



# **2022 SUSTAINABILITY REPORT**

[WWW.STRIKEGROUP.CA](http://WWW.STRIKEGROUP.CA)

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# A MESSAGE FROM OUR PRESIDENT & CEO

At Strike, our vision is to be a sustainable, professionally led, and profitable organization. We are proud to say that since inception our company values have always aligned with the essence of ESG. Strike has demonstrated leadership in many ESG initiatives, but we also recognize the need for continual improvement and are expanding our efforts to understanding and incorporating all aspects that impact our business, company culture, and the environment.

As a company that prides itself on being innovative, we have taken inventory of where we are excelling and noted areas where we need to improve. To challenge our current situation and progress forward we will be focusing on the following ESG initiatives in 2022: reducing our impact on the environment through reducing our vehicle emissions, working towards recycling programs on our projects, and growing our commitment to diversity and inclusion by implementing training for all our employees and revising our policies and procedures.

Strike is a leader in supporting the communities in which we live and work. Maintaining and growing local and Indigenous relationships is an area where we excel, and we will continue to support our employees as they strive to make a difference in the areas surrounding our operations.



## **Impact of COVID**

Our number one value is, and always will be, to ensure every employee comes home safe. Throughout the pandemic, we prioritized the safety of our team by implementing all necessary programs, such as masking, physical distancing and, where it was practical, working from home. Stress and anxiety have all been elevated during these trying times, so we have ensured that our employees have access to and are aware of our various employee and family assistance programs. We also worked with our customers to put the utmost importance on implementing site-specific management plans that considered the unique circumstances of each project.

## **Supporting Energy**

Over the last several years Strike has been able to support our traditional energy markets, while also diversifying our portfolio to support the construction of various renewable energy projects. We understand that our customers are undergoing changes and challenges while they progress towards the goal of Net-Zero by 2050. Strike will be here to support your endeavours and aims to be your partner in the journey towards reducing GHG emissions.

ESG is not only important to us, but it is now an essential business perspective for many of our stakeholders. Strike aims to create clear sustainability metrics and targets that further allow us to benchmark and track our progress. We are committed to working with our customers so that together we can evolve and shift our businesses towards being fully sustainable organizations.

# WHO WE ARE

Established in 2004, Strike Group is an industry leader providing infrastructure construction and maintenance services to energy and diversified industries across Western Canada. Our fabrication, mechanical and electrical teams work efficiently together providing synergies to get the job completed on schedule. We have grown to offering 24 business units operating in 23 locations that are supporting sustainability, local and indigenous relations, and community initiatives in their surrounding areas. We act as a General Contractor and Subcontractor to our clients and can offer stand-alone or integrated service solutions.

## 2021 HIGHLIGHTS

Average #  
of Employees

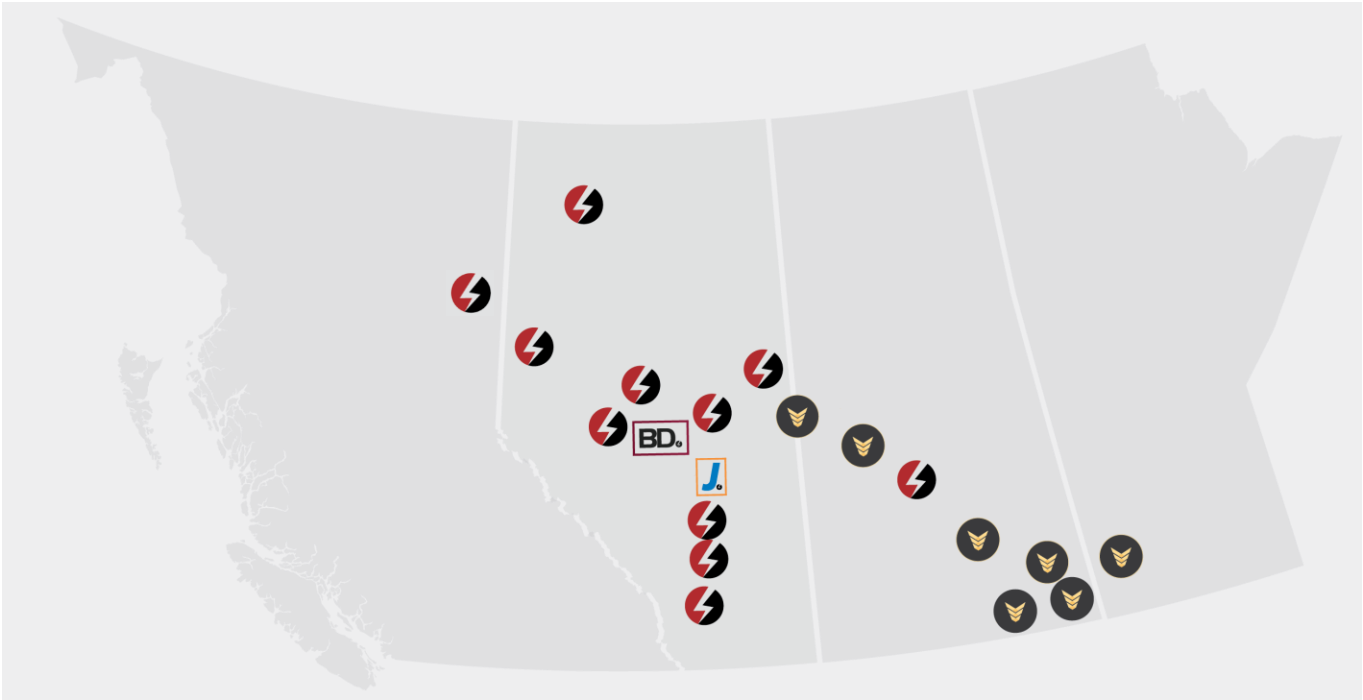
1015

Total Recordable Injury  
Frequency

0.48

\$167K

Amount Donated to Charity

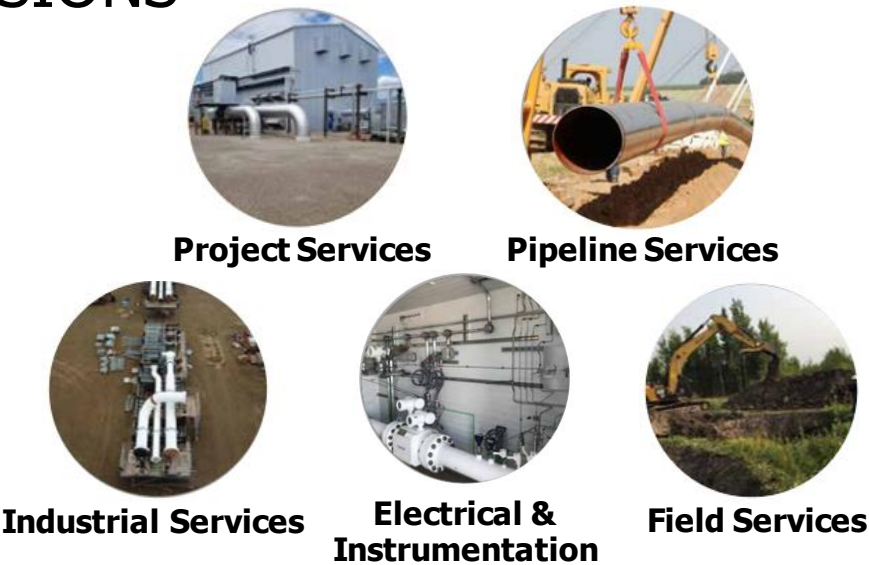


# STRIKE GROUP

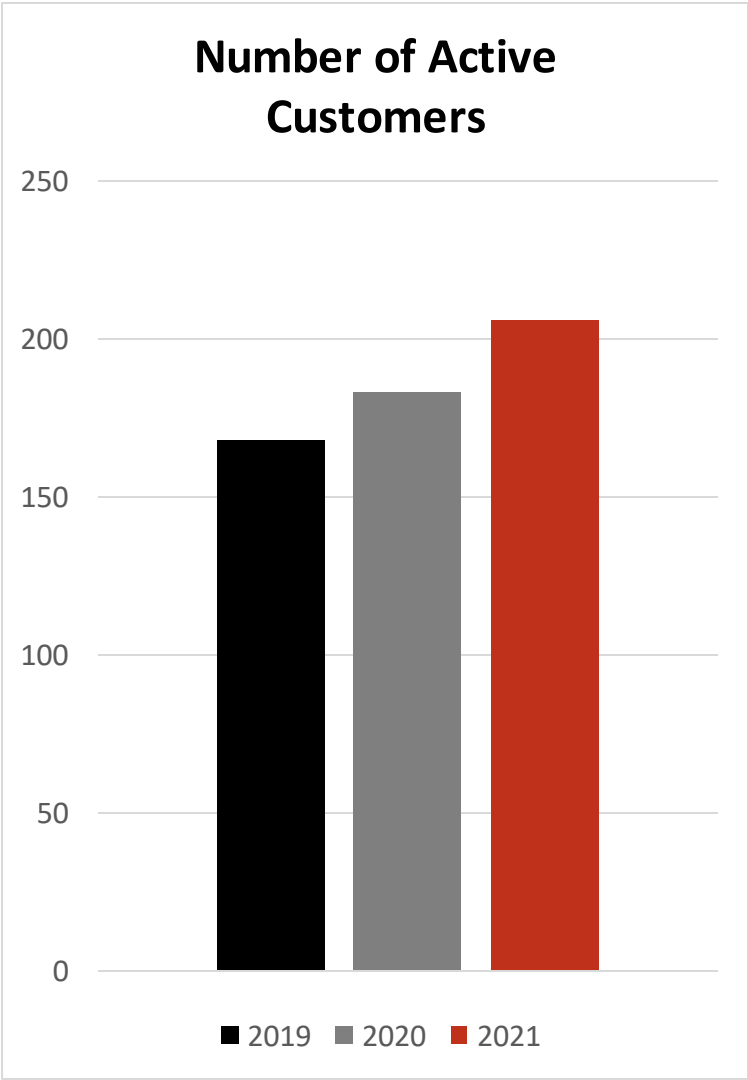
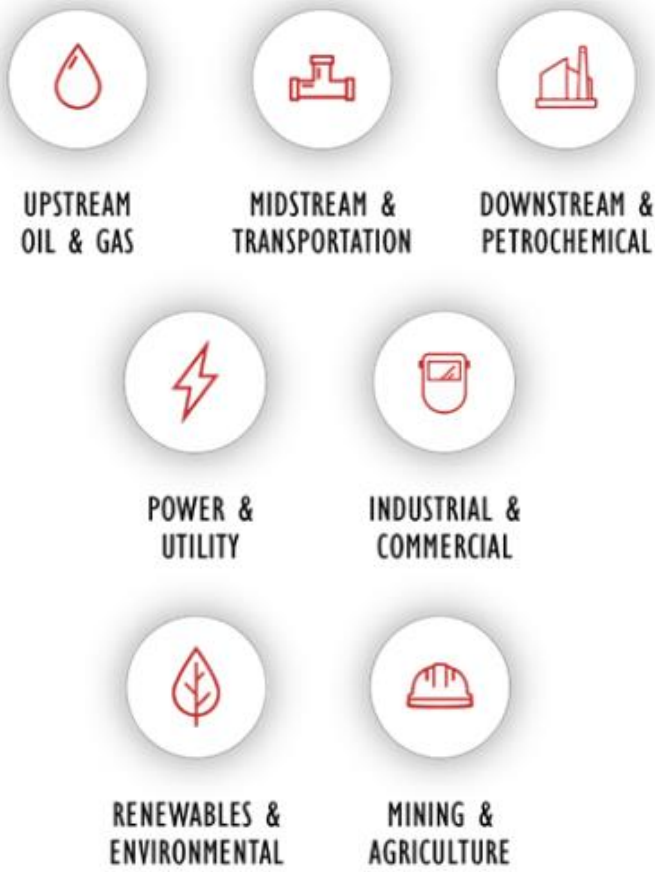
## 2022 SUSTAINABILITY REPORT

### STRIKE GROUP DIVISIONS

All our divisions integrate seamlessly on projects to provide an innovative solution with tighter turn-around times, fewer points of contact to manage a harmonized approached to our execution strategy.



### INDUSTRIES THAT WE SERVE



# MISSION, VISION AND VALUES

## VISION

To be a sustainable, professionally led, profitable organization.

## MISSION

Exceptional Execution.

## PURPOSE

To make a difference.

## VALUES

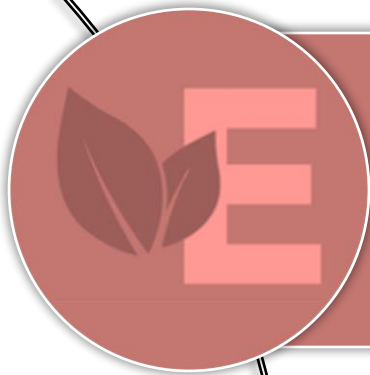
- Ensure every employee comes home **safe**.
- Provide **quality** work at competitive prices.
- **Treat** others as we would wish to be treated.
- Strive to continually **improve**.
- **Reward** people for their commitment, energy, enthusiasm and results.
- Demonstrate **leadership**, drive, creativity and initiative.
- Support the **communities** in which we live and work.
- Minimize our impact on the **environment**.

Through the dedication of all of us, these values will contribute to the success of our company, our people and our customers.



# STRIKE'S ESG APPROACH

Since Strike's inception, we have always been committed to sustainable practices which are highlighted in our Vision, Mission, Purpose and Values.



- Minimize our impact on the environment.



- Ensure every employee comes home safe.
- Treat others as we would wish to be treated.
- Reward people for their commitment, energy, enthusiasm and results.
- Support the communities in which we live and work.



- To be a sustainable, professionally-led, profitable organization.

As per the ESG pillars Environment, Social and Governance, you will find Strike's core values are reflective of our strategy and sustainability initiatives.



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

In 2021, Strike dedicated a new role and resources within the organization to focus on the strategic direction of our sustainability initiatives going forward.

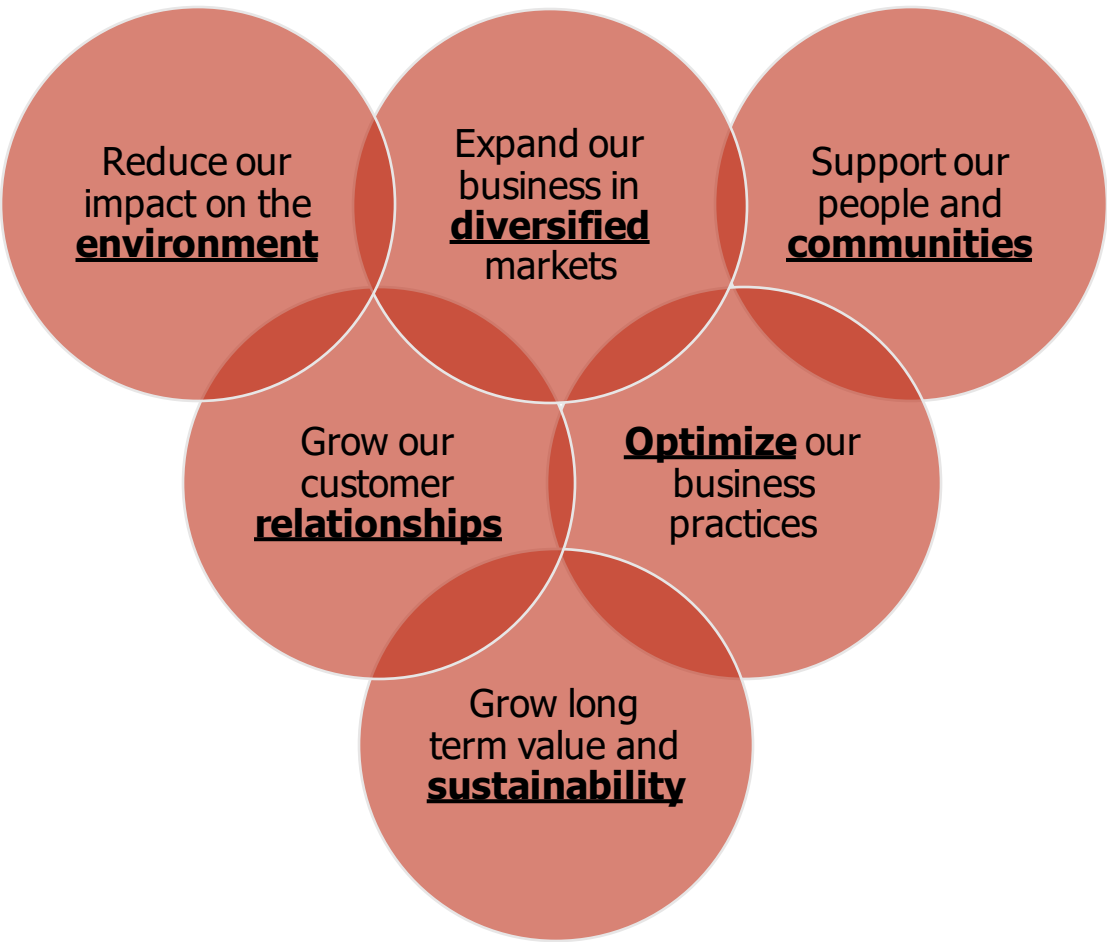
To further add to our commitment to sustainability performance, Strike’s leadership team established an ESG committee to guide our strategic approach and the achievement of the set objectives.

These objectives are tied to specific ESG factors that we aim to improve upon, and performance will be communicated annually.

### Our Sustainability Purpose

To provide trusted services to our customers that supports communities, enhances people’s lives and protects the environment.

### Overall Sustainability Objectives





# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

Our core values, sustainability objectives and initiatives are aligned with the United Nations (UN) Sustainable Development Goals. Strike is committed to fostering and cultivating an inclusive environment alongside protecting and preserving our planet. The following diagram identifies Strike’s direct and indirect contributions in support of the UN Sustainable Development Goals.

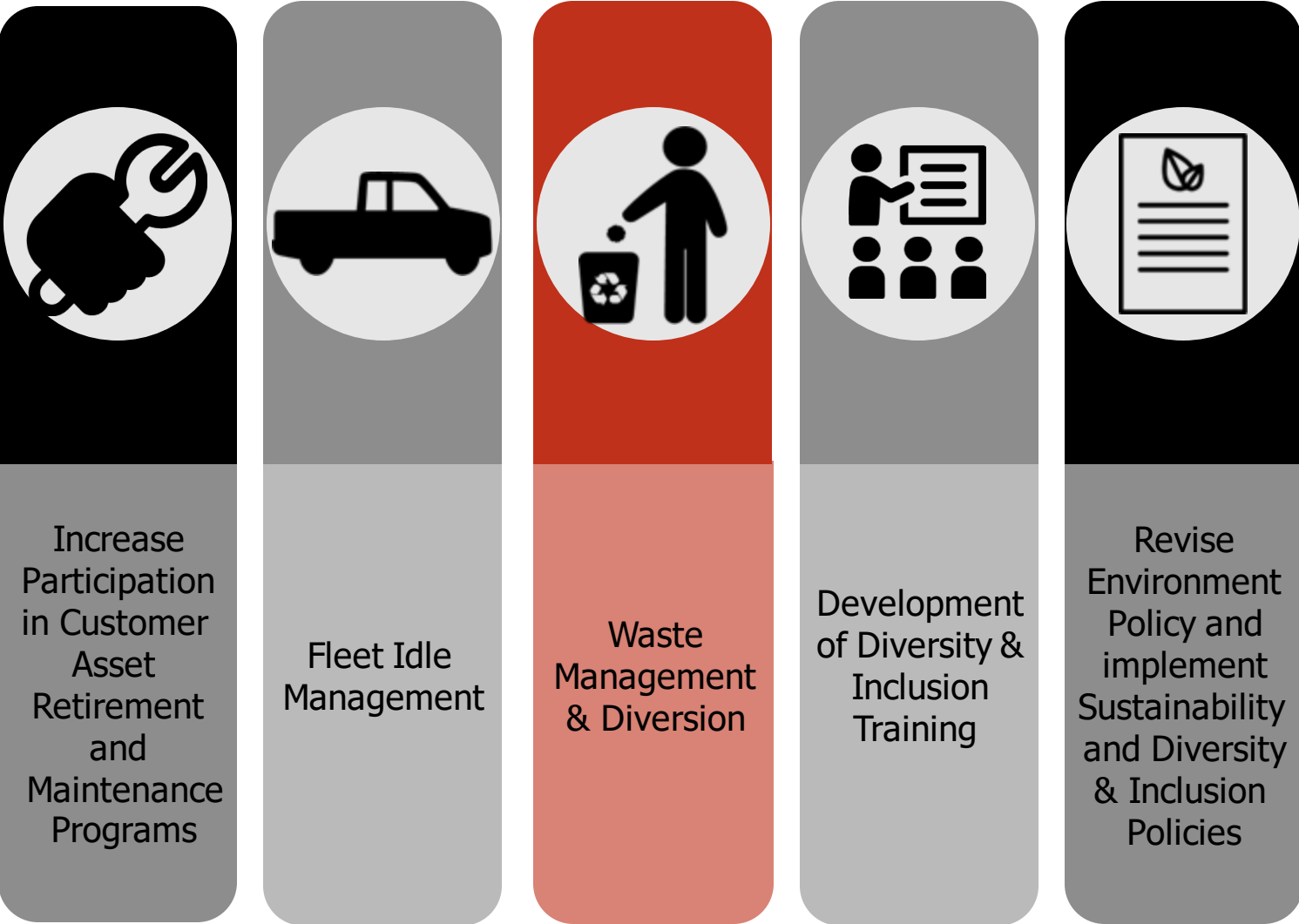


**Direct** contributions are the result of the execution of our business which is linked to the achievement of the relevant objectives.

**Indirect** contributions are supported through philanthropy and means of giving.

# SUSTAINABILITY INITIATIVES

We have identified five areas of focus to enhance our commitment to sustainability and efforts in protecting the environment, social responsibility and the governance of our business.



In 2022, benchmarks and programs will be established to support our sustainability initiatives. Based on collected data, Strike will create metrics, targets and implement an action plan.

As Strike evolves in the ESG landscape, we will continually pivot to implement initiatives that will enable us to proactively meet the demands of industry and society such as scope 1, 2, or 3 emissions.



# ENVIRONMENT

Strike cares deeply about the planet and operating our business in a manner that protects the environment. We are committed to diversifying our fleet, reducing emissions, redirecting waste and minimizing use of paper in our business practices.



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# FLEET AND EQUIPMENT

As part of our continued commitment to environmental stewardship, in our efforts in reducing emissions and minimizing our impact on the environment. Strike executes the following practices in our daily operations:

- Prioritize maintenance and utilization to ensure a long and efficient asset life.
- Work planning strategies for large- and small-scale projects, we incorporate multi-person (buses) or car-pooling transportation to minimize vehicle use and emissions.

Lastly, piloting a hybrid Ford F150 vehicle in our operations. Upon success of this program, we will further explore transitioning additional units to electric and hybrid vehicles.

### # of Vehicle Assets

# 310

### # of Heavy Equipment Assets

# 167

### Preventative Maintenance

Type of Asset	Maintenance Schedule
NSC Vehicles	7-10K kms
Non-NSC Vehicles	8K kms
Heavy Equipment	250 hours



# Spill Management

At Strike, we take pride in our operational excellence and strive to protect all our stakeholders and the environment from the risk of exposure or contamination.

Our procedures support the mitigation of these risks and speak to our commitment to manage and reduce possible contaminants, and waste. These procedures ensure the health and wellbeing of our staff and stakeholders while also mitigating the potential risk to our surrounding environment.

The primary source of Strike spills occurs during the operation of our equipment due to failure of hydraulic lines. All spills are quickly identified, contained and proper remediation is executed.

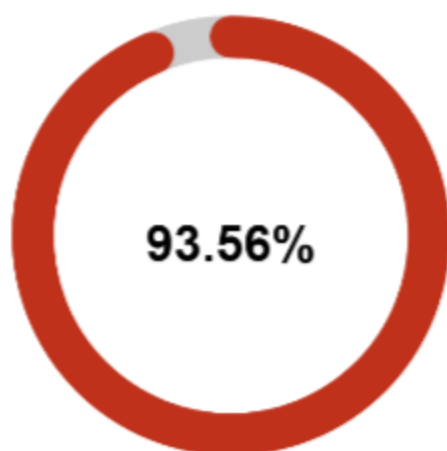
Additionally, Strike is continually exploring opportunities to minimize its impact on the environment and will utilize environmentally friendly products (e.g. hydraulic fluids, frac mud, etc.) when working in environmentally sensitive areas.

## Most Common Spill Source



Equipment

## Percentage of Material Recovered



## Most Common Material Spilled



Hydraulic Fluid

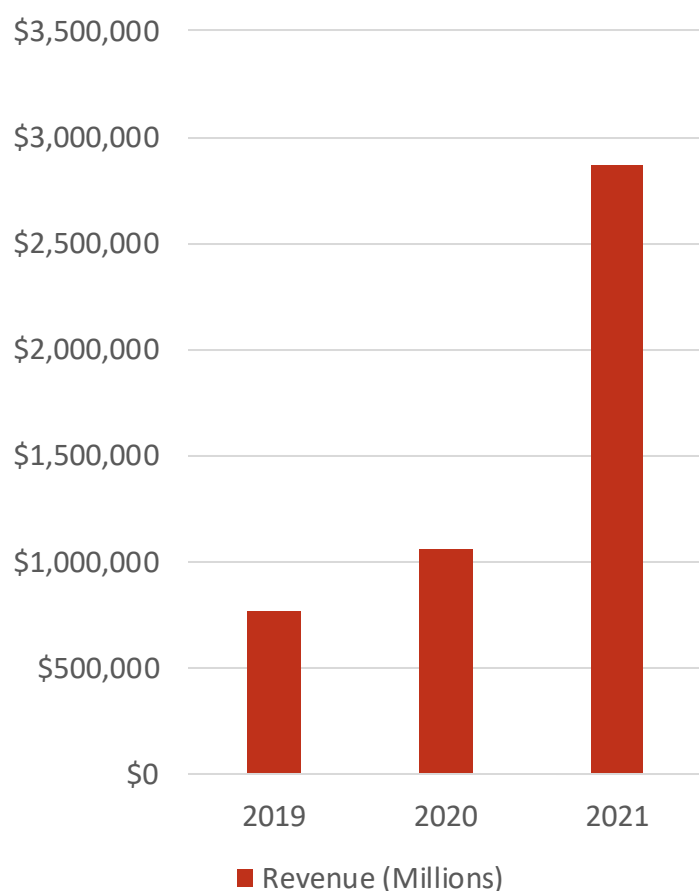
# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

### PROJECT TYPES

Strike is well known in industry for its services and innovative solutions. Over the last three years, we have focused on diversifying our portfolio in support of Customer Asset Retirement Programs. This effort has strengthened our commitment to environmentally sustainable projects to minimize the impact of our industry on the environment.

#### Abandonments & Demolition Revenue



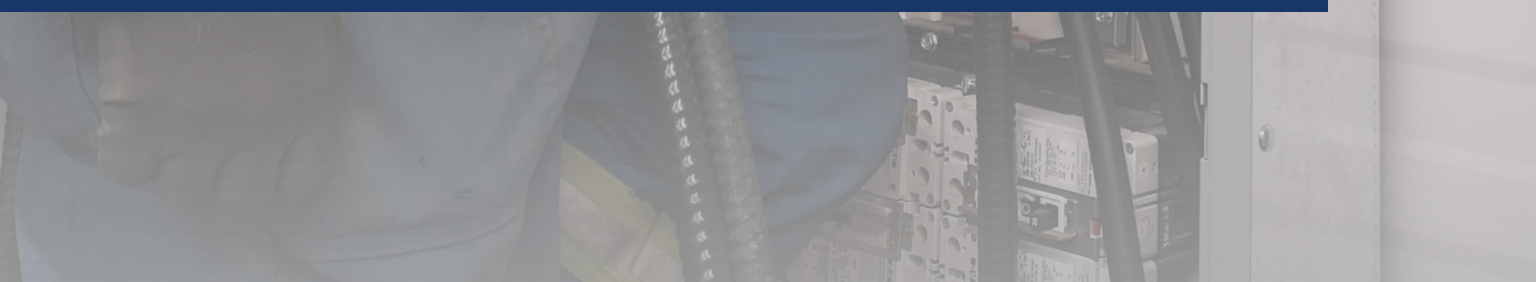
A shearing attachment on an excavator to assist in demolition projects





# SOCIAL

As part of Strike's culture, we strive to develop respectful and positive relationships with all of our stakeholders and to contribute to the well-being of our society.

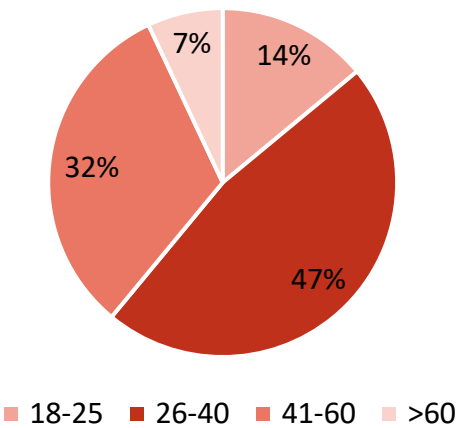


# INCLUSION AND DIVERSITY

We pride ourselves on maintaining an environment where all stakeholders feel respected, trusted, safe, supported and valued. This resonates with our core value of "Treating others as we wish to be treated".

Strike is committed to continue developing an inclusive and diverse work environment through policies, programs and hiring practices.

Percentage of Employees by Age Group



Ratio of Male to Female Employees

6:1

Retention Rate of Salaried Employees

86%



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# CONTRACTOR MANAGEMENT

Strike utilizes ComplyWorks as part of its contractor management process as it provides real time information on safety performance, insurance and WCB account status.

In 2021, we incorporated ESG questions within Complyworks to assist Strike in identifying local, diverse and inclusive contractors in support of core values and sustainability initiatives.

**Identify as  
Indigenous Business**

**12%**

**Have Indigenous  
Partnerships**

**30%**

**Support Inclusion  
and Diversity**

**64%**

**Support Minority  
Groups**

**63%**

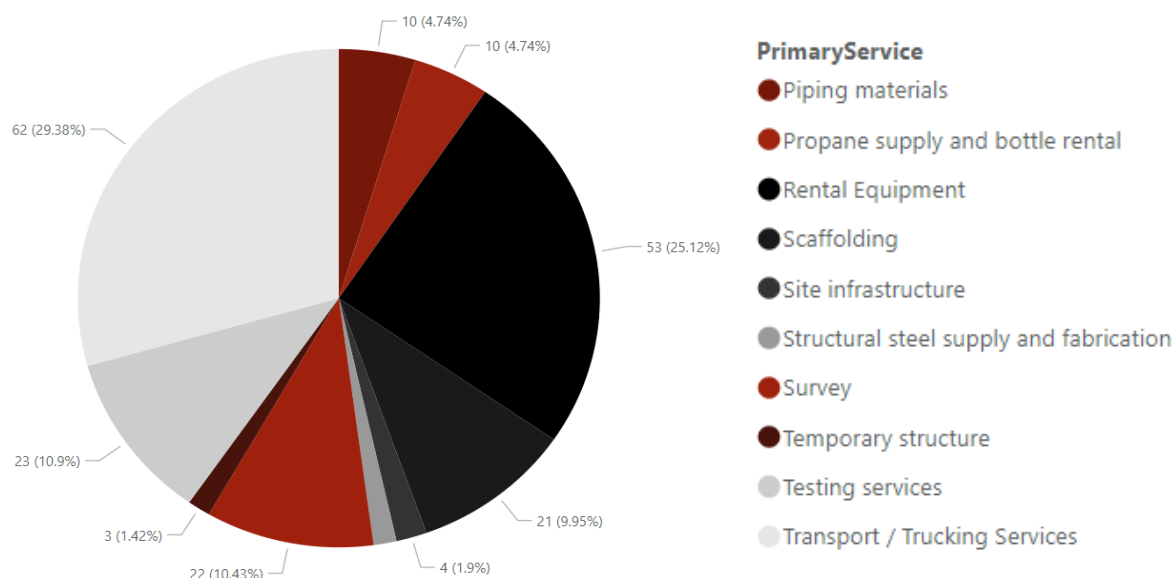
**Environmental  
Management Policy**

**54%**

**Provides Employee  
Training**

**63%**

## Top 10 Primary Services Provided by Contractors



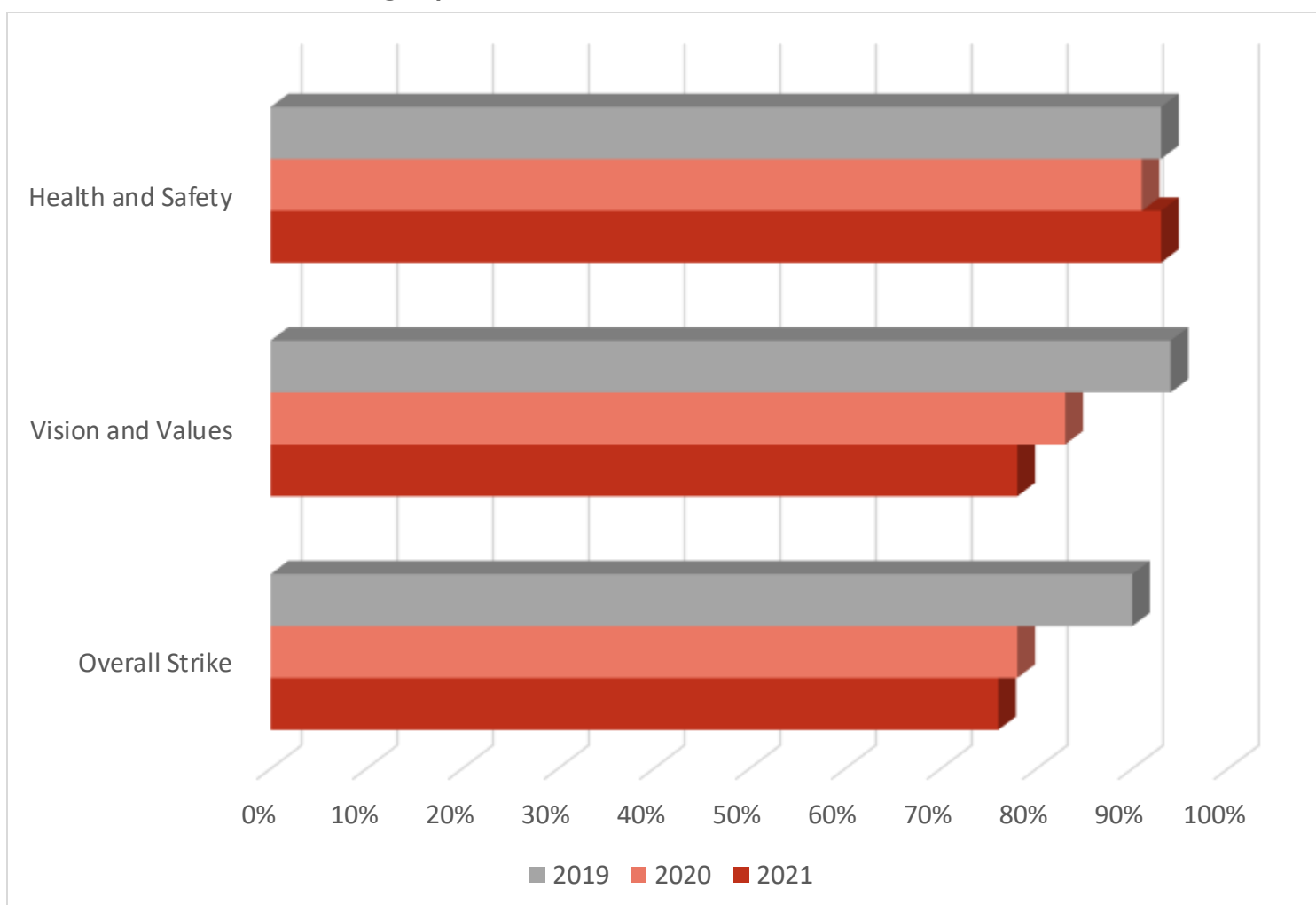


# EMPLOYEE ENGAGEMENT

We value our employee's opinions on how Strike operates! Therefore, we annually encourage our workforce to participate in an engagement survey that covers a broad range of topics. This information is used to measure and identify what Strike is doing well and drives our strategic plans and initiatives to continually improve its work environment.

Our engagement metrics over the past three years have consistently achieved a minimum 75% on the overall score. High percentage of participation with response in the strongly agree and agree categories.

Areas of consistent high performance include:



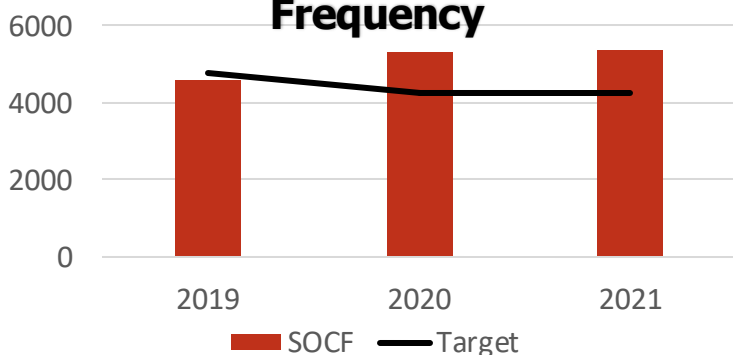
# STRIKE GROUP 2022 SUSTAINABILITY REPORT

## SAFETY PERFORMANCE

Safety is our most important value. We are committed to focusing on protecting our people to ensure everyone goes home safely. Strike has implemented a disciplined system that provides training, ownership and accountability at all levels of the organization with our goal of a zero-incident workplace.



### Safety Observation Card Frequency



# \$31,147

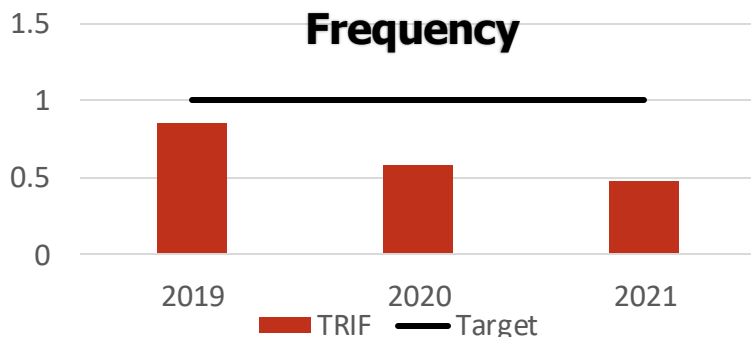
Donated in 2021 for Charities  
Through SOC Program\*

\*Strike donates \$0.50/SOC card completed

### Leadership Visibility Activities Completed

# 96%

### Total Recordable Incident Frequency



# INDIGENOUS INCLUSION

Strike has been committed to engaging with Indigenous communities for many years on a project-to-project basis. In 2020, we contracted Cascade Projects for consulting services to assist in developing a strategic Indigenous Engagement Plan. More recently, Strike has established a dedicated ESG and Community Relations role to enhance our engagement efforts in building respectful and meaningful relationships with Indigenous communities.



**—WINNER—**

## ASSOCIATIONS

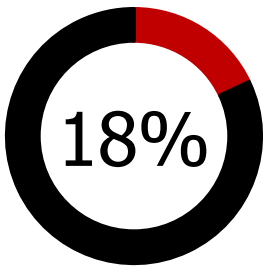
- 2021 Indigenous Award of Distinction from the Alberta Business Awards
- Circle for Aboriginal Relations ("CFAR") Society
- Canadian Council for Aboriginal Business ("CCAB")

## PARTNERSHIPS

- Saulteau First Nation (BC)
- Saulteaux First Nation (SK)
- Wildflower Process & Control

**7%**  
**SELF DECLARED**

## PROJECT SPEND



Since 2017, the Indigenous subcontractor spend goal as a percentage of the total project has been 18%. Over our last seven major projects, Indigenous subcontractor spend has totaled \$24,500,249; averaging 18% of total spend.

**\$31,593**  
**DONATED IN 2021**

- Indigenous Scholarship (\$2,000)
- Corporate donations to Trade Winds to Success and Awo Taan Healing Lodge (\$10,000 each)



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# COMMUNITY INVOLVEMENT

Strike prides itself on being an active member of the communities we live and work in.

Through multiple initiatives, Strike has contributed over \$1,500,000 to various causes, charities and scholarships since 2004.



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# CUSTOMER SATISFACTION

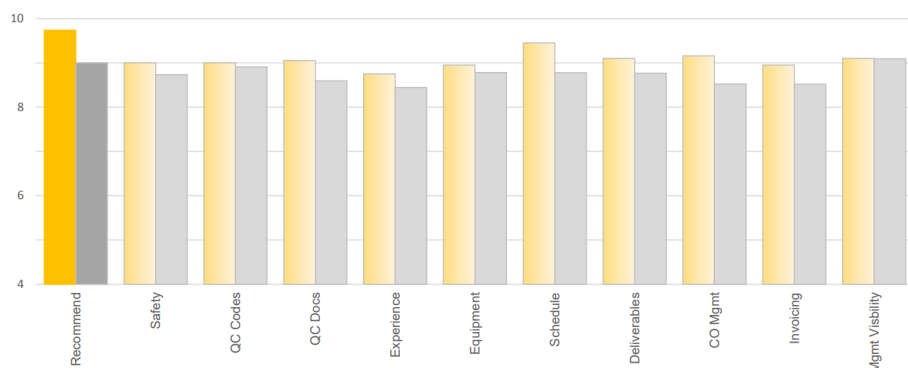
Our purpose and strategy is centered on our commitment to provide our customers with exceptional execution, cost certainty and most importantly a quality product.

To ensure the needs of our customers are being met, upon completion of a project a post project survey is issued to the customer project team for their feedback. This post project survey provides the opportunity to score Strike on their performance in various categories of the project and identify opportunities for improvement.



### Post Project Reviews

	Net Promoter Score	# Surveys
2021:	95	20
All Years:	68	109



**90%**  
WOULD RECOMMEND  
TO OTHERS

**89%**  
OVERALL AVERAGE



**Strike consistently performs at an extremely high level of performance. The working relationship between ourselves and Strike is second to none, and I never hesitate to contact Strike to discuss any issues.**

**- A Valued Strike Customer**





# GOVERNANCE

Strike believes that adherence to its corporate values and undertakings in environmental, social, and governance is essential. As such, Strike is committed to continuous improvements to ensure its' long-term sustainability.



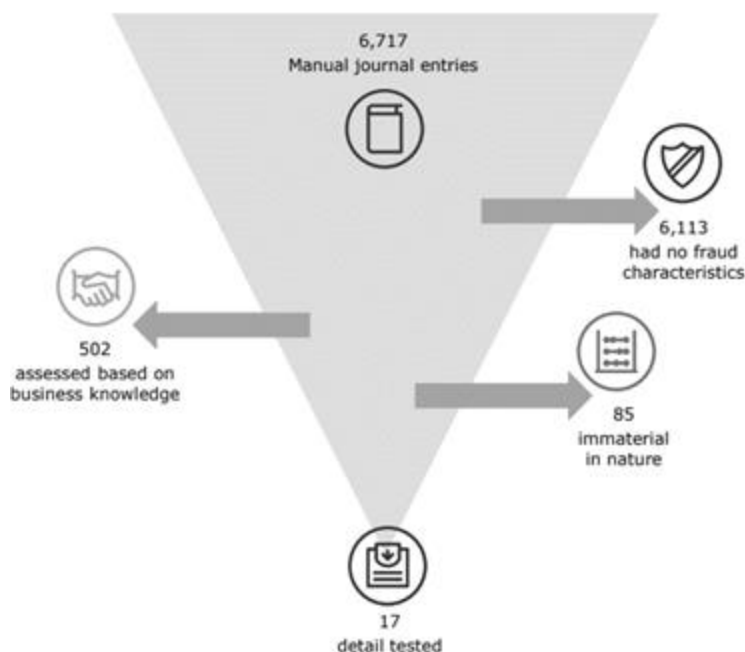
# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

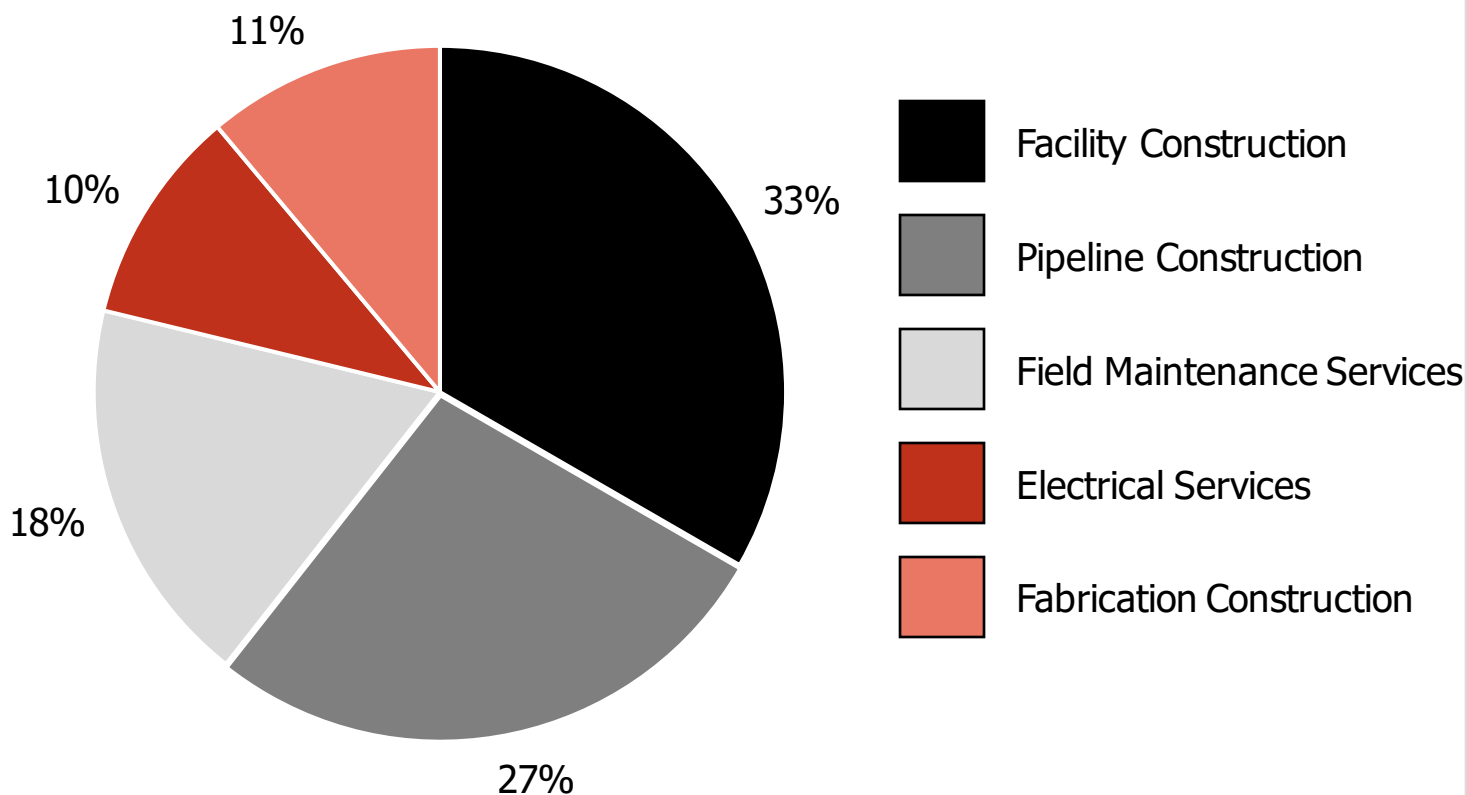
# FINANCIAL AUDIT SUMMARY

Strike utilizes Deloitte LLP annually to conduct a financial audit regarding its business operations to ensure we are meeting Canadian standards and requirements.

Upon completion of the 2020 audit, it was noted by Deloitte LLP that of the 6,717 entries reviewed there were no significant risks or issues identified within the audit process.



**2021 Revenue by Revenue Stream**



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# COMMUNICATION

Strike utilizes multiple platforms annually to communicate to our workforce. The objective of the communication is to provide workers with information regarding business performance, priorities and strategies, safety, community initiatives and the state of our industry.

### Number of Communications Occurred in 2021

4

President's  
Messages

4

Strike Zone  
Issues

9

Safety Alerts,  
and Bulletins

23

Fresh Start  
Meetings

12

Leadership  
Monthly  
Meetings

48

Manager  
Weekly  
Reports

48

Executive  
Leadership  
Meetings

96

Social Media  
Posts

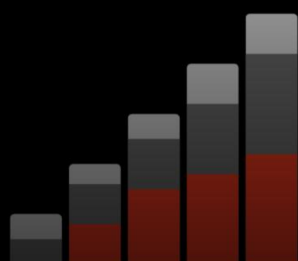
COMPASS Department Culture Resources About Us



Welcome to The Compass

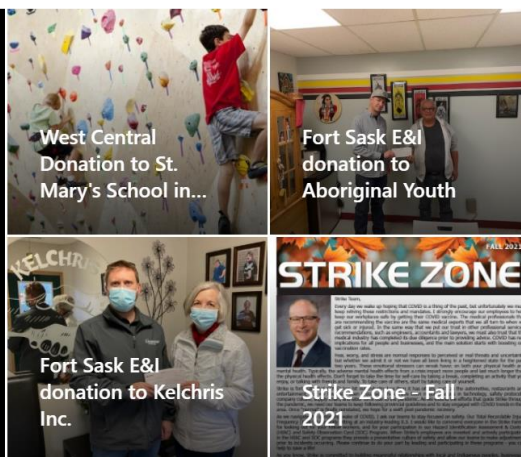
☆ Not following

### 2021 EMPLOYEE ENGAGEMENT SURVEY

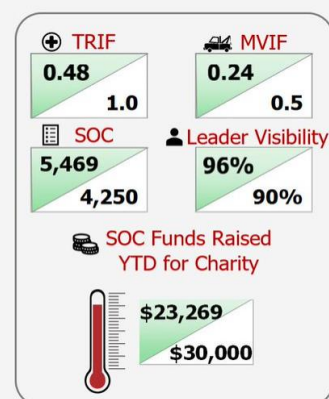


WE  
WANT  
TO  
HEAR  
FROM  
YOU!

Click here to access the survey →



#### KPI Dashboard



# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

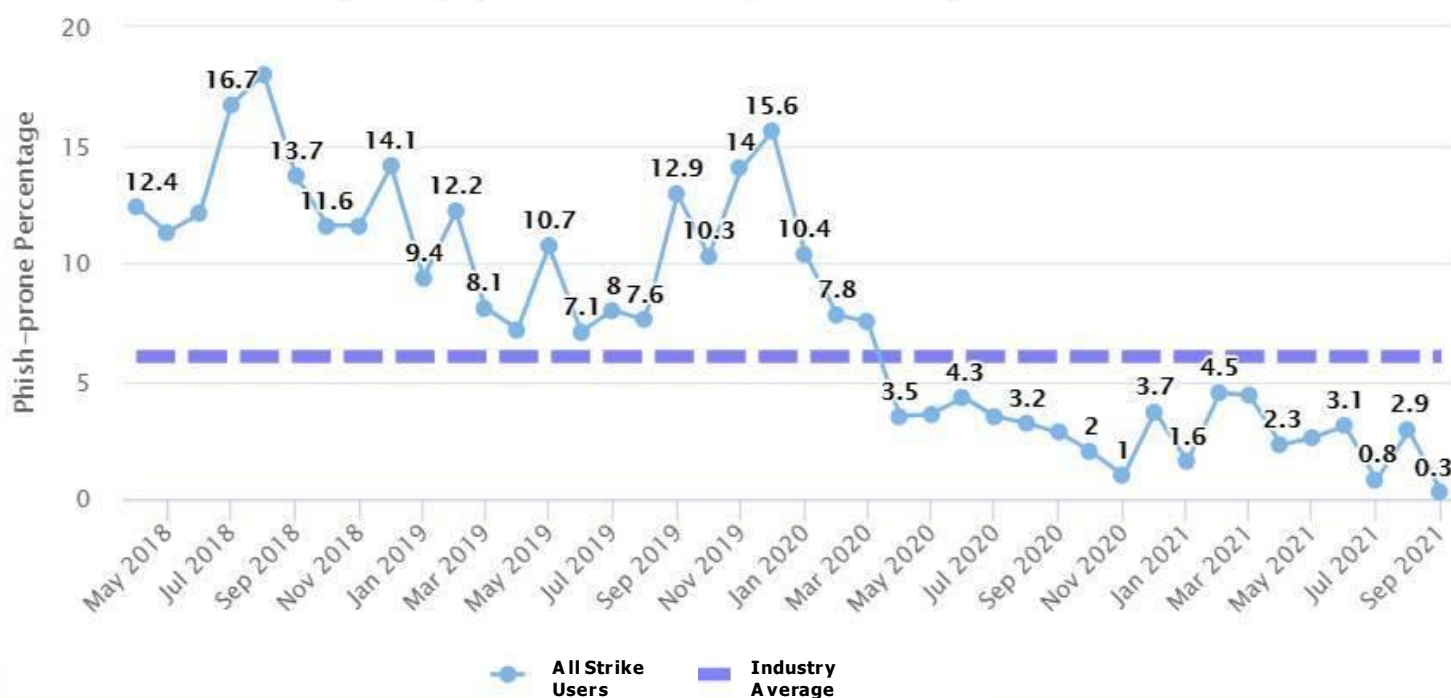
### CYBER SECURITY

As part of Strike's ongoing efforts to minimize security breaches it is required that all users reset their passwords every 180 days and authenticate via Multi-Factor Authentication (MFA) to access email and other Microsoft applications. Our MFA requirements have been expanded to 2022 in order to protect our Citrix remote-access environment.

All network users within Strike and its related entities must complete annual security awareness training provided by KnowBe4 and are also required to acknowledge compliance with our Acceptable Computer Use and Electronic Communication Policy every year. In addition, all users are tested with a phishing email monthly, and are required to complete remedial training if they fail the phishing test. For the past 1.5 years, Strike users have scored an average phish-prone percentage of 2.8%, which is significantly less than the 6% average scored by other construction companies of similar size.

#### Phish-prone Percentage By Group

This report displays the average Phish-prone Percentage of selected users.





# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# EMPLOYEE TRAINING

All employees must complete mandatory online training that includes our New Worker Orientation, WHMIS 2015, PPE Care, Use & Maintenance, Workplace Violence & Harassment and Indigenous Awareness. These courses promote Strike's purpose, values and expectations; fosters a safety focused culture and a respectful workplace (including diversity, inclusion & anti-harassment).

Strike also provides additional training to support other facets of our business and operations. These include:

- Management Trainee Program
- Incident Investigation
- Fleet and Journey Management
- Safety Essentials for Supervisors and Managers
- Tech Training with IT
- Customer required training

# 13,689

## Hours of Training Completed in 2021



### e-School Training Platform



### ACCOUNT CREATION PROCESS

- 1 • New Users (Strike Employees and Strike ISPs) start by visiting the e-School website: <https://eschool.strikegroup.ca>  
• Enter in the **Username**: striketraining **Password**: Strikegroup@123\$
- 2 • Select the group that best describes your role:  
o Employees are to select 'Strike Field Employee' or 'Strike Office Employee' group;  
o Independent Services Providers (ISPs) are to select 'Strike Field Employee' or 'Strike Management and Supervisor' group).
- 3 • You will now need to enter your e-School profile information in the same manner as your payroll information (e.g. legal first name, last name and birthdate).
- 4 • Based on the group you select in step 2 of this process, all of the required onboarding courses will be assigned to you  
• Please complete **all** the required courses
- 4 • Supply your additional training certificates, from previously completed training (e.g. H2S, First Aid), to the local administrator for entry into our system

**IMPORTANT NOTE:** For all future logins to your account you must go to [www.bistrainer.com](http://www.bistrainer.com)



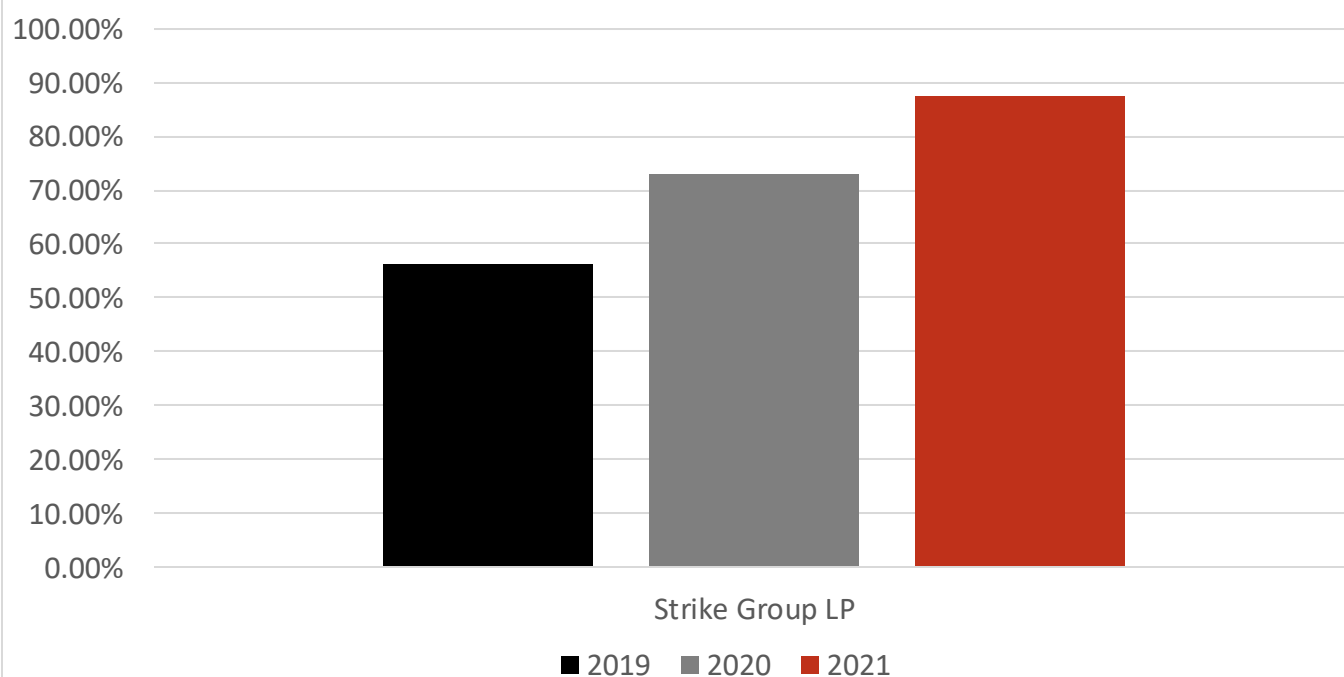
# SHAREHOLDER & DIRECTOR MEETINGS

Strike Group believes that strong governance is essential to advancing the long-term sustainability of our business and interests of all our stakeholders. We are committed to leading corporate governance practices and fostering meaningful relationships in our communities.

We are committed to strong corporate governance and recognize the importance of the opinion and diverse perspectives of all stakeholders. The Directors, Shareholders and the Board are heavily involved in Strike's annual strategic planning process, and we believe that strong sustainability performance is critical to the success of our strategies and initiatives.

In compliance with Strike Group's business practices, we conduct meetings for our shareholders (annually) and directors (quarterly) to present the company's financial performance, health and stability and business direction.

**Shareholder Meeting Attendance**



# POLICIES & PROCEDURES

Our policies and procedures were designed to ensure that Strike operates ethically and in a professional manner while conducting its business. In doing so, the following manuals were created to guide our operations:

- Procedure Manual
- Project Executive Manual
- Health, Safety and Environment Manual
- Safe Work Manual
- Safe Job Procedure
- Quality System Manual

To enhance Strike's governance, we have identified the need to revise or develop the following policies:

- Environment Policy
- Diversity and Inclusion Policy
- Sustainability Policy
- Workplace Violence and Harassment Policy

**6**

**Manuals**

**13**

**Policies**

**339**

**Practices/  
Procedures**

**186**

**Forms**





# STRIKE GROUP

## 2022 SUSTAINABILITY REPORT

# INQUIRIES

If you have any inquiries regarding Strike's 2022 Sustainability Report, please contact Rocco Romano (Manager, ESG & Community Relations) at **[esginfo@strikegroup.ca](mailto:esginfo@strikegroup.ca)**.

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