

TRIMAC TRANSPORTATION



ON THE ROAD TO SUSTAINABILITY

2023 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 principles.

IN THIS SECTION

- About Trimac
- About this Report
- President & CEO Message





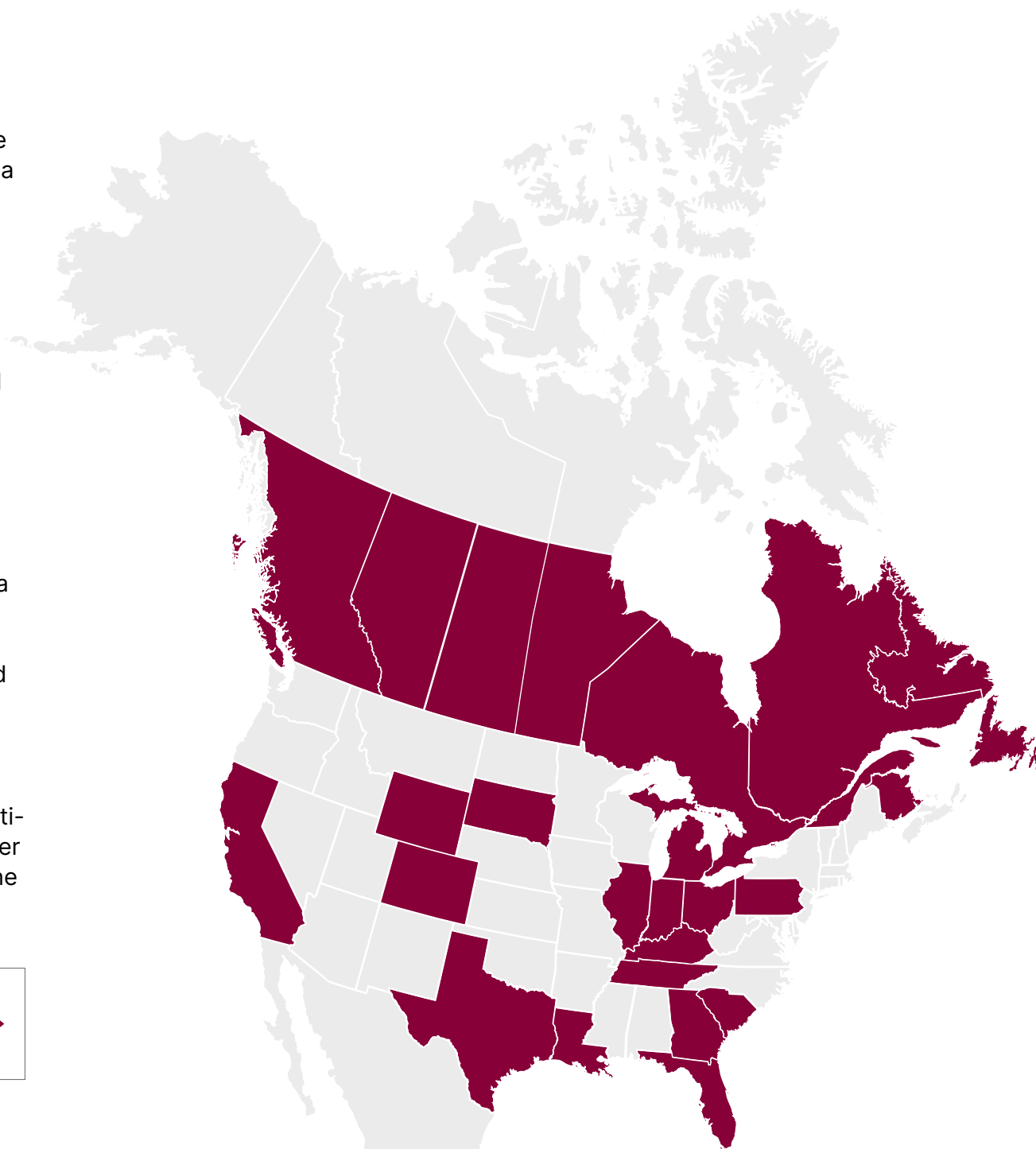
ABOUT TRIMAC

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 honoured 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

12
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 living safety, doing the right thing and rising 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 organization, 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 2023 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.

Throughout this report, the terms Trimac Transportation, Trimac, Trimac Family of Companies, our, we, 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 January 1 to December 31, 2023. 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 peer organizations. We extensively 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 ESG 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 ESG priorities evolve to meet shifting regulatory landscapes and emerging societal concerns.

The material elements of our ESG 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.



A LETTER FROM OUR PRESIDENT & CEO

For nearly eight decades, the spirit of Trimac’s people has propelled our company through ever-evolving social, environmental and governance landscapes. Today, our purpose—to Safely Deliver Products that Improve People’s Lives—is more vital than ever.

Trimac utilizes innovation to deliver a safer, sustainable and inclusive environment by upholding our safety culture, collaborating to combat climate change, building teams that reflect the communities we serve and ensuring integrity and ethics in everything we do.

In 2023, we achieved outstanding safety performance and made unprecedented investments in safety education, defensive driving training and cutting-edge safety technologies. We are steadfast in our journey to achieve zero serious injuries and accidents through an uncompromising safety culture and a systematic approach to safety management. This commitment goes beyond mere injury prevention; it encompasses an in-depth understanding of our operations and the seamless integration of safety best practices across our organization.

Trimac’s dedication to responsible and resourceful action extends to our sustainability efforts, where we strive to minimize our carbon footprint and promote sustainable advancements in transportation. We are doing our part to tackle climate change, including investing in sustainable technological solutions and processes while collaborating with government organizations and industry leaders to explore opportunities that reduce greenhouse gas emissions, improve fuel consumption and support the development of sustainable transportation solutions.

This past year has also seen a transformative cultural shift toward our most valuable asset—our people. We have introduced various initiatives aimed at supporting our workforce, including refining our talent management processes, strengthening our leadership training and investing in employee well-being. Our Diversity, Inclusion, Equity and Belonging (DIEB) Council has also been restructured to facilitate meaningful cultural change, fostering an inclusive environment where all employees are encouraged to bring their most authentic selves to work.

We also went the extra mile for our communities. In 2023, our employees supported 493 causes across North America, with a significant focus on human services that enhance the health and well-being of children, families and senior citizens. Through these efforts, we have improved health outcomes, supported affordable housing initiatives and provided essential mental health and substance abuse services.

This is a pivotal moment for Trimac. We understand the growing importance of sustainability and stewardship efforts for our customers and recognize our responsibility to support their goals. Looking forward, we will continue to proactively integrate ESG initiatives across all areas of our business, ensuring that our legacy of Service and Safety endures for generations to come.



Matt Faure
President & Chief Executive Officer
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 Capabilities
- Safety Performance Records





SAFETY CULTURE & MANAGEMENT

Safety is an integral part of Trimac’s corporate framework, fueling 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 in-depth 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 commitment by encouraging proactive hazard identification and fostering a culture of safety awareness. This program not only recognizes and rewards employees and independent contractors who have the courage to intervene when potential hazards arise but also nurtures a learning environment where safety is a shared responsibility.

Our Safety Commitments

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

Proactive Reporting

Proactive reporting is a critical component of Trimac’s safety culture and management strategy. As part of our Rooted in Safety program, it plays an essential role in identifying and managing hazards and implementing effective control measures and protocols.

Trimac empowers employees at all levels to actively participate in identifying, investigating and resolving hazards. This proactive engagement strengthens our safety performance, highlights training needs and offers valuable guidance for enhancing our management systems and safety objectives.

Our approach ensures that potential risks are recognized and mitigated before they lead to incidents. 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 recorded in a universal reporting system that facilitates tracking and comparison of outcomes against safety targets established by local operation managers and operational vice presidents. Every morning, reports are shared in a safety capacity call attended by divisional management. They are then reviewed, categorized and investigated by our safety team. Unlike traditional safety approaches that focus on solely post-incident investigations, Trimac prioritizes proactive engagement from team members as a key metric of safety performance.



Since the launch of the Rooted in Safety program in 2020, Trimac has seen considerable improvements in proactive reporting throughout our organization. In 2023, we achieved the most significant year-over-year progress, with an 82% increase in our proactive reporting ratio per 200,000 hours worked, rising from 100.2 to 182.3.

Proactive Reporting Ratio

Per 200,000 Working Hours

FY20 20.7

FY21 90.6

FY22 100.2

FY23 182.3

TRACTOR FLEET & DRIVER SAFETY

Trimac prioritizes fleet safety through technology, monitoring and inspection protocols. Our company fleet of Freightliner Cascadia trucks are equipped with the comprehensive Detroit Assurance 5 Safety Suite, featuring 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 utilizes a comprehensive monitoring program to verify the safety and surveillance systems of our vehicles, employing advanced technology portals and proprietary technologies to enhance operational efficiency and safety oversight. This includes an Electronic Logging Device (ELD) portal, which tracks driver hours and ensures compliance with regulatory requirements. By monitoring hours electronically, we effectively manage fatigue-related risks and promote safe driving practices.

Complementing our ELD system is our dedicated maintenance portal, which ensures that vehicles receive timely inspections and repairs by scheduling and tracking maintenance tasks to minimize 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 further prevent the operation of unsafe or defective vehicles, we utilize proprietary software called Dispatch Assist to help dispatchers manage their assigned terminals, sites, park yards and shops all at once. It also leverages live data to provide clean, concise and detailed views of road conditions, drivers, tractors and trailers. This system ensures that any equipment flagged for maintenance or out of service cannot be assigned to drivers or loads. By integrating tagging into our dispatch system, we prevent the accidental use of vehicles that may not meet safety requirements, 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. At Trimac, every driver undergoes extensive training to conduct thorough vehicle inspections before each trip. These inspections involve assessing various vehicle components, including driver compartments, controls, engine, fluids, tires, wheels, lights, signals, brakes, hoses and overall vehicle condition to ensure optimal safety and functionality. Drivers meticulously document their findings in inspection logs, which are reviewed to ensure compliance with safety protocols.

On-route inspections are equally important. Drivers are required to remain vigilant during their journeys, conducting periodic checks, especially during long haul trips. This ensures that their vehicle remains in optimal condition throughout their trip and that any issues identified can be 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 the ongoing safety and reliability of our fleet.

Driver Safety Monitoring

Trimac utilizes a proprietary Job Task Observation (JTO) system to regularly monitor driver performance and adherence to safety protocols. We employ three types of JTOs: attended observations (where the driver is aware they are being observed), at-a-distance observations (unannounced) and virtual observations (using available online information and in-cab technologies). These observations are conducted in various settings, including our yards and customer locations, allowing safety and operations personnel to assess real-time conditions and driver behaviour.

A mobile app facilitates the documentation of these observations, making it easy for safety personnel to record findings and provide feedback to drivers. Observers are empowered to intervene immediately if any safety concerns arise during the inspection or operation process. Otherwise, feedback is provided at the end of the observation, allowing drivers to continuously improve their performance and ensure compliance with Trimac's safety standards.

Real-time monitoring is further enhanced by ISAAC tablets, which serve as the primary communication and monitoring tool for our drivers. Installed across all company-owned and owner-operated vehicles, these tablets provide real-time updates on speed, driving habits, route navigation and ELD compliance, enabling drivers to optimize their routes and receive safety coaching when necessary. The tablets also streamline communication between drivers and our safety team, ensuring swift responses to any issues identified during trips.



All company-owned and owner-operated vehicles are also equipped with Lytx Drive Cams, an intelligent video telematics device that uses machine learning and artificial intelligence to monitor external driving environments. The data collected by the Lytx Drive Cam is automatically uploaded into our safety portal, where our dedicated safety team analyzes driver behaviour and identifies potential risks.

Trimac's proactive and multi-faceted approach promotes accountability and provides insights into the effectiveness of our safety protocols. By continually monitoring and providing feedback, we help drivers maintain high safety standards, foster a culture of continuous improvement, and enhance oversight of our safety practices.

Vehicle Maintenance Management

Trimac's commitment to safety extends beyond inspections and monitoring to include proactive vehicle maintenance. Through our maintenance portal and Safety Data Sheet management software, we ensure that every vehicle undergoes timely and comprehensive servicing, which includes regular inspections of mechanical systems, safety features and critical components such as brakes and tires. Our approach is centred around preventing minor issues from developing into major escalations, thereby reducing the likelihood of vehicle breakdowns and accidents. In addition to routine maintenance, we employ stringent trailer cargo tank inspection protocols. These inspections are an essential aspect of our fleet management program, as they ensure that every trailer and cargo tank remains compliant with safety regulations and in optimal working condition.



EMERGENCY RESPONSE CAPABILITIES

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 comprehensive management of emergencies. 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.

In the event of an emergency, our drivers are trained to immediately notify dispatch, which activates our emergency response protocols. We then coordinate with vendors and local contractors to facilitate a rapid response. Communication is maintained with public safety officials, while our on-site vendor project managers direct response efforts. To ensure thorough management of the situation, safety personnel are dispatched to critical locations to work alongside our external partners and regulatory bodies.

Emergency Response Training

Training is at the heart of our emergency preparedness and response efforts, ensuring our operational response personnel are well-equipped, knowledgeable and competent in emergency response procedures. Our company employs two types of emergency training exercises: tabletop discussions with large groups and full mobilization exercises that include activated alarms and role-playing scenarios with both on-site and corporate responders.

CPR Certifications

Trimac mandates that all company personnel acquire and maintain current cardiopulmonary resuscitation (CPR) certifications from the Canadian or American Red Cross—or another company-approved CPR provider—regardless of geographic location or operational role. To facilitate this, we conduct initial certification and recertification sessions quarterly, ensuring our team is prepared for appropriate and life-saving responses in the event of an emergency.



Dangerous Goods Program

Trimac's dangerous goods program is designed to comply with all applicable Canadian and American federal, provincial and state regulations. Our commitment to safety ensures that we meet or exceed the stringent requirements for the transportation of hazardous materials.

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 exposure-related environmental emergencies.

SAFETY PERFORMANCE RECORDS

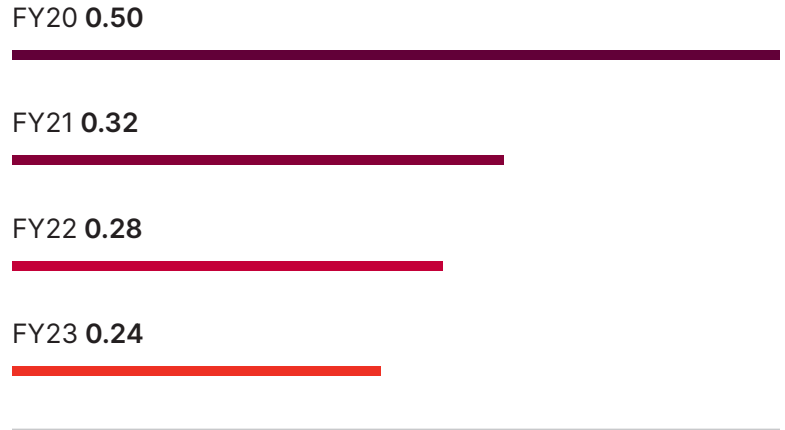
Trimac measures its safety performance through Department of Transportation (DOT) and Lost Time Injury (LTI) frequencies. These metrics are essential in evaluating our safety initiatives, identifying areas for improvement and shaping our proactive safety strategies.

Since 2020, Trimac’s 12-month rolling average DOT frequency per million miles driven has improved by 52%, dropping from 0.50 to 0.24 in 2023. Additionally, we have achieved a 39.66% improvement in our LTI frequencies per 200,000 hours worked, decreasing from 1.79 in 2020 to 1.08 in 2023.

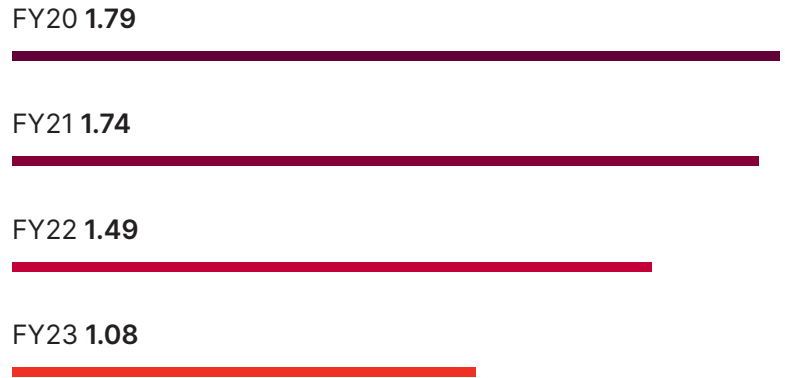
In 2023, Trimac surpassed its safety goals for both DOT and LTI frequencies. Our DOT frequency improved by 14.29% from 2022, reaching 0.24 compared to our target of a 3.7% improvement to 0.27. Similarly, our LTI frequency improved by 24% from 2022, reaching 1.24, exceeding our goal of a 4.9% improvement to 1.42.



DOT Accident Frequency Per One Million Miles Driven



LTI Frequency Per 200,000 Working Hours



Substantial reductions in these rates were achieved through continuous education, defensive driving training and the commitment of our frontline safety specialists, underscoring our dedication to a safe and responsible working environment.

Industry Involvement

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 also 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 listening 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.

Our commitment to safety extends beyond industry associations and customers. We actively participate in the Cargo Tank Risk Management Committee, hosting sessions at our corporate offices to address critical safety concerns.



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
- Alternative Fuel Initiatives





STRATEGIC APPROACH

Our mission to become the safest and most efficient bulk transportation provider in North America guides our sustainability strategies. As our company transports products across Canada and the United States, associated greenhouse gas (GHG) emissions contribute to climate change. Other significant environmental impacts include product pollutants, noise pollution and waste generation. We recognize our business’s impacts on the environment and the communities we serve and remain steadfast in our commitment to minimize these impacts.

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.



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) recommendations, and we respond annually to environmental, social and governance performance evaluation questionnaires 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.



To advance our sustainability initiatives, Trimac has invested over 35% of its capital spending in fleet modernization, zero-emissions exploration and facility and electronic equipment upgrades. Our recent investments and actions have focused on three primary areas:

- **Improving Fuel Efficiency:** We have implemented advanced telematics, low rolling resistance tires, auxiliary power units (APUs), anti-idling devices and aerodynamic retrofits across our company fleet.
- **Fleet Modernization:** We have upgraded 99% of our company fleet with newer, more fuel efficient vehicles over the past five years.
- **Zero-Emissions Exploration:** We are actively researching and exploring energy carriers and zero-emission equipment and technologies.

Scope 1 Diesel Fuel Emissions

Company-Owned Trucks

FY21 97 ktCO₂e

FY22 93 ktCO₂e

FY23 95 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 2023, Trimac conducted 786 environmental inspections to ensure regulatory adherence, alongside performing 2,349 process water analyses to uphold our stringent water quality standards. To enhance our reporting and data management capabilities, we utilize Mapistry, a sophisticated environmental compliance documentation software that enables us to collect and verify data effectively. This system supports precise submissions to regulatory agencies and generates comprehensive analytics for our internal evaluations.

In alignment with our water stewardship initiatives, Trimac substantially invests in compliance monitoring and coaching, training resources and wastewater pretreatment systems. As of FY23, we have successfully implemented 19 pretreatment systems for wastewater management across our National Tank Services facilities.



Looking ahead, we plan to expand our wastewater pretreatment systems and environmental monitoring software to five additional facilities in 2024, further enhancing our ability to monitor and manage water resources.

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.

Responsible Care Partnership

Trimac is a proud Responsible Care Partner, committed to promoting the safe and sustainable management of chemicals across our supply chain. As part of this global initiative, sponsored by the American Chemistry Council (ACC) and the Chemistry Industry Association of Canada (CIAC), we ensure that the highest standards of safety, environmental stewardship and social responsibility are maintained in chemical handling, transportation and storage.

As a Responsible Care Partner, we drive continuous improvement through corrective actions and adhere to strict program guidelines, alongside undergoing regular assessments, audits and third-party verifications to maintain compliance.

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.



SmartWay Transportation Partnership

In 2023, Trimac continued to support sustainable transportation initiatives through our active involvement in the SmartWay Transportation Partnership, a voluntary program led by the U.S. Environmental Protection Agency (EPA) and Natural Resources Canada (NRCAN). This program promotes industry best practices in freight supply chains to improve fuel efficiency and reduce environmental impacts.

As a SmartWay partner, Trimac has implemented advanced data collection tools and environmental performance reports to optimize fuel consumption and minimize emissions. This approach not only reduces greenhouse gas 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.



Tractor Fleet Modernization

Trimac is continuously working to reduce the environmental impact of our company tractors through fleet modernization. Since 2018, we have successfully transitioned 99% of our first and second-generation Freightliner Cascadia trucks to third and fourth-generation models, bringing our 2023 fleet total to 1,120 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.

Tire Management

Tire management is an integral part of Trimac's sustainability and operational efficiency efforts. Through our tire retreading program, we have extended the lifespan of thousands of tires and significantly reduced the waste and operational costs associated with fleet maintenance.

In 2023, we retreaded over 11,000 tires, representing a 49% increase from the previous year. This process is highly efficient, utilizing only 20% of the raw materials required for new tire production and producing up to 30% fewer carbon emissions.

Eco Flaps

Eco Flaps are part of Trimac's ongoing efforts to improve fuel efficiency and reduce the environmental impact of our operations. Unlike traditional solid mud flaps, Eco Flaps feature a vented design that reduces wind resistance and minimizes road spray, resulting in a 0.5% increase in fuel efficiency.

To date, we have installed over 10,000 Eco Flaps across 60% of our active fleet of tractors and trailers, avoiding 280 tonnes CO₂ emissions annually.

ALTERNATIVE FUEL INITIATIVES

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.

AZETEC

Trimac is partner in the Alberta Zero Emissions Truck Electrification Collaboration (AZETEC), a first-of-its-kind industry-led project involving the design, manufacturing and testing of two long-range heavy-duty hydrogen fuel cell trucks for year-round operation on Alberta's QEII highway between Calgary and Edmonton, Alta. In collaboration with 16 stakeholders within the energy, technology and transportation sectors, the project aims to promote the Canadian hydrogen economy and leverage regional natural resources to further industry-wide decarbonization efforts.

The AZETEC trucks are built on the Freightliner Cascadia Class 8 platform and are powered by next-generation proton exchange membrane fuel cell engines from Ballard Power Systems. This advanced system is combined with a lithium-ion battery pack and hybrid electric drive developed by Dana. Each truck has a 67 kg hydrogen capacity and is said to be capable of operating for 450 km while hauling a fully loaded 53.2-tonne trailer.



Vehicle testing and driver and mechanic training is scheduled to commence in late 2024. Once Canadian vehicle certification is attained, both trucks will be placed into full operational service.



[Click here to learn more about AZETEC](#)



MEDATech

In late 2022, Trimac engaged MEDATech and Teck Resources Ltd. to pilot a fully electric, zero-emission Class 8 transport truck capable of hauling copper concentrate between Teck's Highland Valley Copper operations in south-central British Columbia and a rail loading facility in Ashcroft, B.C.

The custom-built tractor unit, mounted on a Western Star chassis, features a battery-electric drive system that delivers approximately 830 horsepower and double the torque of a comparable diesel engine.

Testing began in 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 currently takes between 2 to 2.5 hours. Based on data collected over one year, from February 2023 through January 2024, the MEDATech pilot project 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, while also reducing operational costs through fuel savings and lower maintenance requirements.



[Click here to learn more about MEDATech](#)



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 has 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.



[Click here to learn more about Hydra Energy](#) ▶



Innovative Fuel Systems

Trimac began collaborating with 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.



[Click here to learn more about Innovative Fuel Systems](#) ▶

Industry Challenges

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 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-emissions 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
- Diversity, Inclusion, Equity & Belonging
- Health & Well-Being
- Recognizing Excellence



TALENT ACQUISITION & MANAGEMENT

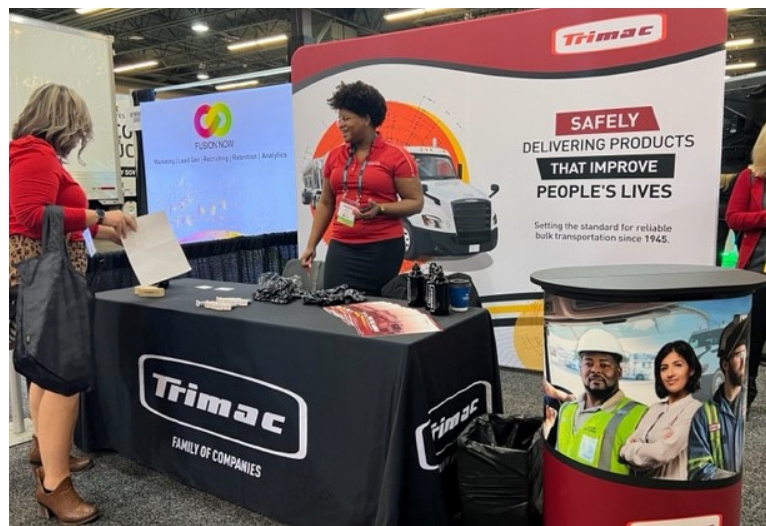
Talent acquisition and performance management lie at the heart of our people strategy, enabling us to build a talented employee base representative of the communities we serve. Our approach to talent acquisition is multi-faceted, proactive and wide-reaching—blending traditional and non-traditional pathways 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.

In 2022, we launched our dedicated recruitment website, trimacjobs.com, to platform 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 shortlists for interviews, and assist with onboarding tasks. Available in 31 languages and accessible across various platforms, Miles has not only improved the candidate experience but also streamlined our internal processes, making them more efficient and scalable.



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



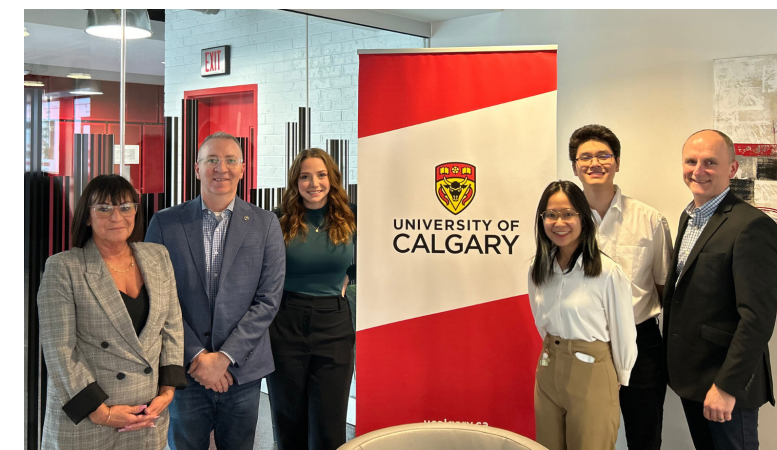
Our recruitment process is further bolstered by the integration of the iCIMS Applicant Tracking System, a robust platform that has streamlined our recruitment workflow and significantly reduced time-to-fill rates. Additionally, the use of programmatic advertising technology, Appcast, has dramatically 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. These campaigns are tailored to resonate with our desired audiences, using call-to-action posts and targeted advertisements in trade publications to ensure that we attract individuals who are not only qualified but also culturally aligned with our organization.

Opportunities for Students and Recent Graduates

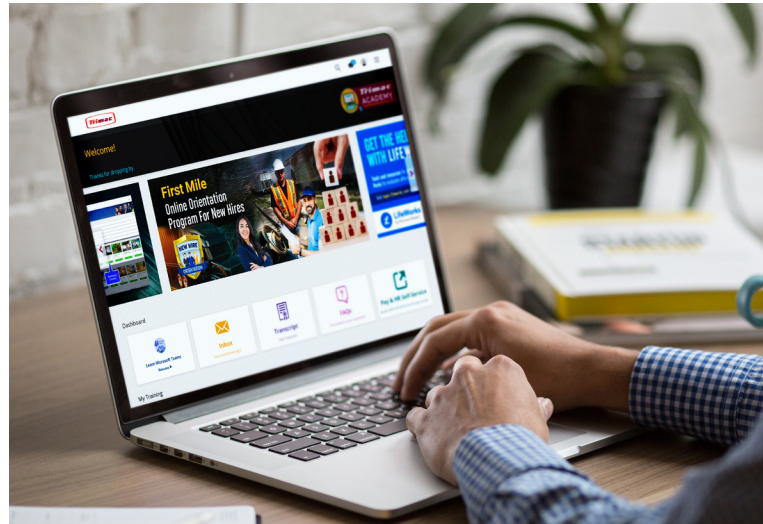
Trimac is committed to investing in fresh ideas and developing young professionals who will help shape the future of our organization. In 2023, we extended a variety of paid internship positions to select departments through the Trimac Summer Internship Program. This annual program, running from April through August, is open to students enrolled in fully accredited college or degree programs—including Certificate, Diploma, Bachelor, Master 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. By investing in young professionals, we ensure that our company continues to benefit from fresh perspectives and innovative ideas, keeping us at the forefront of the industry.



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.



Trimac's commitment to career growth and continuous improvement has been thoroughly recognized by industry leaders. We are proud to have received the Achievement of Excellence Award for Training and Skills Development from Trucking HR Canada, recognizing our dedication to not only fostering a skilled workforce, but also creating a culture that values learning and development at every level.

Training and Developing our Talent

Trimac's training and development program is designed to foster a culture of skills enhancement, career growth and personal development, ensuring our employees are equipped with the knowledge and expertise necessary to thrive in their roles. Our comprehensive approach combines a variety of learning modules, practical experiences and innovative training tools to support employee development at every stage of their career.

Our blended learning environment offers over 350 courses and more than 600 online resources, covering key topics such as health and safety, standard operating procedures and employee wellness. It is both flexible and comprehensive, offering classroom-based lunch and learn sessions, online training modules and personalized career planning services to cater to different learning styles and development needs.

Unique to our approach is a branded suite of learning materials, including 53 optional courses on essential topics like leadership, team management, customer service and diversity, inclusion, equity and belonging. By empowering employees to select their learning path, we ensure they have opportunities to develop in areas that are most relevant to their career progression and personal interests.

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, our 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.

Driver Safety Training and Onboarding

We believe that driver training should be driven by need, not mere compliance. Our Driver Safety Training and Onboarding program is grounded not only in meeting regulatory standards but also in equipping drivers with accurate, applicable skills that enhance both safety and operational performance.

Upon hire, drivers undergo an immersive onboarding process that begins with a company orientation, where they learn about Trimac's culture, expectations and support systems. Following this, drivers are paired with an experienced driving coach for a minimum of two weeks, providing on-the-job training specific to their assigned product line. This hands-on approach ensures drivers are not only familiar with the theoretical aspects of their role but are also competent in the practical execution of their duties, from loading and unloading to customer interactions and equipment inspections.

New drivers are also enrolled in compliance and job-related courses through our learning management system. These courses cover vital areas such as defensive driving, hazardous material handling and safety protocols, including WHMIS (Workplace Hazardous Materials Information System) and Safety Data Sheets. Drivers also receive in-depth training on regional hours of service, security protocols and industrial safety guidelines.



New to our 2023 driver training program is the installation of the state-of-the-art L3Harris TranSim™ 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 any risk to personnel, equipment or the environment.

The simulator also offers customizable scenarios that replicate real-world conditions, enabling us to standardize our training curriculum while delivering personalized, high-quality training. We are currently evaluating its effectiveness and intend to expand the program with additional simulators in the United States.

Developing our Leaders

Trimac believes that strong leadership is critical to achieving our strategic goals and ensuring the long-term success of our organization. To this end, we have implemented specialized leadership development programs, including Leaders' Camp for senior strategic leadership and Frontline Leadership for emerging leaders, to cultivate managerial skills and leadership acumen.

Leaders Camp is a flagship program led by our executive leadership team and brings together selected individuals from various business units and companies within Trimac. Debuted in 2016, Leaders Camp is a three-day immersive experience focused on skill development, team building and strategic discussions. Participants engage in a structured agenda filled with learning and networking opportunities, fostering relationships across the organization and enhancing their leadership capabilities.

Frontline Leadership is tailored for employees in the early stages of their managerial careers. The program focuses on essential managerial skills and is designed to be both interactive and supportive—incorporating a blend of online community-building, in-person experiences and ongoing coaching and mentoring, providing a comprehensive learning environment for emerging leaders.

DIVERSITY, INCLUSION, EQUITY & BELONGING

Trimac is focused on building a diverse, inclusive and equitable workplace where all team members feel safe bringing their best and most authentic selves to work. We believe that our strength lies in our differences, and we are proud to have built a workforce that reflects a wide range of backgrounds, skillsets and talents.

Our company-wide Diversity, Inclusion, Equity and Belonging (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 2023, we restructured our DIEB Council to further enhance its impact on our organization, with a renewed focus on driving cultural change through discussion forums, training sessions and policies to create a more inclusive and effective workplace. These initiatives are designed to not only attract and retain top talent across North America but also to bring together diverse perspectives and skillsets that drive innovation and sustainable growth at Trimac.

DIEB Education & Involvement

At the core of our DIEB initiatives is a commitment to self-awareness and continuous learning. We encourage all team members to reflect on their own identities, backgrounds and experiences and to 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.

A 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.

Workforce Diversity

Trimac is focused on building a culture where all team members feel welcomed, valued and respected. We believe that a diverse and inclusive workforce is critical to our success, enabling us to better serve our customers and communities by bringing a variety of perspectives to the table.

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. Currently, URP representation within Trimac's workforce is as follows:

Overall Workforce

29% URP

Corporate Employees

30% URP

Drivers

30% URP

Shop Employees

28% 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. By year-end 2023, women made up 10% of our overall workforce, reflecting a 28% increase since 2022. This progress is particularly notable in administrative roles, where female representation has surged to 44%.

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 print and digital advertising campaigns and active participation in women-focused career fairs and networking events.



As a testament to our efforts, Trimac has been continually recognized for advancing women in the transportation industry, receiving the Top Company for Women to Work For in Transportation award from the Women in Trucking Association for five consecutive years. Looking ahead, we remain focused on further diversifying our workforce and are particularly committed to increasing female representation within National Tank Services and among our technicians.

Total Workforce

10% Women

Administrative Roles

44% Women

Supporting Veterans

Trimac values the unique skills and dedication veterans bring to the transportation industry. Many of our team members have military backgrounds, demonstrating 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.

Trimac's dedication to veterans extends beyond employment. Through Trimac for Good, our corporate giving platform, we also support veteran-focused causes like the True Patriot Love Foundation, helping military families and raising awareness of service-related challenges.

At Trimac, recognizing and supporting veterans is a fundamental value that reflects our deep respect for those who have served and continue to contribute to our communities and nation.

HEALTH & WELL-BEING

At Trimac, we strive to create a resilient and thriving environment where everyone feels safe, supported and cared for. This foundation allows our employees to excel and contribute meaningfully both at work and in their personal lives.

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 comprehensive health and benefits plans to all employees, with additional offerings 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. These resources are designed to equip our employees with tools to navigate life's pressures and maintain a balanced, healthy lifestyle.

Our partnership with TELUS Health provides employees with 24/7 access to a Crisis Support Line, 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

Trimac is committed to fostering a culture of inclusivity, cultural awareness and safety within the transportation industry. Our educational seminars address a range of essential topics, such as mental health awareness and recognizing signs of human trafficking, ensuring that our employees are equipped with the knowledge and tools they need to navigate critical issues in our industry.

One of our flagship initiatives, Driver Health Matters, launched in 2021, provides monthly webinars and resources focusing on mental and physical health, financial wellness and community engagement.

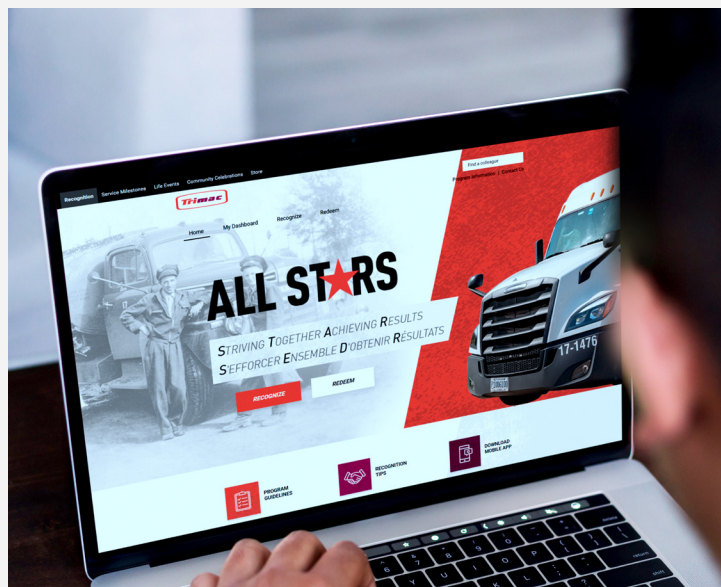
This program plays a pivotal role in breaking down the stigma around mental health and encourages open dialogue within our workplace, helping us foster a psychologically safe environment for all employees.

In addition, Trimac is deeply committed to addressing the issue of human trafficking in the transportation industry. Through our educational seminars, we provide employees with the training 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 Platform reflects this commitment, shaped by feedback from employees about how they want to be acknowledged and how they prefer to recognize others.

The platform is designed to facilitate real-time, peer-to-peer and meaningful recognition, celebrating everyday contributions alongside years of service.



In 2023, we added five new awards to our All Stars program to further enhance our recognition culture:



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 best in road safety performance and the highest accident-free miles.
- **Maurice McCaig Safety Award:** Created in 2018 to honour 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 the Trimac for Good program, a Benevity-powered workplace giving platform designed to empower our employees to connect with the causes they are passionate about. This initiative provides a robust platform for exploring charitable opportunities, making donations with matching contributions and engaging in volunteer activities.

In 2023, our employees supported over 493 different causes across North America, with more than half of the contributions directed toward human services focused on enhancing the health and well-being of children, families, and senior citizens. These efforts have significantly improved health outcomes, reduced healthcare costs, and provided 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 journey.



Click here to learn more about our corporate philanthropy efforts



United Way Partnership

For over 35 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 \$2.24 million for United Way.

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.

In 2023, our collective efforts raised over \$80,000, with all contributions directed to local United Way chapters across Canada, assisting individuals and families in achieving financial stability and accessing critical services.

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. In 2023, we donated \$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 True Patriot Love Foundation is a national organization dedicated to supporting the well-being of Canadian Armed Forces members and Veterans. The funds from our contribution 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.



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 two years, we have contributed \$120,000 toward the renewal of STARS' aging helicopter fleet, bringing our total donations to \$262,800 for various STARS initiatives, including their Vision Critical and Mission Critical Operations campaigns. Additionally, we collaborate with STARS to offer our employees hangar tours, providing a behind-the-scenes look at their life-saving operations.



Heart & Stroke Foundation Partnership

Trimac's partnership with the Heart & Stroke Foundation is pivotal in the fight against heart disease and stroke. In 2023, we contributed \$25,000 to advance the Foundation's critical research, education, and advocacy efforts. Our collaboration included participation in the Ride for Heart initiative, where employee-selected teams compete to track the most pedalled or stepped distances throughout the month of June. Our 2023 campaign tracked 13,374 kilometres collectively, with the winning team awarded \$2,000 to donate to a charity of their choice through the Trimac for Good platform. Additionally, we hosted an Employee Education and Engagement session focused on Heart & Brain Health, providing valuable insights into the Foundation's ongoing work.

Wildfire Support

In 2023, Northern Alberta experienced devastating wildfires that significantly impacted the region, creating an urgent demand for petroleum products as residents required fuel for evacuation and emergency services needed resources for recovery operations. During this critical period, Trimac actively contributed to the province's recovery efforts by transporting essential petroleum products to the affected areas.

The wildfires resulted in road closures and restricted access zones, presenting numerous logistical challenges. In response, our dispatch team in Edmonton, Alta. collaborated closely with drivers and emergency personnel to coordinate rerouting options and establish safe drop-off zones. Despite these obstacles, Trimac successfully delivered 56 escorted and permitted loads.

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 (OTR) 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.

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 Tsut'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 37 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 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%



Click here to learn more about Northern Resource Trucking



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.



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
- Risk Management
- Cyber Security & Data Protection



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 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

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 all aspects of 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

Management plays a pivotal role in fostering a culture of health and safety at Trimac. 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, as well as maintaining safety in the workplace, 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 or as soon as it is safe to do so. 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 who have good faith concerns regarding unethical or illegal matters are encouraged to report these issues first to their supervisor or manager. 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.

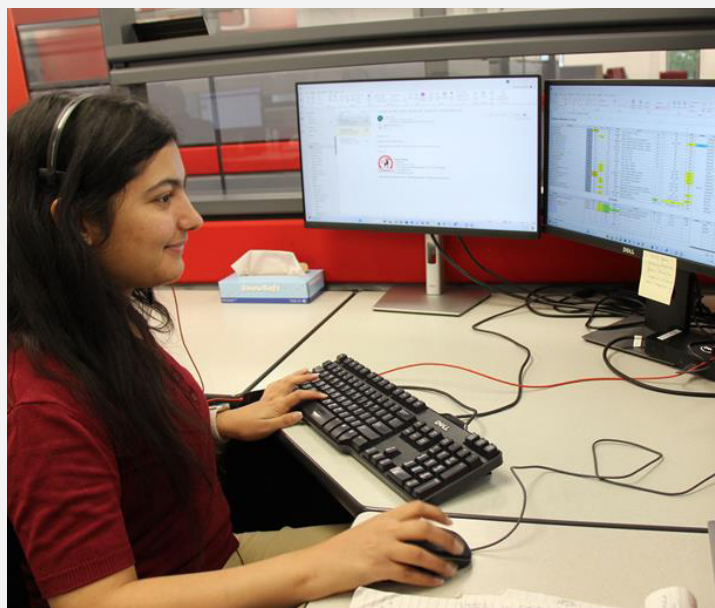
Retaliation, reprisals or any adverse actions taken against individuals for reporting breaches of the Code in good faith are strictly prohibited and result in disciplinary measures, which may include termination of employment. Such retaliatory actions will be considered a breach of the Code itself. Trimac 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.

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. These assessments are reviewed semi-annually by executive members 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.



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 aimed at safeguarding digital assets, protecting sensitive information, and mitigating 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. To further enhance our cybersecurity efforts, all Trimac employees must participate in annual mandatory training programs that cover policy compliance and cybersecurity awareness.

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 protocols for data identification and classification.



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.

We strive to cultivate an inclusive cybersecurity culture that leverages diverse perspectives and experiences. 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.



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