



# 2023 BIENNIAL IMPACT REPORT

ENVIRONMENTAL, SOCIAL, GOVERNANCE

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## Messages from Our Leaders



At Reliance, we have a long-standing history of operating sustainably and we are committed to being the Destination of Choice for over two million customer relationships that **"Call on Reliance"**<sup>™</sup>. Our Environmental, Social And Governance (ESG) priorities directly support six of the United Nations Sustainable Development Goals and help us put our best foot forward for our customers and our workforce of over 2,700 diverse and inclusive team members.

As an industry leading home services company, we constantly look for more ways where we can have a positive, social and environmental impact because we are committed to **"Creating a More Comfortable Tomorrow"** in the communities where our customers and team members work and live.

In 2023, we further progressed our agenda of embedding ESG as part of our DNA, establishing new processes, leveraging our ESG Team and Champions to bring actionable items to life, and executing with purpose. Our collective conscientiousness towards social giving and managing our impact contributes to what truly makes us **Proud To Be Reliance**.

**Sean O'Brien**  
President & CEO  
Reliance Home Comfort



At Reliance, we are committed to making a positive impact on each of our ESG pillars. Through the determination of our ESG Team and the tremendous efforts of our esteemed ESG Champions, we have aligned our business priorities to maximize our recycling efforts, to promote green products and green solutions and to instill a social conscience towards community giving while concurrently ensuring the safety and wellness for our team members.

Our annual Reliance ESG Branch Award, established in 2022 recognizes, celebrates, and encourages environmental, social, and governance excellence by measuring our recycling efforts, green and energy efficient product rentals and sales, and charitable giving activities.

We all have a role to play, looking after our planet, so we can create a better world for our team members, customers, communities, and future generations. With our ESG Blueprint as our guide, I look forward to what we can continue to accomplish together and I thank our Reliance team members for their unwavering commitment to **"Creating a More Comfortable Tomorrow"**.

**Demi Tsioros**  
Chief Financial Officer  
ESG Executive Leader & Sponsor  
Reliance Home Comfort





# Our 2023 Impact Report

At Reliance, we acknowledge and embrace our responsibility to promote sustainability through responsible corporate citizenship, by providing energy-efficient products, escalating our recycling efforts and nurturing meaningful partnerships so that we can continue **"Creating a More Comfortable Tomorrow"** for all of our key stakeholders, including our team members, customers, suppliers, local communities, shareholders, banks, and investors.

We began our formal journey toward Environmental, Social, and Governance (ESG) disclosure and accountability in 2021, with the release of our first official Impact Report. Building on this foundation, we have taken significant steps forward each year and in 2023, we continued to do so by prioritizing our most impactful activities that align with our Purpose and Guiding Principles, as we **"Create a More Comfortable Tomorrow"**.

## Our Purpose

Reliance is committed to being the Destination of Choice by delivering exceptional experiences for customers seeking comfort and team members seeking a rewarding, inclusive workplace.

## Our Guiding Principles



## Reporting Scope

The information in this report is intended to share Reliance's ESG priorities. It demonstrates how we are **"Creating a More Comfortable Tomorrow"** for our team members, customers, and the communities in which we live and work.

## Reporting Period

This report covers the period from January 1, 2022 to December 31, 2023, and shares our ESG approach, our initiatives, our progress, and the key metrics that ensure Reliance's contributions are meaningful and sustainable.



Join the Conversation on LinkedIn



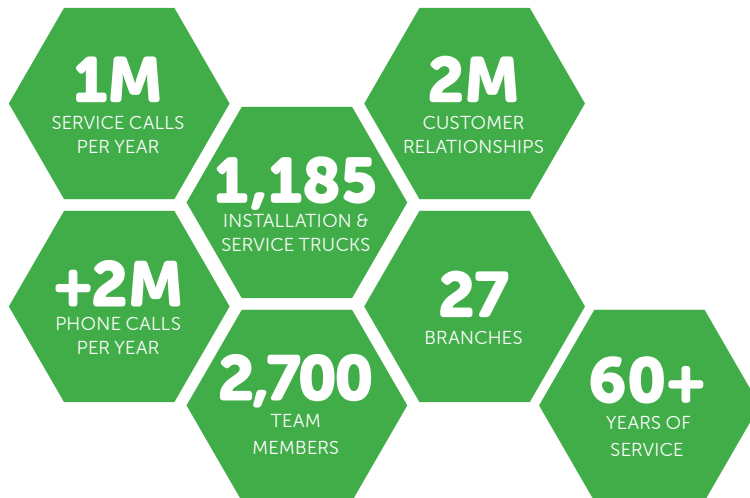
Learn more on our website: [www.reliancehomecomfort.com](http://www.reliancehomecomfort.com)





# About Reliance

With the trust of over two million customer relationships, Reliance has become an ESG leader in our industry. Headquartered in Toronto, Reliance employs a workforce of over 2,700 team members across 28 branches in Canada and two locations in the United States.



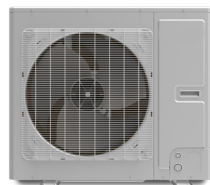


# Our Green Products

*“Creating A More Comfortable Tomorrow”*



Tankless Water Heaters



Heat Pumps



Air Conditioners



Furnaces



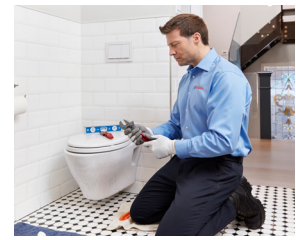
Water Purification



Electrical Services



Protection Plans



Plumbing Services



EV Chargers



Green Home Solutions



Smart Home



Generators



# Meet Our ESG Team



Our ESG Team is dedicated to significantly progressing the ESG agenda At Reliance. The team continued to drive the identification and implimentation of key initiatives where Reliance could create a positive impact for our team members, customers, the communities where we work and live, and the natural environment.

## Mandate

- Fostering a culture of transparency
- Identifying and promoting sustainable business practices
- Maintaining open communications with our stakeholders
- Reporting on ESG metrics & initiatives to the organization, Executive Leadership Team and Board

## Our ESG Team



**Andrey Shevel**  
Director, Internal Audit,  
Health & Safety & ESG



**Shonagh Milne**  
ESG Analyst



**Deandra Gonsalves**  
ESG - Commodity  
Chain Manager



**Savraj Gil**  
ESG Analyst

## Our ESG Champions



**Dallon Thompson**  
General Manager,  
Grand River



**Greg Donahue**  
Product Manager,  
Marketing



**Claire McCune**  
Human Resources  
Business Partner



**Brad Czupryana**  
Manager, Procurement



**Aaron Bryne**  
Fleet Manager,  
Supply Chain



**Afrah Ayesha Ahmed**  
Manager, Customer  
Information Solutions



**Brad Buchanan**  
Warehouse Manager



**Julia Sutton**  
Corporate Communications  
Manager



**Matt Camazzola**  
Financial Analyst



**Michael Lopes**  
Regional Operations  
Manager

## Our Credentials & Associations



ECO Canada  
Environmental  
Professional



Certification in  
Risk Management  
Assurance



Certified  
Internal  
Auditor





# Our ESG Blueprint

Our Blueprint ensures our activities stay aligned with Reliance’s journey of excellence as a responsible and sustainable industry leader.



We prioritize delivering best-in-class service for our customers, providing support for our team members, and making a positive impact in the communities we operate in by upholding these commitments. We strive to maintain our position as a top industry leader while concurrently remaining steadfast in our pursuit of sustainable business practices. This blueprint is an essential component of organizing our ESG efforts, providing a clear roadmap that aligns our actions with our Purpose and Guiding Principles.



# Alignment with the Sustainable Development Goals of the United Nations



Throughout 2023, Reliance progressed the integration of its ESG business targets with our chosen United Nations' Sustainable Development Goals (SDG's) into our day to day operations, where we believe we can make the most meaningful impact.



**UN Target 1.2 Definition:**  
By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.

**Reliance's Contribution:**  
Our United Way Campaign increased our annual donation amount by 15% from 2022 to \$1.085M in 2023.



**UN Target 6.b Definition:**  
Support and strengthen the participation of local communities in improving water and sanitation management.

**Reliance's Contribution:**  
In total, at December 2023 Reliance has installed 14,902 water purification products.



**UN Target 3.6 Definition:**  
Halve the number of global deaths and injuries from road traffic accidents.

**Reliance's Contribution:**  
Since adopting the WSIB health and safety accreditation program, Reliance has been accredited for 20 of the 32 programs at the end of 2023.



**UN Target 9.4 Definition:**  
By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use, efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action.

**Reliance's Contribution:**  
In 2023, 74% of our product adds were green and energy efficient.



**UN Target 4.4 Definition:**  
By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

**Reliance's Contribution:**  
71,803 training hours in 2023.



**UN Target 15.2 Definition:**  
Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

**Reliance's Contribution:**  
Reliance partnered with One Tree Planted to plant 22,000 trees in British Columbia and Alberta to restore trees lost from forest fires. Life to date, Reliance has planted 52,000 trees.





# Partnering with our Suppliers

We partner with our suppliers to promote greater transparency and accountability in our supply chain, while concurrently establishing a structured framework for continuous improvement in supplier performance.



**Chris Palmer**  
General Manager - Canada,  
Trane Residential HVAC and Supply



**TRANE**



*“Trane Technologies is proud to work with Reliance Home Comfort in expanding the use of new, sustainable technologies and methods to enable our communities to reduce their environmental footprint and expand their focus on sustainability. Together we continue to boldly challenge what is possible for a sustainable world.”*



**Barbara O'Reilly**  
Vice President & General Manager,  
Rheem Canada Ltd.



*“Together, Rheem and Reliance are amplifying our collective positive impact through energy efficient products and services that help customers live comfortably and sustainably. Rheem is honoured to be a valued Reliance Partner and grateful for our mutual commitment and leadership to building a more sustainable tomorrow.”*



**John Cardiff**  
Executive Vice President Business Development,  
North America, Canature Water Group



*“At Canature, we know water hardness is one of the most detrimental factors to plumbing appliances, including water heaters. Reliance water softeners help protect water heaters from hard water scale, saving as much as 57% on water heating costs and 4% on carbon footprint for tankless water heaters.”*

*“Bradford White puts a lot of thought into developing innovative products that deliver the performance and reliability customers want along with improved efficiency that saves money by reducing energy costs. And that is good for our customers and the environment.”*



**Mark Williamson**  
General Manager and Director of Sales,  
Bradford White Canada





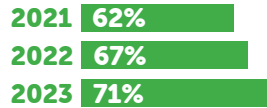


# 2023 Highlights

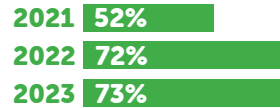
All Targets Progressed and Achieved



### Recycling Ratio



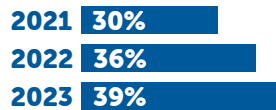
### Green Product Adds



### Trees Planted



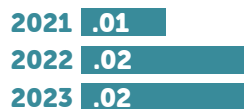
### Ethnic Minority Representation



### Community Support



### Preventable Motor Vehicle Accidents



### Lost Time Injury Rate



### #WSIB Programs Accredited





# Environmental



Throughout 2023, we remained committed to reducing our impact on the environment and promoting sustainable practices that are mindful of climate change, including waste reductions, carbon emissions, as well as the procurement, rental and sale of energy efficient products and services.

Our efforts on our environmental pillar progressed because we assessed our operations and identified the following areas where we can have the most meaningful impact. Those areas are:

**Recycling • Harvesting Parts • Logistics • Tree Planting • EV Chargers**

In addition, Reliance took further steps to enhance its environmental efforts by implementing a waste management policy and training program for all team members.

The **policy** provides clear guidance on the proper recycling process for wood pallets, metal scraps, cardboard, rigid plastics, and aluminum/tin. As a result, Reliance was able to divert a total of **9,185 metric tons (MT)** of waste material from ending up in landfills, marking a **17%** increase in performance compared to the previous year.

The **training** provided guidance to our team members and contractors on what should and should not be placed in recycling or metal scrap bins. These waste streams included:



Flexible plastics



Styrofoam

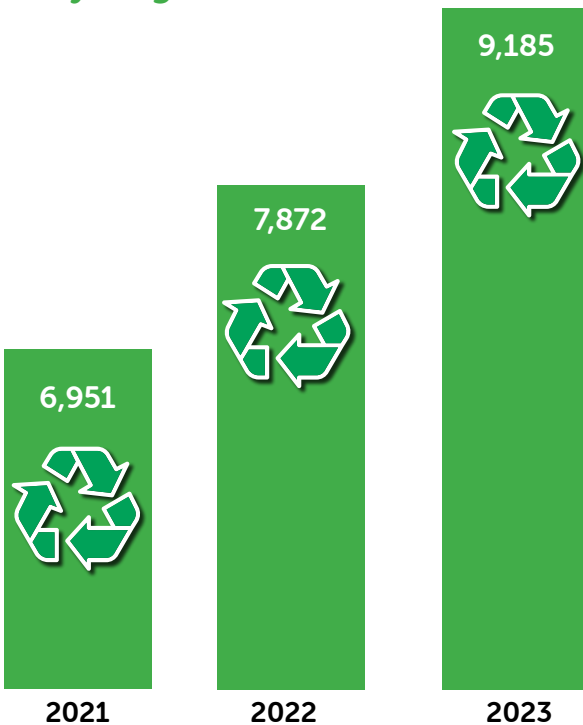


Resin tanks



Rubber

## Recycling Total (MT)





# Environmental



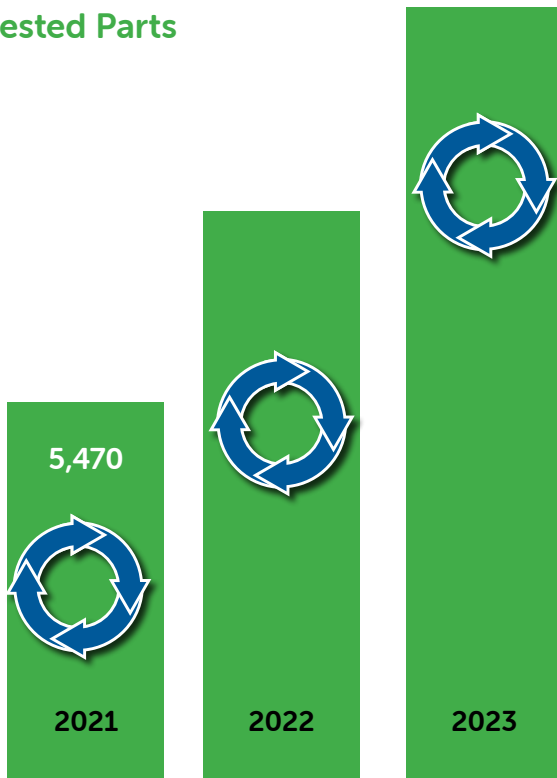
## Recognizing the Circular Economy

At Reliance, we recognize the importance of implementing circular processes throughout our operations to reduce waste and promote sustainability. One such example is with the harvesting of our equipment parts.

In 2023, as a result of company-wide efforts, we were able to divert **11,886 parts** from the landfill - a **43% increase** from the previous year. These parts included items such as gas valves, pressure switches, blower assemblies and fan motors, amongst other parts.

Additionally, we were able to divert **4,608 water tanks** from the landfill, further contributing to our efforts to reduce waste and promote sustainable practices.

## Harvested Parts



## Logistics

In 2023, Reliance completed a deeper assessment of its current logistic operations, aiming to minimize the environmental impact of our shipping activities. As a result, six successful test shipments from a new Calgary facility significantly reduced emissions by over **17,000 kilometers** compared to the previous arrangement.







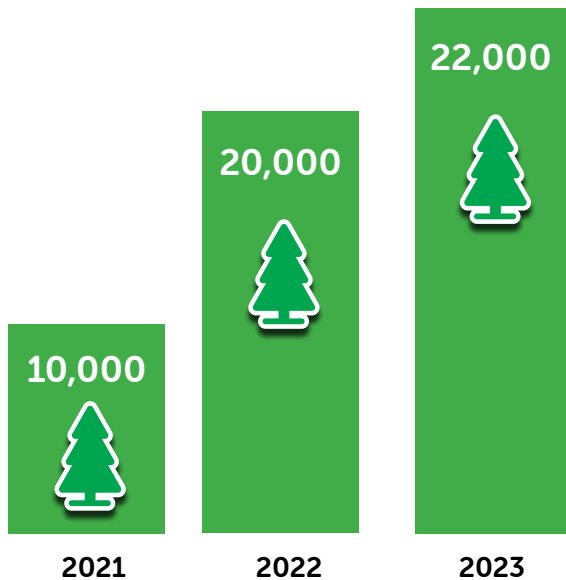
# Environmental



## Tree Planting

In 2023, we remained committed to our efforts of reducing the environmental impact of all of our paper consumption including all marketing materials. To achieve this goal, we partnered with One Tree Planted to plant **22,000 trees**, representing not only a 10% increase over the previous year but also to offset by more than three times all of our company wide paper usage.

The trees were planted as part of the Nazko Wildfire Reforestation project in British Columbia, which focuses on creating a healthy and resilient forest ecosystem to combat the impacts of climate change. Since starting tree planting in 2021, we have planted **52,000 trees**.



## EV Chargers

As we entered 2023, we made significant strides in expanding our range of product offerings for homeowners in anticipation of the government's expected new mandate to have 100% of new vehicle registrations being electric by 2030.



To aid in this effort, Reliance committed to launching an electric vehicle (EV) pilot program featuring two EV service vehicles. The pilot program is intended to provide critical insights and data to support the development of Reliance's decarbonization strategy.





# Environmental



## Bringing Green and Energy Efficient Products to Customers

Our green and energy efficient product portfolio expands by offering our customers throughout Canada and the United States a wider range of sustainable solutions to help improve their comfort and environmental impact.



**Tankless Water Heaters** only heat water as it flows through the unit when there is a need for hot water, instead of constantly heating stored water that sits in an insulated tank waiting to be used. Since they only heat the water that will be used, our tankless system can be up to **96% more efficient**.

**Heat Pumps** are an incredibly versatile and efficient cooling system that can be used to heat homes in the winter and cool them in the summer. They operate by transferring heat, rather than burning fuel. By using the outside air as a source of heat, heat pumps are able to provide an **efficient and sustainable solution** for temperature control in homes.



**16+ SEER Air Conditioners** deliver a higher amount of cooling per watt of electricity compared to a standard unit, thereby reducing overall energy consumption.

**Envirosense Water Heater** boasts a greater heat transfer surface area compared to standard straight flue tubes, resulting in an impressive **96% thermal efficiency** and a high hot water output. This innovative design allows for superior performance and energy savings, making it an excellent choice for those looking for an efficient and reliable water heating solution.



**High Efficiency Furnaces** use less fuel than traditional furnaces – resulting in up to **95% more efficiency**. These furnaces are designed to recycle the heat they produce, minimizing waste and maximizing efficiency, creating a more sustainable and cost-effective heating solution for homes.

**Water Purification** products create clean, fresh tasting water by removing sediments and chemicals that can cause water to taste unpleasant or appear unclear. In fact, a single reverse osmosis filter can replace the plastic used in 132 single-use plastic water bottles. This not only provides a **more sustainable solution** for obtaining clean drinking water, but it also helps to reduce plastic waste and its impact on the environment.





# Social

At Reliance, we believe in the importance of taking a leadership role in supporting and actively participating in initiatives that benefit the communities where our customers and team members live and work and by volunteering our support to the charities and organizations in our communities.



## United Way Campaign

Reliance is proud to announce that once again our 2023 annual United Way Fundraising Campaign was a tremendous success raising **\$1,085,000**, marking a 15% increase over last year. The campaign raised funds to support programs that address social issues like poverty, hunger, lack of affordable housing, seniors support and providing individuals with mental health challenges and disabilities access to counselling services.



Habitat for Humanity®

As a national partner of Habitat for Humanity Canada, Reliance is proud to support the organization's mission of empowering families through affordable home ownership.

In 2023, several of our team members across Canada volunteered in constructing **seven single-dwelling homes**. Reliance team members participated in two builds in Calgary and Hamilton and collectively volunteered over **160 hours** of time. We thank our supplier partners for their generosity in donating equipment for these Habitat for Humanity homes.







# Social



## Water First

Access to safe and clean water remains a critical issue for Indigenous Peoples in Canada. In 2023, we partnered with Water First to support their Drinking Water Internship Program. This program provides paid internships to young Indigenous members to become certified water treatment plant operators within 15 months.



## Celebrating the 2SLGBTQ+ Community

In honour of Pride Month, Reliance sponsored a podcast by the Canadian Centre for Diversity and Inclusion on Gender Pronouns and we proudly supported local events across our footprint. Over 300 Team Members participated in the Toronto Pride & Remembrance Run, Pride Winnipeg, Queen City Pride in Regina, and Saskatoon Pride. We also made a splash across Canada by rebranding Reliance service vehicles in several communities we serve to include PRIDE branding.



## Indigenous Community

At Reliance, we understand the importance of commemorating the National Day for Truth and Reconciliation. To that end, we organized a moderated panel discussion and virtual educational session for all of our team members with the Supervisor of Education (NCTR), Outreach, and Public Programming at The National Centre for Truth and Reconciliation.

## Proudly Partnering With:





# Social

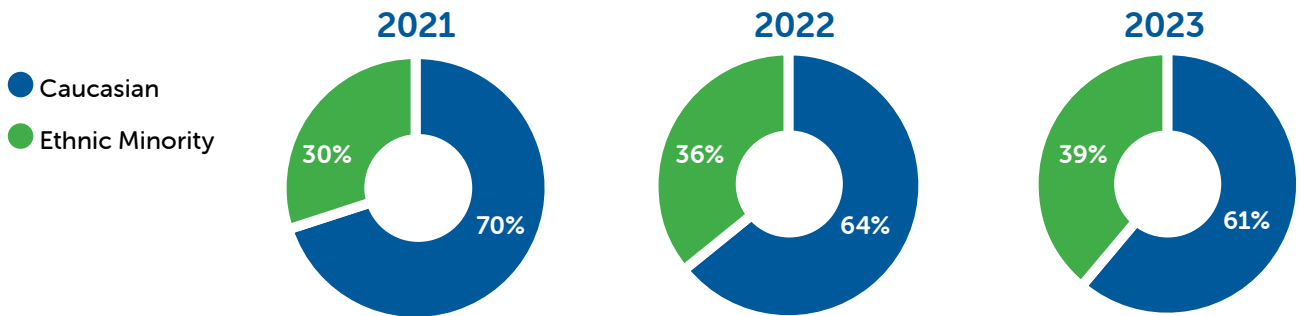
## Strength in Diversity, Equity & Inclusion

Reliance has continued its commitment to fostering a diverse, equitable and inclusive organization that mirrors the communities in which we operate. Through dialogue, education and thoughtful leadership, we are building a safer, more inclusive workplace.



## Ethnic Representation

At the end of 2023 **39% of our team members** recognized themselves as ethnically diverse.



## Lean In For Tomorrow (LIFT)

A major initiative in our journey to build an even more diverse and inclusive workforce, was with the launch of LIFT, established in 2022. LIFT is an internal group created to **support, empower and inspire women** to achieve their full potential. The LIFT Committee has played an instrumental role to elevate and create new opportunities for female representation in our industry.







# Governance



## Recognized as a “Most Admired” Corporate Culture

**Our governance success is built on our culture.** Our Culture is Award Winning because we are committed to prioritizing our team members. This commitment was recognized for the fourth consecutive time, in 2023 when Reliance was once again awarded the **Most Admired Corporate Culture Award** by Waterstone Human Capital. This award is a testament of Reliance’s investment in creating a workplace where team members feel comfortable, safe, and have a sense of belonging.



Waterstone  
**CANADA’S MOST ADMIRABLE CORPORATE CULTURES**  
 2023

## Other Recognition



### Partnerships








## ESG Branch Leader Award

At our annual flagship President’s Awards, we announced our annual ESG Branch Leader Award, as part of our commitment to elevating our ESG priorities throughout our organization. This award is aimed at encouraging outstanding performance on recycling, green & energy efficient product rental/sales, community involvement and some healthy competition across our branches. We are thrilled to announce that the **Heath Saskatchewan** branch emerged as the **winner of the 2023 ESG Branch Leader Award**.





# Governance



## New Employer Brand "Find Your Limitless"

At Reliance, we have "the tools you need to succeed". Our new employer brand, "Find Your Limitless" was launched in 2023. We are proud to report that "Find Your Limitless has resonated both internally and externally, and has been tremendously successful in all our featured social media talent branding campaigns, Meta, Instagram, LinkedIn, and was selected by TikTok as a top recruiting campaign.

The purpose of this employer brand is to:

- Build on our commitment to train **existing team members** in their chosen career and to create opportunities for their growth
- Support and encourage the development and career progression of our **existing team members**
- Attract potential, **new team members** seeking a rewarding, inclusive workplace

The promotional cards include the following content:

- Card 1:** Lina Alviar (She/Her), Home Comfort Advisor to Sales Manager in 2 years. Quote: "Whether you want to move up, make a lateral move or work in a different department altogether, Reliance will always support you and help you reach that goal."
- Card 2:** Nate Reinert (She/Her), HVAC Technician. Quote: "I don't feel like just a number and that's important. I'm a person that's cared about here."
- Card 3:** Rajesh Sharma (He/Him), Plumber. Quote: "I'm excited about my future here because they're always making internal positions and promotions available, and that means more opportunities for me to learn and grow."
- Card 4:** "If you want a solid career, build it with a solid company"
- Card 5:** "There's always room to grow at Reliance"
- Card 6:** "Get the tools you need to succeed"
- Card 7:** "Master your trade with us"





# Governance

## Health, Safety and Wellness

**Work Safe, Be Healthy** is the first of our five Guiding Principles at Reliance. That means we are committed to the safety and wellbeing of our team members and communities, to ensure everyone goes home healthy and safe every day.



We are proud to report that in 2023, our commitment to workplace safety was recognized by the WSIB Health & Safety Excellence Program, with the addition of another five programs being accredited. Since Reliance's entry into the WSIB program, we have received accreditation for 20 programs.

Our Key Health & Safety metrics continued to improve in 2023:

- Total recordable **injury frequency** rate (TRIF) **declined by 23%** from 2021 to 2023
- **Medical Aids declined by 20%** from 2021 to 2023
- Over **8,743 manager field audits** were completed to ensure safe work spaces across all our branches
- **100%** joint health and safety committee meetings and inspection compliance

In addition, Reliance hosted two company-wide **Health and Safety Days** to spark engaging conversations around crucial topics such as distracted driving, the proper use of personal protective equipment (PPE) and team member physical and mental health.

In 2023, our Health & Safety team launched three PMVA training modules and telematics training to ensure **100% compliance** across our organization. We proactively provide training to teach team members about safe driving behaviours and focus on driving assessments. We monitor driving performance for corrective action and feedback, so we can ensure we all Work Safe, Be Healthy for each other, our families, our communities and our customers.





# Governance

## Life Saving Rules

In 2023, Reliance refreshed and introduced training for its life saving rules to reinforce the most crucial and fundamental aspects of our Health & Safety Program to our team members. The training consisted of five modules and emphasized each of our five rules. **100% of our team members completed this training.**





# Governance

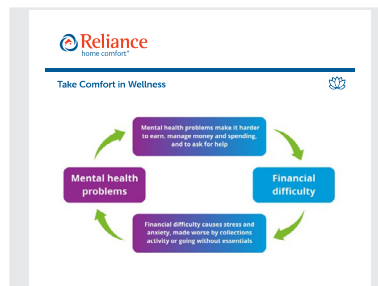
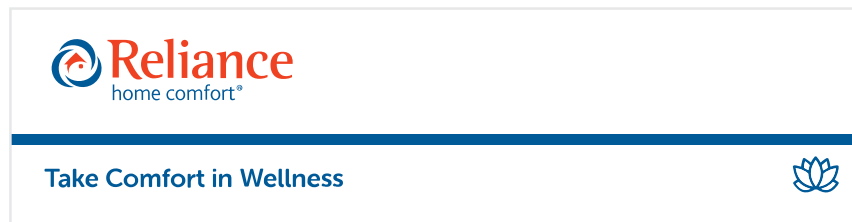


## Team Member Wellness

Reliance is committed to prioritizing the wellness of our 2,700 team members by establishing “**Comfort in Wellness**” as our branded program for promoting physical, social, financial and mental health services within Reliance. We bring this to life by sharing weekly wellness tips with all of our team members. In addition, each year we strive to enhance our well-being agenda.

In 2023, Reliance successfully implemented a new standard group benefits program with Desjardins for all team members across Canada to provide more flexibility and options for their family’s healthcare needs.

## Comfort in Wellness



61 communications shared with comfort and wellness tips to team members



Team members and dependents have free access to 24/7 confidential resources



Team members receive corporate membership discounts with Goodlife Fitness



# Governance

Reliance is committed to the highest standards of corporate governance practices that promote transparency, accountability, and ethical decision-making at all levels of our organization, in addition to ensuring compliance with all applicable laws, regulations and industry standards.



## Reliance Day-to Day



## Reliance Key Policies



## Code of Ethics

Reliance upholds the utmost commitment to ethical and transparent business practices. Our Purpose Statement, Guiding Principles and Code of Ethics and Business Conduct Policy serve as our guiding framework for all interactions with our stakeholders. They outline the fundamental guidelines that form the bedrock of our ethical values and set the standard for the conduct of all of our team members.



## Cybersecurity & Data Privacy

Reliance remains committed to proactively identifying potential security risks and implementing the necessary security measures to safeguard the integrity, confidentiality, and accessibility of our technology resources. Our stringent access controls ensure that only authorized users or processes can access the Reliance systems and applications. Robust firewalls are strategically placed at all points where our internal network connects with external networks, providing a strong defense against unauthorized access.

Recognizing the crucial role that our team members play in maintaining a secure environment, we conduct regular information security awareness training sessions and phishing exercises. These regular activities ensure that all individuals within our organization possess a basic understanding of information security matters, including malware and password attacks.



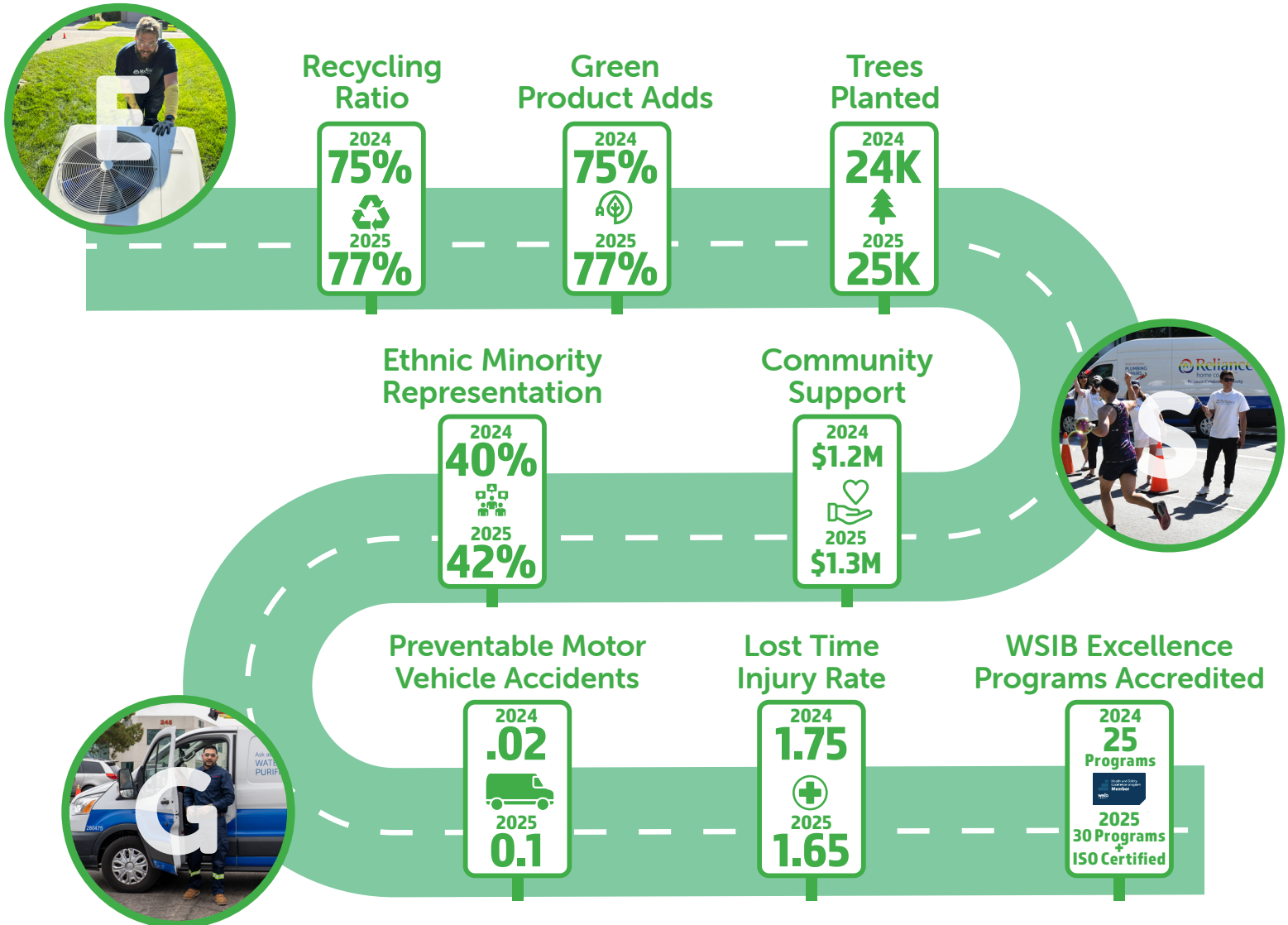


# Moving Boldly Forward

Our ESG efforts continuously evolve to meet the ever-changing needs of our organization and the world we live in. Our ambitious and important targets will continue to steer our ESG efforts at Reliance as we remain focused on bold actions to reduce our impact on the environment. As the Destination of Choice, we are proud to support strong communities and understand the importance of recognizing and celebrating diversity, equity, and inclusivity. We look forward to continuing positive change by **“Creating a More Comfortable Tomorrow”**. Our 2024 and 2025 targets reflect our commitment to continuous improvement.



## 2024 & 2025 Targets





# Connect With Us

Your feedback is a key element of improving our ESG activities as it helps us address the issues that matter most. Ongoing updates on our ESG efforts can be found on our dedicated [website](#) or contact us by email [ESGDept@reliancecomfort.com](mailto:ESGDept@reliancecomfort.com)



Join the Conversation on LinkedIn



Learn more on our website: [www.reliancehomecomfort.com](http://www.reliancehomecomfort.com)