

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Fiscal Year 2024

June 25, 2025

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Land Acknowledgement

Symcor maintains a national presence with offices and processing centres throughout Canada. From coast to coast to coast, we acknowledge the ancestral and unceded territory of the First Nation, Inuit and Métis Peoples that call this Land home.

We acknowledge that our Mississauga corporate head office is situated in the present-day city of Mississauga, which is part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, the Haudenosaunee Confederacy, and the Huron-Wendat and Wyandot Nations. These peoples and their ancestors have inhabited these lands since time immemorial. Today, Mississauga is home to many Indigenous Peoples from around the world.

Symcor recognizes that land acknowledgement is merely a starting point. We must consider our place in history as it continues to unfold, reflect on ways to engage in reconciliation meaningfully, and work together to become a more just, diverse, inclusive and equitable society. The [Rights of Indigenous Peoples section](#) of this report provides more detail on the actions Symcor is taking with respect to its reconciliation journey.



Message From Symcor Leadership



I am very excited to present Symcor’s inaugural Environmental, Social and Governance (“ESG”) Report. The publication of our inaugural ESG Report comes as part of an exciting period of development for Symcor, during which the company has undertaken significant strategic discussions, reviewed and updated our mission and vision and built a formal ESG Program.

For over 25 years, Symcor has been trusted by Canada’s largest institutions to lead digital transformations, solve common challenges, and deliver scalable, ready-to-implement solutions. Symcor’s business is built on a **foundation of trust and security**. It has become clear that ESG and climate change are of central importance to our shareholders, employees, clients and supply chain partners. To continue to support and generate value for our stakeholders, and shape a stronger future for Canadian businesses, Symcor knows that deepening the integration of ESG factors into our operations is critical. As such, we are working to establish an enterprise-wide approach to ESG that is fit-for-purpose and aligned with market best practices.

The Symcor team has achieved a lot this past year and has established a strong ESG foundation that will support the achievement of our corporate strategy and business objectives. Key highlights related to the ESG Program include:

ESG Education & Leadership Engagement—by hosting ESG education sessions with key teams and leaders to build foundational ESG knowledge and capacity across the enterprise.

ESG Materiality Assessment—to identify and prioritize material ESG factors with the potential to impact Symcor’s business value and inform ESG strategy and reporting.

ESG Strategy Work—to align on Symcor’s desired ESG positioning and identify strategic ESG factors that complement our priorities and value drivers as a business that will serve as a north star for Symcor’s ESG strategy going forward.

Baseline Carbon Emissions Measurement—whereby Symcor completed our first-ever organization-wide greenhouse gas (“GHG”) emissions assessment to quantify Scope 1, 2 and 3 GHG emissions.

ESG Strategy Implementation Roadmap—to support the monitoring and maturing of Symcor’s ESG Program and appropriately prioritize resources.

Inaugural ESG Report—to provide enhanced transparency to our stakeholders on our approach to ESG.

In this report, you will find more information on the importance of ESG at Symcor, our ESG priorities and the work that the Symcor team is doing to manage key risks, capture opportunities and create positive impact for our stakeholders.

Our people are the core of who we are and the bedrock of Symcor’s **25+ year** history. I am honoured to lead this organization and am consistently humbled by the talent, sense of pride and purpose that drives this team. The Symcor team’s dedication to performance excellence, including how we innovate, deliver on projects, meet our service levels and deliver results year-over year, is truly unparalleled. I want to thank the Symcor team for their dedication to the organization and our work.

Holger Kormann
President and Chief Executive Officer

About Symcor

Who We Are

Symcor is a Canadian company that enables secure data exchanges and supports operational excellence in essential business processes, helping clients thrive in an ever-evolving digital landscape. For over 25 years, Symcor has been trusted by Canada's largest institutions to lead digital transformations, solve common challenges and deliver scalable, ready-to-implement solutions.

Founded as a joint co-sourcing venture between the Toronto-Dominion Bank, Royal Bank of Canada, and Bank of Montreal in 1996, Symcor continues to set the standard for secure, innovative and efficient services for organizations across Canadian sectors and industries including financial services, utilities, insurance and government.

Our solutions help clients reduce the overall costs and complexities of going it alone or implementing in-house. In doing so, we allow our clients to focus on what truly differentiates them in the marketplace, enabling them to provide better services to, and generate value for, their own customers. Through our digital first solutions, Symcor's clients can reduce their overall total operating costs while accessing our industry-wide best practices.

Symcor's client portfolio is made up of over 65 major business-to-business relationships. We provide services to companies where:



There is a need for highly secure and trusted solutions



We have existing footprint or adjacent capabilities



We can readily offer or develop subject market expertise, including to banks, insurance companies and government



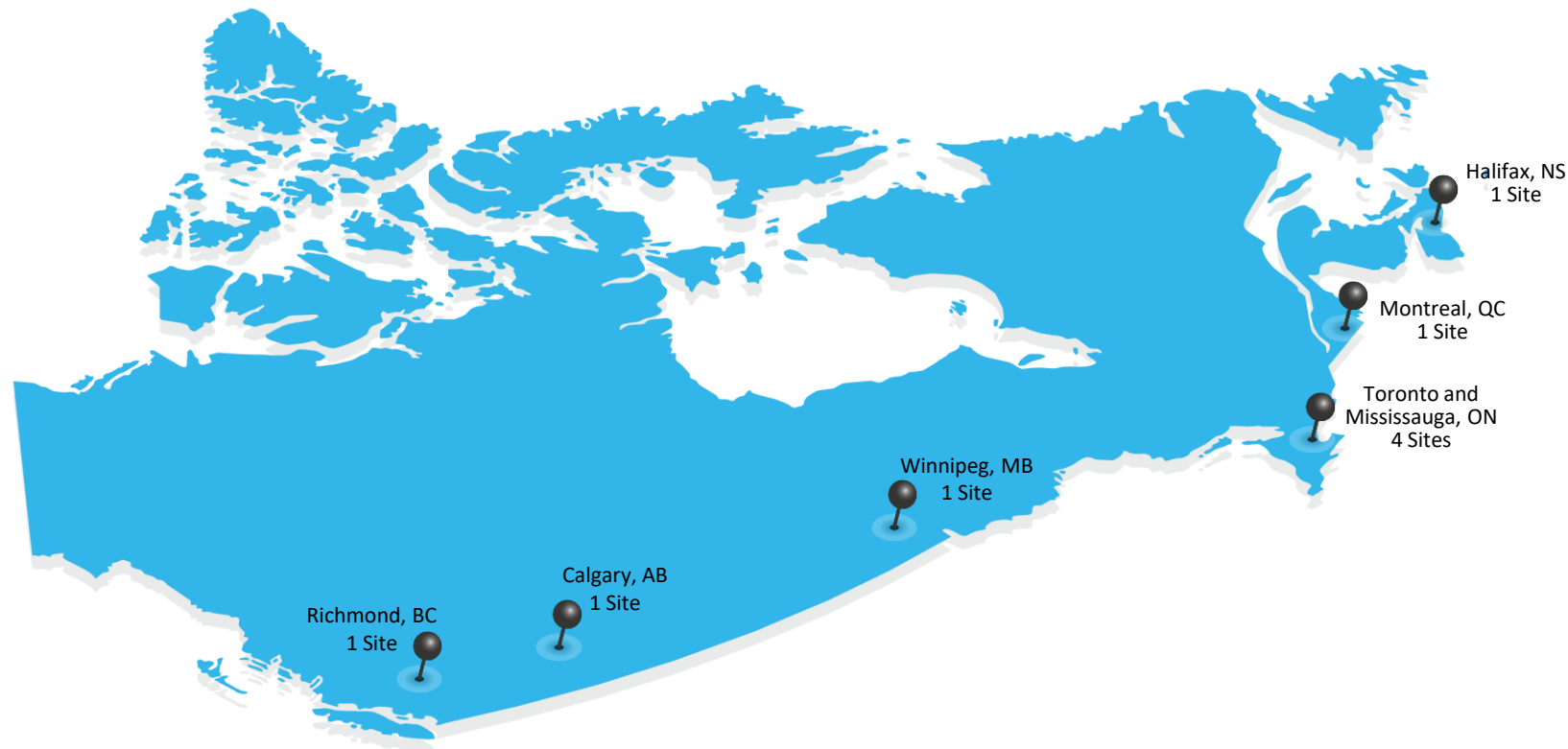
Regulated industries have complex needs that Symcor can expertly navigate and support



About Symcor

Where We Operate

Supported by a workforce of **1528 employees¹**, Symcor maintains a national Canadian presence with nine offices and processing centres throughout Canada. Our corporate offices are located in **Mississauga and Toronto, Ontario**. Symcor's production facilities are located in **Richmond, British Columbia; Calgary, Alberta; Winnipeg, Manitoba; Mississauga and Toronto, Ontario; Montreal, Quebec; and Halifax, Nova Scotia**. Our combined locations comprise one of the largest production spaces of their kind in Canada.



¹Employee count is as of September 30, 2024.

About This ESG Report

Scope of this ESG Report

This inaugural report covers Symcor's ESG activities, initiatives and performance for the period of October 1, 2023 to September 30, 2024.

Our report also addresses an exciting period of development for Symcor, during which the company built a formal ESG Program. The work commenced in earnest in 2024 and has continued in 2025. This report therefore provides qualitative and quantitative insights regarding Symcor's journey in building its ESG Program, including how ESG factors have been embedded in Symcor's strategy, operations and stakeholder engagement. The data contained in this report reflects all Canadian operations under Symcor's direct operational control, as well as relevant collaborative partnerships. Highlights from Symcor's ESG Program build are outlined in [Symcor's Approach to ESG](#), below.



GOVERNANCE



ENVIRONMENTAL



SOCIAL

Frequency of Reporting and Future Commitments

Symcor is committed to publishing an annual ESG report to communicate and measure our progress in a transparent manner. By setting a strong baseline, this inaugural ESG Report serves as a foundation for ongoing accountability and future improvements aligned with evolving best practices and stakeholder needs.

Data Integrity and Assumptions

Currency: All financial data are presented in Canadian dollars unless otherwise noted.

Scope: Primarily single-year data for Symcor's Fiscal Year 2024 (October 1, 2023 to September 30, 2024), with multi-year trends referenced where relevant.

Data Limitations: Any assumptions or constraints in data collection are disclosed for transparency.

Assurance: While this report does not include formal third-party assurance, Symcor's GHG emissions baseline inventory was aligned to the GHG Protocol and best practice. It was conducted and reviewed in collaboration with the experts at Bloom ESG and ESG Global Advisors.

Alignment with ESG Disclosure Frameworks

The content in this inaugural ESG Report was informed by market-preferred ESG reporting frameworks as much as possible, including the Sustainability Accounting Standards Board ("SASB") Standards, specifically focusing on the Software & IT Services, Professional & Commercial Services and Commercial Banks Industry Standards as most relevant to Symcor's business lines, and the recommendations from the Task Force on Climate-Related Financial Disclosures ("TCFD").

Certain disclosures have been omitted—in some cases because they are not applicable to Symcor's business, in some cases because they seek disclosure of sensitive information and in some cases because Symcor does not yet have the information available for disclosure. Over time, Symcor intends to expand its approach by disclosing performance on key metrics under our core material ESG factors and enhance alignment with these ESG reporting frameworks and standards where possible.

Symcor continues to monitor the evolving ESG reporting landscape, including developments from the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards and the Canadian Sustainability Standards Board ("CSSB"). Symcor is committed to monitoring the evolving disclosure landscape and the evolution of these frameworks as applicable.

A note on forward-looking statements

This document contains forward-looking information relating to Symcor's environmental, operational and strategic initiatives. This forward-looking information is based on assumptions and expectations as of the date of this document and reflects Symcor management's current views. While this information is provided to offer insight into Symcor's intentions and priorities, it is inherently subject to known and unknown risks and uncertainties, as well as other factors that may cause actual results or outcomes to differ materially.

As a privately held company, Symcor does not undertake any obligation to publicly update or revise this forward-looking information, except as required by applicable law. Readers are cautioned not to place undue reliance on forward-looking statements contained in this document.

SYMCOR'S APPROACH TO ESG



ESG Materiality Assessment

In 2024, Symcor undertook its first ESG Materiality Assessment, a key milestone in our structured ESG journey. This assessment provided a data-driven framework to identify and prioritize environmental, social and governance factors that are most relevant to our business and stakeholders. By applying a rigorous, evidence-based approach, this assessment enabled Symcor to more fully integrate ESG considerations into our strategy, governance and operations, while aligning with client expectations, regulatory developments and industry best practices.

This process also enhanced Symcor’s risk identification and assessment of ESG factors by providing a different lens to examine emerging ESG challenges and opportunities that have the potential to impact business performance, resilience and stakeholder relationships.



Materiality Assessment Results

Symcor’s ESG Materiality Assessment identified a total of **15 ESG factors**:

- | | |
|---|--|
| 01 Data Privacy & Data Governance | 09 ESG Governance |
| 02 Data Security | 10 Environmental Footprint |
| 03 Human Capital Management | 11 Workforce Health & Safety |
| 04 Professional Integrity, Business Ethics & Competitive Behaviour | 12 Supply Chain Management |
| 05 GHG Emissions | 13 Community Relations |
| 06 Managing Systemic Risks from Technology Disruptions | 14 Human Rights |
| 07 Climate Change – Transition | 15 Rights of Indigenous Peoples |
| 08 Climate Change – Physical | |

Each of the above factors was categorized as “core,” “enhanced” or “emerging” based on the potential impact of each ESG factor on company value over the short (0–1 year), medium (1–3 years) and long term (3+ years). Each of these ESG factors is addressed in this ESG Report.

ESG Materiality Assessment

Methodology

Symcor's Materiality Assessment followed a "weight of evidence" approach, incorporating multiple data sources to prioritize ESG factors based on their potential financial and operational impact, as well as their likelihood of occurrence. The methodology was designed to ensure alignment with leading ESG disclosure frameworks while reflecting the unique characteristics of Symcor's business model and stakeholder priorities. It also leveraged Symcor's well-established Enterprise Risk Management ("ERM") Framework.

Symcor's inaugural ESG Materiality Assessment was informed by:

- **Internal Risk and Regulatory Analysis:** ESG-related risks identified in Symcor's 2024 Enterprise Risk Assessment ("ERA") and regulatory landscape scan.
- **Peer Benchmarking:** Review of ESG priorities in sustainability reporting from industry peers.
- **Stakeholder ESG Information Requests:** ESG factors identified as focus areas or priorities in supplier questionnaires and requests from our stakeholders.
- **ESG Frameworks and Standards:** Alignment with recognized frameworks, including SASB Standards, TCFD recommendations and IFRS Sustainability Disclosure Standards.
- **Industry Expectations:** Consideration of ESG priorities outlined by regulators (e.g., Office of the Superintendent of Financial Institutions ("OSFI") Guideline B-15: Climate Risk Management) and industry bodies, such as Payments Canada, that are relevant to our business and clientele.

Integration of Material ESG Factors into Business Strategy

The findings from the ESG Materiality Assessment are actively informing Symcor's corporate strategy, risk management and governance structures. To operationalize ESG priorities, Symcor convened to discuss the integration of core ESG factors into business functions and define clear execution pathways. This session brought together leaders from Corporate Strategy, Operations, Legal, Risk, Facilities, Sales, Information Technology, Data Governance and

Privacy, Procurement and others to discuss how Symcor's core ESG factors are and can be further embedded into business functions and to define clear next steps for execution.

Cross-functional engagement throughout all steps of our ESG Program build was a priority for Symcor, intended to ensure that ESG is integrated across all business units and shared services departments, reinforcing Symcor's position as a trusted, forward-thinking service provider.



Strategy

Symcor's ESG Commitment

As a market leader in payments, security and data services, Symcor recognizes its responsibility to drive meaningful impact. This inaugural ESG Report reflects our commitment to embedding ESG principles into our operations, aligning with the needs of our clients, employees and communities, and maintaining our reputation as a **trusted partner**.

Symcor's track record includes a longstanding commitment to corporate responsibility, with initiatives primarily focused on Corporate Social Responsibility ("CSR") efforts responsive to the **pillars of Inclusion, Education, Community, Environment and Health**. While CSR remains an important part of Symcor's identity, in 2024, we took a significant step forward by launching a dedicated ESG Program build to formalize Symcor's approach to the environment, social responsibilities and corporate governance. Led by our Legal team, the ESG Program build was achieved through enterprise-wide effort and engagement.

The creation of a formal ESG Program at Symcor demonstrates our commitment to ensuring a strong ESG foundation that builds upon our **longstanding commitments to sustainability and giving back to our local communities** through grassroots, employee-led initiatives and corporate giving. The significant undertaking of an ESG Program build culminated in the establishment of a structured, strategic approach to integrating environmental, social and governance considerations across business operations, risk management and decision-making at Symcor.



To support the development of our **ESG Strategic Framework** and fully integrate ESG practices into our business, Symcor has made commitments within our core business functions, including those described below:

Governance	At Symcor, we are committed to strong governance practices. We are in the process of enhancing our approach to ESG governance to ensure that we provide effective oversight of ESG risks and opportunities. In addition, Symcor is working to augment Board oversight of and Senior Leadership Team accountability for material ESG factors.
Risk Management	We were encouraged to see that the results of our ESG Materiality Assessment aligned very closely with the risks identified and being managed through our ERM Framework. We are committed to deepening the integration of our material ESG-related risks into our broader ERM Framework, as well as Symcor policies and procedures, to ensure that the ESG issues most likely to impact Symcor's performance are identified and actively managed. Symcor is committed to conducting ESG materiality assessments at least every three years to ensure that the most material ESG factors remain current and that alignment with our risk management practices can be evaluated.
Strategy	Symcor is committed to ensuring that ESG considerations are integrated into our corporate strategy and business growth plans. We will focus our strategy on the ESG factors that have the greatest potential to impact our business over the short-, medium- and long-term and that will support the advancement of Symcor's corporate strategy.
Metrics & Targets	We will continue to measure our ESG progress and performance through the collection, monitoring and future reporting of ESG metrics related to our material ESG factors. These metrics are informed by market leading ESG disclosure frameworks and our stakeholders' needs and expectations. Due to the significant alignment between Symcor's ERM Framework and the core and enhanced ESG factors identified in Symcor's ESG Materiality Assessment, Symcor is well positioned to continue maturing its approach to ESG metrics. We will assess our capacity to establish qualitative and quantitative ESG targets for key metrics over time.
Reporting & Disclosure	Symcor is committed to transparency and accountability. Knowing that sustainability is a journey, we are committed to continually improving our reporting and disclosure of ESG-related risks and opportunities. Our company strives to foster a culture that encourages employees to advance our ESG strategy and the commitments outlined above.

Strategy

Symcor's Strategic ESG Factors

Building upon the ESG Materiality Assessment and ongoing work as part of our ESG Program build, Symcor identified a set of strategic ESG factors that are most critical to Symcor's business value, stakeholder relationships and long-term resilience. These factors were identified as requiring the highest level of strategic focus, governance oversight and integration into corporate decision-making:

Greenhouse Gas Emissions:

For more than 25 years, Symcor has taken an environmentally responsible approach to business operations, recognizing the importance of efficiency, waste reduction and responsible resource use. In today's landscape, this commitment takes on new significance. Reducing GHG emissions is not just a compliance measure—it is a strategic priority for Symcor to operate as a climate-conscious, future-ready business. By taking measurable action to reduce our carbon footprint, we aim to set a high standard of environmental stewardship in our industry.

Human Capital Management & Community Relations:

At Symcor, our people are our foundation. We have always prioritized investing in talent, fostering an inclusive workplace and ensuring that employees feel valued and supported. A strong, diverse workforce that drives innovation and operational excellence is fundamental to our success. Beyond our internal culture, Symcor recognizes its responsibility to the communities we operate in. Our longstanding commitment to social impact, education and equity-focused initiatives continues to be a defining aspect of our ESG approach.

Supply Chain Management:

Symcor's business model is built on security, efficiency and trust, and this extends across our value chain. Ensuring that our procurement and vendor relationships align with our ESG priorities is an area of focus. From responsible sourcing to ensuring ethical business practices, Symcor is taking steps to integrate ESG considerations into its approach to procurement, vendor management and third-party risk management, reinforcing resilience, accountability and alignment with sustainable business operations.

Data Security:

Data security is at the very core of Symcor's purpose. Handling, protecting and processing sensitive information is not just a service we provide, it is a fundamental responsibility that defines our business. As a leader in secure data exchanges and digital transactions, Symcor operates in a highly regulated and rapidly evolving security landscape. Strengthening cybersecurity measures, enhancing data governance and staying ahead of emerging risks are imperatives, ensuring that Symcor remains a trusted partner in an increasingly digitized world.

Strategy

Symcor's Strategic ESG Factors

Data Privacy & Data Governance:

At Symcor, data privacy and data management practices must be reliable and trustworthy, both internally and for the clients we serve. A fundamental component of Symcor's value proposition is that our data practices meet evolving regulatory requirements and client expectations. At the same time, our practices enable our lines of service and shared service functions to innovate and find creative solutions for our customers. We strive to maximize the use of data while protecting and evolving the controls that have fostered longstanding trust in our data practices, and which are embedded by design across Symcor.

Professional Integrity, Business Ethics & Competitive Behavior:

Integrity has always been non-negotiable at Symcor. Operating with the highest ethical standards, ensuring compliance with regulations and fostering a strong culture of accountability have long been part of our DNA. As ESG expectations evolve, Symcor remains committed to upholding transparency, fair competitive practices and rigorous anti-corruption measures—not just to meet expectations, but because it is how we do business.

Managing Systemic Risks from Technology Disruption:

As a technology-driven solutions provider, Symcor understands that resilience and adaptability are key to long-term business continuity. The rapid acceleration of artificial intelligence ("AI"), cloud infrastructure and cybersecurity threats requires a proactive, security-first approach. Symcor is committed to continuously evolving its technology risk management strategies, ensuring business resilience, operational stability and the ability to securely process and protect high-value transactions in a digital-first economy.



ESG OBJECTIVES



Planet

Reducing Environmental Impact

Reducing our GHG emissions, improving energy efficiency and embedding sustainable practices into our operations to reduce our environmental footprint.



Data

Upholding Privacy, Security and Integrity

Maintaining our leadership in data privacy and security by continuously enriching trusted, secure and innovative solutions for our clients.



Employees

Enriching an Inclusive and Thriving Workplace

Continuing to foster an environment where diversity, equity and inclusion thrive, and where employees are empowered to grow, innovate and succeed.



Community

Supporting Positive Impact

Strengthening our role as a trusted partner by supporting meaningful causes and fostering well-being in the communities we serve.

Symcor's Approach to ESG – FY 2024 Highlights



ESG Education & Leadership Engagement

To build foundational ESG knowledge and capacity across the enterprise, ESG education sessions were conducted with key teams and leaders across the organization. These sessions helped to establish a common baseline of ESG literacy and build cross-functional alignment on how ESG risks and opportunities impact Symcor's operations and require a unified, strategic approach to be addressed effectively. These sessions included discussions of regulatory trends, stakeholder expectations and long-term business resilience.



ESG Materiality Assessment

An ESG Materiality Assessment was conducted to identify and prioritize material ESG-related risks with the potential to impact Symcor's business value. Key factors identified under the Materiality Assessment include Human Capital Management, GHG Emissions, Systemic Risks from Technology Disruption, and Privacy. The results of the ESG Materiality Assessment are well-aligned to Symcor's existing approach to the integration of ESG factors into governance, risk management and reporting structures. To learn more about Symcor's ESG Materiality Assessment, see the [ESG Materiality Assessment](#) section.



Governance Assessment

A governance assessment was conducted to evaluate existing governance structures at Symcor and alignment with ESG best practices. This work allowed us to identify areas for deepening ESG integration into Symcor's governance models, as well as improvements needed to align Symcor's ESG governance with best practices.



ESG Strategy

Building on our ESG Materiality Assessment, cross-functional leadership engagement enabled us to understand, pinpoint and align on Symcor's desired ESG positioning, explore ESG-related opportunities and identify strategic ESG factors that complement our priorities and value drivers as a business, while also responding to key stakeholders' ESG objectives.

Symcor's Approach to ESG – FY 2024 Highlights



Baseline Carbon Emissions Measurement

Symcor completed its first-ever organization-wide GHG emissions assessment. Applying the operational control approach under the GHG Protocol, the assessment evaluated Symcor's Scope 1 (direct emissions from owned/controlled sources), Scope 2 (indirect emissions from purchased electricity) and Scope 3 (indirect emissions across the value chain) emissions. The baseline assessment reflects Symcor's commitment to environmental responsibility and provides a data-backed foundation for emissions reduction strategies and alignment with regulatory developments. Going forward, Symcor will conduct a GHG assessment on an annual basis.



ESG Strategy Implementation Roadmap

To support the monitoring and maturing of Symcor's ESG Program and appropriately prioritize resources, Symcor developed a five-year framework that charts a path to achieving our specific ESG initiatives and goals. The framework represents a culmination of the activities described above, informed by priority ESG factors that will propel Symcor's strategic objectives, help us anticipate and respond to client needs and provide a roadmap that informs longer-term ESG priorities and ongoing strategy development.



Inaugural ESG Report

Symcor is publishing this inaugural ESG Report to provide enhanced transparency to our stakeholders on our approach to ESG. The ESG Report seeks to follow best practice by aligning with market-preferred ESG reporting frameworks as much as possible, including the SASB Standards and the TCFD recommendations.



Risk Management

Symcor's approach to ESG is rooted in integration, accountability and measurable progress. From the outset, we recognized that ESG is not a standalone function but a business imperative that must be embedded across all aspects of our organization, much like Symcor's approaches to enterprise risk management and corporate strategy.

Symcor is committed to maintaining sound management of strategic, financial, operational, technology, and legal/regulatory compliance risks. Symcor's ERM Program includes an ERM Policy, Framework and tools, and involves continuous monitoring, reporting and oversight of the company's risk landscape. Management meets at least quarterly to discuss the status of priority risks to ensure Symcor continues to take a coordinated enterprise approach to risk identification, assessment, mitigation and reporting.

Symcor's proactive approach to effective risk management not only aims to safeguard against potential downsides but also seeks to leverage uncertainties as **avenues for innovation and competitive advantage**, ensuring adaptability and resilience in an ever-changing world. This strategic approach to risk management is a fundamental component of good corporate governance and accountability. Symcor's approach to enterprise risk management expands upon the traditional risk approach to include operational and strategic risks involving the entire organization. Risks are assessed more frequently with clear accountability and responsibility for their management that is shared at all levels of the organization.

A key component of Symcor's ESG Program build was an examination of how our company's ERM model already understood and tackled ESG risks most relevant to Symcor.



Risk Management

Integration of ESG factors into Enterprise Risk Management

Symcor's first ESG Materiality Assessment confirmed that our material ESG factors had extensive overlaps with current priority and emerging risk areas that are subject to robust monitoring and oversight through our ERM Framework and Policy. This is not surprising: ESG factors permeate all aspects of a business.

Just as risk management at Symcor is an enterprise-wide effort that demands active, cross-functional participation and collaboration, Symcor's approach to ESG embraces this approach. Our structured ESG Program build, particularly our work related to the ESG Materiality Assessment, ESG Strategy and Metrics, has allowed us to understand how ESG factors are currently integrated into our ERM model and identify areas where we can deepen processes to yield further insights and opportunities as a company. To ensure that the most material ESG factors remain current and well-integrated into our risk management practices, Symcor will refresh its ESG Materiality Assessment at least every three years.

Risk Oversight and Management of ESG-related Risks

Symcor's (Enterprise) Risk and Audit Services department is led by our Vice President, Chief Internal Audit & Risk Officer, who reports to Symcor's Senior Vice President, Chief Financial Officer ("CFO"). Symcor's Audit Committee is comprised of a subset of Directors of the Board and meets quarterly to review financial information, risk management and other matters.

Effective risk management is a key part of Symcor's corporate governance and accountability. Symcor has established an ERM Policy and Framework, which is aligned with ISO 31000 and consistent with the Committee of Sponsoring Organizations ("COSO") ERM framework, to guide Symcor in this business management practice.

Symcor's ERM Policy provides the foundation for a strong ERM Program, as it establishes and outlines the principles, responsibilities and requirements that oversee the processes required for managing risks throughout the organization. The ERM Framework guides its pragmatic and effective application, including responsibilities, methodology and standards to assist the organization in integrating the ERM discipline into Symcor's overall management system. This includes the identification of ESG-related risks.

Symcor's ERM Program includes an annual ERA that is presented to the Audit Committee of the Board. Priority risks identified in the ERA are monitored, managed within risk appetite, reported and reviewed quarterly with various management risk committees and the Audit Committee.

Symcor's Risk Advisory Committee ("RAC") is comprised of senior leaders across the organization with the responsibility of assisting Symcor's Executive Risk Committee ("ERC") with monitoring and reporting on Symcor's priority risks. The RAC ensures sound policies, procedures and practices are in place to direct and control the organization regarding these risks, aligned with the organization's risk appetite.



ESG Metrics & Targets

Metrics

As part of its ESG Program build, Symcor developed a set of ESG metrics for material ESG factors to be monitored across the company considering short-, medium- and long-term timeframes and goals. The metrics are based on Symcor's ESG ambition and informed by relevant ESG reporting frameworks and standards. The metrics will help ensure that our ESG journey is measurable, trackable and actionable.

The ESG metrics also facilitate:

- A consolidated view of key ESG performance indicators across business functions.
- Visibility into ESG-related risks, opportunities and areas for improvement.
- Data-driven decision-making and accountability across leadership teams.

Leveraging Existing Systems to Embed ESG Metrics

The ESG metrics were socialized with leaders across the enterprise to facilitate alignment and adoption and to reinforce ESG as a core element of Symcor's operational strategy. In many instances, the metrics identified for ESG purposes have already been adopted across various departments at Symcor as part of existing performance, program and risk management monitoring. In other cases, the metrics work of our ESG Program build allowed us to provide more structure and gain valuable insights around activities and programs that have been

longstanding at Symcor but not previously understood with the same quantitative focus that the ESG metrics lend themselves to. Over time, Symcor intends to expand its approach by disclosing performance on key metrics under our core material ESG factors.

As many of the ESG metrics identified aligned with data already captured across Symcor, Symcor focused on integrating the ESG metrics into existing business and enterprise risk management systems to ensure a seamless transition and maximize efficiency.



GOVERNANCE



ESG Governance



Strong governance is the foundation of Symcor’s ESG strategy, ensuring transparency, accountability and long-term value creation. ESG considerations are woven into Symcor’s corporate governance framework, enabling clear oversight, structured risk management and alignment with strategic business objectives. From an ESG lens, Symcor’s governance model is designed to:

- Embed ESG considerations into decision-making at all levels of the organization.
- Ensure Board and executive oversight and accountability for ESG priorities.
- Maintain policies, risk frameworks and reporting mechanisms that support sustainable growth and regulatory alignment.

Symcor’s ESG oversight flows through a structured governance framework, ensuring clear communication, decision-making and accountability from individual teams to management to the Board:

Board of Directors: Provides strategic oversight of ESG, reviews ESG risks and opportunities and ensures alignment with corporate objectives and stakeholder expectations.

Senior Leadership Team: Implements ESG strategy, monitors progress and ensures that key ESG initiatives are executed across business functions in a timely and appropriate manner.

ESG Team: As part of Symcor’s ESG Program Build, a Director, Senior Legal Counsel from Symcor’s Legal department and an ESG Specialist led this work, supported by the Vice President, Business Transition and Symcor’s Senior Vice President, Chief Legal Officer & Corporate Secretary (“CLO”). Expert guidance and advice were provided by ESG Global Advisors and (on GHG emissions) Bloom ESG. In addition to these dedicated team members, numerous teams across Symcor—in Facilities Management and Operations, Finance, Human Resources and Risk, to name only a few – contributed to Symcor’s ESG Program Build. Going forward, Symcor will assign additional resources to the ESG Team as the company grows and matures its ESG Program.

Enterprise Risk Team: In collaboration with Symcor’s RAC and ERC, facilitates oversight of the management of ESG-related risks, ensuring ESG risks are treated with the same rigor as traditional business risks. For more information on Symcor’s approach to risk management, see the discussion on [Risk Management](#), above.

Functional Leadership & Business Units: Operationalize ESG policies and commitments, including taking steps to mature Symcor’s ESG Program in discrete areas according to their subject matter expertise, thereby ensuring ESG integration within day-to-day business functions across Symcor.

All Staff: Participate in initiatives and provide feedback on ESG-related activities. An important component of Symcor’s ESG Program build was developing internal knowledge and capacity around ESG. Through education sessions with key teams and leaders across the organization, Symcor established a common baseline of ESG literacy, understanding of how ESG risks and opportunities impact Symcor’s operations and require a unified, strategic approach to be addressed effectively. These education sessions included discussions of regulatory trends, stakeholder expectations and long-term business resilience. All-staff education, as well as participation in and feedback regarding Symcor’s ESG Program and initiatives, will be components of Symcor’s ESG Program in 2025 and beyond.

ESG Governance

ESG-Related Policies and Processes

Symcor maintains a suite of ESG-related policies, which are reviewed and updated regularly to ensure relevance and alignment with best practices. Key policies include:

Policy, Framework or Standard	Description
Business Continuity Management Framework (“BCM”)	Defines Symcor’s BCM methodology and continuity planning process for managing disruption-related risks, including policy enforcement, program workflow, roles and responsibilities, principals, planning and preparation processes. A disaster recovery methodology and planning process supports the BCM Framework and is included therein.
BCM Policy	Establishes the principles, responsibilities and governance framework overseeing the processes for restoration of mission-critical business functions. The Policy enhances Symcor’s ability to respond to an event of any significant or prolonged disruption to normal operations, while at the same time protecting Symcor’s employees, assets and the interests of Symcor’s clients.
ERM Framework and Policy	Built upon the ISO 31000 principles and pillars of Risk Oversight, Ownership and Responsibility, Assurance and Transparency, Symcor’s ERM Framework enables Symcor to formalize its approach to risk management by building on and maturing existing risk management practices and enabling lines of service and service groups to apply pragmatic risk management techniques, share knowledge and experience, and manage Symcor’s priority risks in accordance with the company’s strategic objectives and within its risk appetite and tolerance level. Symcor’s risk management policies establish and outline the principles, responsibilities and requirements that govern the identification and management of priority risks at Symcor. For more information on Symcor’s ERM model see the discussion of Risk Management in this report.
Audit	The Internal Audit group is responsible for developing an audit plan that addresses the key risks within the organization. The audit plan is reviewed and approved by the Audit Committee of the Board annually. Key risks and controls are assessed during individual audits, and identified residual risks are presented to management with recommendations for consideration. All risks identified as part of the audit process are reported quarterly to the Audit Committee and tracked with the Audit Committee through resolution. For more information on Symcor’s Internal Audit group and practices, see the Professional Integrity, Business Ethics and Competitive Behaviour section , below.
Regulatory Compliance Management Process	Defines the process at Symcor for monitoring regulatory and legislative developments material to Symcor’s commercial agreements, business and operations.

In addition to those listed above, Symcor has a considerable number of ESG-related policies and frameworks that guide the company’s approach to individual ESG factors, such as Data Privacy and Data Governance, Human Capital Management, etc. These policies and frameworks are described throughout the balance of this ESG Report, under the sections dedicated to individual ESG factors.

ESG Governance

Board & Management Diversity

Symcor began as a joint venture between three of Canada's largest financial institutions: the **Toronto Dominion Bank, Royal Bank of Canada and Bank of Montreal**. The history of Symcor's creation informs our current corporate and governance structure as a privately held, federally regulated company that is owned by three of Canada's respected corporate leaders. Symcor's Board of Directors consists of nominees from our shareholder organizations and Symcor's CEO, as per our company's shareholders agreement.

Symcor is committed to fostering diversity in leadership at all levels of our organization, ensuring that decision-making reflects a wide range of perspectives and experiences.



Data Privacy & Data Governance

Why This Matters

Symcor's role as a trusted partner involves the handling of highly sensitive financial and operational data, making data security and privacy integral to our business operations. With increasing cybersecurity threats and complex regulatory requirements, maintaining a robust governance framework is not just essential—it is a competitive advantage.

Symcor has long been recognized as a leader in data security, governance and privacy, consistently setting the standard for compliance and innovation in secure data exchanges. With a legacy of supporting Canada's largest financial institutions, Symcor operates in a highly regulated and security-sensitive environment, ensuring that all data is managed with the highest levels of confidentiality, integrity and accountability.

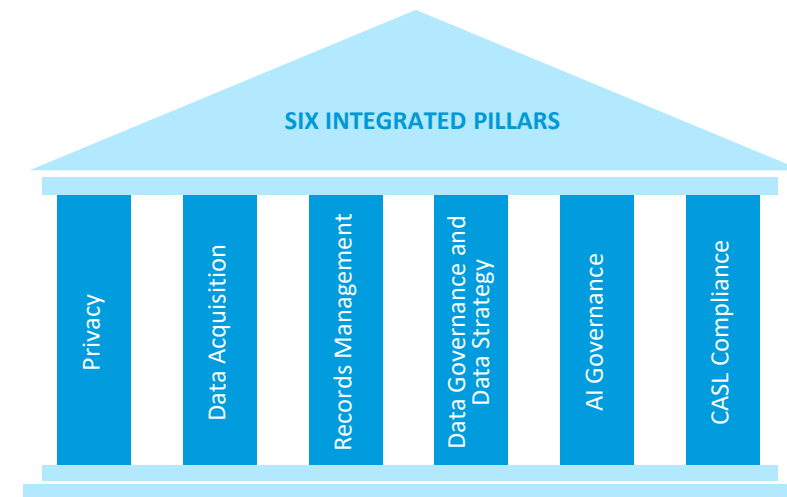
By embedding stringent privacy and data governance practices and continually strengthening our data infrastructure, Symcor ensures:

- Compliance with data protection laws, mitigating the risk of regulatory penalties.
- Resilience against emerging cyber threats through advanced risk mitigation strategies.
- Enhanced client trust by demonstrating accountability and leadership in secure data management.

Approach

Board Oversight and Management Responsibility:

- Annual data management audit results are reported to Symcor's Board of Directors. In addition, quarterly risk reports are provided to Symcor's Vice President, Chief Internal Audit & Risk Officer, who in turn presents material items to the Audit Committee of the Board.
- Symcor's CLO oversees Symcor's Data & Trust Office, which is comprised of a team of data governance and privacy professionals. Symcor's CLO is also the company's Chief Privacy Officer, responsible for compliance with privacy obligations, and the company's delegated Person in Charge of the protection of personal information.
- Privacy and data governance-related risks have been integrated within Symcor's approach to enterprise risk management. To balance innovation with accountability, Symcor embeds data privacy and governance by design into all data processes. The Data & Trust Office proactively addresses risks through data classification, access management and third-party audits to minimize exposure to breaches or misuse. In addition, the team works closely with service lines across the enterprise to provide training and awareness initiatives, guidance and support, and offers advice and recommendations to business teams on data and privacy regulatory requirements and risk mitigation.



- The Data & Trust Office is responsible for ensuring the protection and governance of personal and confidential information in line with regulatory expectations and industry standards. To maintain its industry-leading position, Symcor's Data & Trust Office oversees **six integrated** pillars. These pillars enable Symcor to adapt proactively to evolving regulatory and technological landscapes, ensuring that our data practices are not only compliant but exemplary in fostering trust and reliability.

Data Privacy & Data Governance

Key Policies, Principles and Governance Frameworks:

Symcor’s data privacy and data governance principles prioritize accountability, transparency and risk mitigation in the collection, use and retention of client and employee data. Themes addressed within our policies include:

- **Purpose-Limitation:** Data is collected only for specified, legitimate business needs, with clear consent where required.
- **Minimization and Retention:** We retain client information only as long as necessary, adhering to legal requirements and business purposes, with scheduled reviews for deletion.
- **Third-Party Oversight:** Vendors and partners handling data must comply with Symcor’s contractual privacy and security standards.

Key policies, frameworks and standards include:

Policy, Framework or Standard	Description
Data Governance Framework	Establishes the foundational structure for managing data as a strategic asset. Key components of the framework include: <ul style="list-style-type: none"> ➤ Defining the primary objectives that inform the data governance program. ➤ Outlining the core program competencies required to meet objectives around four foundational pillars: Data Lifecycle Management, Data Risk and Compliance, Data Management and Data Interoperability.
Data Governance and Personal Information Handling Policy	Sets the direction and guiding principles for Symcor’s governance of data and the operationalization of Symcor’s data governance interaction model. Key components of the policy include: <ul style="list-style-type: none"> ➤ Defining the data governance program structure and the responsibilities of the different data governance roles within the business. ➤ Outlining the practices to be followed by all Symcor personnel who handle Symcor data or client data throughout its lifecycle.
Privacy Policy for Client Data	Outlines the principles that protect the privacy and confidentiality of client data that Symcor processes on behalf of clients in connection with our services. These principles are established by the privacy and confidentiality obligations set out in client agreements, as well as applicable federal and provincial Canadian privacy law. Symcor is committed to ensuring compliance with the spirit and intent of such legal and regulatory requirements.
Personnel Privacy Policy	Informs personnel about Symcor’s practices in relation to the collection, use and disclosure of personnel personal information for the purposes of managing the employment relationship or engagement, as well as assessing and improving the work environment at Symcor. This Policy also describes the responsibilities of personnel when handling personal information.
CASL Compliance Policy	The CASL Compliance Policy is designed to ensure that Symcor adheres to Canada’s Anti-Spam Legislation (“CASL”). This legislation regulates the sending of commercial electronic messages (“CEMs”), the installation of computer programs and other conduct to protect consumers and businesses from spam and electronic threats. Key components of this Policy include a compliance framework for CEMs, procedures for managing consent for sending CEMs and record keeping requirements.
Records Management Policy & Retention Schedule	Governs how records (whether physical or digital) are stored, archived and disposed of. Retention periods for data categories are provided for legal, operational and other purposes.

Data Privacy & Data Governance

Key Programs & Initiatives:

- **AI Governance Protocols:** Ensuring ethical and transparent AI use, particularly in data analysis and automation.
- **Regulatory Compliance Reviews:** Regular reviews and updates to data privacy policies, ensuring compliance with evolving regulations, including CASL.
- **Privacy Impact Assessments:** Ensuring that all initiatives or vendors that may involve personal information are assessed to determine regulatory risk and ensure that specific controls are implemented to minimize risk, in line with the organization's risk appetite, before any intended collection, use or disclosure of information is carried out.



Performance

- Personnel are required to review and attest to the Personnel Privacy Policy on an annual basis. The Policy provides all personnel with an understanding of how their information may be used by the organization in facilitation of the employee-employer or contractor-vendor relationship, in addition to personnel obligations in handling personal information, including that of our clients.
- In 2024, Symcor hosted its Annual Data Privacy Week, comprised of various initiatives (speaking engagements, Q&As and employee engagement activities) to reinforce good data practices amongst all Symcor personnel.
- Symcor implemented and embedded the changes necessary to comply with Quebec's Law 25 (formerly Bill 64).
- Symcor is also pursuing the expansion of data governance initiatives to address emerging risks from AI, cloud computing and digital transformation.

Data Security & Managing Systemic Risks from Technology Disruptions

Why This Matters

As a technology-driven business, Symcor operates a critical infrastructure that supports financial transactions, secure data processing and digital operations. Maintaining trust, safeguarding privacy and securing systems and client information are top priorities. In addition, resilience against technology disruptions is fundamental to business continuity, cybersecurity and operational stability.

The increasing reliance on cloud computing, AI and interconnected systems elevates the risk of cybersecurity threats and technology failures. To mitigate these risks, Symcor embeds systemic risk management into its technology governance, ensuring:

- Advanced cybersecurity measures to prevent data breaches, counter malicious activity and respond to an evolving threat landscape.
- Operational continuity, even in the face of technology disruptions or system outages.
- Ongoing alignment with regulatory and compliance requirements, as well as evolving industry standards.



Approach

Symcor's approach to information security is built on the foundational principles of confidentiality, integrity and availability. These guide the development and maintenance of secure network and system infrastructures that protect sensitive data. Through a "Defense in Depth" strategy, we implement multiple layers of security controls to mitigate risk—ensuring that if one control fails, others continue to provide protection.

Our policies, standards and practices align with **globally recognized frameworks and standards including ISO/IEC 27002, NIST 800-53, the Cloud Controls Matrix ("CCM") and PCI DSS**, establishing a strong foundation for security and compliance. To support this layered approach, the security requirements are integrated into the software development life cycle, embedding risk management and compliance practices into every stage of product development from initial design through to final deployment.

Board Oversight and Management Responsibility:

- Symcor maintains strong governance over technology and cybersecurity risk through structured oversight and regular reporting to its Board of Directors. These reports provide the Board with visibility into risk profiles, key risk indicators, emerging threat trends and infrastructure resilience planning—demonstrating Symcor's continued commitment to protecting critical systems, data and client trust.

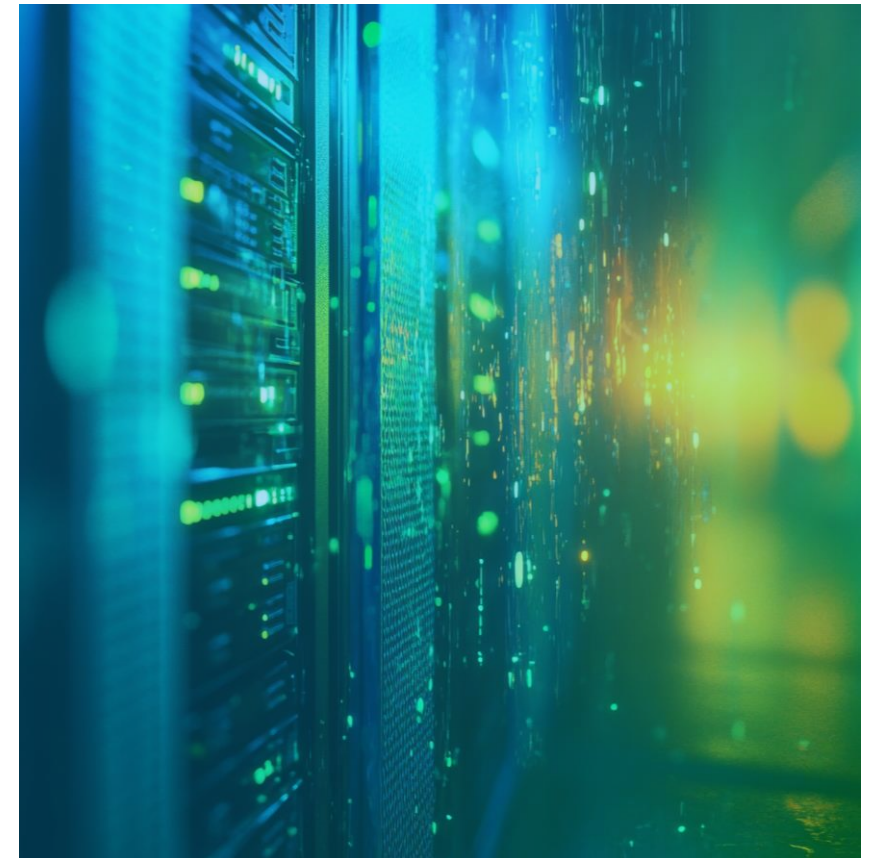
- Symcor's Senior Vice President, Chief Information Officer ("CIO") is responsible for the strategic delivery and oversight of information technology services and infrastructure. The CIO leads multiple teams across enterprise architecture, application development software engineering, infrastructure operations and service management—ensuring secure, reliable and resilient technology operations that support organizational stability and reinforce stakeholder confidence.
- Symcor's Chief Information Security Officer ("CISO") oversees the organization's cybersecurity program, with a focus on IT security, IT risk management, compliance and the protection of information assets and systems. The CISO is supported by dedicated teams across IT Risk and Compliance, Cyber Security Operations, Application Security, and Identity and Access Management in safeguarding Symcor's information assets.
- Technology-related risk oversight, including cybersecurity, infrastructure and service disruption risks, are embedded within Symcor's broader ERM Framework. These risks are actively monitored and reassessed to ensure appropriate controls, mitigation plans and escalation procedures are in place. Oversight is provided by both the RAC and ERC, enabling informed decision making, governance, cross-functional accountability and alignment with regulatory requirements and external expectations, such as those of our clients.

Data Security & Managing Systemic Risks from Technology Disruptions

Key Policies, Principles and Governance Frameworks

Symcor's information security policies, frameworks and standards are regularly updated to reflect evolving industry best practices, regulatory requirements and stakeholder expectations. Key policies, principles and governance frameworks are summarized below.

Policy, Framework or Standard	Description
IT Controls and Compliance Framework	Provides support across all lines of service to ensure adherence to compliance obligations and contractual requirements related to technology controls.
IT Risk Policy	Establishes a structured approach for identifying, managing and prioritizing IT risks by integrating them into planning and operational activities to protect Symcor's / client information and information assets.
Information Security Policy	Establishes Symcor's information security requirements for people, processes, procedures, standards and technology, supporting the organization's commitment to data protection, regulatory compliance and operational integrity.
Information Security Standards	Establishes detailed security requirements for all employees, contractors and users of Symcor information systems. The standards apply to all Symcor managed systems, applications and networks, and are aligned with industry recognized frameworks (i.e., ISO 27001/2, NIST 800-53) guiding the consistent protection of information assets while supporting regulatory compliance, operational resilience and stakeholder trust.
Business Continuity Cybersecurity Framework	Provides a structured approach for managing cyber crises. The Framework supports decision making by providing a clear framework for leadership and relevant teams during cybersecurity crises; enables Symcor's Crisis Management Team to respond quickly to a cyber event and coordinate an organized and unified response across Symcor; protects stakeholders by prioritizing the interests of clients, vendors and employees, and ensuring data is safeguarded; and guides strategic and purposeful communications during and following a cyber-Incident.



Data Security & Managing Systemic Risks from Technology Disruptions

Key Programs & Initiatives

Symcor continuously strengthens its cybersecurity and data governance practices to meet the highest standards of data protection, operational resilience and regulatory compliance. These practices revolve around:

Comprehensive Internal and External Audits, Assessments and Reviews

Ensure independent validation of controls and alignment with recognized frameworks (e.g., ISO/IEC 27001, NIST). For example, each year Symcor undergoes an independent third-party assessment of its data protection and information security controls. This comprehensive review evaluates all relevant service areas, including security domains aligned with ISO/IEC 27002 standards. Control areas are assessed using a capability maturity model, providing insight into the effectiveness and operational maturity of Symcor's practices. Symcor consistently meets or exceeds industry benchmarks and peer group maturity levels, reflecting its commitment to strong governance, compliance and the protection of data and information assets.

Scheduled Security Reviews and Assessments

Conducted regularly to proactively identify, assess and remediate potential vulnerabilities. Cyber and information security risks are continuously reassessed to reflect the evolving threat landscape and business priorities. This approach ensures enterprise-wide awareness and collaboration, helping to preserve operational resilience and reinforce the trust of stakeholders (including employees, partners and clients).

Ongoing Oversight and Real-Time Security Monitoring

Enables rapid detection and response to emerging threats, supporting business continuity and data integrity. Symcor employs a "Defense in Depth" approach, applying multiple layers of controls to reduce likelihood and impact of any single control failure. These controls are reviewed periodically to ensure their operating effectiveness and to address any potential weaknesses.

Fostering a Culture of Awareness

A strong security awareness culture is embedded across Symcor through ongoing employee education on cybersecurity and data privacy best practices to help strengthen Symcor's organizational readiness and reinforcing a culture of shared accountability.

Investments

Symcor maintains threat detection, monitoring and incident response capabilities, supported by continuous investment in cybersecurity infrastructure and skilled talent.



Performance

Symcor continuously measures and evaluates the performance of its information security program through key risk indicators, audit results and risk management. This data-driven approach ensures ongoing alignment with industry standards and regulatory expectations, while reinforcing effective governance, operational resilience and stakeholder trust. As part of these continuous efforts, key risk indicators are being reviewed and updated to reflect changes in the evolving threat landscape and internet requirements for continued relevance and effectiveness in risk oversight.

Professional Integrity, Business Ethics & Competitive Behaviour

Why This Matters

Symcor's business is built on trust, integrity and responsible corporate governance. Ensuring strong ethical standards and compliance frameworks safeguards stakeholder confidence and regulatory alignment.

Ethical governance is fundamental to maintaining credibility, regulatory compliance and business continuity. Ensuring transparency, fair competition and responsible business practices protects Symcor's:

- Reputation as a trusted partner for financial institutions and regulated industries.
- Legal compliance and governance credibility.
- Stakeholder trust and long-term business sustainability.



Approach

Board Oversight and Management Responsibility:

- Ethical governance is a Board-level priority, integrated into corporate risk and compliance governance oversight. The Board's Audit Committee oversees internal controls, internal and external audit, financial reporting and enterprise risk management, amongst other topics.
- Symcor's CFO plays a crucial role in overseeing the company's financial and risk management operations in alignment with the company's overarching vision and mission. Accounting, Treasury and Tax Operations, Financial Planning and Analysis, Business Continuity Planning, Enterprise Risk Management, Corporate Security and Procurement report to Symcor's CFO. These teams work together to ensure accurate financial reporting and timely regulatory compliance, among other priorities.
- Symcor's CLO oversees the company's legal, contractual and regulatory functions, as well as alignment with corporate governance best practices. As Corporate Secretary to the Board of Directors, Symcor's CLO advises the Board on governance matters.
- Symcor's Vice President, Chief Internal Audit & Risk Officer leads Symcor's Internal Audit group, which is comprised of experienced auditors with various professional accounting and auditing designations. To support independence from Symcor's management, as it pertains to their internal audit responsibilities, the Vice President, Chief Internal Audit & Risk Officer reports functionally to the chair of the Audit Committee and administratively to the CFO.

- Symcor's Finance, Corporate Security and Investigations, and Human Resources teams are responsible for investigating matters under Symcor's policies related to anti-corruption, ethics and integrity.



Professional Integrity, Business Ethics & Competitive Behaviour

Key Policies, Principles and Governance Frameworks:

A number of policies, standards and frameworks are deployed by Symcor to ensure that the company maintains a high level of professional integrity, conducts business ethically and in compliance with market requirements, and continues to be a trusted partner for its clients and stakeholders:

Policy, Framework or Standard	Description
Code of Conduct	Defines ethical expectations, conflict-of-interest guidelines, and corporate responsibility standards for all employees and contractors. The Code of Conduct explains that personnel must conduct themselves with fairness, honesty and integrity, adhering to principles of equality, respect and non-discrimination. The Code of Conduct describes requirements and processes pertaining to the maintenance of confidentiality and privacy, technology use and information security, avoiding and handling conflicts of interest, bribery and insider-trading and tipping prohibitions, the processes for raising questions or reporting non-compliance with the Code of Conduct, investigations and applicable discipline.
Delegation of Authority Policy	Defines the approval and authority for business transactions and any contracts and commitments that are to be binding on the company. It ensures decisions are delegated to the appropriate level, broadening accountability, enabling efficient decision-making and ensuring that significant risks to the company are adequately considered. The Policy aligns with Symcor's corporate bylaws and shareholders agreement.
Corporate Security Policy and Corporate Security Standards, Procedures and Guidelines	Defines the corporate security responsibilities of all staff, including the confidential whistleblower reporting process (see description of Confidential TIPS hotline below). Together, the Policy and Standards help to maintain a safe and secure physical workplace and production environment and minimize the risk of loss caused by security exposures or compromises.
TIPS Hotline and Web Portal	Symcor's TIPS is a confidential hotline that employees can use to anonymously report suspected dishonest acts, integrity and fraud concerns, security incidents, and Code of Conduct and other Symcor policy violations. As an alternative, concerns can be reported confidentially through an online portal.
Workplace Anti-Harassment, Discrimination and Violence Policy	See the discussion of this policy under the Human Capital Management & Human Rights section of this report.
Records Management Policy	See the discussion of this policy under the Data Privacy & Data Governance section of this report.

Professional Integrity, Business Ethics & Competitive Behaviour



Key Programs, Initiatives & Performance

Annual Risk Training:

As part of Symcor's commitment to effective risk management, professional integrity and ethical conduct, Symcor provides annual risk training for its employees. The annual training covers several areas, including Enterprise Risk Management, Business Continuity Planning, Privacy, Code of Conduct, Information & Corporate Security and Health & Safety. Training content is reviewed annually by departmental owners and updated to reflect changes in best practice, regulations and emerging areas of focus. The Annual Risk Training complements other training programs and requirements in place at Symcor, such as training at onboarding and role-specific education.

Code of Conduct:

Employees are required to read and acknowledge Symcor's Code of Conduct at onboarding and on an annual basis.

Audit:

Symcor's Internal Audit group is governed by an Internal Audit Mandate that sets out its purpose, authority, responsibilities and independence from Symcor management. The Internal Audit group is responsible for developing an audit plan that addresses the key risks within the organization. The audit plan is reviewed and approved by the Board's Audit Committee annually. Key risks and controls are assessed during individual audits, and identified residual risks are presented to management with recommendations for consideration. All risks identified as part of the audit process are reported quarterly to the Audit Committee and tracked with the Committee through resolution.

Fraud Prevention:

Regular audits and assessments reinforce internal controls and employee training emphasizing the importance of recognizing and reporting suspicious activities, with quarterly reporting of fraud related risks and an annual Fraud Risk Assessment facilitated by Symcor's (Enterprise) Risk Services team reported to the Audit Committee of the Board. Additionally, Symcor has established clear procedures for incident reporting and response, ensuring swift action in the event of a fraud occurrence (such as the TIPS Hotline and Web Portal, discussed above).

Transparency and Fair Practices:

Symcor is committed to upholding transparency, fair competitive practices and anti-corruption measures. This commitment is part of the company's DNA and is reflected in our day-to-day operations to foster a strong culture of accountability. Employee townhalls and enterprise-wide awareness campaigns are utilized by leaders and departments to share business updates and ensure ongoing familiarity with core Symcor expectations, as well as the processes and procedures for reporting suspected breaches of Symcor policies.

Supply Chain Management

Why This Matters

Symcor's Procurement and Vendor Management team manages Symcor's relationships with external vendors. The team not only ensures that Symcor can secure high-quality products and services at competitive prices, it also plays a central role in identifying, managing and mitigating risks while unlocking opportunities for growth. Symcor's approach to procurement and vendor management ensures:

- **Risk mitigation via vendor performance and reliability:** We keep business operations running smoothly by closely monitoring and evaluating vendor performance—ensuring that vendors comply with relevant regulations, industry standards and ethical practices—and establishing strong vendor relationships to ensure contingency plans are in place.
- **Unlocking opportunities:** By fostering strong relationships and engaging in strategic discussions with key vendors, the Procurement and Vendor Management team can identify opportunities for innovation, collaboration and mutually beneficial agreements. This could include access to new technologies, products or services.
- **Impact on the company and broader stakeholders, ensuring customer satisfaction and retention:** Effective vendor management translates into consistent product quality, timely service delivery and value for Symcor's clients. This helps maintain customer satisfaction and loyalty, which are vital for our long-term business success.

- **Sustainable growth and risk-adjusted investments:** By managing vendor relations with a focus on long-term strategic engagements and risk mitigation, the Procurement and Vendor Management team helps Symcor make informed decisions about its investments. This ensures that the company not only thrives today but is well-positioned for sustainable growth in the future, benefiting employees, clients and shareholders alike.



Approach

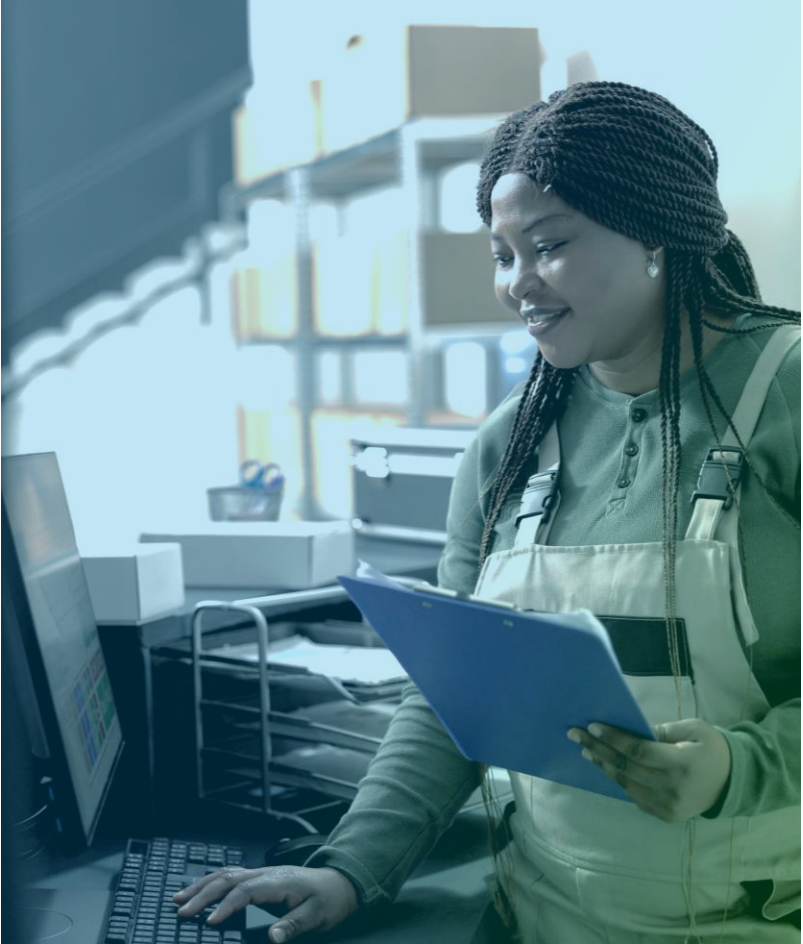
Board Oversight and Management Responsibility:

- Symcor's Procurement and Vendor Management team establishes, maintains, monitors and evaluates Symcor's vendor relationships to generate strong vendor performance and establish strategic engagements. The team also works to identify, assess and mitigate third-party risks that could impact the organization's operations and reputation, while maximizing the value of our investments in external vendors. Symcor's Procurement and Vendor Management team is led by a Director, Procurement, who reports to Symcor's CFO.
- Procurement risks are captured in Symcor's approach to enterprise risk management, addressed by both RAC and ERC to ensure proactive oversight and the adoption of risk mitigation strategies. On a quarterly basis, the Procurement and Vendor Management team provides reports to Symcor's (Enterprise) Risk Services team to describe any potential risks associated with third-party vendors, suppliers or partners. These reports include assessments of vendor risks, vendor performance, compliance status and any emerging risks, such as geopolitical instability, supply chain disruptions or regulatory changes. Any reportable risks are escalated to the Board for further review and decision-making.

Supply Chain Management

Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard	Description
Procurement & Vendor Management Framework	Outlines the Procurement & Vendor Management department’s goals and associated processes for procuring cost effective and quality products and services to satisfy Symcor’s requirements and obligations. The procurement requirements and process will follow the Procurement & Vendor Management Policy to ensure the department adheres to relevant Symcor policies and the high ethical standards expected of all Symcor employees.
Procurement & Vendor Management Policy	Establishes the high-level requirements for entering into a business arrangement with a vendor for the purchase of products, services or other business activities, functions or processes undertaken on behalf of Symcor.
Third Party Risk Management (“TPRM”) Framework	Outlines Symcor’s approach to the management of third-party risk, including through the identification, measurement, monitoring, reporting on and controlling of activities across third-party arrangements. Definitions, principles, key stakeholders and their responsibilities, and the components of the TPRM lifecycle are described.
TPRM Policy	Establishes the minimum requirements, along with clear accountabilities, roles and responsibilities, for the consistent, continuous and effective identification and mitigation of the risks associated with third party engagements across Symcor. The TPRM Policy provides a structured and consistent approach to managing risks pertaining to third-party relationships that aligns with company strategy, regulatory requirements and industry practices.



Supply Chain Management

Key Programs & Initiatives:

The Procurement & Vendor Management team drives three pillars:

➤ Procurement

Line of business relationship building, liaising with front office and business solutions (as required) inclusive of vendor sourcing, due diligence process, negotiations, contracting, renewals and purchase requisition/purchase order processes.

➤ Vendor Management

Vendor and line of business relationship building and governance, as well as vendor management governance based on the business importance and procurement potential of the relationship.

➤ TPRM

Third party due diligence assessment and monitoring of priority risks, including ESG-related factors such as Information Security, Privacy and Data Governance, Business Continuity and others.

Performance

- In Fiscal Year 2024, Symcor launched a TPRM Program that aligns with OSFI guidelines and requirements.
- Looking ahead, as the TPRM Program continues to evolve, Symcor will review and revise the TPRM Policy and Framework as needed to ensure they remain aligned with our evolving needs and industry standards. Upon future reviews of the TPRM Program, additional inherent risk questionnaires may be developed and included in the TPRM process.

Social



Social

At Symcor, social responsibility is at the core of our business. We recognize that fostering an inclusive, equitable, safe and supportive workplace is not just a commitment, but a strategic advantage—driving employee engagement, organizational resilience and long-term value creation.

As a federally regulated employer, Symcor takes a structured and proactive approach to managing social factors, ensuring that our policies and programs meet and, more often, exceed legislative requirements while delivering meaningful impact for our employees, clients and the communities in which we operate. Our efforts are grounded in a robust governance framework that integrates employment equity, workforce well-being, diversity and community engagement into our core day-to-day business operations.

Symcor's People Strategy is guided by three foundational principles:

- Fostering an environment of belonging.
- Supporting employee well-being.
- Attracting, retaining and developing top talent.

These principles are reinforced by established systems and frameworks, ensuring social responsibility is embedded across all levels of the organization.



Human Capital Management & Human Rights

Why This Matters

Human Resources at Symcor is integral to fostering an engaging and inclusive work environment. Our Human Resources team is committed to recruiting, developing and retaining top talent across various functions, ensuring that the company remains competitive in the ever-evolving market landscape.

Symcor's diversity is one of our greatest strengths. **Diversity, equity, inclusion and belonging ("DEIB") are foundational to Symcor's culture and a key driver of business success.** We believe that when employees feel a sense of belonging, they bring their best selves to work, fueling innovation, collaboration and sustainable growth.

Similarly, human rights are fundamental to our corporate culture and business ethics. We are committed to upholding fair, equitable, and inclusive workplace practices that protect employee rights, prevent discrimination, and foster a culture of dignity and respect. As a federally regulated employer, Symcor complies with the Canada Labour Code and other federal employment legislation, ensuring that all employees are treated equitably.

We recognize our responsibility to foster employment and pay equity, ensure accessibility in our workplaces and in our employment practices, and maintain a safe, engaging and inclusive environment free from harassment, violence and discrimination. We know that strong human rights protections not only safeguard our workforce but enhance business resilience, reduce risk and strengthen relationships with employees, customers and stakeholders.

Approach

Symcor's approach to Human Capital Management ("HCM") and human rights is built on the understanding that diversity (uniqueness) extends beyond visible characteristics—encompassing physical, societal, workplace, cognitive, values-based and relational dimensions. Our +1 Unique You™ philosophy reflects this belief by celebrating individuality while fostering a unified and inclusive company culture. Recognizing the importance of this philosophy, Symcor obtained a trademark for the phrase. With shifts in workforce expectations, evolving regulatory requirements and an increasing focus on employee well-being, Symcor remains committed to attracting, developing and retaining talent through structured policies, workforce engagement initiatives and leadership accountability measures.

Board Oversight and Management Responsibility:

- In addition to regular Board oversight of HCM and human rights matters, Symcor's Board of Directors has a committee dedicated to human resources and compensation, as well as pension and benefits. The Human Resources / Compensation Committee ("HRCC") oversees all matters related to Symcor's human resources strategy, including compensation, benefits, policies and procedures. The HRCC also reviews and approves changes to the mandate of Symcor management's Pension & Benefits Advisory Committee ("PBAC"), which oversees and manages the administration of Symcor's pension plan. The PBAC meets no less than twice annually and includes several key members of Symcor's executive leadership team.

- Symcor's Senior Vice President, Chief Human Resources Officer ("CHRO") oversees Symcor's Human Resources department, which is comprised of a team of dedicated human resources professionals who focus on employee relations, compensation, human resources technology, talent acquisition, benefits and disability management, organizational culture and learning and development, amongst other areas.
- Symcor's Vice President, People Operations, oversees Symcor's HR initiatives that enhance employee engagement, talent management, policies and organizational development, while ensuring compliance with laws and regulations. They act as a strategic advisor to senior leaders and lead a high-performing team to support Symcor's business objectives.
- Symcor's Vice President, Total Rewards and Human Resources Technology, leads the design, development, implementation, governance, monitoring and on-going maintenance of competitive compensation, pension, benefits, disability and well-being programs that align with Symcor's cultural values and business strategy. They are also responsible for overseeing strategic, tactical evaluation and implementation of human resources systems and technologies and leading the strategic and operational aspects of workforce data analytics to drive business insights and decision making.

Human Capital Management & Human Rights

Key Policies, Principles and Governance Frameworks:

- HCM is incorporated into Symcor's ERM Framework, such that performance on selected metrics is actively monitored. Symcor's Human Resources department has a standing attendance on the RAC, responsible for evaluating potential HCM risks and impacts on Symcor's operations, such as human rights issues that may arise and available talent resources to support the business, as well as developing plans to mitigate any risks identified.
- On an enterprise-wide level, leadership accountability is integral to Symcor's strong culture, diverse workplace and employee engagement. Leaders are responsible for fostering inclusive environments and are assessed on their ability to lead through change and promote two-way communication with employees, provide tailored feedback and recognition to foster growth and integrate diversity considerations into decision-making and team development.

Symcor's human resources framework and governance are built on a foundation of comprehensive policies and procedures that enable operational excellence, ensure legal compliance and support ethical conduct. We have established clear guidelines and protocols within our policies to effectively manage activities and decision-making processes related to HCM. These policies cover various subjects, including employee recruitment, training and development, performance management, workplace safety and employee conduct.

Symcor's human resources governance structure is designed to maintain transparency, accountability and integrity in all human resources operations. The framework includes regular audits, performance reviews and compliance checks to ensure adherence to established standards. Symcor aims to uphold its commitment to employees and maintain its reputation as a trusted employer.



Human Capital Management & Human Rights

Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard	Description
Accessibility Plan and Progress Reports	In accordance with the Accessible Canada Act, in 2023 Symcor published its first Accessibility Plan , which outlines the company's plans to help realize a barrier-free Canada for persons with disabilities by 2040. In 2024, Symcor published its first Progress Report, describing its efforts under the priority areas under the legislation, including employment, the built environment, information and communication technologies, procurement of goods, services and facilities, and the design and delivery of programs and services.
Code of Conduct	For a discussion of this Policy, see the Professional Integrity, Business Ethics & Competitive Behaviour section of this report.
Employment Equity and Accommodations Policy	This Policy affirms Symcor's commitment to providing equal treatment and opportunities with respect to employment without discrimination, in accordance with the Canadian Human Rights Act. The Policy also describes Symcor's obligation to provide reasonable accommodation in employment and outlines Symcor's commitment to periodically review its employee, hiring and recruitment practices and policies with a view to identifying and addressing unintended barriers or systemic issues that might result in discrimination or impede accommodations.
Guaranteed Fair Treatment Program	The Guaranteed Fair Treatment Program is part of Symcor's continuing efforts to maintain fair work practices and policies for all employees. The Program is designed to address conflicts that arise between employees and their immediate managers. It formalizes Symcor's commitment to review employee concerns with existing management practices and policies and confirms that all Symcor employees have the right to appeal management practices and policies through a process of systematic review by progressively higher levels of management. The ultimate goal of the Program is to address employee concerns quickly and with sensitivity, so that all employees can work comfortably and productively.
Pay Equity Plan	In September 2024, Symcor's Pay Equity Committee completed its first pay equity review under the federal Pay Equity Act. Employee members of the Committee were elected by their peers. The Pay Equity Plan details each step of the Committee's work and summarizes the Committee's conclusions about the status of equal pay for work of equal value at Symcor.
Performance Management Policy	Outlines Symcor's approach to supporting employees to contribute, at their full potential, to the organization's growth and strategic priorities. The Policy speaks to goal setting, coaching and feedback, self-review and our formal performance review process.
Workplace Anti-Harassment, Discrimination and Violence Policy	Symcor is committed to creating and maintaining a workplace that is free from harassment, discrimination and violence, and which is safe and secure for all employees, contractors, agency workers, visitors and those providing services within Symcor's workplace. The Policy reiterates Symcor's training obligations for employees with respect to the Policy, outlines the process for reporting incidents under the Policy, provides a detailed description of the resolution process, discusses risk factors for violence specific to Symcor's operations, summarizes emergency procedures, reminds employees of supports available to them and outlines privacy and anti-reprisal protections.

In addition to the items captured in the table above, Symcor has a range of additional employee-related policies that support the company's robust, proactive approach to HCM and human rights.

Human Capital Management & Human Rights

Key Programs & Initiatives:

Symcor's Employee Value Proposition ("EVP"):

The roadmap for Symcor's People Strategy is our EVP. The traditional values of an EVP are compensation, benefits and opportunities. Symcor's EVP extends beyond the traditional set of values with a human-centric lens that takes a holistic approach to workforce attraction, retention and engagement, and extends beyond compensation to career development, well-being and purpose-driven work. Our EVP is designed to align with evolving workforce expectations, ensuring that employees feel valued, empowered and supported throughout their career journey. The "what" of Symcor's EVP can be broken down into the following categories: Financial, Personal, Leadership, Community, Growth, Well-being and Belonging. Other key programs and initiatives discussed in this section form part of Symcor's EVP.

DEIB Strategy:

Our trademarked +1 Unique You™ philosophy emphasizes that diversity and inclusion is a business imperative, not just a cultural aspiration. Diversity and inclusion are central tenets around which Symcor has built the organization. We see it as our responsibility and commitment to have Canada's diversity reflected in our workforce. We actively promote and support employment equity for the four designated groups under federal legislation (women, Indigenous Peoples, persons with disabilities, and members of visible minorities) and have a longstanding practice of supporting the inclusion of diverse communities.

Employee Resource Groups ("ERGs"):

A key objective of Symcor's DEIB Strategy is to connect employees and build inclusion. Symcor's EMERGE (Empower, Motivate, Encourage, Recognize, Grow, Engage) team supports the organic creation of ERGs and provides guidance to help these groups grow and succeed. Symcor currently has five ERGs:



Early Career Network: A group created to support co-ops and new graduates entering the workforce. The Early Career Network allows members starting out in their career to grow, connect and professionally develop their skills, all while enjoying a social element.



Women in Leadership: This group's mission is to deliver inspiration, education and mentorship to enable Symcor's community of women to lead with lasting impact.



Proud Professionals Association ("PPA"): The PPA aims to foster a curious and respectful workplace where diverse voices and identities, including 2SLGBTQI+ individuals and allies, are empowered and supported.



Muslim Outreach, Support and Inclusion Community ("MOSAIC"): This employee resource group fosters an inclusive community through education and awareness about Muslim culture. They aim to dispel stereotypes, celebrate diversity, support leadership development and build bridges of understanding and appreciation among all employees.



Black Professional Network ("BPN"): The purpose of BPN is to promote a supportive community and environment for black professionals at Symcor, facilitating connections and mutual assistance. BPN establishes a platform for members to share both professional and personal information, enhancing the overall growth and development of each member.

Human Capital Management & Human Rights



Human Capital Management & Human Rights

Key Programs & Initiatives:

Leadership Training:

Growth and leadership are two areas of focus in Symcor's EVP. We also believe that employee learning and development are essential for success as an organization. Leadership development at Symcor is a comprehensive and strategic initiative designed to empower employees and cultivate the next generation of leaders while continuously developing our current leadership team, ensuring they have the skills, tools and resources to confidently lead and engage their teams in our evolving workplace. Through training, coaching, cross-functional projects, mentoring opportunities and assessments, Symcor ensures that its leadership pipeline is robust and equipped to help drive the organization's goals and overall success.

Employee Engagement Activities:

Symcor prides itself in taking opportunities to bring our employees together and appreciate and respect their diverse backgrounds. From employee appreciation celebrations to a jam-packed social calendar that promotes awareness and participation in activities related to Lunar New Year, Black History Month, International Women's Day, Pink Shirt Day, World Mental Health Day and many more, Symcor has a wealth of engagement activities and programs focused on celebrating diversity and promoting inclusion.

Employee Recognition Programs:

Symcor has a longstanding peer-to-peer Recognition Program. The Program has evolved over the years, but its main objective remains the same: to instill a culture of appreciation and to celebrate each

other's successes. Under the Recognition Program, each month employees recognize their colleagues for their contributions. Employees recognized during the month are entered into a monthly draw to receive a reward.

Culture and Engagement Surveys:

Symcor conducts an employee opinion survey on a bi-annual basis to gain a better understanding of the level of employee satisfaction and engagement within our organization. As we work to address the areas that may need improvement, this information is critical in ensuring that our efforts are focused on employee priorities and informed by their direct feedback. An independent firm processes, tabulates and reports on the survey responses. All responses are completely confidential. In 2023, Symcor introduced a new metric to our survey to assess our employees' sense of belonging.

Benefits Program:

Symcor's benefits program is designed with our employees in mind so that they are able to make meaningful decisions and choose benefits uniquely for them. Our benefits philosophy is to have a simple program for all employees that is competitive, ensures protection, provides choice and ensures costs are transparent. We regularly hold surveys to gather feedback from employees to continuously improve our offering and ensure we can provide a benefits program that is relevant and supportive of our employees' well-being. For example, based on employee



Human Capital Management & Human Rights

feedback, our benefits coverage expanded in 2023 to include gender affirmation treatment and procedures and mental health paramedical coverage as part of our basic healthcare plan. By offering this coverage, Symcor can not only help to address health inequities and promote access to necessary healthcare for all employees, but it also supports transgender employees obtain access to the care they need to maintain their health and well-being.

Employee Learning:

Symcor's partnership with Udemy Business, an online learning platform, supports the delivery of strategic learning content for employees for both personal and professional development by offering thousands of in-demand courses taught by real-world experts.

Performance

- Throughout the development of Symcor's ESG Program, social factors were repeatedly highlighted as a core strength for the company, reinforced by established governance structures, policies and engagement mechanisms. Our integrated EVP, DEIB, accessibility and well-being programs create a strong foundation for continued leadership in social responsibility.
- Symcor's most recent Employee Opinion Survey score was above the industry norm. In 2024, our Culture Assessment showed positive results with Symcor receiving a culture score that surpassed the industry benchmark. We had high participation rates for both surveys, which strongly reflects our employees' engagement and ongoing dedication to evolving our culture.
- Symcor was named one of Canadian HR Reporter's 5-Star Diversity, Equity, and Inclusion Employers for 2024. This incredible honour recognizes Canadian organizations that have demonstrated excellence and innovation in their DEI programs and initiatives over the past year. The award showcases Symcor's commitment to creating a culture of belonging, where everyone feels valued, respected and empowered.
- Symcor was a finalist in the 2024 Workplace Benefits Awards under the Drug/Benefits Plan Innovation category. Presented by Benefits Canada, the 2024 Workplace Benefits Awards recognize employers who have demonstrated leadership in supporting their employees' physical, mental and financial well-being.



Workforce Health & Safety

Why This Matters

Employee health and safety is a priority at Symcor. We are committed to creating a safe, secure and healthy work environment for all employees and contractors, regardless of location or job position. A focus on workplace safety, well-being and proactive risk management is a business imperative that drives engagement, productivity and long-term success. Our structured approach to health and safety, proactive incident prevention measures and comprehensive well-being program supports both physical and mental health, ensuring that employees can work in an environment that prioritizes their safety, security and overall well-being.



Approach

Board Oversight and Management Responsibility:

- Quarterly management updates to Symcor's Board of Directors include a review of any recently completed audits regarding our Health & Safety Program, as well as any substantive changes to our Health & Safety Program. The HRCC of the Board oversees all matters related to Symcor's human resources strategy, including benefits and well-being objectives.
- Symcor's CHRO provides executive oversight of risks related to health and safety. The teams under Symcor's Senior Vice President, Client Service Delivery & Operations oversee Symcor's Health and Safety Program on a day-to-day basis.
- Symcor's Vice President, Operational Excellence & New Business Ops & Integration, is responsible for the company's Health & Safety Program, ensuring compliance with legislative requirements and promoting a safe and healthy work environment for all employees. Experienced team members in Symcor's Real Estate & Facilities department, together with support from members of Symcor's Legal and Human Resources departments, lead the day-to-day administration of the Health & Safety Program.
- Symcor's employee well-being program is led by our Vice President, Total Rewards and Human Resources Technology, supported by human resources professionals responsible for benefits, pension, disability management and accommodation matters.
- Health and safety performance is monitored through Symcor's ERM Framework. In addition, Symcor conducts internal audits to assess the Health & Safety Program and identify areas for improvement. Employee well-being initiatives are also considered as part of Symcor's enterprise risk management exercises.

Workforce Health & Safety

Key Policies, Principles and Governance Frameworks:

Symcor’s approach to workforce health and safety is governed by company-wide policies, structured risk management frameworks and continuous training programs. As a federally regulated employer, Symcor looks to the Canada Labour Code, Part II (Occupational Health and Safety), as well as industry practices, to guide its workplace health and safety efforts.

Policy, Framework or Standard	Description
Health & Safety Policy	Outlines Symcor’s commitment to health and safety and defines the specific responsibilities of employees, contractors and management with respect to protecting and advancing workplace health and safety. The Policy also outlines the roles of First Aid Attendants and Fire Wardens, describes emergency procedures, and details the incident response procedures for workplace illnesses, injuries, accidents and other hazardous occurrences.
Local Health and Safety Committees	Every Symcor location has a local Health & Safety Committee with responsibilities that include responding to workplace health and safety concerns or complaints, conducting workplace inspections and accident investigations, hazard monitoring, maintaining incident reports and records, and program evaluation and implementation. The local committees meet frequently throughout the year to discuss issues, ensure that the necessary measures are taken to maintain a safe and healthy work environment and to ensure an adequate response to any accidents, injuries or work hazards, including reporting to management and, where applicable, Employment and Social Development Canada. The Local Health & Safety Committees also have responsibilities regarding workplace harassment and violence that are reflected in Symcor’s Workplace Anti-Harassment, Discrimination and Violence Policy .
Policy Health and Safety Committee	Provides governance oversight and ensures company-wide alignment on health and safety priorities. The Policy Health and Safety Committee is responsible for developing and monitoring health and safety policies and programs, addressing health and safety concerns, and participating in hazard prevention monitoring and prevention. The Committee’s role also includes oversight of personal protective equipment programming, monitoring data on work accidents and health hazards, and contributing to planning and change management on matters relevant to occupational health and safety. The Committee also has responsibilities regarding workplace harassment and violence that are reflected in Symcor’s Workplace Anti-Harassment, Discrimination and Violence Policy .
Incident Reporting System	Workplace illnesses, injuries, accidents and other hazardous occurrences are reported in Symcor’s Health and Safety Incident Reporting System, which enables timely reporting and notification to relevant parties to ensure appropriate responses can be actioned.
Personal Protective Equipment	Symcor requires the use of personal protective equipment, including gloves, hearing protection, eye and face protection, high visibility clothing and/or foot protection, in designated areas of its production facilities. Requirements are reviewed at least annually. Symcor either provides personal protective equipment or, in the case of footwear, reimburses employees for the cost.
First Aid & Emergency Response Teams	Every site has certified First Aid Attendants, ensuring rapid response to medical emergencies. Qualified attendants hold a Standard Emergency First Aid Certificate and CPR certification. Each Symcor location is equipped with defibrillators.
Fire Safety & Evacuation Procedures and Fire Wardens	Every Symcor site has trained Fire Wardens and fire evacuation plans, with drills to reinforce training and awareness conducted regularly. Fire Wardens have received training regarding their responsibilities under the emergency evacuation plan for their site, developed in cooperation with the building Landlord, the local Fire Department, the Local Health and Safety Committee, and the Real Estate and Facilities Department.
Workplace Anti-Harassment, Discrimination and Violence Policy	For a discussion of this Policy, see the Human Capital Management & Human Rights section of this report.

Workforce Health & Safety

Key Programs & Initiatives:

Symcor is committed to protecting the health and safety of all employees, visitors and vendors. We recognize the importance of partnering with our employees to ensure that personnel are trained and knowledgeable, and that procedures and resources are in place to continuously improve and effectively respond to health and safety issues arising in the workplace, as well as support the health and well-being of our people.

- **Mandatory Health and Safety Training:** Every Symcor employee and contractor undergoes health and safety training at the time of onboarding, covering items such as the Workplace Hazardous Materials Information System (“WHMIS”), hazard awareness and prevention, ergonomics and employee rights. Annual refresher training programs (including as part of Symcor’s Annual Risk Training) keep safety top of mind. Training under Symcor’s Workplace Anti-Harassment, Discrimination and Violence Policy is conducted at onboarding and at least every three years. Role-specific health and safety training is also provided to employees where and as appropriate.
- **Health and Safety Reporting to Government:** As a federally regulated employer, Symcor reports to Employment and Social Development Canada’s Labour Program on an annual basis regarding local health and safety committee activities, hazardous occurrences and workplace harassment, discrimination and violence.

- **Workplace Flu Clinics:** Symcor hosts free flu clinics across all locations to help prevent the spread of the flu and other more serious respiratory illnesses.
- **Well-Being Program:** Symcor’s well-being program is multifaceted and reviewed regularly in response to employee feedback, market trends and in support of Symcor’s goal of attracting, retaining and developing top talent. Elements of note from our well-being program include:
 - **Enhanced Benefits:** As part of our benefits offering, fertility drugs and treatments, as well as gender affirmation procedures and mental health paramedical coverage, are included in Symcor’s basic health care plan.
 - **TELUS Health Platforms:** Comprehensive support for physical, mental and overall well-being, including through an Employee Assistance Program, 24/7 Virtual Care, and a Wellbeing platform that promotes healthy habits, a variety of wellness events, and awareness campaigns.
- Symcor also supports and facilitates employee participation in various volunteer and charitable health-related causes, such as the Princess Margaret Cancer Foundation’s Walk to Conquer Cancer, further discussed in the [Community Relations section](#) below.

Performance

- In Fiscal Year 2024, Symcor made upgrades to the fire alarm systems at our Mississauga, Toronto and Calgary locations by adding visual alarm notifications, thereby allowing staff with hearing loss to be visually alerted to an alarm.
- We again offered flu clinics at all of our sites, reviewed and made improvements to our annual health and safety training, and updated first aid certifications amongst Local Health and Safety Committee members as needed.
- In accordance with Symcor’s internal audit processes, Symcor’s Health & Safety Program is subject to an internal audit in Fiscal Year 2025.
- Symcor employees demonstrated strong engagement in health-related charitable initiatives in Fiscal Year 2024, including through their participation in the Princess Margaret Cancer Foundation’s Walk to Conquer Cancer.

Community Relations

Why This Matters

At Symcor, community engagement is a cornerstone of our CSR strategy. We believe that business success is deeply connected to the well-being of the communities we serve, and we are committed to driving meaningful social impact through corporate giving, employee volunteerism and strategic partnerships.

Through structured community investment programs, employee-led initiatives and long-term partnerships with non- and not-for-profits, Symcor channels its resources to support causes aligned with business objectives and which reflect the values of our clients, shareholders and employees.

By embedding community engagement into our corporate culture, Symcor strengthens its role as a responsible corporate citizen, fostering positive social change while enhancing employee pride and stakeholder trust.

Approach

Board Oversight and Management Responsibility:

- The overall strategic direction of Symcor’s approach to CSR falls under the Human Resources department’s oversight. The Employee Experience team reports to the CHRO on community initiatives and corporate giving.

Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard	Description
Corporate Giving Policy	The Policy emphasizes a commitment to investing in communities aligned with Symcor’s business objectives, values and Pillars of Giving. Employees are encouraged to engage in volunteerism, with opportunities for Symcor to support their charitable initiatives through donations.
Paid Time Off for Volunteer Work	Symcor provides employees with one day of paid time off to support employees in giving back to their communities and causes important to them.

Key Programs & Initiatives:

Our approach to community relations and CSR is guided by:

- Corporate giving initiatives that align with our values and CSR areas of focus, which we call the “Pillars of Giving”: Inclusion, Education, Community, Environment, Health and our signature cause, Possibilities.
- Strategic partnerships that amplify our impact in the areas of focus noted above.
- Employee engagement programs that empower our workforce to drive social change.

Symcor’s CSR strategy is designed to give employees the freedom to identify charities that they would like to support and are most passionate about, beyond those causes identified through Symcor’s corporate giving work.

Community Relations

Symcor's signature cause: Possibilities

In early 2016, Symcor embarked on a journey to build a “signature cause”—a cause that would have a meaningful and measurable social impact in the communities we serve, as well as resonate with our employees, align with our company’s mission and be relevant to our business. A Cause Committee, comprised of employees from across Symcor, was established and a company-wide survey sought valuable employee input in selecting, defining and implementing the signature cause and partner. As a result of these efforts, **Symcor’s signature cause: Possibilities**, building better tomorrows together was announced on August 12, 2016, coinciding with Symcor’s 20th anniversary. The Possibilities mission is to help provide access to programs and activities that work to end the cycle of poverty in our communities. Symcor has partnered with two organizations whose visions align with our signature cause: Pathways to Education Canada and United Way’s All in for Youth program in Calgary.



Pathways to Education: The Pathways to Education Program provides a holistic combination of supports to high school students living in low-income communities across Canada. The supports provided range from academic, financial, social and one-on-one supports designed to remove barriers to graduation and promote positive youth development. Whether it is providing funding, the volunteer efforts of our employees or sharing valuable expertise and services in a time of need, Symcor’s unwavering support to Pathways to Education aims to enable them to transform the lives of Pathways youth across the country.



All in for Youth: This initiative is led by the United Way of the Alberta Capital Region to provide students in communities in need with support and resources to complete their elementary and secondary education and build successful futures. All in For Youth works directly with schools, families and community organizations. Since 2016 when we established our signature cause, we have provided support to United Way’s All in for Youth program through financial and volunteer resources.

Community Relations

Together with our employees, Symcor supports a large number of charities through financial support, volunteering and in-kind donations. Below are some additional charitable causes that we have supported for many years:

Eva's: Since 2014, Symcor has supported Eva's, which provides shelter, transitional housing and health and well-being programming to help youth experiencing or at risk of homelessness in Toronto. Through our partnership, we have funded bursaries for Eva's print program and made connections with youth in the program for opportunities to work at Symcor's print facility.

United Way: United Way is one of Symcor's mainstay charitable organizations. We have supported United Way for over 20 years from a corporate sponsorship standpoint, as well as through local efforts led by employees. Our National United Way Campaign is an annual event that ramps up support for United Way. Through special events that combine activities with our employees and charitable fundraising, each Symcor location contributes to the corporate campaign each year. United Way ensures that both corporate and employee donations directly benefit the communities in which Symcor employees live and work.

Walk to Conquer Cancer: For several years, Symcor employees have come together to support the Princess Margaret's Walk to Conquer Cancer. In 2024, employees held various campaigns to raise funds and awareness for the cause, such as raffle sales and special guest speakers from The Princess Margaret Cancer Foundation. Though the Walk takes place in downtown Toronto, Symcor encouraged employees across our locations in Canada to participate

in their own way, whether by making donations to the cause or walking in their local neighbourhood. Together, Symcor and our employees' fundraising efforts contributed over \$60,000 for cancer research in support of the Walk. Funds raised directly support over 1,300 researchers and scientists at the Princess Margaret Cancer Centre—one of the top five cancer research centres in the world—who continue to push boundaries while setting global standards in cancer care.

Donation Support: Symcor is proud to employ individuals who give of themselves and their time to support community-related efforts. Within our Corporate Giving Policy, there is an overall emphasis on community volunteerism. As well, employees who participate in team building activities that contribute to charities can apply for Symcor to donate on behalf of the team to give back to the charity they support.

Performance

Symcor's commitment to community impact is reflected in the following achievements:

- Symcor was recognized as a Local Leader by United Way Greater Toronto for the 2024 campaign, an honour that is awarded to organizations across the Greater Toronto Area who demonstrate a deep commitment and care for their community through their United Way campaigns.
- All employees are entitled to one day of paid time off to volunteer as part of our Volunteer Time Off Program.



Rights of Indigenous Peoples

Why This Matters

As a company with locations across Canada, Symcor recognizes that the privilege of providing services to Canadians means that Symcor's offices and production facilities are situated on the ancestral and unceded territory of many First Nation, Inuit and Métis Peoples. Symcor's efforts to foster a more just, diverse, inclusive and equitable workplace by necessity extends to our actions in the communities in which we operate and people who contribute to our diverse workforce.

Raising employee awareness on the history of Indigenous Peoples, as well as taking steps to advance reconciliation, are essential components of Symcor's DEIB strategy and Employment Equity Plan. This includes ensuring that Symcor's workplace reflects the full diversity of Canada's population. Workplace engagement initiatives, community partnerships and increasing the representation of Indigenous Peoples in Symcor's workforce form part of Symcor's reconciliation and equity efforts.



Approach

Board Oversight and Management Responsibility:

- Symcor's CHRO is responsible for ensuring Symcor's compliance with Canada's Employment Equity Act to achieve and maintain equality in the workplace. As a federally regulated organization, Symcor reports on the four designated groups, including Indigenous Peoples.
- Symcor's annual Employment Equity Report is provided to the HRCC, a committee of the Board of Directors, for review. Symcor's CHRO, CLO, CFO and CEO attend meetings of the HRCC.

Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard	Description
Workplace Anti-Harassment, Discrimination and Violence Policy	For a discussion of this policy, see the Human Capital Management & Human Rights section of this report.
Employment Equity and Accommodations Policy	For a discussion of this policy, see the Human Capital Management & Human Rights section of this report.
Employment Equity Plan	Symcor's Employment Equity Plan is designed to eliminate employment barriers, promote diversity and ensure equitable representation of designated groups, including Indigenous Peoples. The Plan aligns with the federal Employment Equity Act, employing proactive strategies to build an inclusive workplace, such as collaborating with diverse organizations to continuously refine our policies and practices.

Rights of Indigenous Peoples

Key Programs & Initiatives:

- **Employment Equity Plan:** Improving representation of Indigenous Peoples within Symcor’s workforce is a focus of Symcor’s Employment Equity Plan. The Plan outlines our short-term goals to partner with organizations that will assist in positioning Symcor as an inclusive employer for Indigenous Peoples, provide development for our Talent Acquisition Partners and expand our reach to attract talent from Indigenous communities.
- **National Day for Truth and Reconciliation:** Symcor observes the National Day for Truth and Reconciliation on September 30 each year. This day serves to honor and recognize the survivors of residential schools and the children who never returned, as well as their families and communities. Public commemoration of the tragic and painful history and ongoing impacts of residential schools is a vital component of the reconciliation process. Symcor employees are provided with a paid day off on September 30 and encouraged to participate in activities to increase their knowledge, support Indigenous communities and advance their own journeys toward reconciliation. Symcor shares activities, such as participating in cultural events, supporting Indigenous artists and learning about Indigenous culture and history from Indigenous perspectives. Symcor also encourages employees to show their support by wearing orange in-office before September 30 to spread awareness and stand as a testament to Symcor’s commitment to reconciliation and the “Every Child Matters” movement.

➤ **Partnerships with Organizations to Support Indigenous Connections:**

- Symcor is a proud Employer Partner of Indigenous Works, an indigenous social enterprise and non-profit business whose work is supported by the contributions of Employer Partners, as well as the fees from training and consulting services. **Indigenous Works** conducts advanced research and has been recognized nationally for leadership in workplace inclusion and for facilitating stronger Indigenous inclusion strategies in Canadian corporations. Through our partnership with Indigenous Works, Symcor has strengthened its outreach and employment of Indigenous Peoples.
- **Chapter One:** Since 2019, Symcor has partnered with Chapter One, a non-profit organization which provides literacy support to children and families by connecting the classroom to the community. Chapter One has an established High-Impact Tutoring program, a Reading Volunteer program and a Global Free Library. As part of its work, Chapter One collaborates with Indigenous communities to advance cultural priorities, language revitalization and early literacy. Through its partnership with Chapter One, Symcor employees have volunteered to provide 1:1 tutoring for school children, which have included those in Indigenous communities. Symcor’s sponsorship has also contributed to the co-creation and publication of a series of original storybooks written and illustrated by local Indigenous artists

that explore themes identified by the communities that Chapter One serves. To advance reconciliation and language revitalization, audio recordings of Elders and Knowledge Keepers pronouncing words in the first languages of the communities are included. These stories are made available on Chapter One’s Global Free Library.

- **Pathways to Education Canada—Spotlight on Winnipeg:** One of Symcor’s most successful partnerships is with the Winnipeg Pathways to Education team, which supports a region with one of the highest Indigenous populations in Canada. Through this partnership, we hope to bring awareness about employment opportunities at Symcor, attract more applicants from Indigenous communities, and improve the representation of Indigenous Peoples in Symcor’s workforce.

Performance

In 2024, volunteers from Symcor participated in Chapter One’s online tutoring program. Chapter One reported strong reading progress in Symcor-sponsored classrooms in Wiikwemkoong community.

Environment



Environment

For over 25 years, Symcor has demonstrated a strong commitment to environmental responsibility, embedding sustainability into its core business operations. **As a leader in secure data solutions, Symcor recognizes the importance of managing its environmental impact while supporting clients and stakeholders in achieving their own sustainability goals.** Our approach focuses on reducing GHG emissions, minimizing waste, optimizing energy efficiency and embedding sustainability across all aspects of our operations.

In 2024, Symcor took a decisive step forward in its commitment to environmental responsibility through the development of an ESG Program. Given the importance of the environment and climate change to our stakeholders, the “E” of our ESG Program will continue to represent an important focus area for the company.

This section of the report provides an overview of Symcor’s key environmental developments as we position ourselves to achieve our objective of reducing our environmental impact.



Climate Change

Why This Matters

Climate change is widely recognized to be a systemic and global risk that could have significant impacts on our clients and on our business. Companies across industries are expected to be impacted by the transition to a lower carbon economy and/or the physical impacts of climate change.

Accordingly, there is a significant level of market and stakeholder interest in the topic of climate change and GHG emissions. Symcor's clients are increasingly subject to climate-related regulations, including reporting obligations related to climate change and GHG emissions, and some have made net-zero commitments. In general, there are increasing expectations for companies to measure and report their GHG emissions, and to be able to articulate their resilience in a net-zero world.

It is important for Symcor to demonstrate that we can meet our clients' and other key stakeholders' expectations with respect to climate change and GHG emissions performance. We believe that there is an opportunity for our company to position itself as a partner that can support our clients with reducing their own GHG emissions and meeting their climate change objectives.

We also believe that climate change is one of the defining challenges of our time. We are committed to engagement on the topic of climate change to ensure that Symcor is well positioned to minimize risk for our business and our clients, as well as capture opportunities in the marketplace.

This section of our report includes Symcor's climate-related disclosure, which is informed by the TCFD recommendations. We are committed to enhancing our future climate-related disclosures in alignment with the TCFD recommendations and other leading climate-related frameworks as our approach evolves over time.

Approach

Strong governance is the foundation of Symcor's ESG strategy, ensuring transparency, accountability and long-term value creation. ESG considerations, including climate change factors, are woven into Symcor's corporate governance framework, enabling clear oversight, structured risk management and alignment with strategic business objectives. For information on Symcor's governance model for ESG, including climate change matters, see the [ESG Governance](#) section of this report.



Climate Change

Strategy

The development of Symcor’s ESG Program included a strong focus on climate change and GHG emissions, given the importance of these topics to the company’s stakeholders and the market more broadly.

Climate Risks and Opportunities

The ESG Materiality Assessment we conducted included consideration of climate change risks and opportunities. Symcor’s Materiality Assessment followed a “weight of evidence” approach, incorporating multiple data sources to prioritize ESG and climate change factors based on their potential financial and operational impact, as well as their likelihood of occurrence over the short- (0–1 year), medium- (1–3 years), and long-term (3+ years). The methodology was designed to ensure alignment with leading ESG and climate change disclosure frameworks while reflecting the unique characteristics of Symcor’s business model and stakeholder priorities. It also leveraged Symcor’s well-established ERM Framework. For more detail, see the [ESG Materiality Assessment](#) section.

Symcor’s ESG Materiality Assessment identified a total of 15 ESG factors, including the three climate-related factors further described here:

Climate Change Factor and Description	Relevant Timeframe	Considerations and Potential Impacts to Symcor
GHG Emissions: Scope 1, 2 and 3 GHG emissions generated through business activities	Short, medium and long term	<ul style="list-style-type: none"> ➤ Growing client interest on the issues of GHG emissions and climate change, including requests for Symcor’s GHG emissions in support of clients’ own reporting, reduction efforts and/or targets. ➤ The importance of this topic to our clients has the potential to impact Symcor’s reputation and corporate objectives.
Climate Change—Transition: Risks and opportunities associated with the global transition to a low carbon economy, including policy and legal, reputational, technology and market risks and opportunities related to climate change	Medium and long term	<ul style="list-style-type: none"> ➤ Symcor’s shareholders and clients face significant exposure to policy and legal, reputational and market risks in this area—notably, enhanced climate-related reporting obligations under OSFI Guideline B-15: Climate Risk Management. ➤ The importance of this topic to our clients has the potential to impact Symcor’s reputation and corporate objectives.
Climate Change— Physical: Risks and opportunities associated with the physical impacts of climate change, including acute (e.g., extreme weather events) or chronic (e.g., changing weather patterns) impacts and opportunities to build resilience to climate change	Medium and long term	<ul style="list-style-type: none"> ➤ As a service provider to companies that operate essential services, Symcor’s reputation as a reliable service provider is critical to its ability to provide value for its clients. ➤ The increasing frequency and severity of extreme weather and natural disaster events due to the physical impacts of climate change is relevant to Symcor’s continued ability to provide consistent, reliable services to clients.

Climate Change

Impact of Climate Change Factors on Strategy

As described in the [ESG Materiality Assessment](#) section, the findings from our inaugural ESG Materiality Assessment are actively shaping Symcor's corporate strategy, risk management and governance structures. Building upon the Materiality Assessment and other workstreams within our ESG Program build, Symcor identified a set of strategic ESG factors that are most critical to Symcor's business value, stakeholder relationships and long-term resilience. These factors were identified as requiring the highest level of strategic focus, governance oversight and integration into corporate decision-making. GHG Emissions was identified as a strategic ESG factor for the company.

Enhancing GHG Emissions Measurement and Transparency

Throughout the development of our ESG Program, GHG emissions has been a focus given its importance to our clients and our business as a strategic ESG factor. Symcor completed its first-ever organization-wide GHG emissions assessment to measure and understand Scope 1, 2 and 3 GHG emissions using Fiscal Year 2024 data. In addition to developing a comprehensive inventory of Symcor's GHG emissions, this work included:

- Identification of GHG emissions hotspots and potential GHG emissions reduction opportunities, including developing an enhanced understanding of areas of direct and indirect influence to drive emissions reductions.
- Enhancing our understanding of GHG emissions reduction target types and decarbonization pathways.

- Developing a repeatable process for collecting GHG emissions data to strengthen data accuracy and quality and to support reporting to clients and internal decision making.

The completion of this baseline GHG assessment reflects Symcor's commitment to environmental responsibility and provides a **data-driven foundation for the development of future emissions reduction initiatives and strategies**. Going forward, Symcor will conduct this assessment on an annual basis.

Symcor also plans to respond to the CDP Questionnaire in 2025 to enhance transparency and accountability on the important topics of GHG emissions and climate change.

Given our current size and stage of our ESG journey, Symcor has not yet conducted a climate change scenario analysis. We are planning to take a phased approach to alignment with the TCFD recommendations over time. We are committed to continuing to enhance our understanding of climate-related risks and opportunities and the ways in which they could impact our business.

Information on Symcor's efforts to reduce GHG emissions and its environment footprint can be found in the [Environmental Footprint](#) section, below.

Risk Management

Symcor is committed to maintaining sound management of strategic, financial, operational, technology and legal/regulatory compliance risks. Symcor's approach to enterprise risk management expands upon the traditional risk approach to include operational and strategic risks involving the entire organization. Symcor's approach to risk management, including its ERM Policy and Framework, is described in greater detail in the [Risk Management](#) section of this report. The company's ESG and climate change risks are considered as part of this process, alongside all other business risks.

As noted in the Risk Management section above, a key component of Symcor's ESG Program build was an examination of how our company's ERM model already understood and tackled ESG risks, including climate change risks, most relevant to Symcor. Symcor's first ESG Materiality Assessment confirmed that our material ESG factors, which include climate change factors, had extensive overlap with priority and emerging risk areas that are subject to monitoring and oversight through our ERM Framework and Policy.

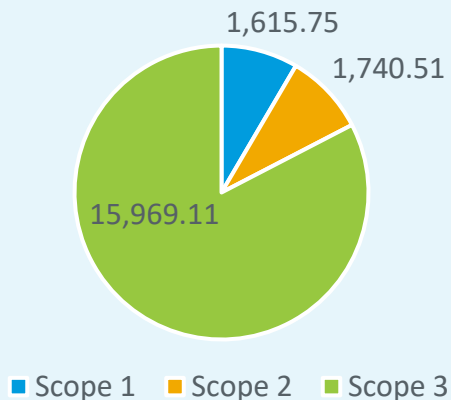
Our structured ESG Program build, particularly our work related to the ESG Materiality Assessment, ESG strategy and metrics, has allowed us to understand how climate change factors are currently integrated into our ERM Framework and strategy and identify areas where we can deepen those processes to yield further insights and opportunities as a company. To ensure that the most material ESG and climate change factors remain current and well-integrated into our risk management and corporate strategy practices, Symcor will refresh its ESG Materiality Assessment at least every three years.

Climate Change

Performance

Symcor developed a set of ESG metrics for material ESG factors to be monitored across the company considering short-, medium-, and long-term timeframes and goals—including climate change metrics. The metrics are based on Symcor’s ESG ambition and informed by relevant ESG and climate reporting frameworks and standards, including the TCFD recommendations, the SASB Standards, and the International Sustainability Standards Board Standards. The metrics will help ensure that our climate change performance is measurable, trackable and actionable. Over time, Symcor intends to expand its approach by disclosing performance on key climate-related metrics.

Our GHG emissions data is provided here. Our GHG emissions data is calculated in alignment with the GHG Protocol, using the operational control approach. The GHG Protocol outlines three different types of GHG emissions, defined here. We are proud to report that our inaugural GHG emissions inventory includes all three scopes.



Scope 1		Scope 2		Scope 3	
Direct emissions under the company’s control.		Indirect emissions from purchased electricity and electricity distribution losses within the network.		All other indirect emissions across the value chain, such as those from employee commuting, business travel, waste generation and supply chain activities.	

Emissions Category FY24 tCO2e					
Stationary Combustion	1,521.61	Purchased Electricity (location-based)	1,740.51	Purchased Goods and Services	4,665.97
Fugitive Emissions	94.15	Scope 2 Total	1,740.51	Capital Goods	3,647.80
Scope 1 Total	1,615.75			Fuel and Energy Related Consumption	912.06
				Upstream Transportation and Distribution	1,777.36
				Waste Generated in Operations	162.04
				Business Travel	430.36
				Employee Commuting	2,596.16
				Downstream Transportation and Distribution	1,777.36
				Scope 3² Total	15,969.11

²This report reflects Symcor’s first year of Scope 3 emissions measurement of categories most relevant to our operations. Estimates are based on currently available operational and procurement data, supported by standard emissions factors and informed assumptions. We recognize the complexity of Scope 3 reporting and are committed to strengthening the quality, completeness and consistency of our data over time. Symcor will continue to report GHG emissions on an annual basis, with improvements expected as data collection processes and methodologies mature.

Environmental Footprint

Why This Matters

Environmental stewardship is a priority at Symcor. We are committed to responsible resource management, as it is important to drive engagement, efficiency and long-term operational resilience. Symcor maintains a national Canadian presence with offices and processing centres throughout Canada and our environmental footprint includes energy consumption, waste generation, water use and procurement practices.

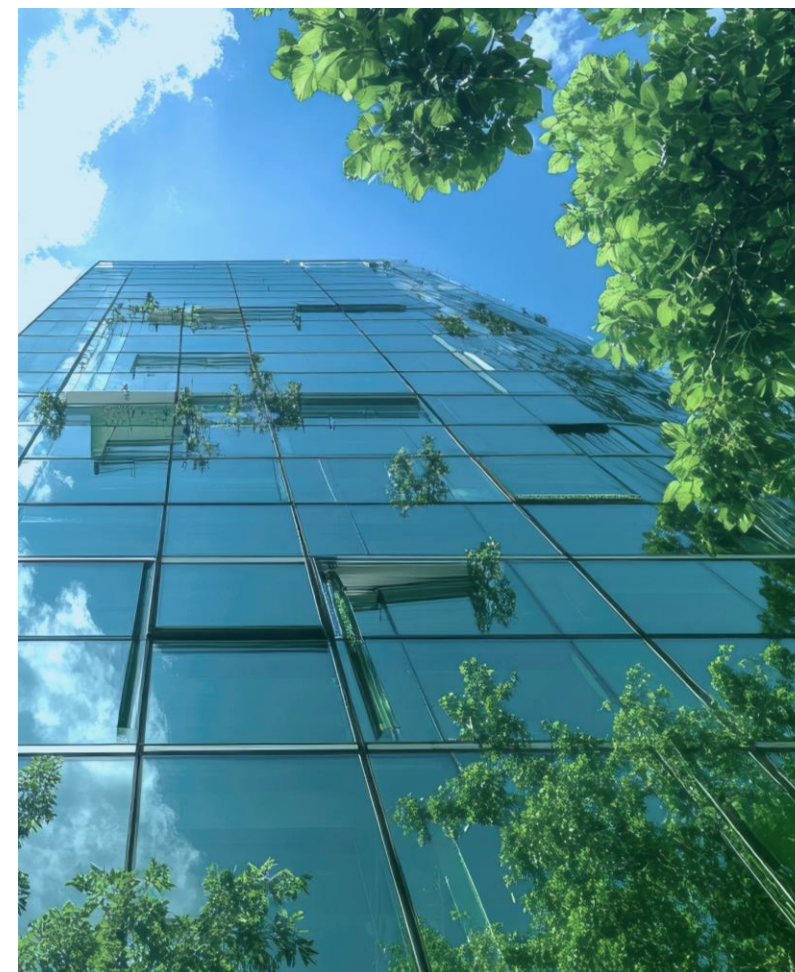
Managing our footprint effectively is key to:

- Ensuring compliance with emerging regulations related to waste, energy and emissions.
- Meeting client and employee expectations regarding environmental stewardship.
- Enhancing operational efficiency while reducing environmental impact.
- Driving innovation and adoption of sustainable technologies.

Approach

Board Oversight and Management Responsibility:

- Symcor's Real Estate & Facilities department is responsible for tracking environmental data across all production and corporate sites. This includes monitoring energy use, waste management and emissions while implementing efficiency improvements. The team also plays a crucial role in furthering Symcor's energy efficiency efforts by implementing strategies to reduce consumption and improve performance, such as monitoring and controlling building systems to optimize energy usage, engaging in preventative maintenance to keep equipment running optimally, adopting energy efficient technologies and planning for capital investments to adopt more efficient equipment.
- Symcor's ESG Team has been tasked with the development of systems and strategies to enhance environmental performance, taking steps to more deeply integrate sustainability considerations and practices across Symcor's business model as part of the ESG Program.
- Within Human Resources, several team members are responsible for fostering employee engagement, including with respect to Symcor's sustainability efforts, by encouraging environmental awareness and facilitating participation in meaningful external partnerships to amplify Symcor's impact.



Environmental Footprint

Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard

Environmental Policy

Symcor's Environmental Policy establishes our commitment to:

- Protecting natural resources and the environment through sound business processes, material choices and waste management practices.
- Regularly communicating with and supporting the environmental needs of our stakeholders, including employees, clients and the communities in which we do business.
- Conducting our operations in a manner which minimizes negative impacts on the environment and promotes proactive environmental stewardship, including the conservation of natural resources and energy, and the reduction of waste.



Symcor's Environmental Policy outlines a commitment to promoting sustainability and environmental awareness at all levels within the company, along with environmental directives that include:

- Integrate the consideration of environmental concerns into our business decisions and activities as appropriate.
- Reduce waste through re-use and recycling by purchasing recyclable or re-furnished products and materials where these alternatives are available, economical and appropriate.
- Ensure the responsible use of materials and resources throughout our facilities including water, electricity, raw materials and other resources.
- Ensure the responsible use of energy throughout our business, including conserving energy, improving energy efficiency and giving preference to renewable over non-renewable energy sources, when feasible.

Environmental Footprint

Key Programs & Initiatives:



Creating Systems for Awareness & Accountability

Symcor is committed to embedding sustainability into our corporate culture by:

- Driving awareness initiatives to ensure employees understand the role they play in environmental impact.
- Developing internal systems that create accountability around waste reduction, energy efficiency and emissions management.
- Strengthening cross-functional collaboration to integrate environmental best practices across procurement, operations and employee engagement initiatives.

There are many Symcor employees who are interested in environmental issues and these employees are supported in efforts to collaboratively or individually pursue certain green initiatives that are important to them and to their communities. For example, our Calgary facility has a “Green Team” that organizes environmental stewardship initiatives.



Environmental Certifications

- **FSC® (Forest Stewardship Council®) Chain of Custody Certification:** Symcor maintains an FSC Chain of Custody certification, which ensures that materials used in the production and distribution of printed products are sourced from responsibly managed forests and verified recycled sources.
- **SFI® (Sustainable Forestry Initiative®) Chain of Custody Certification:** Through SFI certification, Symcor demonstrates its commitment to sustainable procurement practices and the responsible use of forest products across its supply chain.



Building Certifications

Symcor operates out of multiple LEED®-certified facilities that reflect best practices in energy efficiency, water use, waste reduction and indoor environmental quality. Four Symcor locations currently hold LEED certifications:

- Mississauga Head Office: LEED Platinum (Existing Building), BOMA Certificate of Excellence
- Toronto Corporate Office: LEED Platinum (Operations + Maintenance)
- Halifax Location: LEED Platinum (Operations + Maintenance)
- Winnipeg Location: LEED Silver and BOMA certification

Environmental Footprint

Key Programs & Initiatives:



Investment in Operational Efficiency & Sustainable Facilities

Symcor continues to enhance operational efficiency and reduce environmental impact through targeted investments and sustainable facility upgrades:

- **Energy Efficiency Measures:** LED lighting retrofits have been completed across facilities, alongside installation of occupancy sensors. HVAC systems are programmed to reduce energy consumption during non-working hours.
- **Production Innovation:** In 2024, Symcor transitioned its largest production facility from toner-based to energy-efficient inkjet printing technology, significantly reducing both energy consumption and environmentally sensitive waste.
- **Water Usage Reduction:** Motion-sensor faucets in washrooms across multiple facilities help control water flow, achieving up to 70% savings in water use. Toilets are equipped with automatic flush systems to ensure water efficiency.



Waste Diversion

Symcor has implemented waste sorting programs at all its sites to encourage proper disposal and recycling. Each location is equipped with clearly labeled bins and signage to support effective waste segregation across the following categories: Organics, Glass/Metal/Plastic, Paper, and Garbage. Symcor maintains an average waste diversion rate of 72%.



Reducing Symcor's Environmental Footprint Through Renewable Energy Credits

Since 2009, we have committed to the purchase of green energy credits from Bullfrog Power equivalent to a portion of the energy needs at our largest production facility, which is based in Mississauga, Ontario. Across Canada, Bullfrog Power's green electricity comes from a blend of wind, solar and low-impact hydro power sourced from new, EcoLogo-certified renewable energy facilities across Canada. In addition to supporting large-scale renewable energy producers, Bullfrog Power uses its customers' support to provide funding to community-based green energy projects.

Environmental Footprint

Key Programs & Initiatives:

Sustainable Mobility Measures

Symcor actively supports public transit and active transportation to reduce commuting emissions and promote sustainable travel:

- **Bike Loan Program:** Employees at Symcor's Mississauga Executive Centre have access to a free CycleLoan program, enabling them to borrow bikes for commuting and local travel during the workday.
- **Electric Bike Support:** An external electric outlet is available at Symcor's largest Mississauga print facility to accommodate employees commuting by e-bike.
- **Public Transit Discounts:** In Montreal, Symcor partners with EXO to offer discounted annual public transit subscriptions. In Halifax, a similar program is available through a partnership with the city.
- **Shuttle Service:** At Symcor's Toronto Operations facility, a dedicated shuttle transports employees between the nearest transit stop and the workplace, improving accessibility.
- **Carpool and Electric Vehicle ("EV") Incentives:** Reserved parking spaces are provided for employees who carpool or drive electric/hybrid vehicles at the Mississauga production facility.
- **EV Charging Stations:** EV charging stations are available at Symcor's Mississauga corporate head office, Toronto corporate office, Calgary, Halifax, Montreal and Vancouver facilities, promoting low-emission commuting options.

Strategic Partnerships, High-Impact Collaborations and Community Activities

Symcor has built strong partnerships to drive measurable environmental impact and remains committed to expanding these collaborations. We also have longstanding involvement in community activities that support the environment. Examples include:

- **Iron Mountain & Cascades+ Recovery:** Symcor is one of Canada's largest producers of paper statements and customer communications and serves some of the largest financial institutions in Canada. Given the scale of our operations, we believe it is our responsibility to conduct our business sustainably, from start to finish, and to this end we have established partnerships to support waste diversion and secure document destruction.
- **Acres for the Atmosphere and Meadows for Monarchs:** Symcor has participated in an annual event at the Toronto Zoo in support of Acres for the Atmosphere since 2011 and Meadows for Monarchs since 2015. Participation is extended to all Symcor sites within the greater Toronto area. In 2024, approximately 250 Symcor employees, friends and family members donated their time and

energy to this initiative. Participants planted 1,800 trees and plants to offset the effects of climate change and support the recovery of monarchs and other pollinator species.

- **Calgary Pathway and River Cleanup:** For more than five years, Symcor's Green Team in Calgary has organized employees to join the Calgary Pathway and River Cleanup, aiding city staff in the collection of litter. The Calgary Pathway and River Cleanup is a volunteer initiative aimed at raising awareness about environmental stewardship. Calgarians generously donate their time to remove debris from the river valley and pathway network. The cleanup is held at an urban pond near Symcor's Calgary site, with the option for returning teams to clean the same location.



Environmental Footprint

Performance

- **Canada's Greenest Employers:** This award recognizes employers who have demonstrated that environmental values are incorporated into corporate culture and are attracting and retaining employees because of these values. **Symcor has been recognized as one of Canada's Greenest Employers for 14 consecutive years, most recently in 2024.**
- In Fiscal Year 2024, Symcor offset 1049 MWh of electricity consumption through our purchase of Bullfrog Power renewable energy credits, **resulting in 260 tonnes of CO₂e avoided** (equivalent to 58 cars taken off the road for a year).
- From February 2009 to the end of Symcor's 2024 Fiscal Year, Symcor has offset 16,433 MWh of electricity consumption through our purchase of Bullfrog Power renewable energy credits, resulting in **2856 tonnes of CO₂e avoided** (equivalent to 637 cars taken off the road for a year).

