

Bi-Annual Sustainability Report



Trotter & Morton

Bringing Buildings to Life, Sustainably

2025-2026 Edition

Bringing Building to Life, Since 1927

The Trotter & Morton Group of Companies' legacy of quality, safety, and innovation dates back to 1927. We are pleased to formalize our commitment to sustainability through the completion of our inaugural Sustainability Report. This report outlines our engagement in sustainable Environmental, Social, and Governance (ESG) practices. And true to our 97-year history of innovation, we have developed a plan that uniquely aligns with our operations and philosophy.

While ESG standards are crucial for evaluating a company's impact, we recognized the need to expand the traditional ESG framework to better reflect our values. We identified an additional element worthy of consideration as we worked on integrating the ESG pillars into our company: the internal well-being of the company. Inspired by the concept of Gross National Happiness (GNH)[1], we propose incorporating the collective well-being of our company and its employees as a pillar of our sustainability efforts. GNH emphasizes that true societal development occurs when economic and individual growth complement and reinforce each other. Upon consideration, we believe adding additional metrics related to the internal well-being of the company provides a more holistic view of our company's sustainability.

Based on adapting the concepts of ESG and GHN applied to a corporate setting, we focus on the creating a sustainable company through the following principles:

Sustainable and Equitable Socio-economic Development

- Economic growth should be sustainable and equitable, ensuring that all sections of society benefit.
- Financial Stability
- Health & Safety
- Diversity Equity & Inclusion



Conservation of Environment

- Environmental conservation is crucial to ensure that economic activities do not harm the natural heritage and resources of the country.
- Environment Management
- Emissions & Energy Consumption
- Waste Management



Preservation and Promotion of Culture

- Cultural heritage and traditions are vital for the identity and values of society.
- Employee Wellness
- Community Investment
- Stakeholder Relations



Good Governance

- Effective governance is necessary to ensure that the benefits of development are distributed fairly and that the rights of all citizens are protected.
- Ethics & Anti Corruption
- Supply Chain Management



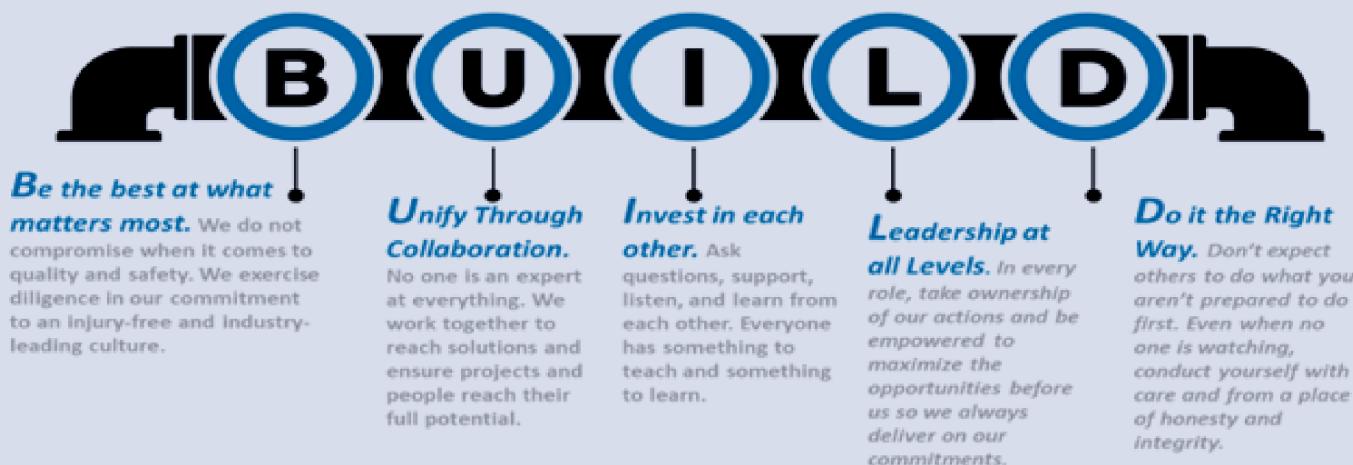
At Trotter & Morton, our commitment to sustainability goes beyond traditional metrics. We strive to create an environment where the well-being of our employees is as important as our environmental and governance practices. This approach not only reflects our core values but also ensures a more accurate and complete picture of our sustainability efforts.

Message from our CEO

This inaugural sustainability report marks a significant step in Trotter & Morton's commitment to sustainable business practices and achieving meaningful goals. This report gives stakeholders a clear view of our business and the lasting positive impacts we aim to create. Several notable events from the past year highlight our team's commitment and strength. After seven years of recognition as one of Canada's Best Managed Companies by Deloitte, Trotter & Morton achieved Platinum Level status, demonstrating our pursuit of excellence. Additionally, safety remains a core value of our business. We proudly announce that the Trotter & Morton Facility Services division received the 2023 LINC Service Operations Team Safety Award, distinguishing our Safety Director and Operations Team among 150 mechanical contractors across North America.

Our core purpose is to build on the company's legacy by uniting financially sound, entrepreneurially minded construction and maintenance companies that excel when working together. We aim to cultivate a desirable workplace that attracts and retains top talent. A significant part of our improvement is our collective effort to uphold superior environmental, social, governance, and cultural standards within our operational regions. We collaborate with our internal and external stakeholders to find synergies and innovations that maximize productivity and efficiency.

Recently, the company re-established its core corporate values based on extensive consultation with employees and management. Reflecting employee feedback and senior management alignment, these core values will BUILD the foundation for our next 100-year legacy.



Operating sustainably and building the best corporate culture is an important part of our commitment to "Do it the Right way" and part of our efforts to bring long-term value to our customers. In addition, through our value of having Leadership at all levels take ownership of opportunities, our sustainability and company well-being has been considered by leaders at all levels of the organization. Sustainability is an integral part of Trotter & Morton's overall corporate strategy, and we believe that our efforts to bring long-term value to our customers and communities will only be strengthened by our sustainability practices. We are committed to using innovative and thoughtful construction methods to build a sustainable world and strong communities.

Sincerely,
David Ryan
CEO of Trotter & Morton

About Trotter & Morton

Trotter & Morton was started as a plumbing and heating company in 1927. Since its humble beginnings, it has evolved over nearly a century to be a leader in the mechanical, electrical and service industries. Headquartered in Calgary, Alberta, the Trotter & Morton Group of Companies has expanded its expertise and services and had diversified construction operations in paving and pipe fabrication. Today, the Trotter & Morton Group of Companies is a dynamic and innovative organization that brings together a diverse group of building trades experts. Each with their own unique skillset and specialization, to offer our clients a comprehensive and integrated solution to bring our clients' buildings to life.

Trotter & Morton is an industry leader in mechanical and electrical construction, with offices in Alberta, British Columbia, and Manitoba. We specialize in tier 1 construction projects, including multi-floor renovations, industrial and commercial new builds, and multi-million-dollar hospital projects. Our service division, located in Calgary, Vancouver, Washington State, Oregon, Kansas City, and San Antonio, offers premium automation and maintenance to ensure our customers' building systems operate efficiently.



Trotter & Morton

Rambler Fabrication, provides top-quality pipe fabrication and welding services. We prioritize personalized customer service, involving clients in every project phase, from estimation to delivery, ensuring ethical practices and reliable performance.



Rambler
FABRICATION

Bow River Paving excels in residential and commercial pavement installations, maintenance, and resurfacing. We offer asphalt and concrete services, including overlays, new installations, and decorative surfaces. Our expertise in grading and drainage ensures the longevity and quality of our work.



Bow River
ROADWORKS

Our Approach to Sustainability

Trotter & Morton's core values, honed over nearly a century of experience, include relationships, quality, safety, entrepreneurship, collaboration, and integrity. These values foster an environment where employees feel empowered, managers are dynamic, and teams work synergistically to offer customers the same level of respect and attention that defines our approach. Our reputation for integrity, strong relationships, and a commitment to excellence has been instrumental to our success.

In 2022, we completed our inaugural formal materiality assessment to guide our future sustainability initiatives and prioritize the content of this report. We engaged ESG-focused third-party guidance and referenced the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) frameworks. The assessment was conducted in three stages: topic identification, prioritization, and validation. Trotter & Morton views materiality assessment as a dynamic process and is dedicated to the continuous evaluation and advancement of our ESG reporting standards and material factors to inform our future sustainability efforts. These efforts shape our sustainability strategy, enhancing our understanding of key issues and opportunities for positive impact while identifying and managing risks.

This report examines material ESG topics across four pillars that align with Gross National Happiness and the United Nations' 17 Sustainable Development Goals (SDGs). We have selected corresponding commitments that promote sustainable operations.

Our materiality assessment informs the development of our sustainability strategy, enhancing our understanding of key issues and opportunities for positive impact while identifying and managing potential risks. Each office and leader are tasked with evaluating how their operations align with our Sustainable Company Pillars and identifying ways to improve our sustainability footprint.

We strive to consider our impacts and opportunities for positive influence both within our organization and the communities in which we operate.

Internal - Impact on Business



External - Stakeholder Interest

Our Approach to Sustainability



Sustainable and Equitable Socio-economic Development:

Economic growth should be sustainable and equitable, ensuring that all sections of society benefit

- Financial Stability
- Health & Safety
- Diversity Equity & Inclusion



Conservation of Environment

Environmental conservation is crucial to ensure that economic activities do not harm the natural heritage and resources of the country.

- Environment Management
- Emissions & Energy Consumption
- Waste Management



Preservation and Promotion of Culture

Cultural heritage and traditions are vital for the identity and values of society.

- Employee Wellness
- Community Engagement
- Stakeholder Relations



Good Governance

Effective governance is necessary to ensure that the benefits of development are distributed fairly and that the rights of all citizens are protected.

- Ethics & Anti Corruption
- Supply Chain Management





Financial Stability

Trotter & Morton's commitment to financial stability is founded on nearly a century of industry experience. As a responsible corporate citizen, we prioritize sound financial performance and responsible management, enabling us to invest in our business, deliver value to stakeholders, and provide high-quality service to customers. Our economic performance is assessed based on sustainable profitability, efficiency, and innovation.

Trotter & Morton leads the market in financial stability with a “no-debt” philosophy. We operate without financial leverage from third-party lenders, except for necessary security instruments like bonds and letters of credit. Where economically viable, we own all property and real estate associated with our operations either directly, or through an affiliate or parent company. This financial strength provides a solid foundation for continued success and offers unmatched flexibility for bonding large projects. As we grow, we maintain this no-debt approach, allowing new operations to benefit from our financial strength and ensuring the long-term health and stability of the company.

Effective June 1, 2024, Trotter & Morton became the majority owner of Fred Welsh Ltd. in British Columbia. This acquisition follows our successful joint venture projects and will continue to thrive under this new structure. Business operations remain unchanged, with Mike Ohlmann continuing as President of Fred Welsh Ltd. Our collaboration began with the Central Utilities Building (CUB) Project in Vancouver in 2019 and has since expanded to include the Cowichan and Surrey Hospital Projects. This partnership has demonstrated that our companies achieve significant accomplishments together, and we plan to leverage our combined strengths for continued success and growth in future projects. We encourage employees to reach out with any questions or concerns regarding this acquisition, as their feedback is invaluable to us.

The 2023 fiscal year was exceptionally strong for the Trotter & Morton Group of Companies. Both our Construction and Facility Services divisions outperformed their budgets, generating solid financial returns. Furthermore, each operating group is projecting even stronger performance in 2024 and sustained long-term growth through 2027.

Key Performance Highlights

Projected Revenue Growth: We anticipate a 33% growth in projected revenue for 2024 within TMGOC, reflecting our strong financial outlook and continued operational success.



Health & Safety

The health and safety of our people and communities are paramount and form the foundation of our corporate culture. At Trotter & Morton, our safety program is led by dedicated professionals who are committed to maintaining rigorous health and safety standards. We have established comprehensive policies and procedures that comply with all applicable laws and regulations, and we continually review and update these programs to minimize risks and prevent accidents.

Our focus is to ensure that everyone, from apprentices to leaders, understands and meets safety requirements to complete projects safely. At Trotter & Morton, safety leadership is a shared responsibility, with all employees expected to take proactive steps in fostering a safe working environment by “taking the lead” on safety.

We have enhanced workplace safety by implementing an energy-based hazard recognition process within our FLRA documents and by strengthening our subcontractor management system to ensure full adherence to our safety protocols. A key focus has been placed on driver and vehicle safety, where we've implemented a rigorous verification process for over 120 drivers across the company, ensuring that all drivers meet our high safety standards. This initiative aims to reduce risks associated with transportation and enhance overall operational safety.



Learn

Make sure all workers have the proper training, current certificates and knowledge to complete the job safely

Equip

Enable all workers to complete the job safely through proper procedures, assessments, programs and PPE

Assure

Establish a way to regularly verify that procedures and training are being followed when the work is being performed and make changes based on observations and lessons learned

Document

Create contemporaneous documents so that you show someone (not just tell them) that these steps are being done



Health & Safety

Key Performance Highlights

Near Miss Reporting

We actively track and encourage the reporting of near misses, resulting in 180 submissions in Q1&2 of 2023, as part of our 'Breakfast with the Boss' campaign.

01

COR Audit Success

Our Alberta divisions achieved a 92% score in the unofficial Internal COR Audit, reflecting our ongoing dedication to safety and continuous improvement.

02

PPE Compliance Improvements

To address a rise in eye injuries, we revised our PPE policy to mandate face shields, resulting in a significant reduction in such incidents.

03

Safety Awards

Our Facility Services division, led by Audra Cassar, received the Operations Team Service Award by Linc for 2023, further showcasing our excellence in safety.

04



Diversity Equity & Inclusion

At Trotter & Morton, fostering a diverse, inclusive, and collaborative culture is central to our core values and long-term success. We actively promote diversity by ensuring equal opportunities in hiring, training, and career advancement for individuals from all backgrounds. Our leadership team is committed to building an inclusive environment where employees feel heard, respected, and empowered to contribute their unique perspectives. We utilize an annual employee survey to ensure that all employees have the opportunity to share their thoughts and encourage inclusivity and collaboration to help make changes in our processes. Additionally, we celebrate both team and individual achievements through a formal review process and utilize a profit-sharing program for each business unit of the organization to provide performance-based bonuses. By linking individual success to overall company performance, we create a culture where people feel valued for their contributions and motivated to work together toward shared goals.



LINC Leadership Training

Recognizing the importance of transparency in compensation, several jurisdictions have begun requiring job postings to include salary ranges to address potential wage-gap issues. Trotter & Morton has proactively adopted the practice of including salary ranges in job postings, even in areas where it is not mandated. We add salary ranges and pay rates on most job postings across all jurisdictions where we operate.

Our inclusive recruitment strategies attract a diverse pool of candidates, ensuring our workforce reflects the cultural diversity of the communities we serve. We collaborate with cultural organizations, participate in diverse job fairs, and ensure that our internal and external communications represent a range of voices and perspectives, underscoring our commitment to inclusion.

We are committed to promoting growth and equity through leadership development initiatives. Programs like LINC Leadership Training and participation in events such as Jill of All Trades empower employees, particularly those from underrepresented groups, to advance their careers and seize new opportunities. These efforts reflect our focus on creating an equitable and inclusive workplace that fosters innovation and collective success.

Key Performance Highlights

Leadership Development: We continue to send leaders and emerging leaders to the "Art of Leadership for Women" conference, supporting the development of leadership skills and empowering women within our organization.

Mentorship and Career Exploration: Trotter & Morton actively participates in the "Jill of All Trades" event, sending female mentors in both trades and construction support roles to inspire young women to explore careers in skilled trades and technologies.





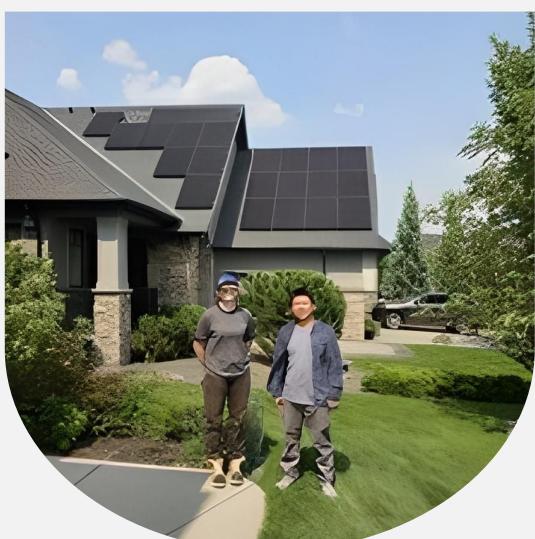
Emissions & Energy Consumption



Key Performance Highlights

Trotter & Morton recognizes the importance of managing emissions and energy consumption as part of our sustainability commitment. We are dedicated to adopting sustainable practices that reduce environmental impact and promote efficient energy use across all our operations, ensuring we contribute positively to environmental preservation.

Innovation and technology are key drivers of our sustainability goals. By investing in research and development, we continuously explore new solutions to improve energy efficiency and reduce emissions. To further support green energy, we are installing electric vehicle and bicycle stations at our new corporate office in Calgary, Alberta, promoting sustainable transportation options for our employees and guests. Additionally, our Solar Installation Division, part of Trotter & Morton Building Technologies Electrical, is expanding from residential to commercial solar projects, reinforcing our commitment to renewable energy solutions.



Energy Efficiency

We prioritize the adoption of energy-efficient technologies and practices to reduce our overall energy consumption. By retrofitting existing facilities and incorporating energy-saving measures into new projects, we aim to minimize our energy footprint.

Carbon Footprint Reduction

We recognize the need to continuously monitor and assess our carbon emissions, and the need to implement strategies to reduce our greenhouse gas output. In 2024 we established an ESG committee to be tasked with, among other initiatives, better establishing a baseline to assess transportation and operational carbon emissions in an effort to build a carbon neutral future.

Sustainable Building Practices

Our construction projects incorporate sustainable building practices, such as using energy-efficient materials and systems, to reduce the energy demands of the buildings we create. Our operations can meet and exceed all requirements for environmental certifications such as LEED (Leadership in Energy and Environmental Design), providing clients with not only cost-saving opportunities but also energy-saving options. In addition, our maintenance plans are the most comprehensive in the industry. These plans make systems run at their highest efficiencies and reduce expensive repair work in the future.

Community Involvement

In collaboration with local organizations, we supported ten community environmental projects in 2023, enhancing sustainability within our operational regions.



Water & Waste Management

Trotter & Morton is committed to advancing sustainability by prioritizing water stewardship and waste reduction across all operations. We have implemented strategic initiatives to minimize our environmental impact and continuously seek opportunities to integrate circular economy principles into our business model. Water and waste management are integral to our operations and value chain, reinforcing our long-term commitment to sustainability.

Water stewardship plays a critical role in all our projects. As population growth and infrastructure demands increase, effective water, wastewater, and stormwater management are essential to fostering resilient, healthy communities. A prime example of our leadership in this area is our partnership with the City of Winnipeg on the Interim Phosphorus Removal Project. Phosphorus removal from wastewater is vital to safeguarding public health and protecting the environment. Elevated phosphorus levels pose risks to both ecosystems and drinking water safety. By successfully implementing phosphorus removal systems, we are protecting water quality and supporting the community's well-being. This project exemplifies our expertise in water-related activities, spanning from drinking water and wastewater management to clean energy, industrial water usage, and water resource protection.

Our Building Information Modeling (BIM) department is at the forefront of promoting sustainable construction practices. Through the use of advanced modeling software, we enhance the design and construction processes, leading to more efficient resource use. One of the key contributions of our BIM department is the creation of precise material lists, ensuring we procure the exact amount of materials required, thus minimizing waste and reducing the carbon footprint associated with material production and transportation.

Trotter & Morton remains fully compliant with municipal waste management regulations. Our approach to minimizing construction site waste includes daily housekeeping efforts and responsibly disposing of any generated waste in client-provided bins. Surplus or unused materials are returned to the client, and any demolition by-products, such as asbestos or other hazardous materials, are managed in coordination with abatement companies. When possible, unused materials are returned to vendors or carried forward to future projects. For unwanted materials, we partner with reclamation services like Eco Dump or dispose of them at certified landfills.

Looking ahead, we are developing an enhanced Waste Management Plan, with a focus on the following:

- Identifying the waste generated across our facilities
- Establishing dedicated waste management teams
- Assessing current disposal practices
- Selecting waste management partners
- Setting targets for waste reduction
- Implementing waste management plans for all projects before kick-off

In 2023, we expanded our sustainability efforts with the launch of the "Trotter is Going Green!" initiative, aimed at reducing single-use plastics in our offices. We have replaced disposable cutlery and plates with reusable alternatives and encouraged employees to use reusable water bottles, significantly reducing plastic waste and fostering a culture of sustainability across our organization.

Our dedication to advancing water stewardship, reducing waste, and promoting sustainable practices reflects our unwavering commitment to environmental responsibility and positions us as a leader in driving positive change within our industry.





Employee Wellness

At Trotter & Morton, we regard our employees as our greatest asset and are dedicated to fostering a safe, healthy, and supportive environment that promotes both professional and personal well-being. We invest in our team through comprehensive career development and training opportunities designed to encourage growth and success. Our culture emphasizes respect, career advancement, and the importance of both physical and mental health.

Our commitment to our team is reflected in an impressive median employee tenure of 4.6 years, which surpasses the industry average. Notably, 29% of our employees have been with us for more than five years, and 17% for over a decade. To recognize such dedication, we are introducing an Educational Achievement Celebration program to celebrate employees advancing from apprentice to journeyperson or achieving professional certifications. Additionally, our soon-to-launch Trotter & Morton Swag Store will allow employees to celebrate employment milestones with branded apparel and other items.

We are committed to supporting employee growth through well-structured coaching and development programs. These initiatives include mid-year check-ins, annual performance reviews, and ongoing leadership discussions between managers and their teams, ensuring that our employees receive the guidance and support they need for continuous improvement. Our dedication to development is underscored by significant investments in training programs, including the LINC Leadership Training, funded in part by the Canada-Alberta Job Grant. In 2024, we invested \$24,753 in this program, resulting in 1,196 hours of training for 12 employees. In 2023, we invested \$39,853, providing 1,626 training hours for 17 employees. In 2021, the Manitoba Job Grant funded 360 training hours for eight employees. These efforts reflect our commitment to building a skilled and diverse workforce, capable of contributing to our company's long-term success.

Our employees' achievements are celebrated through programs such as the Apprentice of the Year award, long-term service awards, and newsletter spotlights, which ensure that employees feel recognized and valued. Additionally, we provide a comprehensive benefits package that includes resources to support mental health, such as an Employee Assistance Program, and flexible work arrangements to help employees maintain a work-life balance and manage personal commitments effectively. Our People & Culture Team actively supports



[2] This photo captures Steve Smyth, VP of Corporate Development and General Counsel, presenting a gift card to one of our technicians in recognition of a commendation from the public for courteous driving.
 [3] Also pictured are our annual long-term service awards, where we honor employees with 5, 10, 20, 25, 30, 35, and even 40+ years of service.



Community Investment

At Trotter & Morton, our community investment efforts are guided by our core values of integrity, collaboration, and building strong relationships. We are dedicated to making meaningful contributions to the communities where we operate, fostering positive stakeholder relationships, and creating shared value that enhances societal well-being.

We actively participate in career and trade job fairs to cultivate the next generation of skilled workers, providing individuals with opportunities to explore careers in the trades and connect with industry professionals. Through the Registered Apprenticeship Program (RAP), we offer high school students hands-on experience in trades such as plumbing, pipefitting, sheet metal, and electrical. This program plays a key role in developing future skilled professionals by providing practical experience and mentorship, helping students build a strong foundation for their careers.

Since 2022, we have proudly supported the Jill of All Trades event, which promotes diversity in the trades by mentoring young women and encouraging them to pursue careers in this traditionally male-dominated field. Our involvement reflects our commitment to fostering diversity and inclusion within the skilled trades industry.

Our People & Culture team leads these efforts, organizing charitable initiatives and community outreach programs that promote employee engagement, teamwork, and a sense of community within the company.

Our employees actively volunteer with various charities, demonstrating our dedication to community support:



Ronald McDonald House Charities

For over sixteen years, Trotter & Morton has proudly supported the Southern Alberta Ronald McDonald House, contributing over \$200,000 in donations and essential operational support. As the presenting sponsor of the Canmore Charity Golf Classic since 2014, we have helped raise significant funds for this vital organization. In 2024, we expanded our commitment by launching company-wide challenges and grassroots initiatives to further engage employees at all locations in supporting Ronald McDonald House Charities.

Through our golf tournaments, we host 50/50 and mulligan fundraising efforts, with all proceeds donated to Ronald McDonald House Charities.

The Magic of Christmas

Our team volunteers to bring joy and gifts to those in need during the holiday season. Calgary offices also collect donations of new toys and gifts for less fortunate families.

Kids Up Front

We provide underprivileged children with access to arts, culture, sports, and entertainment events.

Hull Services Stampede Breakfast

Since 2022, we have volunteered at Hull Services, which provides life-changing mental health services for children, youth, and families.



Stakeholder Relations

Trotter & Morton is dedicated to fostering strong stakeholder relationships and delivering value-added services that benefit both our communities and partners. We recognize that sustainable, long-term success depends on meeting the needs of our stakeholders and building relationships founded on trust and transparency. Our commitment extends beyond mere compliance; we strive to create meaningful benefits for every group we work with, engaging in open, transparent dialogue to generate shared value and contribute positively to societal well-being.

Our dedication to building respectful partnerships with Indigenous communities is reflected in our efforts to understand and honor their cultural heritage, history, and traditional territories. By engaging with Indigenous peoples, we aim to establish mutually beneficial relationships that support economic development, create employment opportunities, and uphold Indigenous rights and values.

Trotter & Morton is committed to increasing Indigenous partnerships and business opportunities, guided by the Truth & Reconciliation Commission's Call to Action #92 and the United Nations Declaration on the Rights of Indigenous Peoples as our framework for reconciliation.



Key Performance Highlights

Indigenous Partnerships

In 2023, we hired six RAP students and engaged with SAIT pre-employment career fairs, promoting trades education and career opportunities for young people.

Youth & Education Engagement

In 2023, we hired six RAP students and engaged with SAIT pre-employment career fairs, promoting trades education and career opportunities for young people.

Community Integration

Our partnerships with organizations such as CCIS and Women Building Futures helped us create employment opportunities for underrepresented groups, reflecting our commitment to an inclusive workforce.

Training & Development

Through our participation in the Surrey Memorial Hospital construction project we have committed to JEDI (justice, equality, diversity, and inclusion) training for our entire workforce on that project, aiming to strengthen inclusivity and understanding across all operational levels.



Ethics & Anti-Corruption

At Trotter & Morton, we are committed to upholding strong governance practices that emphasize transparency, accountability, and ethical behavior. We have implemented comprehensive policies and procedures to ensure compliance with all relevant laws and regulations, fostering a culture of integrity across our organization. Our Code of Conduct serves as the foundation for responsible business practices, guiding our employees and minimizing our environmental impact.

To support employees in submitting serious employment complaints confidentially and anonymously, we have retained Cornerstone Governance, an independent service provider. This service complements our Whistleblower Policy, which outlines procedures for reporting non-compliance, violations of laws and regulations, or breaches of our Code of Conduct and Ethics.

Our governance framework is designed to support sustainable growth and long-term value creation. This includes a robust oversight structure, regular evaluations, and continuous improvements to our governance practices. We have updated our committees and charters to ensure alignment with best practices and responsiveness to the evolving needs of our business and stakeholders.

To reinforce our commitment to ESG principles, we have established the ESG/HS&E Committee. This committee oversees our ESG initiatives and ensures the integration of sustainable practices across our operations. Regular meetings of the Board of Directors and its committees are critical for strategic decision-making and maintaining alignment with our corporate objectives.

We prioritize the independence of our Board and committee chairs to provide unbiased oversight and enhance the integrity of our governance processes. The Board of Directors is lead by an independent Chair and is a complement of independent members and members connected to the Trotter and Morton ownership structure. The Board provide regular checks and balances on operation and financials indicators, which includes the company's overall strategy and related sustainability objectives. Additionally, we are committed to improving corporate and staff volunteering efforts, promoting community engagement, and fostering a culture of social responsibility within our organization.

By maintaining rigorous governance standards, Trotter & Morton ensures that we operate with integrity, transparency, and accountability. Our governance practices are integral to our success and sustainability, driving us to achieve excellence in all aspects of our business.

Supply Chain Management

Trotter & Morton recognizes the critical importance of managing our supply chain as part of our commitment to sustainability. We are dedicated to implementing sustainable practices that ensure ethical sourcing, reduce environmental impact, and promote transparency across our supply chain. Our comprehensive policies and procedures are designed to uphold high standards of quality and responsibility, ensuring we contribute positively to economic, social, and environmental well-being.

In compliance with Canadian Modern Slavery Reporting requirements, we have produced a detailed report outlining our efforts to combat modern slavery and human trafficking within our supply chain



Ethics & Anti-Corruption

Key Performance Highlights

Ethical Sourcing

We prioritize sourcing materials and products from suppliers who adhere to ethical practices, including fair labor standards and human rights. By conducting thorough supplier assessments and audits, we ensure compliance with our ethical sourcing policies.

Sustainable Procurement

Our procurement strategies focus on selecting suppliers who demonstrate a commitment to sustainability. This includes prioritizing products with low environmental impact, such as those made from recycled or renewable materials, and suppliers who implement eco-friendly manufacturing processes.

Local Sourcing

Whenever possible, we aim to source materials and services locally to reduce transportation emissions and support local economies. This not only minimizes our carbon footprint but also fosters stronger relationships with local communities.

Supplier Collaboration

We work closely with our suppliers to promote sustainable practices throughout the supply chain. This includes sharing best practices, providing training and support, and encouraging suppliers to adopt sustainability initiatives that align with our values.

Transparency and Traceability

We strive to maintain transparency in our supply chain by tracking the origin and journey of our materials and products. This allows us to ensure compliance with our standards and provide stakeholders with clear information about our sourcing practices.

Risk Management

By identifying and mitigating risks within our supply chain, we ensure the stability and reliability of our operations. This includes addressing potential environmental, social, and economic risks through proactive planning and continuous monitoring.

Conclusion

Trotter & Morton commitment to sustainable and responsible business operations is well documented in this report. With the additional focus on the internal well-being of the Company, we believe this establishes a very sustainable operation both through and beyond our 100-year mark. As a first formalized step, we believe this is a living document that will continue to improve year after year and see to have corporate and individual growth complement each other to drive positive change. Our dedication to sustainability will be evident in our business processes, positively impacting our customers, employees, communities, and the environment.