



**Environmental**



**Social**



**Governance**

**Fiscal Year 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 Nations, 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, 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 we are taking with respect to its reconciliation journey.



# MESSAGE FROM SYMCOR'S PRESIDENT & CEO



**HOLGER KORMANN**  
President and Chief Executive Officer

I am pleased to present Symcor’s annual Environmental, Social and Governance (“ESG”) Report. This report shares progress on Symcor’s ESG commitments and priorities, as well as the work our team is undertaking to manage key risks, capture opportunities, and create positive value for our stakeholders. This report builds on our inaugural ESG disclosure and reflects our continued focus on transparency, accountability, and long-term value creation for our stakeholders.

*For nearly 30 years, Symcor has been trusted by Canada’s largest institutions to deliver secure, scalable solutions that support mission critical financial operations and digital services.*

Trust and security are foundational to our business, and they are equally central to how we approach ESG. In 2024, we focused on establishing a strong ESG foundation, recognizing that ESG and climate-related considerations are integral to our corporate strategy and to the expectations of our shareholders, employees, clients, and supply chain partners.

Our approach to ESG is enterprise-wide, pragmatic, and designed to evolve alongside our business and the broader operating environment. As the landscape in which we operate continues to change rapidly, we remain focused on embedding ESG considerations into decision-making, risk management and performance management – supporting resilience today while enabling sustainable growth over the long term.

Over the past year, the Symcor team has made meaningful progress in advancing our ESG Program. In 2025, we focused on deepening ESG integration across the organization through thoughtful engagement, supported by robust systems and processes. Key highlights from the reporting period include:

- **ESG Engagement and Education:** Strengthened cross functional engagement to build shared understanding of ESG priorities, responsibilities and organizational benefits.
- **ESG Governance:** Formalized ESG accountability across the organization and established a dedicated ESG team to support the oversight, monitoring and continuous improvement of the Program.
- **ESG Data:** Enhanced the quality and consistency of ESG information through close collaboration with data owners, including the implementation of a dedicated ESG software platform to centralize information, support reporting, and strengthen oversight and transparency.
- **ESG Reporting & Disclosure:** Improved the efficiency, transparency, and quality of ESG reporting process including Symcor’s inaugural response to the CDP questionnaire strengthening disclosure on GHG emissions and climate-related topics.
- **Environmental Management System:** Advanced the development of Symcor’s Environmental Management System (“EMS”), including the establishment of an Environmental Management Committee, to support governance, decision-making and continuous improvement.

I am proud of the progress we have made and am grateful for the commitment and collaboration demonstrated by the Symcor team. This report reflects our people’s dedication to performance excellence, their expertise, and their strong sense of pride and purpose.

Thank you to the Symcor team for their continued commitment and to our stakeholders for the trust they place in us as we continue to strengthen our ESG practices and performance.

# ABOUT SYMCOR

## Who We Are

*We are 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 that bring value to their business.*

Founded as a joint venture between three of Canada’s largest financial institutions – Toronto Dominion Bank (“TD”), Royal Bank of Canada (“RBC”) and Bank of Montreal (“BMO”) - Symcor began with a focus on cheque processing and printing financial documents. Today, we are a trusted leader in digital transformation, delivering secure, data-driven services across payments, fraud and business process automation.

## Where We Operate

Supported by a workforce of 1561, Symcor maintains a national Canadian presence in 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.



# ABOUT THIS ESG REPORT

## Scope of this ESG Report

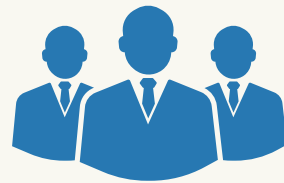
This is Symcor’s second annual ESG report, covering the fiscal year from October 1, 2024, to September 30, 2025. Where relevant, the report also references planned activities and initiatives for the future, providing context for ongoing progress.

During this reporting period, we progressed our ESG Program, transitioning from the initial build phase in 2024 to the integration of ESG practices into day-to-day business operations. This report includes both qualitative and quantitative insights reflecting our progress in embedding ESG across our strategy, operations and stakeholder engagement.

Unless otherwise noted, the data and information presented relate to Symcor’s Canadian operations under direct management, as well as relevant collaborative partnerships. Key milestones and highlights are summarized in the [Symcor’s Approach to ESG section](#).



**ENVIRONMENTAL**



**SOCIAL**



**GOVERNANCE**

## Frequency of Reporting and Future Commitments

Symcor publishes ESG disclosures annually to track and communicate our progress transparently. Building on the baseline established in our inaugural report, we remain focused on continuous improvement, aligning our approach with evolving best practices and stakeholder expectations.

## Data Integrity and Assumptions

**Currency:** All financial data is reported in Canadian dollars unless otherwise specified.

**Data Limitations:** Assumptions and constraints related to data collection are disclosed where applicable to support transparency.

**Assurance:** This report does not include formal third-party assurance. However, our greenhouse gas (“GHG”) emissions baseline inventory is aligned to the GHG Protocol and established best practices. It was developed in collaboration with the experts at Bloom ESG and ESG Global Advisors and is now supported by a dedicated ESG data management system.

## Alignment with ESG Disclosure Frameworks

This report has been prepared with reference to leading ESG reporting frameworks, including:

- Sustainability Accounting Standards Board (“SASB”), specifically focusing on the Software & IT Services, Professional & Commercial Services and Commercial Banks Industry Standards as most relevant to Symcor’s business lines.
- Task Force on Climate-related Financial Disclosures (“TCFD”).

Certain disclosures are not included where they are not applicable, involve sensitive information, or where data is not yet available. As our ESG Program continues to mature, we intend to expand disclosure and further align with leading standards.

We continue to monitor developments in the ESG reporting landscape, including the International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards and guidance from the Canadian Sustainability Standards Board (“CSSB”), and will adapt our approach where appropriate.

## Forward-looking statements

This report contains forward-looking information relating to our environmental, operational and strategic initiatives. These statements reflect Symcor management’s current expectations and assumptions as at the date of publication and are subject to known and unknown risks and uncertainties that may cause actual results to differ materially.

As a privately held company, we do not undertake to publicly update or revise these forward-looking statements, except as required by applicable law. Readers are advised not to place undue reliance on this information.

# SYMCOR'S APPROACH TO ESG



# ESG MATERIALITY ASSESSMENT

In 2024, we undertook our 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 us 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 our 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**:

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

Our 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 our business model and stakeholder priorities. It also leveraged our well-established Enterprise Risk Management ("ERM") Framework.

Our 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.





# STRATEGY

## Our ESG Commitment

As a market leader in payments, security, and data services, we recognize the important role we play in enabling resilient, secure and responsible financial infrastructure across Canada. Built on a foundation of trust and powered by continuous innovation, we deliver solutions our clients depend on while maintaining a strong commitment to responsible and sustainable business practices.

Our approach to ESG is anchored in our

 **Vision:** to be Canada’s leading provider of mission-critical financial and data services and guided by our

 **Mission:** collaborating to solve complex challenges at scale through data, technology, and operational excellence.

ESG is not a parallel agenda; it is embedded in how we operate, make decisions and deliver value.

Launched in 2024, our ESG program reflects our commitment to integrating environmental, social and governance considerations across the business. Through this work, we are strengthening how we manage risk, capture opportunity, and respond to the evolving expectations for our clients, employees and partners. We engage proactively with stakeholders and take a disciplined, enterprise-wide approach to advancing responsible and sustainable outcomes.

This work builds on our longstanding commitment to corporate social responsibility (“CSR”). Our CSR initiatives, focused on **Inclusion, Education, Community, Environment, and Health**, have created meaningful impact over many years. Our ESG program formalizes and expands this foundation, strengthening our governance, enhancing transparency and aligning our efforts with leading practices.

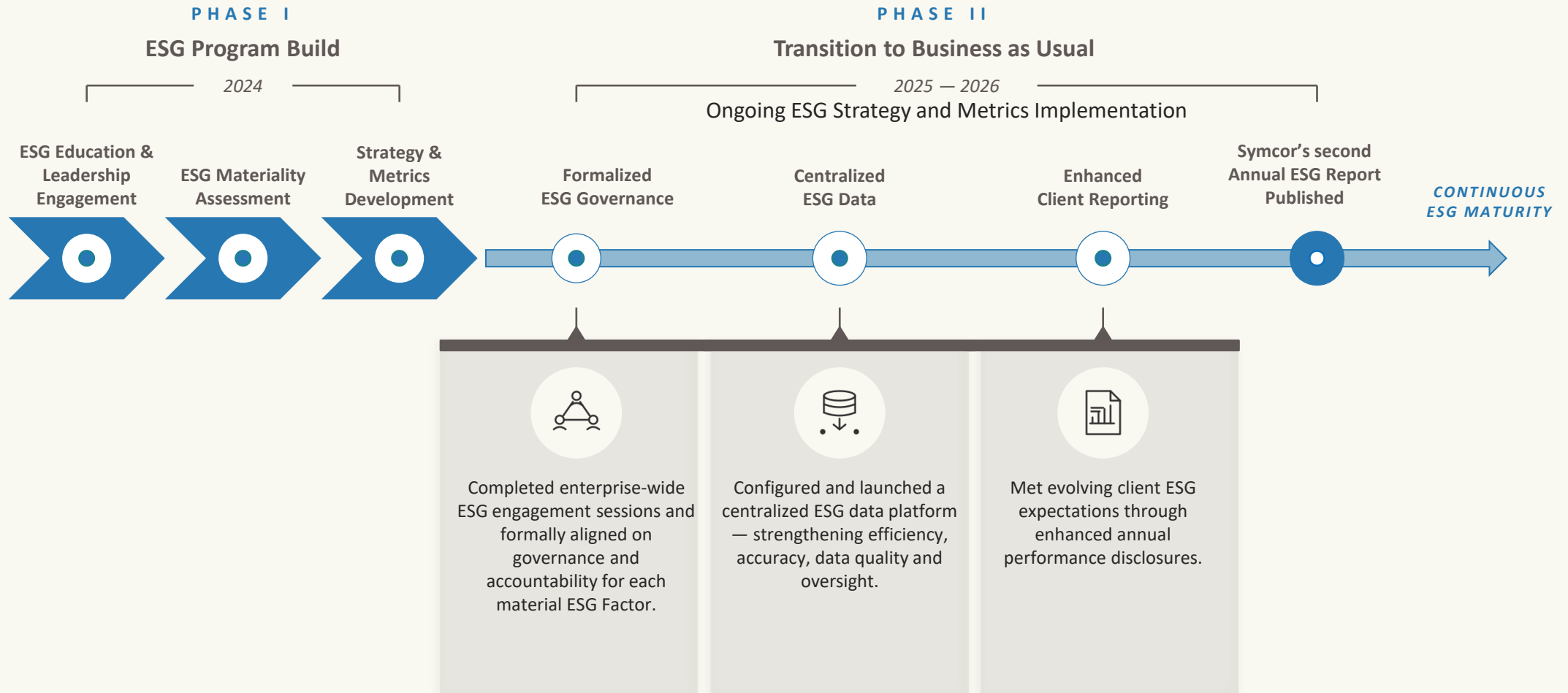
To advance our ESG Strategic Framework and continue maturing our practices, we are taking action across our core business functions:

<b>Governance</b>	We maintain strong governance practices with clear accountability for ESG across the organization. This includes enhanced Board oversight, dedicated ESG leadership, and defined responsibilities across the senior leadership team to ensure effective oversight of ESG risks and opportunities.
<b>Risk Management</b>	We are deepening the integration of ESG related risks into our Enterprise Risk Management (ERM) framework, policies, and procedures. Our ESG Materiality Assessment results closely align with our existing risk priorities, enabling us to identify and actively manage the issues most critical to our performance. We will continue to reassess material ESG factors at least every three years.
<b>Strategy</b>	ESG considerations are embedded into our corporate strategy and business planning processes. We prioritize the ESG factors most relevant to our business over the short, medium, and long term to support resilience, growth, and long term value creation.
<b>Metrics &amp; Targets</b>	We are strengthening how we measure and monitor ESG performance through improved data collection and reporting aligned with leading disclosure frameworks. As our program matures, we will continue to evolve our approach to setting meaningful qualitative and quantitative targets.
<b>Reporting &amp; Disclosure</b>	We are committed to transparent, high quality disclosure of ESG related risks and opportunities. As we continue to evolve our reporting, we aim to provide stakeholders with clear, decision useful information while fostering a culture of accountability and continuous improvement across the organization.

# ESG OBJECTIVES



# ESG PROGRAM MANAGEMENT EVOLUTION



# RISK MANAGEMENT

Our approach to ESG is grounded in integration, accountability, and measurable progress. ESG considerations are embedded across our organization, consistent with our approach to enterprise risk management and corporate strategy.

We maintain a disciplined approach to managing strategic, financial, operational, technology, and legal/regulatory risks through our Enterprise Risk Management (ERM) Program. The program is supported by an established policy, framework and tools with ongoing monitoring and oversight of the company's risk profile. Management meets at least quarterly to review the status of priority risks and ensure a coordinated enterprise-wide approach to risk identification, assessment, mitigation and reporting.

Our approach to effective risk management not only protects against potential downside impacts but also supports resilience, adaptability, and informed decision-making. Risks are assessed regularly, with clear accountability for their management across all levels of the organization.

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



# RISK MANAGEMENT

## Integration of ESG factors into Enterprise Risk Management (“ERM”)

Our first ESG Materiality Assessment confirmed strong alignment between our material ESG factors and emerging risks managed through our ERM Framework and Policy. This reflects the extent to which ESG considerations are integrated across the business.

Our ESG Program, including the Materiality Assessment, strategy and metrics development, has further strengthened this integration and identified opportunities to enhance our approach over time. To maintain alignment, we will refresh our ESG Materiality Assessment at least every three years.

## Risk Oversight and Management of ESG-related Risks

Our (Enterprise) Risk and Audit Services department is led by the Vice President, Chief Internal Audit & Risk Officer, who reports to the Senior Vice President, Chief Financial Officer (“CFO”). The Audit Committee is comprised of a subset of Directors of the Board and meets quarterly to review financial performance, risk management and other matters.

Our ERM Policy and Framework, aligned with ISO 31000 and consistent with the Committee of Sponsoring Organizations (“COSO”) ERM model, establish clear principles and processes for managing risks across the organization, including ESG-related risks.

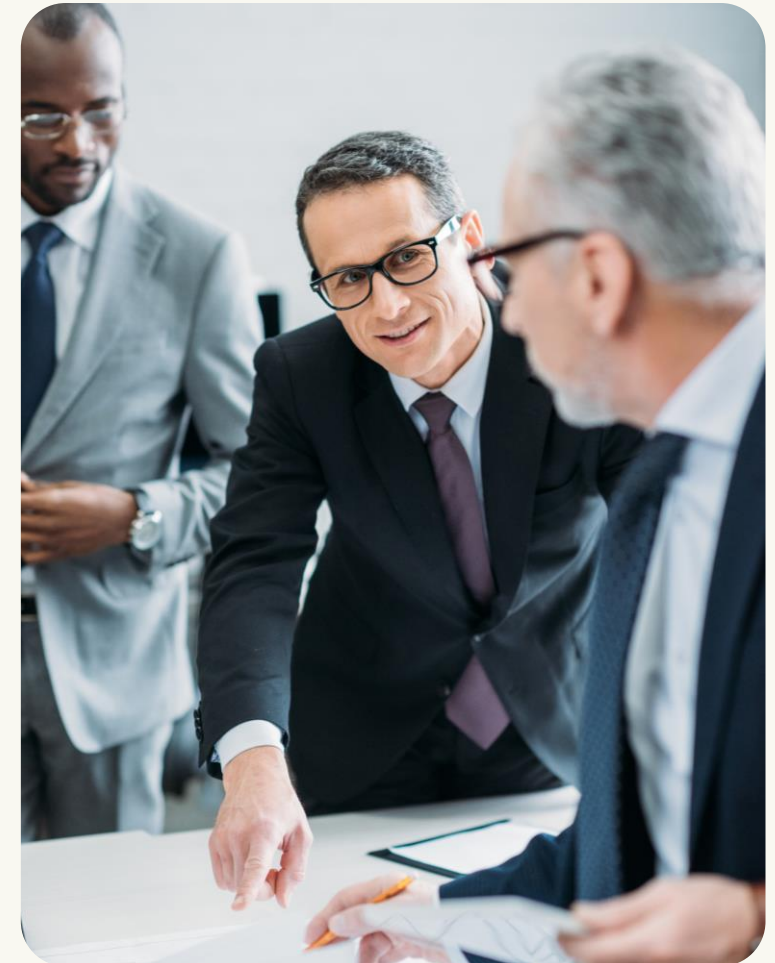
The ERM Policy provides the foundation for a strong ERM Program, as it establishes and outlines the principles, responsibilities and requirements that oversee the processes required for managing

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.

Our ERM Program includes completing an annual Enterprise Risk Assessment (ERA), which is presented to the Audit Committee of the Board. The priority risks identified through the ERA are actively monitored and managed within the company's risk appetite and are reported and reviewed quarterly by various risk management committees as well as the Audit Committee. To ensure effective governance and integration of ESG factors into the ERM framework, ESG updates are also periodically provided to the Audit Committee, reinforcing that ESG considerations are embedded into our overall risk management activities and oversight.

Our Risk Advisory Committee (“RAC”) is comprised of senior leaders across the organization with the responsibility of supporting the Executive Risk Committee (“ERC”) with monitoring and reporting on priority risks. The RAC helps ensure that appropriate policies, procedures, and controls are in place and aligned with the organization's risk appetite.

As the ESG Program continues to mature, active participation of ESG representatives within the RAC forums has evolved, supporting the consistent integration of ESG considerations into risk management processes and business decision-making.



# ESG METRICS & TARGETS

## Metrics

As part of its ESG Program build, Symcor developed a set of metrics to facilitate internal tracking of performance and progress across Symcor's 15 ESG factors. The metrics are grounded in Symcor's ESG ambition and informed by relevant reporting standards and frameworks, including ISSB and SASB.

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.

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.

As part of Symcor's transition to business-as-usual ESG operations, the company has established a centralized, platform-driven approach to data collection and management, supported by Novisto.

# novisto

Serving as Symcor's single source of truth for Scope 1, 2, and 3 emissions, Novisto streamlines Carbon and ESG reporting to ensure audit-readiness and deliver actionable insights..

### How ESG Data Flows Across Symcor



# GOVERNANCE



# ESG GOVERNANCE



Strong governance underpins our ESG strategy, supporting transparency, accountability, and long-term value creation. ESG considerations are embedded into our corporate governance framework, enabling effective oversight, structured risk management, and alignment with business priorities.

The governance model enables:

- Integration of ESG considerations into decision-making at all levels of the organization.
- Clear Board and executive oversight and accountability for ESG priorities.
- Policies, risk frameworks, and reporting processes that support sustainable growth and regulatory alignment.

## Governance Roles:

**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 in alignment with identified ESG factors and metrics are executed across business functions in a timely and appropriate manner.

**ESG Team:** Supports the ongoing integration and management of ESG across the organization. Dedicated leadership, reporting into the Chief Legal Officer & Corporate Secretary, ensures strong governance and accountability. The team is supported by specialized roles, external advisors, advanced software and enterprise project management capabilities to enable effective execution and continuous improvement.

**Enterprise Risk Team:** Oversees ESG-related risks in collaboration with the Risk Advisory Committee (RAC) and Executive Risk Committee (ERC), ensuring ESG risks are managed with the same rigor as broader business risks.

**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:** Contribute to ESG initiatives and ongoing program development. Internal education and engagement have established a baseline understanding of ESG risks, opportunities, and regulatory expectations across the organization.

Our ESG oversight operates through a structured governance framework, ensuring clear communication, decision-making and accountability from operational teams through to the Board.

# ESG GOVERNANCE

## ESG-Related Policies and Processes

We maintain 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
<b>Business Continuity Management Framework ("BCM")</b>	Defines Symcor's BCM methodology and continuity planning process for managing disruption-related risks, including policy enforcement, program workflow, roles and responsibilities, principles, planning and preparation processes. A disaster recovery methodology and planning process supports the BCM Framework and is included therein.
<b>BCM Policy</b>	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.
<b>ERM Framework and Policy</b>	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 <a href="#">Risk Management</a> in this report.
<b>Audit</b>	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 <a href="#">Professional Integrity, Business Ethics and Competitive Behaviour</a> section below.
<b>Regulatory Compliance Management Process</b>	Defines the process at Symcor for monitoring regulatory and legislative developments material to Symcor's commercial agreements, business and operations.

In addition to these core frameworks, we maintain a broad set of policies supporting key ESG areas, including data governance, privacy and human capital management. These are referenced throughout this report in sections dedicated to specific ESG factors.

# ESG GOVERNANCE

## Board & Management Diversity

Symcor was established as a joint venture between three of Canada's leading financial institutions: TD, RBC, and BMO. This ownership structure continues to shape our governance model as a privately held, federally regulated company.

Our Board of Directors includes nominees from our shareholder organizations, along with the CEO, in accordance with our shareholder agreement.

We are committed to fostering diversity across all levels of leadership, recognizing that a range of perspectives strengthens decision-making and supports long-term performance.

In recent years, we have taken steps to enhance Board effectiveness, fostering an inclusive environment and promoting responsible leadership. These efforts support strong governance, align with our broader ESG priorities, and ensure the Board remains well positioned to guide the company in a rapidly evolving business and regulatory environment.



# DATA PRIVACY & DATA GOVERNANCE

## Why This Matters

As a trusted partner, we manage highly sensitive financial and operational data. Data security, privacy, and governance are therefore integral to our operations and to maintaining client trust.

Operating in a highly regulated environment, we maintain robust controls to address evolving cybersecurity threats and regulatory requirements. Our approach supports:

- Compliance with applicable data protection laws.
- Effective management of cyber and data-related risks.
- Strong client confidence through secure and responsible data practices.



## Approach

Oversight of data privacy and governance is embedded within our governance and risk management structures.

**Board and Risk Oversight:** Data-related risks are reported through established governance channels, including periodic updates to senior leadership and the Audit Committee.

**Executive Accountability:** The Chief Legal Officer, who also serves as Chief Privacy Officer, oversees data privacy and governance through the Data & Trust Office.

**Enterprise Integration:** Data privacy and governance considerations are integrated into Symcor’s ERM framework and business processes.

The **Data & Trust Office** leads the implementation of data privacy and governance practices across the organization. Its responsibilities include:

- Data classification and access management.
- Oversight of third-party data risk.
- Training and awareness programs.
- Guidance to business units on regulatory requirements and risk mitigation.

The function is supported by external advisors and enabling technologies to strengthen data management, reporting, and oversight.

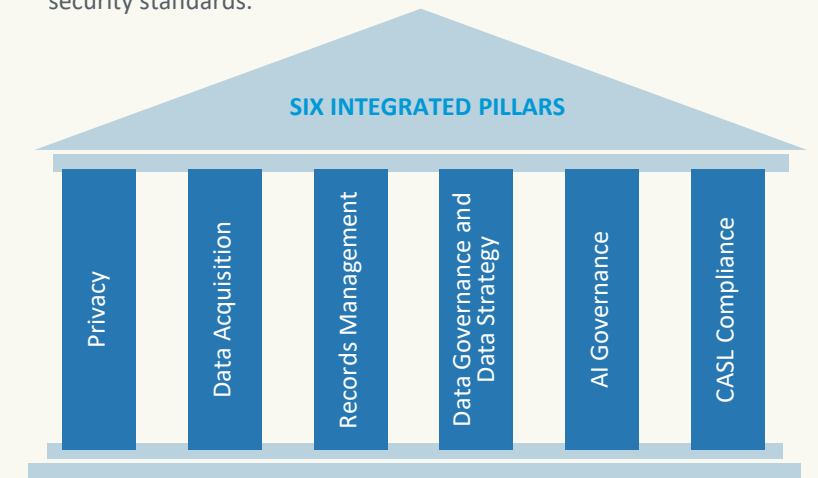
The Data & Trust Office oversees six integrated pillars that enable us to adapt proactively to evolving regulatory and technological

landscapes, ensuring that our data practices are not only compliant but exemplary in fostering trust and reliability.

## Key Policies, Principles and Governance Frameworks:

Our approach to data privacy and governance is guided by principles of accountability, transparency, and risk mitigation, including:

- **Purpose limitation:** Data is collected only for defined business purposes, with appropriate consent where required.
- **Minimization and retention:** Data is retained only as necessary, in accordance with legal and business requirements.
- **Third-party oversight:** Vendors must meet our privacy and security standards.



# DATA PRIVACY & DATA GOVERNANCE

Key Policies, Frameworks and Standards include:

Policy, Framework or Standard	Description
<b>Data Governance Framework</b>	<p>Establishes the foundational structure for managing data as a strategic asset. Key components of the framework include:</p> <ul style="list-style-type: none"> <li>• Defining the primary objectives that inform the data governance program.</li> <li>• 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.</li> </ul>
<b>Data Governance Policy</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Defining the data governance program structure and the responsibilities of the different data governance roles within the business.</li> <li>• Outlining the practices to be followed by all Symcor personnel who handle Symcor data or client data throughout its lifecycle.</li> </ul>
<b>Privacy Policy for Client Data</b>	<p>Outlines the principles that protect the privacy and confidentiality of client data that we process 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. We are committed to ensuring compliance with the spirit and intent of such legal and regulatory requirements.</p>
<b>Personnel Privacy Policy</b>	<p>Informs personnel about our practices in relation to the collection, use and disclosure of 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.</p>
<b>CASL Compliance Policy</b>	<p>The CASL Compliance Policy is designed to ensure that we adhere 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.</p>
<b>Records Management Policy &amp; Retention Schedule</b>	<p>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.</p>

# DATA PRIVACY & DATA GOVERNANCE

## Key Programs & Initiatives:

- **AI Governance:** Strengthening oversight of the ethical and responsible use of AI.
- **Regulatory Compliance Reviews:** Ongoing updates to policies and practices to reflect regulatory changes, including CASL.
- **Privacy Impact Assessments:** Evaluating new initiatives and third-party relationships to identify and mitigate privacy risks.

## Performance

We continue to strengthen data privacy awareness and compliance across the organization:

- 100% of personnel completed the annual privacy training and policy attestation in 2025.
- In 2025, we hosted our 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.

We continue to expand our data governance approach to address emerging risks related to AI, cloud computing, and digital transformation.



# DATA SECURITY AND MANAGING SYSTEMIC RISKS FROM TECHNOLOGY DISRUPTIONS

## Why This Matters

Symcor operates critical infrastructure that supports secure financial transactions, data processing, and digital services. Ensuring the resilience, availability, and security of these systems is fundamental to our operations.

As reliance on cloud technologies, AI, and interconnected systems increases, so does exposure to cybersecurity threats and technology disruptions. Symcor addresses these risks by embedding security and resilience into its technology management approach, supporting:

- Protection of systems and data from cyber threats.
- Continuity of operations during disruptions or system failures.
- Alignment with regulatory requirements and industry standards.

## Approach

Our information security program is based on the principles of confidentiality, integrity, and availability. A layered “defense in depth” approach is used to mitigate risks, supported by controls embedded across systems, networks, and applications.

Security requirements are integrated into the software development lifecycle, ensuring that risk management and compliance considerations are addressed from design through deployment.

Our approach aligns with recognized industry frameworks, including ISO/IEC 27002 and NIST 800-53 standards, the Cloud Controls Matrix (“CCM”) and Payment Card Industry Data Security Standard (PCI DSS) supporting a consistent and structured approach to cybersecurity and system resilience.

## Board Oversight and Management Responsibility:

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

- **The Chief Technology & Information Officer (CTIO)** oversees technology strategy, infrastructure, and operational resilience.
- **The Chief Information Security Officer (CISO)** leads cybersecurity, IT risk, and protection of information assets.
- Oversight is supported through our ERM framework, with regular reporting to senior leadership and the Board.

## Key Policies, Principles and Governance Frameworks

We maintain a suite of information security policies and frameworks aligned with regulatory expectations and industry standards. These provide a structured approach to protecting systems, managing technology risks, and supporting operational resilience.



# DATA SECURITY & MANAGING SYSTEMIC RISKS FROM TECHNOLOGY DISRUPTIONS

Key policies and frameworks include:

Policy, Framework or Standard	Description
<b>IT Controls and Compliance Framework</b>	Provides support across all lines of service to ensure adherence to compliance obligations and contractual requirements related to technology controls.
<b>IT Risk Policy</b>	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.
<b>Information Security Policy</b>	Establishes our information security requirements for people, processes, procedures, standards and technology, supporting the organization’s commitment to data protection, regulatory compliance and operational integrity.
<b>Information Security Standards</b>	<p>Establishes detailed security requirements for all employees, contractors and users of Symcor information systems. The standards:</p> <ul style="list-style-type: none"> <li>• Apply to all Symcor managed systems, applications and networks.</li> <li>• Are aligned with industry recognized frameworks (i.e., ISO 27001/2, NIST 800-53).</li> <li>• Guide the consistent protection of information assets while supporting regulatory compliance, operational resilience and stakeholder trust.</li> </ul>
<b>Business Continuity Cybersecurity Framework</b>	<p>Provides a structured approach for managing cyber crises. The Framework supports decision making by:</p> <ul style="list-style-type: none"> <li>• Providing a clear framework for leadership and relevant teams during cybersecurity crises.</li> <li>• Enabling our Crisis Management Team to respond quickly to a cyber event and coordinate an organized and unified response across Symcor.</li> <li>• Protecting stakeholders by prioritizing the interests of clients, vendors and employees, and ensuring data is safeguarded.</li> <li>• Guiding strategic and purposeful communications during and following a cyber-incident.</li> </ul>

# 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 our 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 operational 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 our organizational readiness and reinforcing a culture of shared accountability.

### Investments:

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



## Performance

We measure the effectiveness of its information security program through key risk indicators, audit outcomes, and risk management processes. These measures support ongoing alignment with regulatory expectations and industry standards.

Performance metrics and indicators are regularly reviewed and updated to reflect evolving risks and ensure continued effectiveness in oversight and decision-making.

# PROFESSIONAL INTEGRITY, BUSINESS ETHICS & COMPETITIVE BEHAVIOUR

## Why This Matters

Professional integrity and ethical conduct are fundamental to how we operate. Strong governance, compliance, and ethical business practices support stakeholder confidence, regulatory alignment, and long-term performance.

This approach helps protect:

- Our reputation as a trusted partner.
- Compliance with legal and regulatory requirements.
- Stakeholder trust and business sustainability.



## Approach

Oversight of ethics, integrity, and compliance is embedded within our governance and risk management structures:

**Board Oversight:** The Board’s Audit Committee provides oversight of internal controls, internal and external audit activities, financial reporting, and enterprise risk management.

### Executive Accountability:

- The **Chief Financial Officer (CFO)** oversees financial management, risk, and related control functions.
- The **Chief Legal Officer (CLO)** oversees legal, regulatory, and corporate governance matters and advises the Board.

**Independent Assurance:** The **Chief Internal Audit & Risk Officer** leads the Internal Audit function, which operates with independence through reporting to the Audit Committee.

Key functions, including Finance, Corporate Security, Investigations, and Human Resources, support the implementation and enforcement of ethical standards, including the investigation of potential breaches.



# PROFESSIONAL INTEGRITY, BUSINESS ETHICS & COMPETITIVE BEHAVIOUR

## Key Policies, Principles and Governance Frameworks:

We maintain a range of policies to support ethical conduct, compliance, and accountable decision-making:

Policy, Framework or Standard	Description
<b>Code of Conduct</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Maintenance of confidentiality and privacy.</li> <li>• Technology use and information security.</li> <li>• Avoiding and handling conflicts of interest, bribery and insider-trading and tipping prohibitions.</li> <li>• Processes for raising questions or reporting non-compliance with the Code of Conduct.</li> <li>• Investigations and applicable discipline.</li> </ul>
<b>Delegation of Authority Policy</b>	<p>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 our corporate bylaws and shareholders’ agreement.</p>
<b>Corporate Security Policy and Standards</b>	<p>Defines the responsibilities of all staff, including the confidential whistleblower reporting process (see description of Confidential TIPS hotline below), to maintain a safe and secure work environment and minimize the risk of loss caused by security exposures or compromises.</p>
<b>TIPS Hotline and Web Portal</b>	<p>A confidential hotline and online portal 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.</p>
<b>Workplace Anti-Harassment, Discrimination and Violence Policy</b>	<p>See the discussion of this policy under the <a href="#">Human Capital Management &amp; Human Rights</a> section of this report.</p>
<b>Records Management Policy</b>	<p>See the discussion of this policy under the <a href="#">Data Privacy &amp; Data Governance</a> section of this report.</p>

# PROFESSIONAL INTEGRITY, BUSINESS ETHICS & COMPETITIVE BEHAVIOUR

## Key Programs & Initiatives

Symcor reinforces ethical conduct and accountability through ongoing programs:

### Annual Risk & Compliance Training

The annual training covers several areas, including Enterprise Risk Management, Business Continuity Planning, Privacy, Code of Conduct, Information & Corporate Security and Health & Safety.

### Code of Conduct

Employees are required to review and acknowledge our Code of Conduct annually.

### Audit

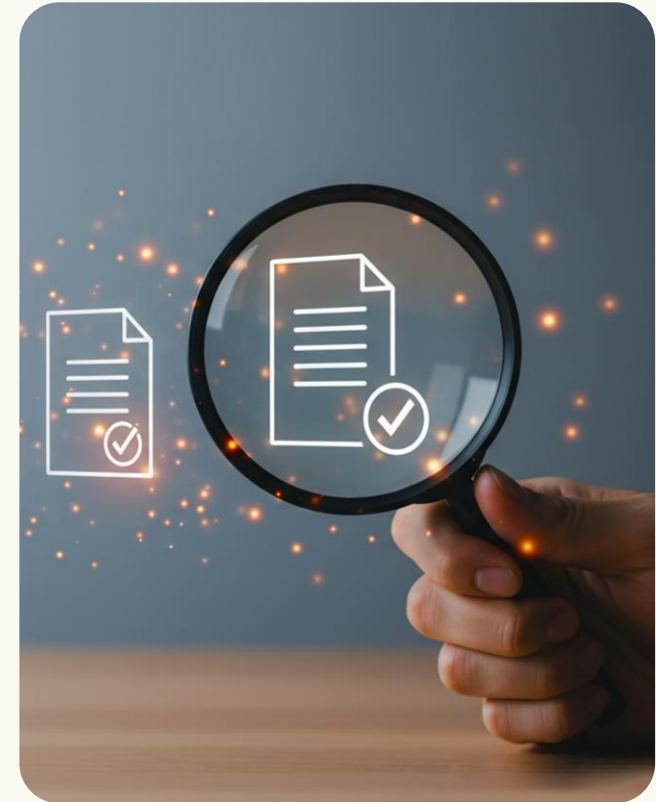
The Internal Audit group is governed by an Internal Audit Mandate that sets out its purpose, authority, responsibilities and independence from Symcor management. The Internal Audit group is responsible for developing an audit plan that addresses the key risks within the organization. The audit plan is 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 & Detection

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 our (Enterprise) Risk Services team reported to the Audit Committee.

### Transparency and Fair Practices

We are committed to upholding transparency, competitive fair practices and anti-corruption measures via annual employee town halls and enterprise-wide awareness campaigns. 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.



# SUPPLY CHAIN MANAGEMENT

## Why This Matters

Our Procurement and Vendor Management function is responsible for managing relationships with third-party vendors and suppliers.

This team plays a key role in identifying, managing and mitigating risks while unlocking opportunities for growth.

Our approach to procurement and vendor management supports:

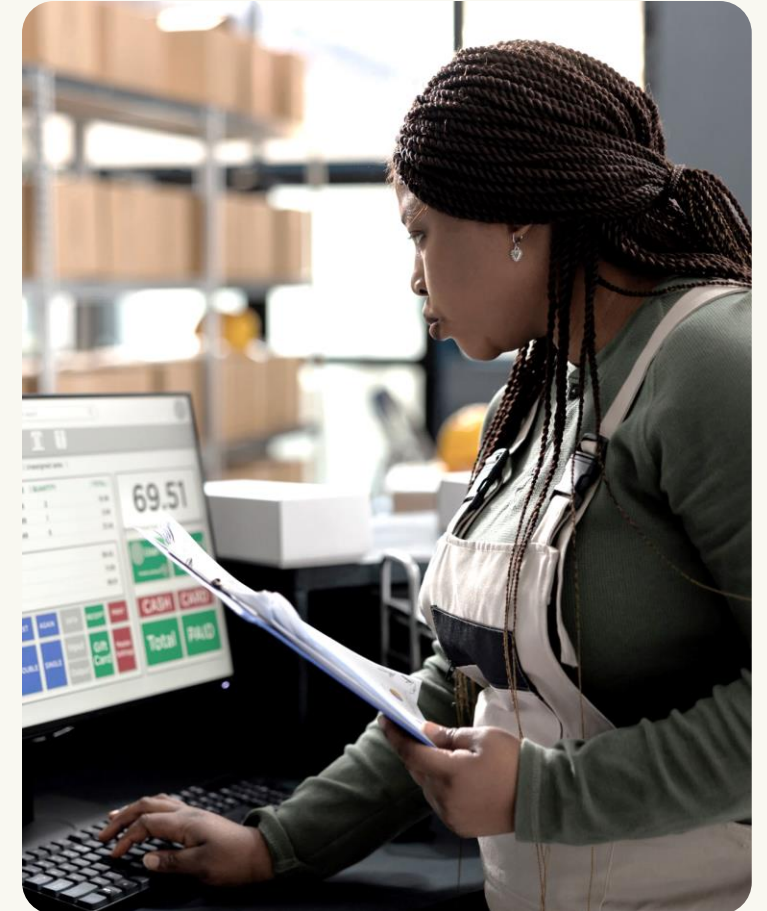
- **Third-party risk management:** Ongoing evaluation of vendor performance, compliance and risk exposure.
- **Operational continuity:** Reliable delivery of products and services through effective vendor oversight and contingency planning.
- **Strategic Sourcing:** Collaboration with key vendors to support innovation and long-term business needs.

## Approach

Oversight of procurement and third-party risk is integrated into our governance and enterprise risk management framework.

- The Procurement and Vendor Management team, led by the Director, Procurement (reporting to the CFO), manages vendor selection, performance, and ongoing relationships.
- Third-party risks are assessed, monitored, and reported as part of the ERM processes, with oversight from the Risk Advisory Committee (RAC) and Executive Risk Committee (ERC).
- Regular reporting supports identification and escalation of risks related to vendors, including performance, compliance, and external factors such as regulatory or geopolitical changes.

This approach ensures that third-party risks are actively managed and aligned with our broader risk management practices.

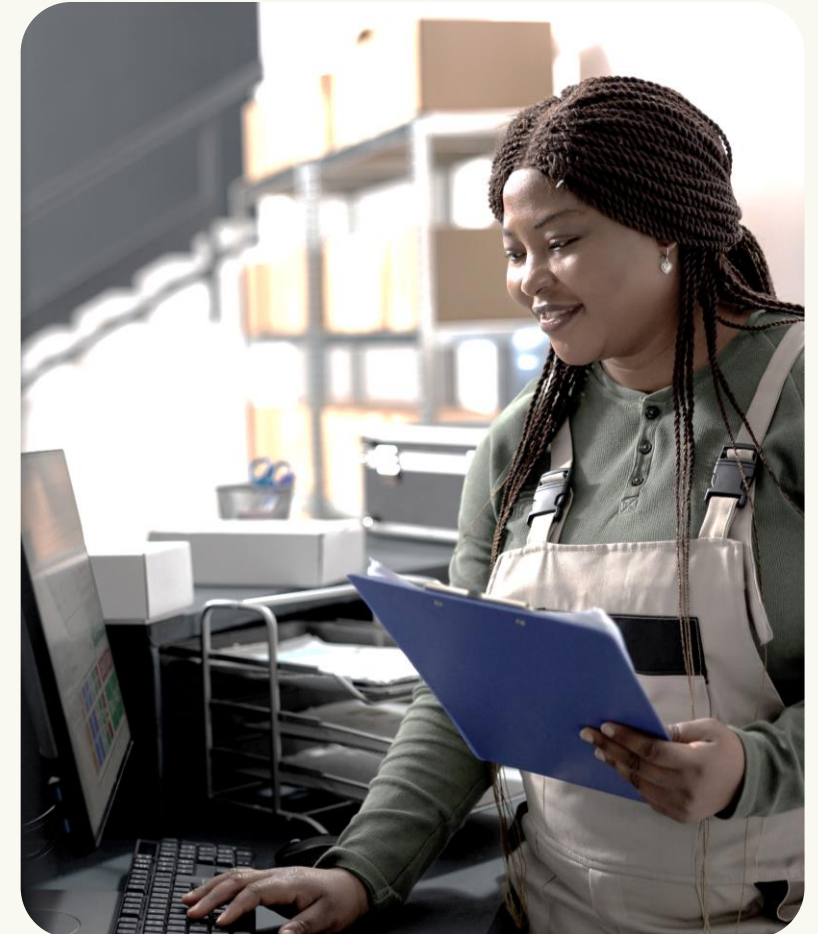


# SUPPLY CHAIN MANAGEMENT

## Key Policies, Principles and Governance Frameworks:

We maintain structured frameworks and policies to support consistent and effective supply chain management:

Policy, Framework or Standard	Description
<b>Procurement &amp; Vendor Management Framework</b>	Outlines the Procurement & Vendor Management department’s goals and associated processes for procuring cost-effective and quality products and services to satisfy our 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.
<b>Procurement &amp; Vendor Management Policy</b>	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.
<b>Third Party Risk Management (“TPRM”) Framework</b>	Outlines our 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.
<b>TPRM Policy</b>	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 align with company strategy, regulatory requirements and industry practices.
<b>Supplier Code of Conduct</b>	Articulates our values and expectations with respect to third parties we utilize by setting clear guidelines for ethical and lawful behaviour, encouraging responsible business practices across environmental, social, and governance (ESG) areas, and ensuring compliance with Canadian and international laws and regulations.



# SUPPLY CHAIN MANAGEMENT

## Key Programs & Initiatives:

The Procurement & Vendor Management team focus on three core areas:

- **Procurement & Sourcing:** Vendor selection, due diligence process, negotiations, contracting, renewals and ongoing relationship management.
- **Vendor Oversight:** Performance monitoring and governance of vendor relationships based on business criticality.
- **Third-Party Risk Management:** Ongoing assessment and monitoring of vendor risks, including ESG-related factors such as information security, privacy and data governance, and business continuity.

## Performance

In 2025, we introduced a Supplier Code of Conduct, which is incorporated into sourcing processes to reinforce expectations for suppliers and partners.

As the Third-Party Risk Management (TPRM) Program continues to evolve, we will further enhance our policies, frameworks, and assessment tools to address emerging risks and align with industry practices.



# SOCIAL



# SOCIAL

We take a structured approach to social responsibility, with a focus on fostering an inclusive, safe, and supportive workplace while contributing to the communities in which we operate.

As a federally regulated employer, we align our policies and programs with legislative requirements and industry practices. Social considerations, including workforce well-being, inclusion, and community engagement, are embedded into our operations and supported through established governance and management processes.

Our People Strategy is guided by three core priorities:

- **Inclusion:** creating a workplace where employees feel a sense of belonging.
- **Well-being:** supporting the physical, mental, and overall health of employees.
- **Talent:** attracting, developing, and retaining a skilled and engaged workforce.

These priorities are supported through policies, programs, and ongoing employee engagement across the organization.



# SOCIAL

## Approach

Our approach to social responsibility is structured around two complementary areas:

- **People Strategy**, which focuses on workforce experience, engagement, and development.
- **Corporate Social Responsibility (CSR)**, which focuses on community investment and broader social impact.

Together, these areas support a consistent and organization-wide approach to managing social factors, ensuring alignment with business priorities, stakeholder expectations, and regulatory requirements.

Our **CSR Strategy** is guided by five core pillars— Inclusion, Education, Community, Environment, and Health— along with a signature cause, Possibilities. These pillars provide a framework for how Sycor directs its community engagement efforts, employee participation, and corporate giving initiatives.

<b>Inclusion</b>	Promoting diversity and inclusion by fostering an environment where employees feel respected, supported and able to contribute fully.
<b>Education</b>	Supporting initiatives that provide access to learning, skills development, and opportunities for youth and underserved communities.
<b>Community</b>	Partnering with organizations and enabling employees to contribute to initiatives that support local communities.
<b>Environment</b>	Supporting environmentally responsible practices through community engagement and CSR initiatives.
<b>Health</b>	Supporting programs and partnerships that contribute to the health and well-being of employees and the communities we serve.

Through this structured approach, we aim to drive meaningful social impact while supporting employee engagement and reinforcing its role as a responsible corporate partner.

# HUMAN CAPITAL MANAGEMENT & HUMAN RIGHTS

## Why This Matters

Our approach to human capital management (“HCM”) and human rights is centered on fostering an inclusive, equitable, and engaging workplace. Attracting, developing, and retaining talent is critical to maintaining strong operational performance and supporting long-term business success.

Diversity, equity, inclusion, and belonging (“DEIB”) are foundational to our culture. Creating an environment where employees feel valued and supported contributes to innovation, collaboration, and organizational resilience.

Respect for human rights is embedded in our business practices. As a federally regulated employer, Symcor complies with the Canada Labour Code and applicable legislation, and maintains policies and practices that promote fair treatment, prevent discrimination, and support a safe and respectful workplace.

Symcor also recognizes the importance of employment equity, accessibility, and workplace safety in supporting both employee well-being and sustainable business performance.

## Approach

Our approach to HCM and human rights is grounded in fostering an inclusive, equitable, and high-performing workplace. This approach reflects the understanding that diversity extends beyond visible characteristics to include a broad range of perspectives, experiences and ways of thinking. Our *+1 Unique You™* philosophy supports this commitment by promoting individuality while strengthening a shared and inclusive culture.

Oversight of HCM and human rights is embedded within our governance and risk management structures:

- The **Board of Directors**, through the **Human Resources / Compensation Committee (HRCC)**, provides oversight of human resources strategy, including compensation, workforce policies, and talent-related programs.
- The HRCC also oversees pension and benefits governance, supported by the **Pension & Benefits Advisory Committee (PBAC)**, which meets regularly and includes senior leadership representation.

Executive accountability for HCM is led by the **Chief Human Resources Officer (CHRO)**, supported by a senior HR leadership team responsible for key areas including employee relations, talent management, total rewards, learning and development, and workforce analytics. These functions work together to support employee engagement, organizational effectiveness, and compliance with applicable regulations.

HCM and human rights considerations are integrated into our **Enterprise Risk Management (ERM) Framework**, ensuring that workforce-related risks - including talent availability, employee engagement, and human rights matters—are identified, assessed, and monitored on an ongoing basis. The Human Resources function contributes to enterprise-wide risk discussions, including through participation in risk governance forums.

Leadership accountability is a key component of our approach. Leaders across the organization are responsible for fostering inclusive environments, supporting employee development, and promoting open communication. These expectations are reinforced through performance management practices and leadership development programs.

This structured approach enables Symcor to align its workforce strategy with business priorities, regulatory requirements, and evolving employee expectations.

# HUMAN CAPITAL MANAGEMENT & HUMAN RIGHTS

## Key Policies, Principles and Governance Frameworks:

We maintain a comprehensive framework of policies that support effective human capital management and the protection of human rights. These policies establish clear expectations, support regulatory compliance, and provide structured processes for managing workforce-related matters.

Policy, Framework or Standard	Description
<b>Accessibility Plan and Progress Reports</b>	In 2025, Symcor published its 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. In addition, in responding to the new, regulated ICT standards set in December 2025, we are establishing its three-year plan outlining required actions to adopt the new regulation.
<b>Code of Conduct</b>	For a discussion of this Policy, see the <a href="#">Professional Integrity, Business Ethics &amp; Competitive Behaviour</a> section of this report.
<b>Employment Equity and Accommodations Policy</b>	This Policy affirms our 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 our obligation to provide reasonable accommodation in employment and outlines our commitment to periodically review its employees' 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 accommodation.
<b>Guaranteed Fair Treatment Program</b>	The Guaranteed Fair Treatment Program is part of our 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 our 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.

# HUMAN CAPITAL MANAGEMENT & HUMAN RIGHTS

## Key Policies, Principles and Governance Frameworks:

Policy, Framework or Standard	Description
<b>Pay Equity Plan</b>	In 2025, our Pay Equity Committee completed its pay equity review under the federal <i>Pay Equity Act</i> . Employees 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.
<b>Performance Management Policy</b>	Outlines our 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.
<b>Workplace Anti-Harassment, Discrimination and Violence Policy</b>	We are 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 our workplace. The Policy reiterates our 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 our operations, summarizes emergency procedures, reminds employees of supports available to them and outlines privacy and anti-reprisal protections.

These policies are supported by ongoing monitoring, periodic review, and compliance processes to ensure continued effectiveness and alignment with legal and regulatory requirements. In addition to the items captured in the table above, we have 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:

We support its workforce through a range of structured programs designed to enhance employee experience, strengthen inclusion, and support long-term organizational performance.

### Employee Value Proposition (EVP)

Our EVP serves as the foundation of its People Strategy, guiding how the organization attracts, engages, and retains talent.

EVP reflects a holistic, human-centered approach that extends beyond traditional areas such as compensation and benefits to include career development, well-being, leadership, and purpose-driven work. It is designed to align with evolving workforce expectations and support employees throughout their career journey.

The EVP encompasses several key dimensions, including:

- Financial
- Personal
- Leadership
- Community
- Growth
- Well-being
- Belonging

Many of our workforce programs and initiatives are delivered through this framework.

### Diversity, Equity, Inclusion and Belonging (“DEIB”)


Our **DEIB Strategy** is anchored in its *+1 Unique You™* philosophy, which recognizes individuality as a strength while fostering a cohesive and inclusive culture.

The organization actively supports employment equity for designated groups under federal legislation, including women, Indigenous Peoples, persons with disabilities, and members of visible minorities. DEIB is embedded into workforce practices and leadership expectations.

### Employee Resource Groups (“ERGs”)

Employee Resource Groups play a key role in supporting inclusion, engagement, and professional development. Supported by the EMERGE program, ERGs provide forums for connection, awareness, and growth across the organization.

Examples include:

	<p><b>Women in Leadership:</b> Supports mentorship, development, and leadership opportunities.</p>
	<p><b>Proud Professionals Association (PPA):</b> Supports 2SLGBTQI+ inclusion and allyship.</p>
	<p><b>MOSAIC:</b> Promotes awareness and understanding of Muslim culture and community</p>
	<p><b>Black Professional Network (BPN):</b> Supports connection, development, and representation.</p>

### Learning and Leadership Development

We maintain a structured approach to employee development, with a focus on building leadership capability and supporting career growth.

Programs include leadership training, coaching, mentoring, and cross-functional development opportunities, supported by digital learning platforms such as Udemy Business. These initiatives contribute to a strong leadership pipeline and ongoing workforce capability development.

# HUMAN CAPITAL MANAGEMENT & HUMAN RIGHTS



# HUMAN CAPITAL MANAGEMENT & HUMAN RIGHTS

## Key Programs & Initiatives:

### Employee Engagement and Culture:

Symcor promotes a culture of inclusion and engagement through regular activities, events, and feedback mechanisms.

- Engagement initiatives include enterprise-wide activities that celebrate diversity and promote awareness.
- Employee surveys, including the Employee Opinion Survey (EOS) and Culture Survey, provide insight into employee experience and inform continuous improvement.
- In 2025, Symcor transitioned to Great Place to Work® to deliver its survey program and measure the Trust Index™.

Survey insights are used to guide organizational priorities and improve employee experience.

### Recognition and Appreciation:

Our recognition programs reinforce a culture of appreciation and peer-to-peer recognition.

Employees are regularly recognized for their contributions, with formal and informal programs designed to celebrate performance and strengthen engagement across teams.

### Well-being and Benefits:

Symcor provides a benefits program designed to support employees' physical, mental, and financial well-being.

The program is regularly reviewed and enhanced based on employee feedback. Recent enhancements include expanded coverage for:

- Mental health support
- Gender affirmation treatment and related care

These initiatives reflect our commitment to inclusive and accessible healthcare benefits.



## Performance

We monitor the effectiveness of our human capital programs through employee feedback, internal reviews, and external recognition.

- In 2025, we achieved a **90% participation** rate in our employee survey program, providing strong insight into workforce experience.
- The organization achieved **Great Place to Work® certification** and was recognized as one of the **2025 Best Workplaces™ in Ontario**.
- A pay equity review was completed in 2025 to ensure alignment with legislative requirements.

External recognition further reflects our performance in employee engagement, inclusion, and well-being, including:

- **Canadian HR Reporter 5-Star Diversity, Equity, and Inclusion Employer (2024)**
- **Workplace Benefits Awards 2024 – Finalist (Benefits Canada)**
- **Canadian HR Awards 2025 – Excellence Awardee (Financial, Physical & Mental Wellness)**

These outcomes highlight our ongoing focus on strengthening employee experience, inclusion, and workforce 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 employees, contractors, and visitors across all locations.

Maintaining strong health and safety practices supports employee well-being, operational resilience, and overall business performance. Our approach focuses on proactive risk management, incident prevention, and continuous improvement, with programs that address both physical and mental health in the workplace.



## Approach

Our approach to health and safety is supported by established governance structures, defined roles and responsibilities, and integration into enterprise risk management processes.

### Governance and Oversight

- The **Board of Directors**, through the Human Resources / Compensation Committee (HRCC), receives regular updates on health and safety matters, including audit outcomes and program developments.
- Executive oversight is provided by the **Chief Human Resources Officer (CHRO)**, with operational responsibility shared across leadership teams.

Day-to-day management of the Health & Safety Program is led through a coordinated approach across:

- Operations leadership
- Real Estate & Facilities teams
- Health and safety specialists
- Legal and Human Resources functions

This cross-functional model supports effective program delivery, regulatory compliance, and continuous monitoring of workplace risks.

### Operational Responsibility

- A dedicated **Health & Safety Program** is maintained and administered across all sites.
- We follow an **internal responsibility system**, ensuring all employees understand and contribute to maintaining a safe work environment.
- Employee well-being programs are managed by Human Resources and aligned with broader benefits and workforce strategies.

### Risk Management and Monitoring

- Health and safety risks are integrated into Symcor’s **Enterprise Risk Management (ERM) Framework**
- Performance is monitored through internal audits, risk assessments, and reporting processes.
- Continuous improvement initiatives are informed by incident reviews, audit findings, and employee feedback.

# WORKFORCE HEALTH & SAFETY

## Key Policies, Principles and Governance Frameworks:

Our health and safety practices are supported by comprehensive policies, programs, and regulatory frameworks. As a federally regulated employer, we align with the **Canada Labour Code (Part II – Occupational Health and Safety)** and applicable industry practices.

Policy, Framework or Standard	Description
<p><b>Health &amp; Safety Policy</b></p>	<p>Outlines our 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.</p>
<p><b>Local Health and Safety Committees Charter</b></p>	<p>Every Symcor location has a local Health &amp; 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 &amp; Safety Committees also have responsibilities regarding workplace harassment and violence that are reflected in our Workplace Anti-Harassment, Discrimination and Violence Policy.</p>
<p><b>Policy Health and Safety Committee Charter</b></p>	<p>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 our Workplace Anti-Harassment, Discrimination and Violence Policy.</p>
<p><b>Hazard Prevention Program</b></p>	<p>Our Hazard Prevention Program establishes a structured and proactive approach to identifying, assessing and controlling workplace hazards. The program addresses physical, ergonomic, chemical, biological and psychosocial hazards, and includes defined preventive measures, employee training, hazard reporting, and ongoing monitoring to reduce the risk of workplace injuries and illnesses.</p>

# WORKFORCE HEALTH & SAFETY

## Key Policies, Principles and Governance Frameworks:

Our health and safety practices are supported by comprehensive policies, programs, and regulatory frameworks. As a federally regulated employer, we align with the **Canada Labour Code (Part II – Occupational Health and Safety)** and applicable industry practices.

Policy, Framework or Standard	Description
<b>Incident Reporting System</b>	Workplace illnesses, injuries, accidents and other hazardous occurrences are reported in our Health and Safety Incident Reporting System, which enables timely reporting and notification to relevant parties to ensure appropriate responses can be actioned.
<b>Personal Protective Equipment</b>	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 through the hazard identification and risk assessment process. Symcor either provides personal protective equipment or, in the case of footwear, reimburses employees for the cost.
<b>First Aid &amp; Emergency Response Teams</b>	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.
<b>Fire Safety &amp; Evacuation Procedures and Fire Wardens</b>	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.
<b>Workplace Anti-Harassment, Discrimination and Violence Policy</b>	For a discussion of this Policy, see the <a href="#">Human Capital Management &amp; Human Rights</a> section of this report. These frameworks are supported through regular training, monitoring, and review processes.

# WORKFORCE HEALTH & SAFETY

## Key Programs & Initiatives:

We maintain a proactive and structured approach to health and safety through training, monitoring, and employee engagement initiatives.

### Training and Awareness

- Mandatory health and safety training is provided to all employees and contractors at onboarding, including WHMIS, hazard awareness, ergonomics, and employee rights.
- Refresher training is delivered regularly, including as part of annual risk training programs.
- Role-specific training is provided where required.

### Incident Management and Continuous Improvement

- All incidents, near misses, and safety concerns are investigated using a structured **root cause analysis process**.
- Findings are used to implement corrective actions and strengthen risk mitigation measures.

### Regulatory Reporting

- Symcor reports annually to Employment and Social Development Canada on health and safety activities, including hazardous occurrences and workplace incidents.

### Risk Identification and Prevention

- A formal **Hazard Identification and Risk Assessment** process is used to evaluate workplace risks and prioritize control measures.
- Assessments incorporate workplace inspections, incident analysis, and employee feedback.

### Well-being and Health Initiatives

- Workplace health initiatives include annual flu clinics across all sites.
- Well-being programs support physical and mental health through:
  - Employee Assistance Programs
  - Virtual care services
  - Wellness platforms and awareness programs

### Benefits and Support Programs

- Health benefits include support for mental health, fertility treatments, and gender affirmation care.
- Programs are regularly reviewed and updated based on employee feedback.

### Community and Employee Engagement

- Employees are supported in participating in health-related volunteer initiatives, such as the Princess Margaret Walk to Conquer Cancer.

## Performance

We continue to monitor and enhance our health and safety program through training, audits and continuous improvement initiatives.

- In Fiscal Year 2025, Symcor continued its annual practice of offering flu clinics at all sites, updated first aid certifications among team members as needed, and onboarded new members to local Health & Safety Committees with the requisite training.
- Symcor reviewed and enhanced its annual health and safety training program, strengthened the incident investigation framework, and made targeted updates to the hazard prevention program.
- Symcor employees demonstrated strong engagement in health-related charitable initiatives in Fiscal Year 2025 including their participation in the Princess Margaret Cancer Foundation's Walk to Conquer Cancer.

# COMMUNITY RELATIONS

## Why This Matters

Community engagement is a key component of our approach to social responsibility. Through corporate giving, employee volunteerism, and long-term partnerships, we support initiatives that contribute to positive social outcomes in the communities where we operate.

By aligning community investment with employee engagement and organizational values, we support meaningful impact while strengthening employee connection and stakeholder trust.

## Approach

Our community engagement activities are guided by its Corporate Social Responsibility (CSR) strategy and supported by the Human Resources function.

- The **CHRO and Employee Experience team** oversee community initiatives and corporate giving programs.
- Activities are aligned with our broader CSR framework and employee engagement strategy.

## Key Policies, Principles and Governance Frameworks

Policy, Framework or Standard	Description
<b>Corporate Giving Policy</b>	Defines our approach to investing in communities aligned with its values and CSR priorities, while supporting employee-led initiatives.
<b>Paid Time Off for Volunteer Work</b>	Provides employees with one day of paid time off annually to support community causes.



# COMMUNITY RELATIONS

## Key Programs & Initiatives:

### CSR Framework and Pillars of Giving

Our community engagement approach is guided by our CSR framework and five **Pillars of Giving: Inclusion, Education, Community, Environment, and Health**, supported by a signature cause - **Possibilities**.

This framework supports:

- Corporate giving aligned with organizational priorities.
- Strategic partnerships with community organizations.
- Employee participation in volunteer and charitable initiatives.

### Signature Cause: Possibilities

Our signature cause, **Possibilities: Building Better Tomorrows Together**, focuses on supporting access to education and breaking the cycle of poverty for underserved youth.

Established in 2016 through employee engagement and organizational consultation, Possibilities reflects:

- Alignment with business purpose.
- Employee passion.
- Long-term community impact.

### Strategic Partnerships

Symcor works with national and regional partners aligned to its signature cause:

- **Pathways to Education Canada:** Provides comprehensive support to high school students in low-income communities ranging from

academic, financial, social and one-on-one supports designed to remove barriers to graduation and to promote positive youth development.

Symcor contributes through funding, volunteering, and ongoing partnership support.

- **United Way – All in for Youth (Calgary):** Supports students and families through school- and community-based programs to complete their elementary and secondary education and build successful futures. Symcor contributes financial support and employee volunteer engagement.

### Employee-Led and Community Initiatives

Symcor employees play a central role in community impact through participation in a wide range of initiatives. In 2025, examples include but are not limited to:

- **United Way Campaigns:** Over 20 years of support to United Way’s annual fundraising campaign through corporate sponsorship and employee fundraising.
- **Princess Margaret Walk to Conquer Cancer:** In 2025, Symcor marked **10 years of participation** with employees across Canada coming together and raising nearly **\$50,000** - exceeding its fundraising goal. 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 that continue to push boundaries while setting global standards in cancer care.

- **Holiday Helpers Program:** Employee-led initiative supporting local families in need through donations and volunteer engagement. The initiative brings employees together to strengthen community connections and make a meaningful impact for families navigating financial hardship or their first winter in Canada.
- **Eva’s Initiatives:** Long-standing partnership supporting shelter, transitional housing and health and well-being programming for youth experiencing or at risk of homelessness.
- **Employee Giving and Volunteer Support:** Employees can access corporate matching support and participate in team-based charitable initiatives.

## Performance

Our community engagement efforts in 2025 reflect both sustained commitment and continued employee participation:

- Recognized as a **Local Leader by United Way Greater Toronto** for the 2025 campaign.
- Maintained employee participation through the **Volunteer Time Off Program**, enabling employees to engage directly with community initiatives.
- Demonstrated continued growth in employee-led initiatives, including fundraising and volunteer participation.

# RIGHTS OF INDIGENOUS PEOPLES

## Why This Matters

As an organization operating across Canada, we recognize that our offices and facilities are located on the ancestral and unceded territories of First Nations, Inuit, and Métis Peoples.

We are committed to fostering a workplace that reflects the diversity of Canada and to contributing to broader reconciliation efforts. This includes increasing awareness of Indigenous history and perspectives, promoting equitable representation, and supporting meaningful engagement with Indigenous communities.

These efforts form part of our broader commitments to diversity, equity, inclusion, and employment equity.



## Approach

Our approach to Indigenous inclusion and reconciliation is supported through governance, employment equity programs, and ongoing engagement initiatives.

- The **Chief Human Resources Officer (CHRO)** is responsible for overseeing compliance with the Employment Equity Act and related obligations, including reporting on representation of designated groups.
- The **Human Resources / Compensation Committee (HRCC)** of the Board reviews the annual Employment Equity Report and related workforce initiatives.
- Indigenous representation and inclusion are integrated into our **Employment Equity Plan**, which supports the identification and removal of barriers and the development of inclusive workforce practices.

## 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 <a href="#">Human Capital Management &amp; Human Rights</a> section of this report.
Employment Equity and Accommodations Policy	For a discussion of this policy, see the <a href="#">Human Capital Management &amp; Human Rights</a> section of this report.
Employment Equity Plan	Our 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 <i>Employment Equity Act</i> , 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:

We support Indigenous inclusion and reconciliation through workforce initiatives, awareness programs, and community partnerships.

### Workforce Representation and Talent Development

- Increasing representation of Indigenous Peoples is a focus of our Employment Equity Plan.
- Efforts include partnerships with organizations to expand outreach, strengthen recruitment, and build internal capability within talent acquisition.

### Awareness and Reconciliation Initiatives

- We observe the **National Day for Truth and Reconciliation** annually on September 30.
- Employees receive a paid day to reflect, learn, and participate in reconciliation-related activities.
- Internal communications and initiatives promote awareness of Indigenous history, culture, and perspectives.

### Partnerships and Community Engagement

- **Indigenous Works (Leadership Circle Member):** We partner with Indigenous Works to strengthen our approach to Indigenous employment and workplace inclusion through research, advisory support, and engagement.
- **Chapter One:** Through our partnership with Chapter One, we support literacy programs that include collaboration with Indigenous communities. This includes employee volunteer tutoring and contributions to culturally relevant learning resources, including storybooks developed with Indigenous artists and communities.
- **Pathways to Education Canada (Winnipeg region):** We support Pathways programs in communities with significant Indigenous populations, supporting youth education and creating pathways for future employment opportunities.

## Performance

We continue to support Indigenous-focused initiatives through employee participation and partnerships.

- In 2025, Sycor employees contributed to Chapter One’s tutoring programs, which reported positive outcomes in the Wiikwemkoong community.
- Ongoing efforts focus on strengthening recruitment, awareness, and community engagement to support Indigenous inclusion.

# ENVIRONMENT



# ENVIRONMENT

We have a long-standing commitment to environmental responsibility, integrating sustainability considerations into our operations and business practices. As a provider of secure data and operational solutions to Canada's financial sector, we recognize the importance of managing our environmental impact while supporting clients in meeting their own sustainability objectives.

Our approach focuses on measuring and managing greenhouse gas (GHG) emissions, improving energy efficiency, reducing waste, and embedding environmental considerations into operational decision-making.

Building on the foundation established in 2024, we continue to strengthen our environmental practices and data capabilities. The environment and climate change remain key areas of focus within our ESG Program, reflecting their importance to our stakeholders and our business.

Our approach to environmental stewardship is grounded in operational excellence and risk management. We prioritize initiatives that support business resilience, deliver measurable outcomes, and align with evolving client and regulatory expectations.

This section outlines our approach to climate-related risks and opportunities, as well as key developments in our environmental practices.



# CLIMATE CHANGE

## Why This Matters

Climate change is a systemic global risk with potential impacts on both Symcor and our clients. The transition to a lower-carbon economy and the physical impacts of climate change are increasingly shaping the operating environment across industries.

Our clients are increasingly subject to climate-related regulations, including reporting obligations on climate change and GHG emissions, and some have made net-zero commitments. As a result, there is growing demand for organizations to measure, manage, and report environmental performance, and to demonstrate resilience in the transition to a net-zero economy.

As a critical service provider to Canada's financial sector, we recognize the importance of supporting our clients in meeting these expectations. This includes maintaining credible environmental practices and building the capability to provide accurate, transparent data.

While we are not currently subject to mandatory climate disclosure requirements, advancing our environmental approach is both a business necessity and an opportunity to strengthen our position as a trusted partner. This section includes our climate-related disclosure, informed by the Task Force on Climate-related Financial Disclosures (TCFD). We will continue to enhance our disclosures as our approach and data capabilities mature.

## Approach

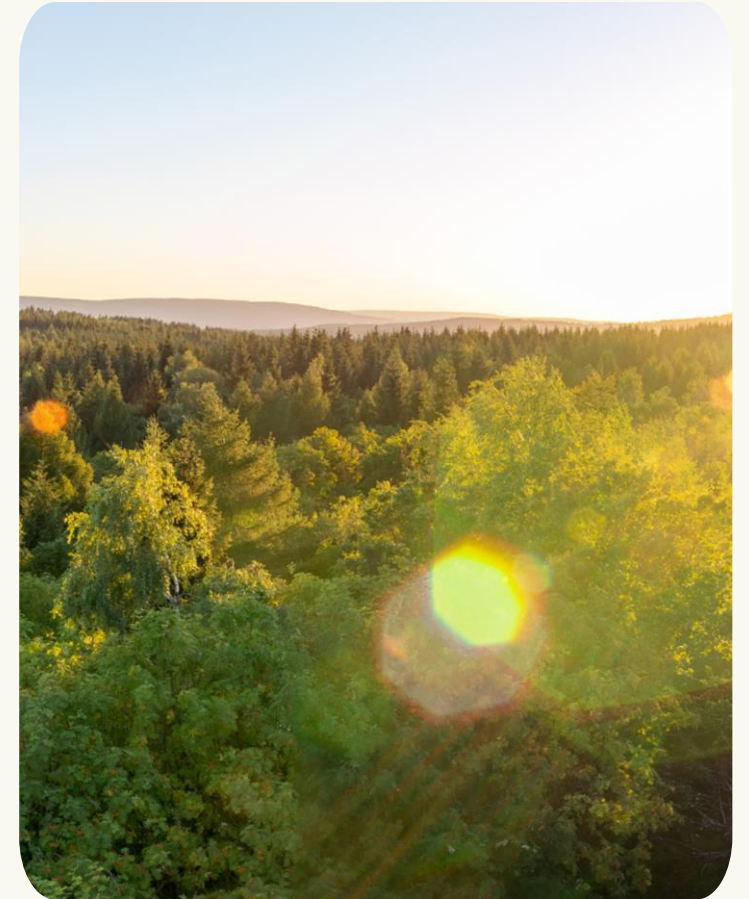
Our approach to climate change is supported by established governance and integrated risk management processes.

In 2025, Symcor established a framework for an Environmental Management Committee (EMC) to formalize shared accountability, decision-making and coordination for environmental topics across Facilities, Business Continuity, Operations and ESG. The EMC provides oversight of key environmental topics, including GHG emissions management and climate-related risks.

The Committee includes cross-functional representation from operations, facilities, business continuity, and ESG, and supports the integration of environmental considerations into operational decision-making.

This structure enables Symcor to:

- Strengthen oversight of environmental risks and opportunities.
- Improve coordination across business functions.
- Support the ongoing integration of climate considerations into enterprise risk management.



# CLIMATE CHANGE

## Strategy

We continue to take a pragmatic, data-driven approach to climate change, focused on building credible capabilities and improving environmental performance over time.

GHG emissions measurement is now established as part of business-as-usual operations. In 2025, we completed its second annual GHG emissions inventory, covering Scope 1, 2, and 3 emissions. Improvements in data collection and methodology have enhanced the accuracy and reliability of our emissions baseline.

We continue to refine its environmental data systems and processes to support more precise measurement and reporting in future periods.

In parallel, awareness initiatives are being implemented across the organization to promote responsible resource use and support employee engagement in environmental practices.

We have also begun to consider environmental factors within its supply chain as part of a broader effort to better understand and manage environmental impacts across its value chain.

## Climate Risks and Opportunities

The ESG Materiality Assessment we conducted included consideration for climate change risks and opportunities.

This assessment prioritized ESG factors based on their likelihood and potential impact across short-, medium-, and long-term time horizons.

The methodology incorporated multiple data sources and aligned with leading ESG and climate disclosure frameworks, while leveraging our existing Enterprise Risk Management (ERM) framework.

Our 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	Growing client interest on the issues of GHG emissions and climate change, including requests for our 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 our 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	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 our 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	As a service provider to companies that operate essential services, our 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 our continued ability to provide consistent, reliable services to clients.

# CLIMATE CHANGE

## Enhancing GHG Emissions Measurement and Transparency

In Fiscal Year 2025, we partnered with Minimum, a **carbon management software provider**, to establish a repeatable, structured approach to annual GHG emissions measurement. This initiative formalizes emissions measurement as an ongoing business process.

The platform serves as the centralized system for emissions data collection, enabling direct input from relevant business functions and improving the data accuracy, consistency, and transparency of data used for internal decision-making and client reporting.

During the year, we enhanced our approach to Scope 3 emissions categories by collaborating across functions, including Finance and Procurement, to improve upstream data quality. Efforts are ongoing to increase the completeness and precision of our Scope 3 data as methodologies continue to mature.

In 2025, we completed our first submission to the **CDP Climate Change Questionnaire**, reinforcing its commitment to transparency and accountability in climate-related reporting.

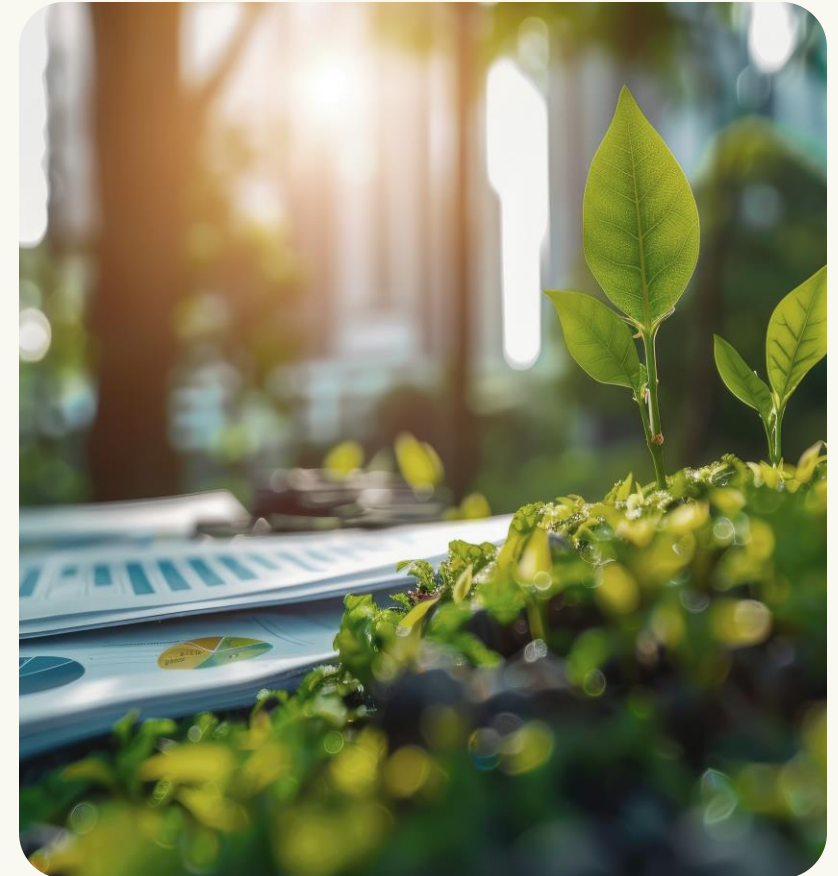
## Risk Management

Our climate change factors are recognized within the company's Enterprise Risk Management (ERM) Framework, ensuring they are assessed alongside other business risks.

As we continue to strengthen our environmental capabilities, a key focus is deeper integration of climate-related risks into our risk management practices. This includes:

- Assessing potential impacts on physical assets and operations
- Monitoring transition-related risks associated with evolving regulatory and market expectations.

Oversight of these activities will be supported by the Environmental Management Committee, helping to ensure that climate considerations are embedded into broader decision-making.



# CLIMATE CHANGE

## Performance

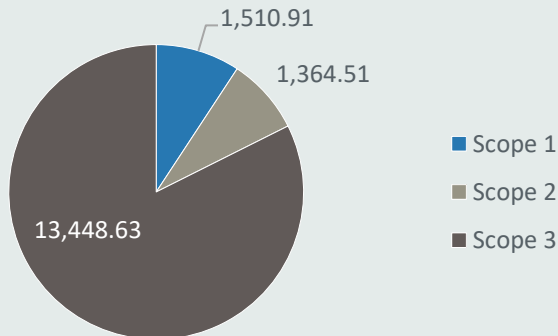
In Fiscal Year 2025, we completed an annual organization-wide GHG emissions inventory, covering all operational sites across Canada.

This work was conducted in partnership with Minimum, the Enterprise Carbon Management Platform, and aligned with the **GHG Protocol Corporate Accounting and Reporting Standard** using the operational control approach.

Scope 3 emissions estimates covered nine relevant categories and were supported by established emissions factors from recognized sources including:

- Environmental and Climate Change Canada (ECCC).
- U.S. Environmental Protection Agency (EPA).
- U.K. Government GHG Conversion Factors (DESNZ).

This structured approach supports the ongoing improvement of emissions measurement and reporting and provides a foundation for future enhancements to climate-related disclosures.



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 FY25 tCO2e

Scope 1	1,510.91	Scope 2	1,364.51		
				Purchased Goods and Services	9,399.02
				Capital Goods	212.19
				Fuel and Energy Related Consumption	589.35
				Upstream Transportation and Distribution	3.17
				Waste Generated in Operations	155.14
				Business Travel	297.01
				Employee Commuting	2,789.58
				Downstream Transportation and Distribution	3.17
				<b>Scope 3<sup>2</sup> Total</b>	<b>13,448.63</b>

<sup>2</sup>This report reflects Symcor's second year of Scope 3 emissions measurement for 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 annually, with ongoing improvements expected as data collection processes and methodologies mature.

# ENVIRONMENTAL FOOTPRINT

## Why This Matters

We are committed to managing its environmental footprint through responsible resource use, operational efficiency, and continuous improvement across its facilities.

As a national organization with multiple production and corporate locations, our environmental footprint includes energy consumption, waste generation, water use, and procurement practices.

Effective management of these areas supports:

- Compliance with evolving regulatory requirements.
- Alignment with client and stakeholder expectations.
- Improved operational efficiency; and
- Adoption of sustainable technologies.

## Approach

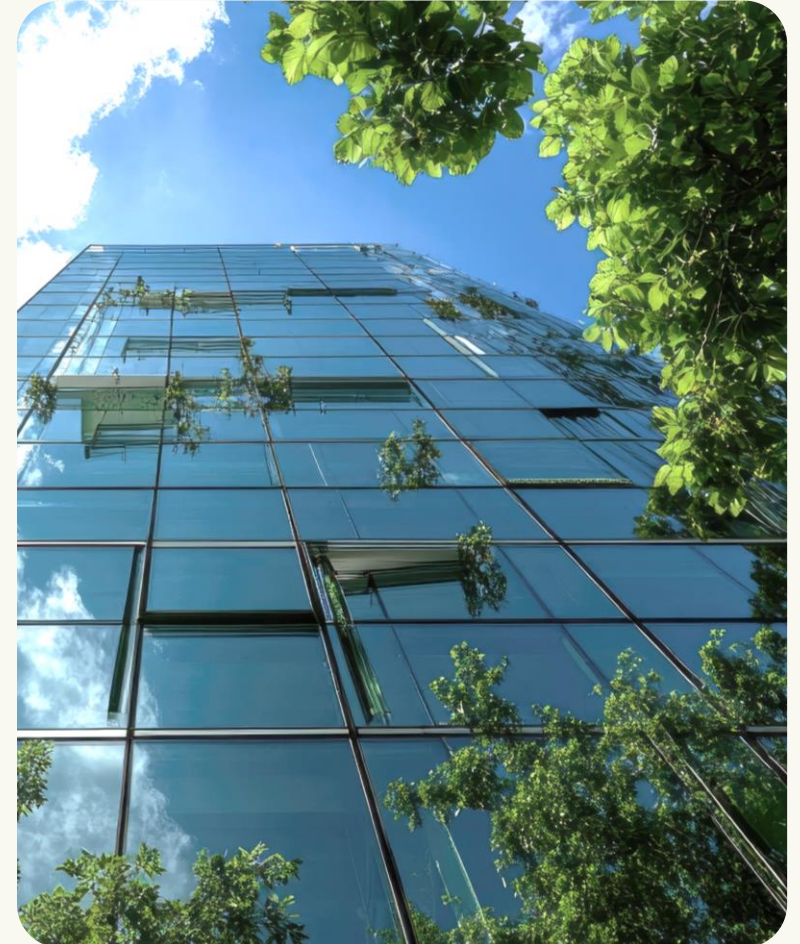
Our approach to environmental management is supported by operational teams, governance structures, and data-driven decision-making.

- The **Real Estate & Facilities team** leads environmental data tracking across sites, including energy use, emissions, and waste management.
- The **ESG team** supports the development of systems and strategies to enhance environmental performance.
- The **Environmental Management Committee (EMC)** will provide cross-functional oversight, shared accountability and coordination across operations, facilities, business continuity, and ESG.

A key priority is the development of an **Environmental Management System (EMS)**, which will:

- Centralize environmental data.
- Support monitoring of resource consumption.
- Integrate environmental considerations into operational decisions.

Employee engagement initiatives, supported by Human Resources, reinforce awareness of sustainability practices across the organization.



# ENVIRONMENTAL FOOTPRINT

## Key Policies, Principles and Governance Frameworks:

### Policy, Framework or Standard

#### Environmental Policy

Defines our commitment to responsible environmental practices and proactive environmental stewardship.

The policy supports: :

- Protecting natural resources and the environment through sound business processes, material choices, and waste management practices
- Conserving natural resources and energy, and reducing waste through reuse and recycling.
- Conducting operations in a manner that minimizes negative environmental impacts.
- Integrating environmental considerations into business decisions and driving continuous improvement in environmental performance.
- Regularly communicating with and supporting the environmental needs of our stakeholders, including employees, clients, and the communities in which we do business.



# ENVIRONMENTAL FOOTPRINT

## Key Programs & Initiatives:

We continue to strengthen its environmental performance through a wide range of operational initiatives, infrastructure investments, employee engagement programs, and strategic partnerships

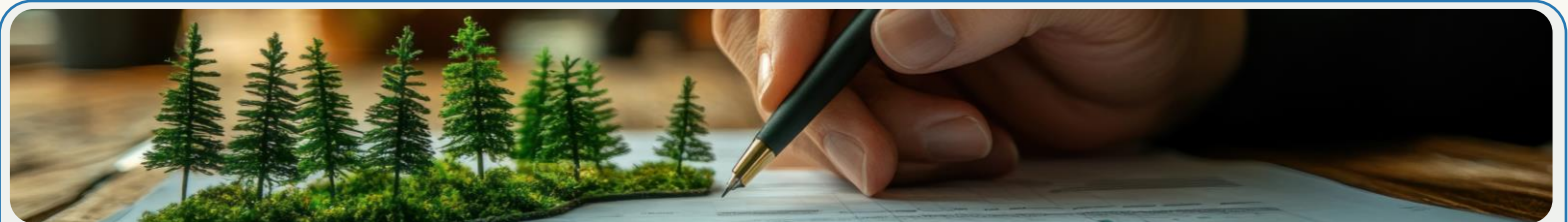


### Creating Systems for Awareness & Accountability

We are committed to embedding sustainability into its corporate culture through:

- Awareness initiatives that help employees understand their role in reducing environmental impact.
- Internal systems that support accountability in areas such as waste reduction, energy efficiency and emissions management.
- Cross-functional collaboration to integrate environmental best practices across procurement, operations and employee engagement.

Employee-led initiatives also play an important role. For example, our Calgary "Green Team" supports environmental stewardship through local engagement and initiatives.



### Operational Efficiency & Sustainable Facilities

We continue to enhance operational efficiency through targeted investments and sustainable facility upgrades

- **Energy Efficiency:** LED lighting upgrades have been implemented across all facilities. At the Mississauga production facility, lighting was upgraded to high-efficiency LED diode fixtures with significantly longer lifespans, reducing maintenance requirements and waste. Office lighting upgrades eliminated ballast components and improved recyclability at end of life. HVAC systems across facilities are programmed to reduce energy consumption outside operational hours.
- **Production Innovation:** The transition from toner-based to energy-efficient inkjet printing technology at the largest production facility has reduced both energy consumption and environmentally sensitive waste.

- **Water Efficiency:** Motion-sensor faucets and automated systems have been implemented across multiple sites, reducing water consumption by up to 70%.
- **Sustainable Operations:** Environmentally friendly cleaning products are used across key production facilities to reduce environmental impact.

# ENVIRONMENTAL FOOTPRINT

## Key Programs & Initiatives:



### Environmental Certifications

We maintain certifications that support responsible sourcing and sustainable operations:

- **FSC® (Forest Stewardship Council®) Chain of Custody Certification:** 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:** Supports sustainable procurement practices and the responsible use of forest products across its supply chain.
- **LEED® Certifications:** Multiple Symcor facilities are LEED-certified, including:
  - Mississauga Head Office: Platinum, BOMA Certificate of Excellence
  - Toronto Corporate Office: Platinum (Operations + Maintenance)
  - Halifax Office: Platinum (Operations + Maintenance)
  - Winnipeg Office: Silver and BOMA certification



### Waste Management and Circular Practices

- Waste sorting programs are implemented across all facilities, supported by clearly labelled collection systems.
- We maintain an average waste diversion rate of **72%**, with key facilities exceeding **96% diversion rates**.

We also support circular economy practices:

- Partnership with **Cascades Recovery+** enables materials to be collected, recycled, and reintroduced into the production cycle, supporting a closed loop system.
- Partnerships with waste management providers support recycling and secure document destruction.



### Reducing Our 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

We support lower-emission commuting and transportation through a range of initiatives:

- **Bike Loan Program:** Available at Mississauga Executive Centre, a free Cycle Loan program, enabling employees to borrow bikes for commuting and local travel during the workday.
- **Electric Bike Support:** Dedicated infrastructure at our Mississauga print facility to accommodate employees commuting by e-bike.
- **Public Transit Discounts:** In Montreal, we partner with EXO to offer discounted annual public transit subscriptions. In Halifax, a similar program is available through a partnership with the city.
- **Shuttle Service:** Supporting access at our Toronto Operations facility with a dedicated shuttle between the nearest transit stop and the workplace.
- **Carpool and Electric Vehicle ("EV") Incentives:** Reserved parking spaces for electric/hybrid vehicles at our Mississauga production facility.
- **EV Charging Stations:** EV charging stations are available across multiple office and production locations.

These initiatives help reduce commuting-related emissions and improve accessibility.

### Partnerships and Community-Based Environmental Initiatives

- **Acres for the Atmosphere and Meadows for Monarchs:** We have participated in an annual event at the Toronto Zoo in support of Acres for the Atmosphere since 2011 and Meadows for Monarchs since 2015. Participants across Symcor sites within the greater Toronto area 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, our Green Team in Calgary has organized employees to join the Calgary Pathway and River Cleanup, aiding city staff in the collection of litter.

Symcor works with external partners and engages employees in environmental initiatives:

- **Acres for the Atmosphere & Meadows for Monarchs:** A decade-long partnership with the Toronto Zoo engaging employees across our Greater Toronto Area sites in tree and habitat restoration initiatives, with approximately 1,800 trees and plants contributed in recent years.

- **Calgary Pathway and River Cleanup:** Employee volunteer program supporting community-based environmental stewardship.
- **Other Partnerships:** Ongoing collaborations support waste diversion, recycling, and environmental awareness programs.



# ENVIRONMENTAL FOOTPRINT

## Performance

Our environmental performance reflects a combination of long-term commitments, operational improvements, and measurable outcomes:

- **Canada's Greenest Employers (2025):** We have been recognized as one of Canada's Greenest Employers for **15 consecutive years**. This award recognizes organizations that embed environmental practices into their corporate culture and demonstrate leadership in engaging employees in sustainability initiatives.
- **Renewable Energy and Emissions Reduction (2025):** In Fiscal Year 2025, Symcor offset **1,049 MWh** of electricity consumption through the purchase of Bullfrog Power renewable energy credits, resulting in **260 tonnes of CO<sub>2</sub>e avoided** (equivalent to removing 58 cars off the road for one year).
- **Long Term Impact (2009-2025):** Since 2009, we have offset a cumulative **17,219MWh** of electricity consumption through renewable energy credits with Bullfrog Power, resulting in approximately **3,054 tonnes of CO<sub>2</sub>e avoided**.

These results reflect our ongoing commitment to reducing its environmental impact through sustained investment in renewable energy and operational efficiency.

