.

Recently, we also performed an internal audit of our significant national and international vendors to ensure none appeared to be subject to claims of negative business practices such as forced or exploitative labour.

On this front, Trimac will comply with the compliance and reporting requirements of the Modern Slavery Act (and similar applicable legislation in other jurisdictions) which comes into effect in Canada on January 1, 2024 with the objective of mitigating the use of forced and/or child labour at any point within a company's supply chains.

Giving Back to our Community

On a regional and local basis, giving back to our communities has been a part of the Trimac culture for a very long time.

For over 25 years, Trimac has been running a United Way campaign each fall to support the organization's community impact in giving back. The week-long campaign raises funds for local United Way chapters to assist those that require a little extra help in the community.

In 2020, we expanded our fundraising efforts to span our North America operations, resulting in our 2021 and 2022 campaigns each raising more than \$74,000 for those in need.

Outside of this campaign, Trimac commits more than \$200,000 annually to various charities and employee-supported philanthropic programs.



Learn more about Trimac's corporate responsibility and community building efforts at trimac.com/corporate-responsibility

Educational Seminars

Trimac is committed to fostering a culture of inclusivity, cultural awareness and safety within the transportation industry. In an effort to address important topics like mental health awareness, the need for inclusivity, and reporting suspicions of human trafficking, Trimac has been conducting educational seminars aimed at raising awareness and equipping employees with the necessary knowledge and tools to navigate these critical issues.

Mental health awareness is a key focus of our educational seminars. We recognize the importance of supporting employee well-being and creating an environment that promotes mental wellness. Through our seminars, Trimac provides valuable information regarding mental health, including common mental health challenges, stress management techniques, and available resources for support.

Trimac is also dedicated to addressing issues of human trafficking in the transportation industry. Through our educational seminars, we provide employees with the knowledge about the signs of human trafficking and equip them with the tools to recognize and report any suspicions. We emphasize the importance of being vigilant, observing unusual behaviour and reporting any concerns to the appropriate authorities.

Indigenous Relations

Trimac recognizes the importance of building and maintaining positive relationships with Indigenous communities across Canada. We are committed to engaging in respectful and collaborative partnerships that prioritize mutual understanding, cultural sensitivity and meaningful dialogue.

Trimac has had a history of working with Indigenous communities and organizations for over 37 years and we continue to work with community leaders to develop programs that recruit more Indigenous peoples into the transportation industry.

In 1986, Trimac and Kitsaki Management formed Northern Resource Trucking, a transportation provider that primarily services the uranium mining industry in northern Saskatchewan. Northern Resource Trucking operates as a limited partnership organization mostly comprised of First Nations and Métis partners across Saskatchewan. To this day, Trimac holds a 29% interest share with the organization.

Our approach with Indigenous relations is to actively seek to build trust, establish long-term partnerships, and educate our employees on Indigenous-related issues. This includes engaging in open and transparent communication, providing free courses for our employees to learn about Canada's Indigenous peoples and their history, consulting with Indigenous communities on matters that may affect them and integrating traditional knowledge and cultural perspectives into decision-making processes when appropriate.



Learn more about Trimac's relationship with Northern Resources Trucking at nrtlp.com/about-us



Indigenous Recruitment Partnerships

Trimac recently began working with Aboriginal Futures, a program that provides education, training, and employment support for Indigenous peoples in Calgary, Alberta and surrounding areas.

Additionally, we have partnered with Trade Winds to Success, an organization by the Joint Training Trust Fund that partners with Indigenous community organizations and government funding agencies to provide First Nation, Métis, and Inuit peoples the opportunity to receive pre-apprenticeship training and shop experience in various trades.

Currently, the programs only offer industrial mechanic opportunities. However, Trimac has been working alongside the organizations and will be posting to their job boards and attending recruitment events in hopes of offering a heavy-duty mechanic program for alumni who have received mechanic training and are interested in working with Trimac.

These programs provide us with the opportunity to build stronger relationships with Indigenous organizations and communities and welcome more Indigenous peoples into the transportation and logistics industry.

Support for Veterans

Trimac is committed to supporting veterans and recognizes the valuable skills, experience and dedication they bring to our industry. We actively seek to hire and retain veterans at Trimac, providing them with opportunities for meaningful employment and career advancements within the transportation industry.

As part of our veteran support initiatives, Trimac offers specialized recruitment programs and resources tailored to veterans' needs. For instance, Trimac recognizes Military Occupational Skills in our minimum professional driver requirements. Related experience under 88M, 35 Series, and 2T series that are equivalent to motor vehicle operating skills are accepted and transferable.

At Trimac, we recognize the skills that veterans possess and we seek to leverage them and provide training and development opportunities to veterans.



Learn more about Trimac's military and veteran support at trimacjobs.com/military-and-veteran-support





GOVERNANCE

Trimac recognizes the importance of upholding strong corporate governance strategies. By embracing strategic leadership practices, we've developed a framework for innovation and resilience.

- ▶ Board Oversight
- ▶ Cyber Security



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 ensure they are effective and in-line with our values.

The Board of Directors at Trimac consists of 67% independent members who place heavy emphasis on executing an effective governance model. Through the various committees, including Audit, Governance and Compensation, and Health, Safety, Security and Environment (HSSE), the Board exercises oversight and guides management in the execution of Trimac's strategy.

Trimac recognizes the importance of stakeholder engagement and collaborates regularly with our driving force, labour union groups and industry associations throughout North America to maintain a current view, adjust strategies, and contribute information and guidance to the transportation industry.

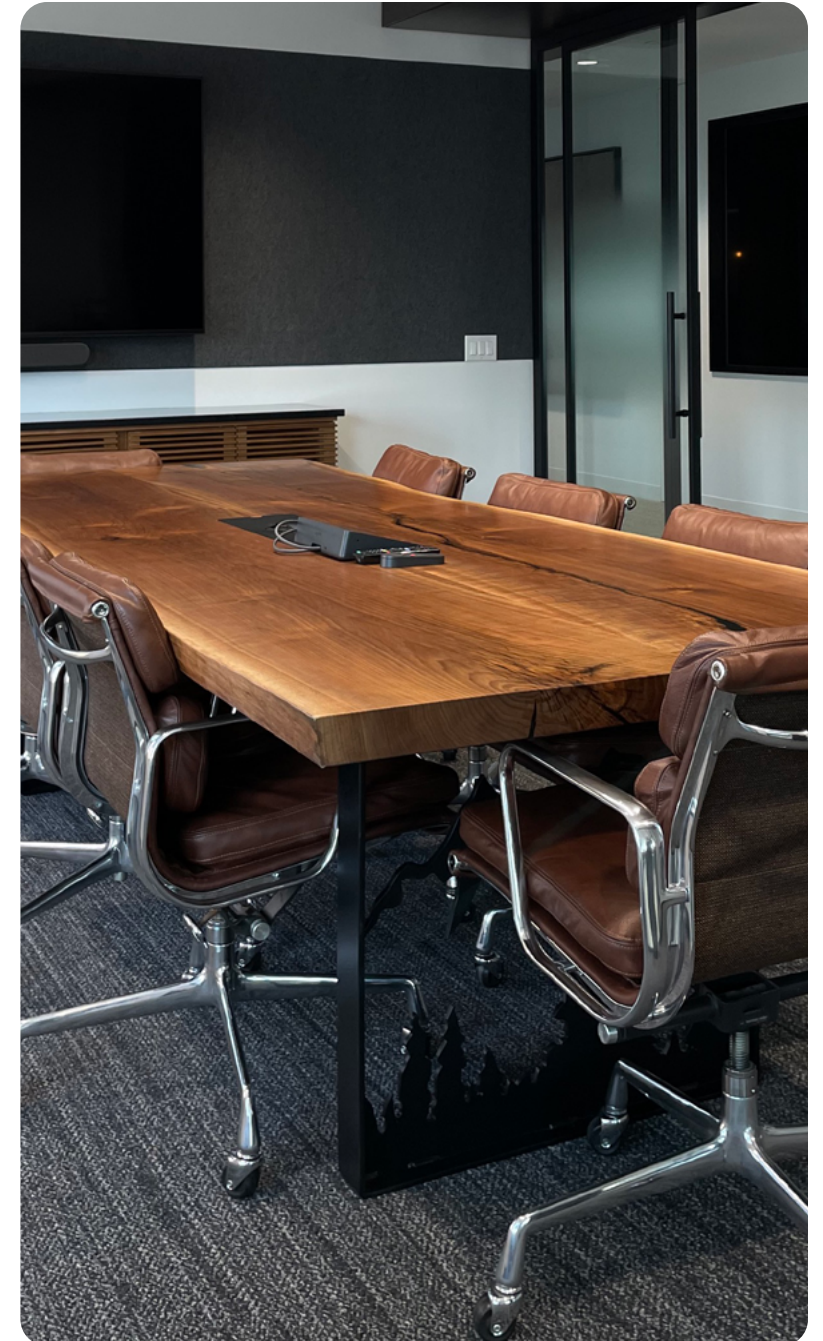
As part of its oversight of strategy execution, the Board of Directors also reviews, on at least an annual basis, management's risk assessment for operations, along with its plan for risk mitigation. The risks assessed range from succession planning and particular staff shortages, to supply chain interruptions, economic weakness, and catastrophic events.

Both the Board of Directors and management of Trimac recognize the importance of accountability for financial, safety and operational performance, and for the ethics and integrity under which the organization operates. Each previously listed area is reviewed by the Board at quarterly meetings, and by management on a more frequent basis.

The recently expanded and improved Code of Conduct and Ethics is the starting point for determining the integrity and ethical standards expected of everyone at Trimac, and where questions arise regarding alleged incidents or questionable ethical practices, all parties are encouraged to report such questions, using Trimac's anonymous and confidential EthicsPoint (whistleblower) Line, if necessary.

Cyber Security

For several years, Trimac has engaged in ongoing cyber security exercises and business continuity planning, which coordinates recovery of critical business functions in managing and supporting the business recovery in the event of a disruption or disaster that could interfere with the organization's ability to deliver essential business services.





OUR COMMITMENT

Trimac continues to make ESG part of our company's purpose and our commitment to ESG principles stands as a resolute testament to our forward-thinking approach and responsible business practices.

By adhering to strict environmental standards and seeking innovative solutions, Trimac has taken meaningful strides toward innovation and sustainable practices in the transportation industry.

As an organization, we understand and acknowledge the commitment our customers have made to improve their ESG efforts and we recognize our responsibility to be a partner and a strategic choice in helping them achieve joint goals. We have and will continue to proactively integrate ESG plans into all areas of our business, enabling us to achieve our strategic goals with integrity.

In the realm of social responsibility, our commitment to fostering a safe and inclusive workplace culture alongside our focus on employee well-being, development, and empowerment has created a cohesive and motivated workforce that reflects our mission and key values.

'Service with Safety' is our motto and is a foundation that is built to last—with 78 years of traditions and innovative industry firsts that future generations can be proud to carry on.





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