



# 2023 SUSTAINABILITY REPORT

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



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## CHIEF EXECUTIVE OFFICER ADDRESS



At Strike Group, our purpose has always been to 'make a difference' and our Sustainability Report helps us to reflect on progress towards short- and long-term goals that make a difference to our business, employees, and beyond. Since the inception of our company, we have woven many aspects of sustainability into the very fabric of Strike Group, such as safety, supporting communities, and being good stewards of the environment. As the definition of sustainability has grown, so has our commitment to the new aspects that have evolved. Strike Group is a team of solution-minded builders, and this has led us to being a leader for construction in the carbon capture, storage, and utilization space and gaining vast experience on biomass projects. We support energy construction and maintenance, and plan on continuing to incorporate innovation and technology to drive our business forward, while leaning in to help construct and move the needle on GHG emission reduction projects.

Sustainability impacts our business and overall strategy. As we further educate and encourage our team to be thought leaders and change-makers in this space, we have quickly incorporated action on being good corporate citizens through adding items such as: technology that tracks idle time and emissions on all vehicles and heavy equipment, diversity tracking and reporting capabilities for employees and subcontractors, and technology to make it easier for our employees to access our Safety Program. We have always been big proponents of supporting the communities around our offices and sites and promote a 'give where you live' mindset. One of the most important considerations to Strike at

this time is building mutually beneficial relationships with the Indigenous communities that surround our operations. In the years ahead, Strike plans to expand the ways that our offices and sites are using innovation to meet a lower carbon energy future, not only to meet federal climate goals but also in an effort to live up to the expectations set by the Indigenous communities that we support.

Here at Strike, our leadership team is committed to demonstrating leadership, drive, creativity, and initiative. We acknowledge that there is always room for growth when it comes to sustainability, and through education and updating our policies and practices we are working towards continual improvement. As we look to the future, our biggest priority in the years ahead will be meeting the key performance indicators that we have established around diversity, community engagement, and the environment.

## A MESSAGE FROM OUR PRESIDENT AND CHIEF OPERATING OFFICER



Strike Group's ("Strike") vision is to be a sustainable, professionally led, and profitable organization. In 2022, Strike launched our inaugural Sustainability Report that formalized our commitment to Environmental, Social and Governance (ESG) efforts. We believe that what gets measured, gets done, and by establishing key performance indicators (KPI's) we can track progress. KPI's provide us with quantifiable measurements, and we can use this data to make informed decisions about our business operations and strategy. Within our Sustainability Report, Strike's short-term goals are to establish benchmarks that align with industry standards for ESG, medium-term goals are to measure our performance against these targets, and long-term goals are to continuously improve, re-evaluate, and introduce new criteria that helps to ensure we are positioned to grow sustainably for decades to come.

Diversification is one of the main drivers improving our sustainable business model. This includes diversifying our service offerings, expanding our geographic footprint, and exploring emerging markets in different industries. Over 2022, we were able to achieve significant growth in two important service areas: 1) our demolition and abandonment revenues grew **more than 300%**, and 2) our pipeline integrity programs expanded by **over 700%**. These two services provide our customers with protection and assurance against aging assets that may cause significant environmental harm.

The largest impact Strike can have in contributing to sustainability is to participate in energy transition projects that are reducing emissions, upgrading, and retrofitting existing assets, and the construction of infrastructure that relies on new technology and innovation. Strike is an industry leading contractor for carbon capture, utilization, and storage (CCUS). We participated in some of the largest CCUS projects constructed in North America, including the Alberta Carbon Trunk Line, the Net Zero Pipeline and Facilities, and Saskatchewan's largest Carbon Capture Gathering System. To date, Strike has construction revenues exceeding \$100 million directly tied to CCUS which positions us as construction leaders in this space. In 2022, Strike also completed our first two bioenergy projects. First, we built 33 modules for a Sustainable Aviation Fuel (SAF) pilot project that converts biomass feedstock into alcohol and refines the product to high octane jet fuel, and we completed a bioenergy project that collects used cooking oil from central Alberta and converts the product into renewable diesel.



## A MESSAGE FROM OUR PRESIDENT AND CHIEF OPERATING OFFICER

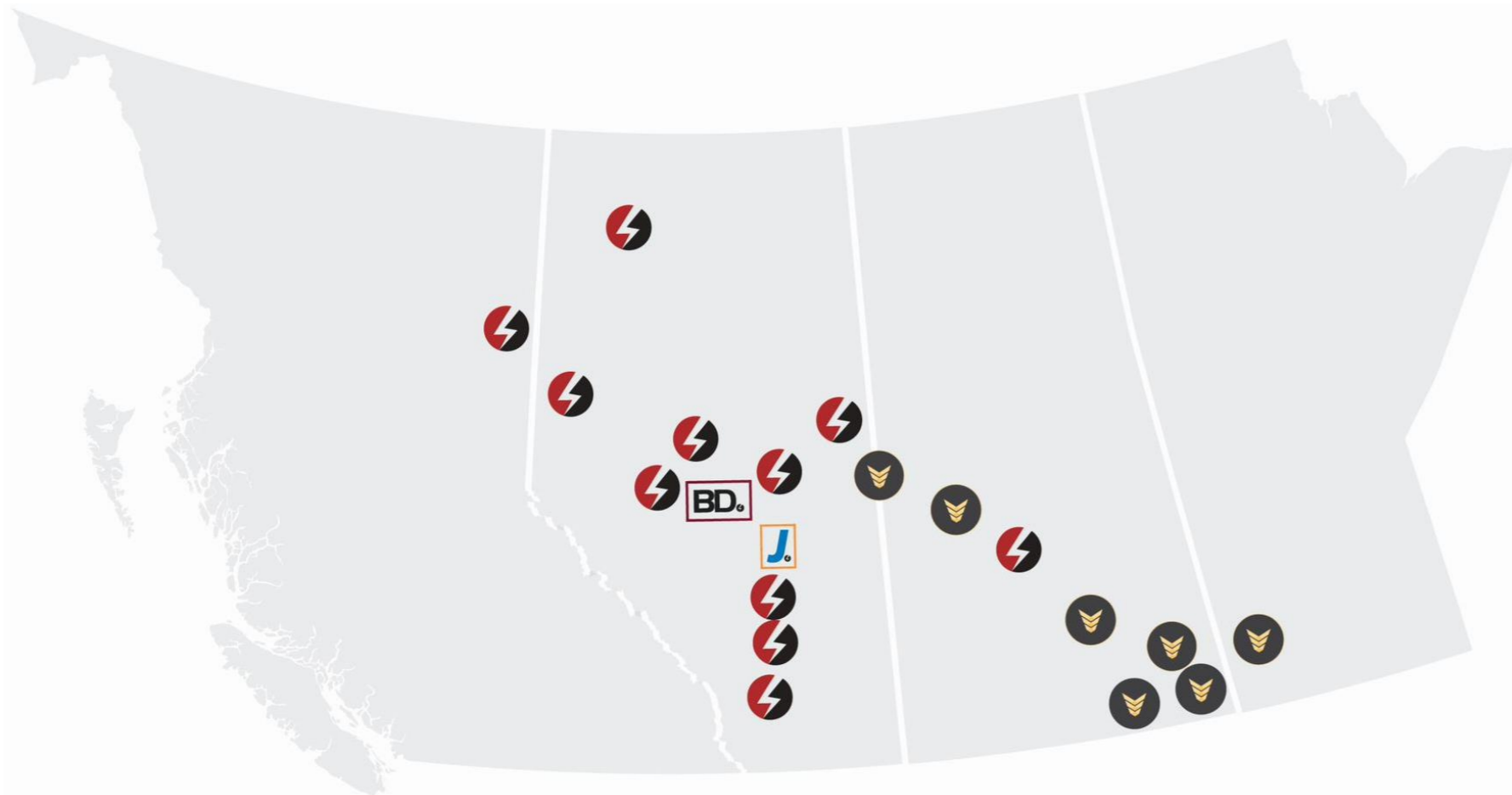
Strike has introduced internal programs to promote Equity, Diversity, and Inclusion (EDI). As part of our orientation process, all Strike employees are required to complete mandatory Indigenous Awareness Training and Violence and Harassment Training, which includes education on racism and discrimination. We are also in the process of developing an internal training program that is specific to EDI awareness. Strike understands the importance of fostering an inclusive, welcoming, and equitable workplace culture. We advocate for and support women in trades and technology, through hiring, mentoring, and active participation with both Women in Trades and Technology (WITT) and Calgary Women in Energy (CWIE). Furthermore, one of the most significant advancements Strike has made in promoting EDI, is the establishment of a scholarship program specifically designed to support historically under-represented groups; this includes scholarships for Canadian Immigrants, Women in Energy, LGBTQ2S+, Indigenous, and Western Canadian students.





## 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 25 business units operating in 20 locations that are supporting sustainability, local and Indigenous relations, and community initiatives in their surrounding areas. In 2022, Strike was again recognized by On-Site Magazine as one of Canada's Top 40 Contractors; improving our position amongst our peers by six spots on the list from last year.



## 2022 HIGHLIGHTS

Average # of Employees

**1,144**

Total Recordable Injury Frequency

**0.58**

Amount Donated to Charity

**\$159K**

## MARKETS WE SERVE



UPSTREAM  
OIL & GAS



MIDSTREAM &  
TRANSPORTATION



DOWNSTREAM &  
PETROCHEMICAL



POWER &  
UTILITY



INDUSTRIAL &  
COMMERCIAL



RENEWABLES &  
ENVIRONMENTAL



MINING &  
AGRICULTURE

## BUSINESS RECOGNITION

Strike's Fort Saskatchewan Mechanical and E&I Business Units were selected for the 2022 Industrial Heartland Award. This award recognizes a business or an organization in industry; (energy, construction, fabrication, resource, etc.) that demonstrates outstanding leadership in Innovation, Environment, Safety, Human Resources, and Community Engagement.



## STRIKE DIVISIONS



Project Services



Pipeline Services



Industrial Services



Electrical &  
Instrumentation



Field Services

Our company takes a collaborative approach internally and externally to provide a seamless approach to our projects. This allows Strike to continue being an industry leader and provide exceptional execution of our work.



# OUR DIVERSIFIED CUSTOMERS





# MISSION, VISION, AND VALUES

## MISSION

Exceptional Execution.

## VISION

To be a sustainable, professionally led, profitable organization.

## PURPOSE

To make a difference.

**All workers at Strike contribute to the success of our company, our people, and our customers by embracing these values!**

## 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**.





## STRIKE'S 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.

Strike's core values are reflected in our strategy and sustainability initiatives in accordance with the three sustainability pillars (Environment, Social, and Governance)



## Our Sustainability Purpose

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

## Our Sustainability Objectives

- Reduce our impact on the environment
- Expand our business in diversified markets
- Support our people and communities
- Grow our customer relationships
- Optimize our business practices
- Grow long-term value and sustainability



In 2022, Strike released its inaugural Sustainability Report which formalized our commitment to sustainability and ESG efforts.

**“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.” - Stephen Smith, CEO**



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.



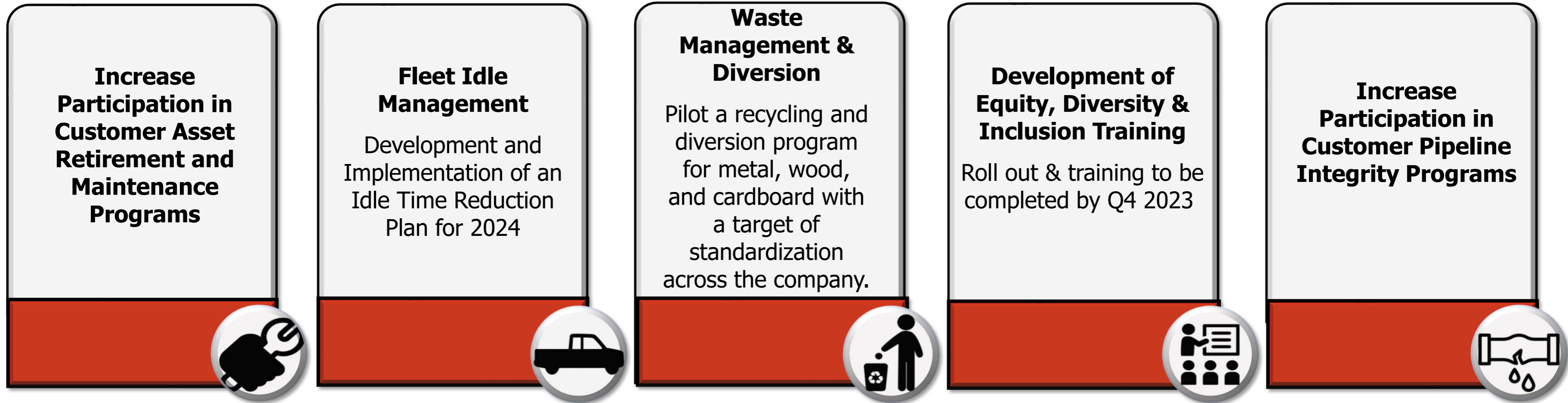
**■ Direct Contribution** - the result of the execution of our business which is linked to the achievement of the relevant objectives.

**■ Indirect Contribution** - 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 governance of our business.



As Strike evolves in the Sustainability landscape, we will continually pivot to implement initiatives that will enable us to proactively meet the expectations of industry and society.



**JOURNEY TOWARDS  
BETTER  
SUSTAINABILITY**





# FLEET PERFORMANCE

As part of our continued commitment to environmental stewardship, we are making conscious efforts to reduce emissions and minimize 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. Strike implemented Nektar in 2022 to oversee and enhance the management of our equipment.
- Work planning strategies for large- and small-scale projects, we incorporate multi-person (buses) or car-pooling transportation to minimize vehicle use and emissions.

# of Vehicle Assets

325

# of Heavy Equipment Assets

171

## Preventative Maintenance

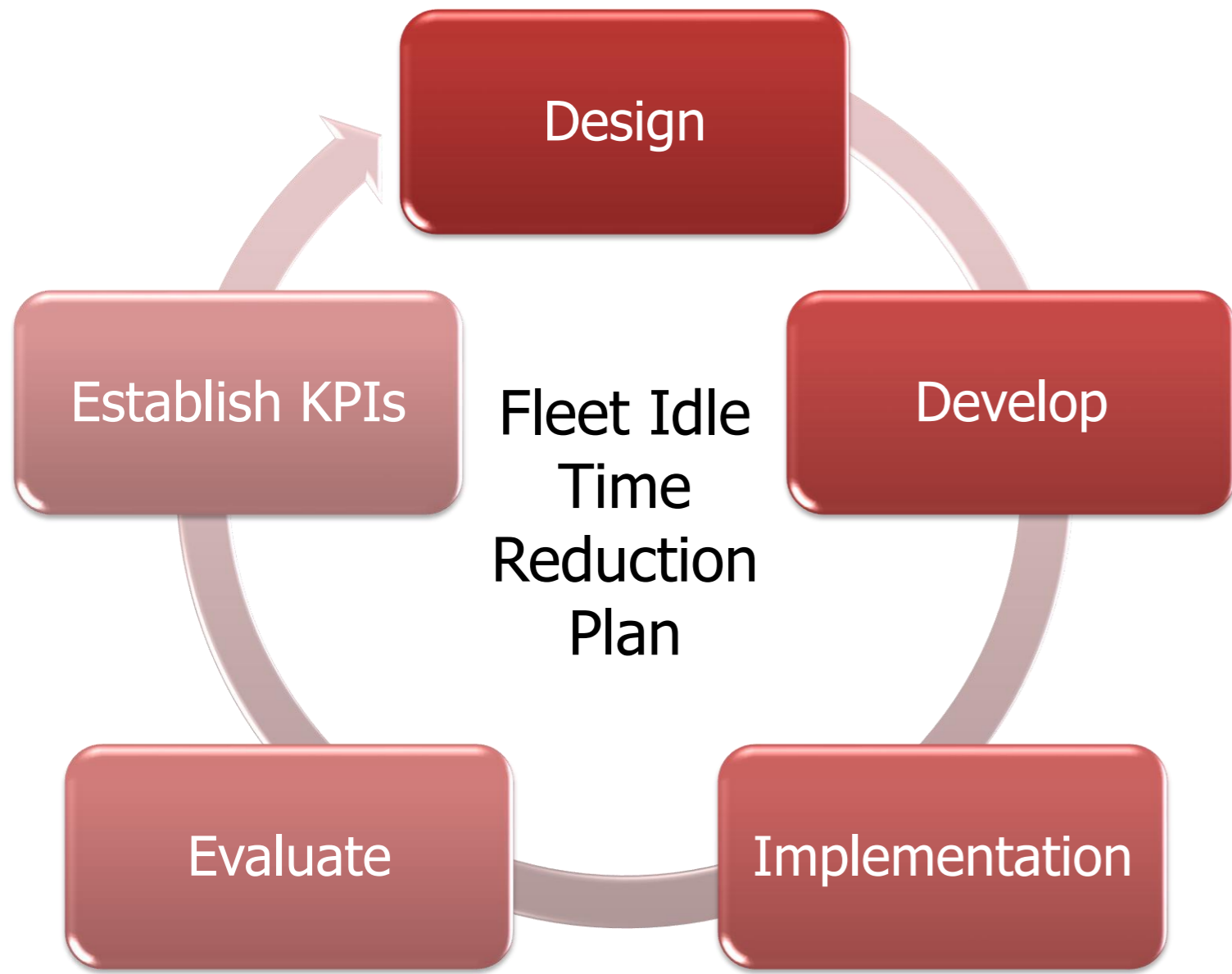
Type of Asset	Maintenance Schedule
NSC Vehicles	7000-10,000 kms
Non-NSC Vehicles	8000 Kms
Heavy Equipment	250 Hours





# FLEET IDLE PERFORMANCE

In 2022, Strike compiled its light duty vehicle idle time data via Geotab and identified opportunities to reduce our carbon emissions. We will develop and implement a Fleet Idle Time Reduction Plan in 2023 and KPIs for 2024.





## WASTE MANAGEMENT AND DIVERSION

Strike has prioritized waste management and diversion within its business and has implemented a pilot program in one of our key centers (Crossfield).

This program will involve the collection and recycling of scrap metal, wood, and cardboard throughout the fiscal year. Upon successful completion of this initiative, the program will be standardized and applied in stages throughout Strike's operations.



Strike has teamed up with Beaver Grinding & Recycling, Westcan Recyclers Ltd. and Clearwater Waste Management to support the execution of this pilot program.



## SPILL MANAGEMENT

Hydraulic line failures contribute to the largest number of spill cleanups for Strike Group. All spills are quickly identified, contained and proper remediation is executed in order to minimize our impact on the environment.

In 2022, Strike revised its Environmental policy to enhance our commitment. Our practices and 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.

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



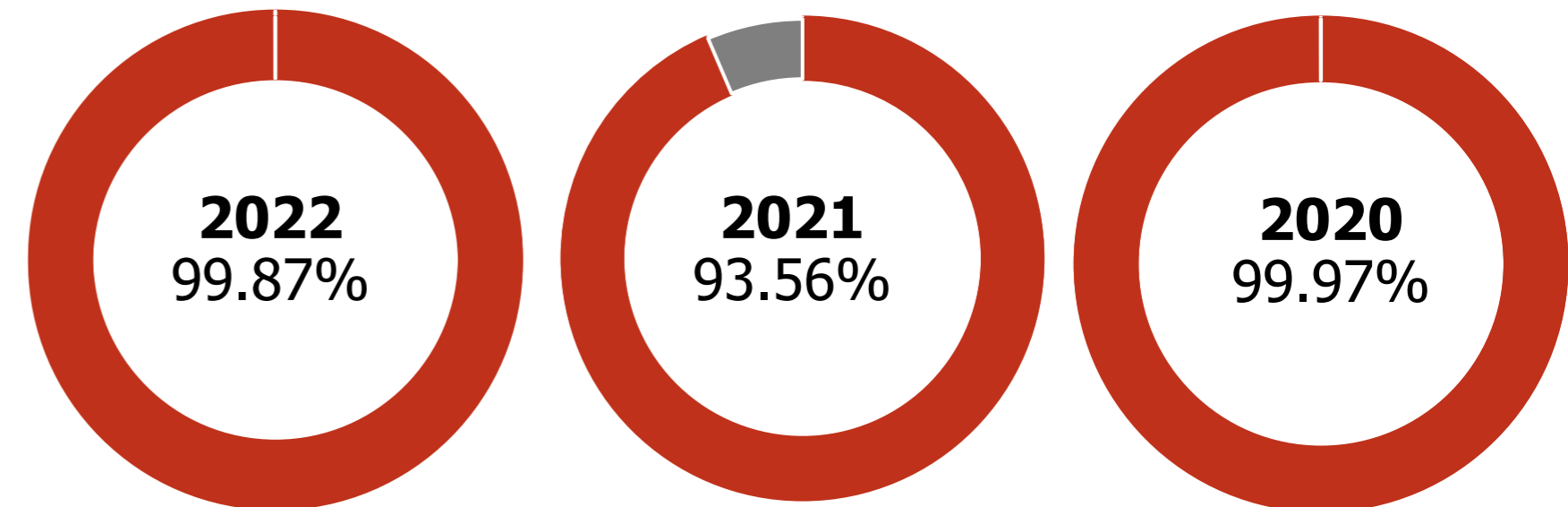
Equipment

### Most Common Material Spilled



Hydraulic Fluid

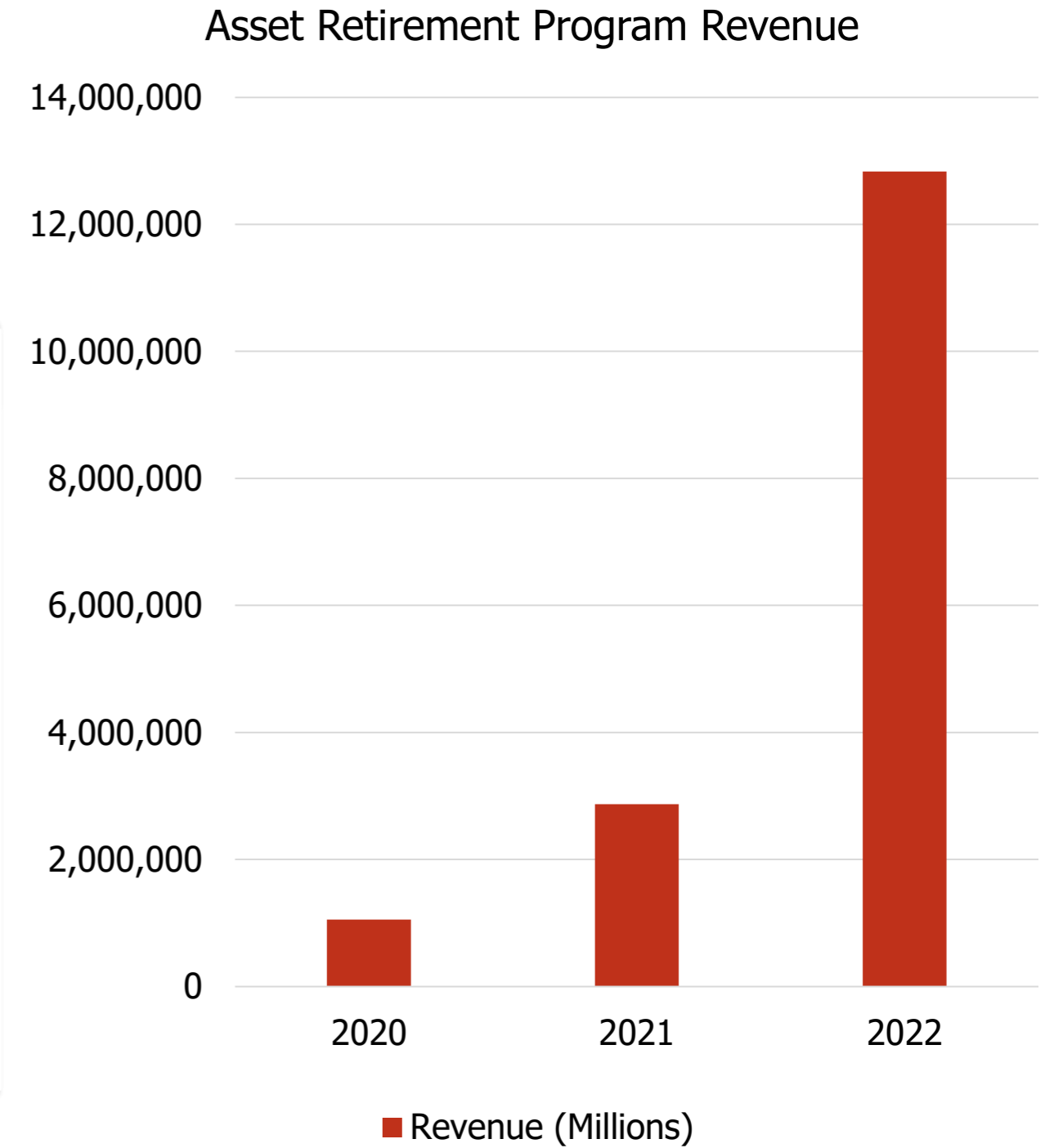
### Percentage of Spill Recovered





# ASSET RETIREMENT PROGRAM

Strike is well known for infrastructure construction, and maintenance services and prides itself on working alongside our customers to assist with their asset retirement programs. Supporting these programs affirms Strike's commitment and core value of minimizing our impact on the environment.

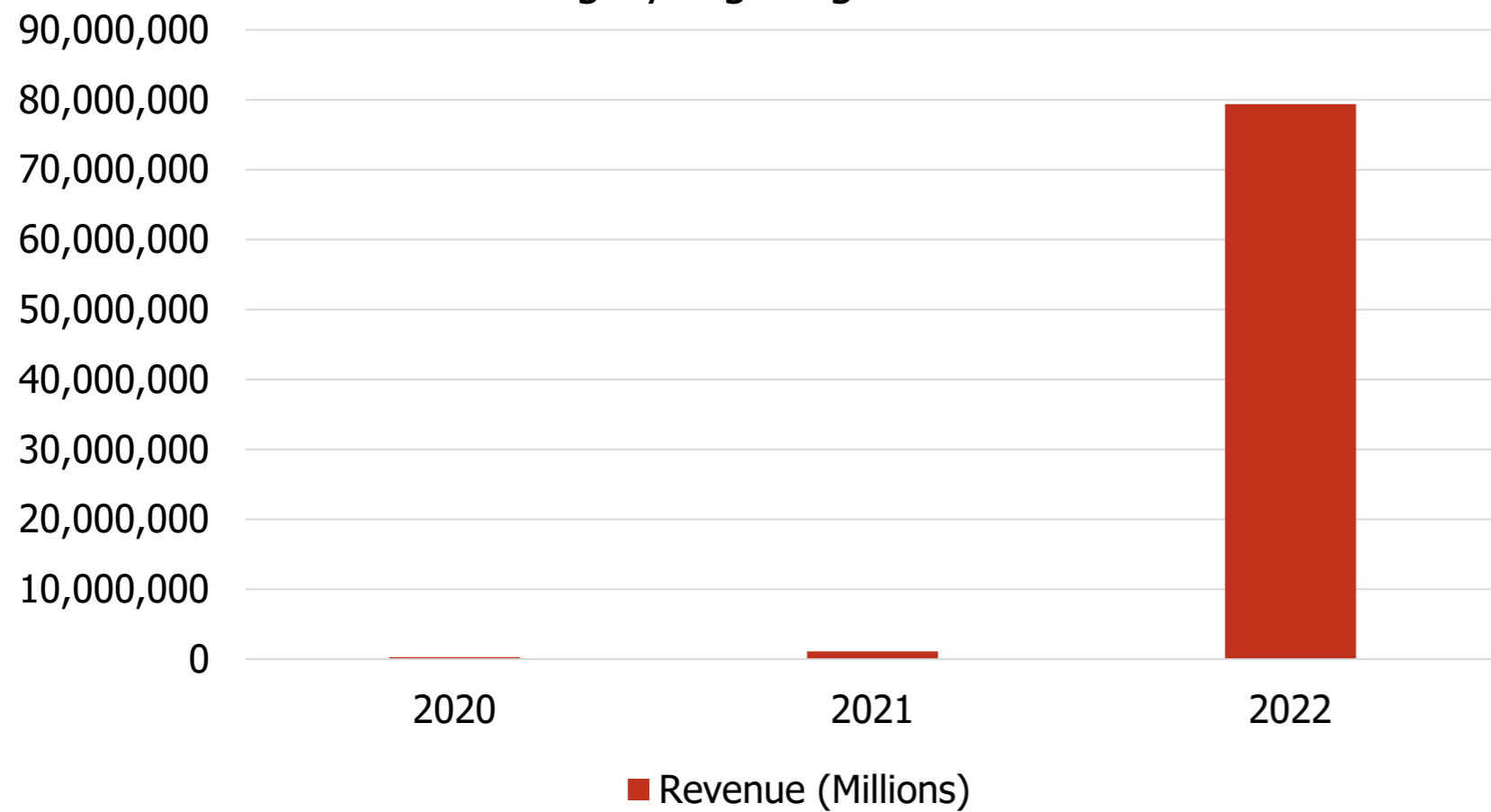




# INTEGRITY DIG PROGRAM

Strike has supported our customers over the years with their pipeline integrity program. In recent years, Strike has enhanced its personnel experience and expertise to expand its service offerings to assist multiple customers in maintaining their pipeline assets across the Western provinces.

Integrity Dig Program Revenue





## ENERGY TRANSITION PROJECTS

Strike is fully committed to supporting the energy transition. We believe in a sustainable future, where economic and social development occurs in a way that protects the planet's resources for future generations.


Over the last several years, Strike has expanded its portfolio in diversified markets and has gained valuable experience working on various projects that support a “green world” by assisting various industries and our customers with the energy transition and emission reduction projects.

In 2022, Strike executed projects involving:

- Construction of Carbon Capture Pipelines (shown on top right)
- Fabrication and Assembly of Biomass Modules (shown on bottom right)
- Fabrication & Piping Installation for Carbon Capture at SAGD Facilities
- Electrical work for Waste Heat Recovery expansion at Power Plants
- Installation of skids & equipment for Electromagnetic Heating Pilot Project





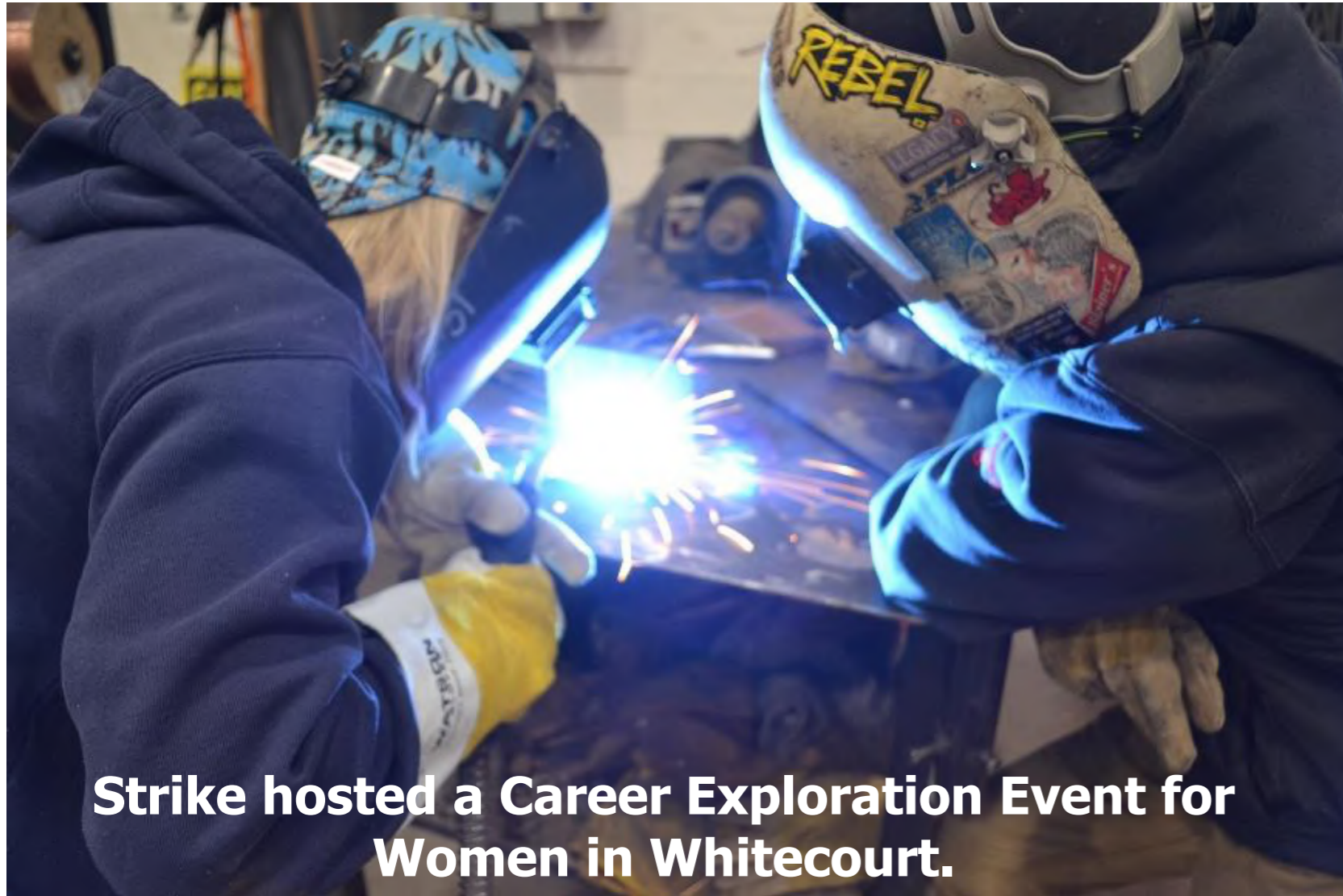
A close-up photograph of several people's hands stacked together in a circle, symbolizing unity and teamwork. The hands are of various skin tones and are wearing different colored sleeves: red, orange, green, blue, brown, and yellow. One hand has a ring on the ring finger. The background is blurred, focusing attention on the hands.

**“STRENGTH LIES IN DIFFERENCES, NOT IN SIMILARITIES” – STEPHEN R COVEY**



# INCLUSION AND DIVERSITY

We all have a duty to promote a culture of diversity and inclusion, and that is something that Strike believes every employee has a responsibility to do. It all starts with having a conversation and an open mind!

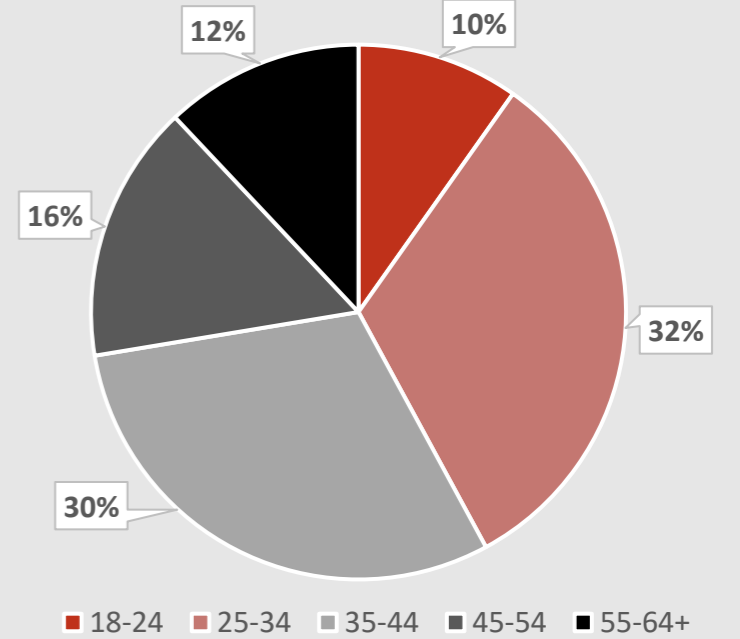


## Employee Self Declaration Statistics

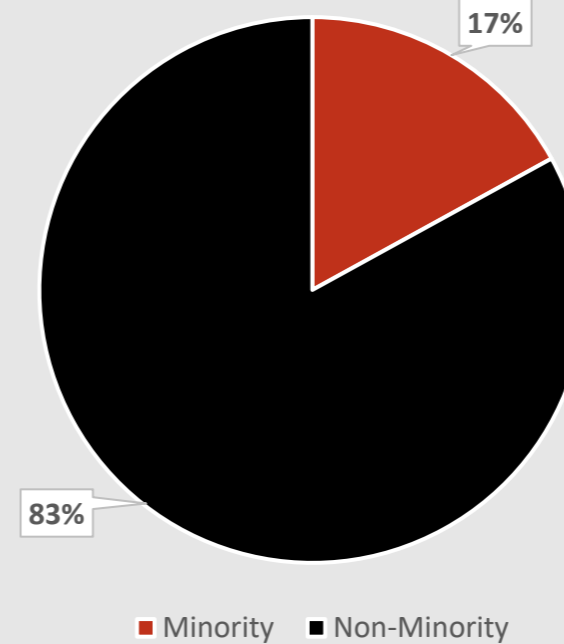
Percentage of Employees Identifying as Female

**17%**

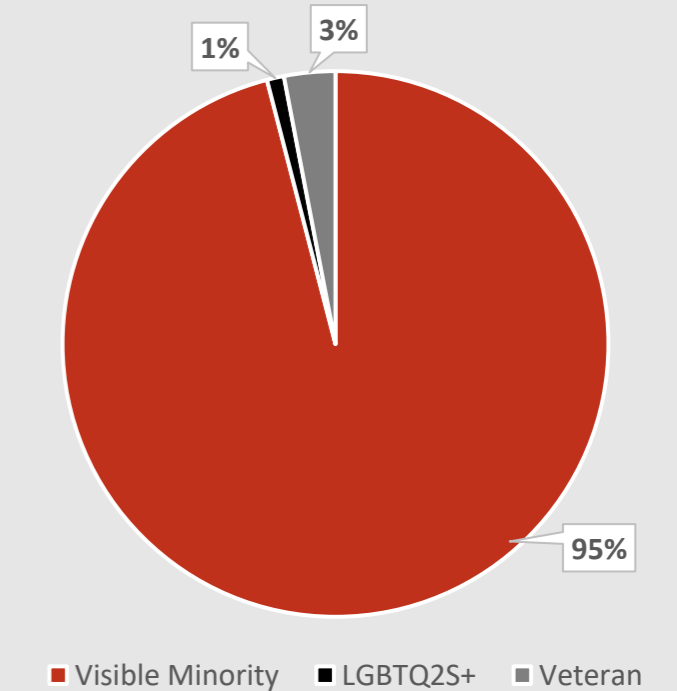
Percentage of Employees by Age Group



Percentage of Employees Identifying as a Minority



Minority Groups Distribution





# SCHOLARSHIP PROGRAM

The Strike Group Equity, Diversity and Inclusion (EDI) Scholarship Program will contribute to the creation of a critical mass of talented students that will fully represent our industry—it will provide an environment in which all can thrive academically and professionally.

We believe everyone has a right to education, and we are committed to providing people in historically underrepresented groups with financial aid.

Annually Strike offers \$2,000 scholarships in the following categories:

- Women in Energy Scholarship,
- Canadian Immigrant Scholarship,
- Indigenous Scholarship,
- LGBTQ2S+ Scholarship, and
- Western Canadian Scholarship






# EMPLOYEE ENGAGEMENT SURVEY

Strike's sustainability success is highly dependent on our employee's perspective of the company's functionality and its business practices.


To capture this information, we utilize our annual Employee Engagement Survey to assist in identifying areas of improvement in a board range of topics. Following this process, Strike assess the feedback and integrates the appropriate initiatives into our strategic plans.

In addition to the overarching categories shown below, Strike consistently receives high praise for its commitment to treating employees fairly and with respect, operational transparency, and providing a healthy work environment.

**STRIKE OVERALL**



7.5 out of 10 employees believe there is a genuine interest in employee opinions and ideas at Strike.



8.1 out of 10 employees feel they very satisfied with their work at Strike.



**96%**

Of employees are committed to helping Strike Group succeed!

**VISIONS & VALUES**

88% Of employees believe Strikes core values accurately represent our culture.	88%
87% Of employees know and understand Strikes values.	87%
86% Of employees feel their supervisor / manager live by and promote Strike's core values.	86%

**“To win in the marketplace, you must first win in the workplace” – Don Conant**



# EMPLOYEE ENGAGEMENT SURVEY

**87% of employees would recommend Strike as a good place to work.**

**93%** of Strike employees know the work they do contributes to the success of the company.

**94%** of Strike employees know what is expected from them.

**89%** of employees feel they receive the support & cooperation they need to do their jobs.



**91%** of Strike employees agree teamwork is encouraged and practiced at Strike.

**86%** of employees feel they are treated fairly and with respect at Strike.

**98%** of employees believe they have a clear understanding of Strike's safety program.



# SAFETY PERFORMANCE

In 2022, Strike was honoured to have our safety program recognized by industry. We were presented Alberta Construction Safety Association Trailblazer Award and the Canadian Energy Pipeline Association (CEPA) Foundation Award. In addition to our program recognition, Strike’s VP of HSE, Brian McConnell, was selected to be the Alberta Construction Safety Association National Construction Safety Officer (NCSO) of the Year.

Key Performance Indicator	2022 Performance	Target
Total Recordable Incident Frequency	0.58	0.90
Motor Vehicle Incident Frequency	0.23	0.50
Safety Observation Card Frequency	5,588	4,500
Leadership Activities	98%	90%





# SAFETY AMBASSADOR PROGRAM

In 2022, Strike launched a Safety Ambassador Program to recognize workers who are safety leaders in our organization. The HSE Corporate Committee selects a peer nominated worker to be Strike's Safety Ambassador.



Chad Sewall

Chad's nominator wrote that "Chad runs our monthly safety meetings for the office staff, is a chair on the regional safety committee...Most of all Chad drives a very strong safety culture for the company and leads by example. He does all of this in conjunction with managing our instrumentation division."



Abel Garcia

Abel's nominator said "I see him mentoring people all the time and showing them the right way to do things; might take a little longer to get done but it's done safely and properly the first time. He's never had an issue getting his hands dirty nor giving a different trade a hand...He's relatively quiet and a nice guy. Just someone to look up to and really no one better to imitate and pick up good habits from."



Albert Leudy

Albert's nominator stated that Albert takes time to plan the days' activities and crew responsibilities, matching strengths and tasks assigned. He takes time to mentor new workers and assist others when an extra hand is needed. Albert promotes safety daily, not just by his words, but by his actions. He encourages open dialogue by creating a safe environment where workers are comfortable to bring concerns up.



Matt Morphet

Matt was nominated for always looking for the positive things in the work task from working on dig hoardings, to being tasked with cleaning the job trailer. This has been consistent since his first day in the Fort Saskatchewan Mechanical shop. Prior to Matt's first official workday, he shared his 'Why Work Safe at Strike' reason when he proudly brought his kids in with him to drop off required training tickets and showed them where dad worked.



Mike Langenhan

Mike's "...positive safety attitude, all the work he does to mentor young and new workers, and always being willing to go above and beyond for the project and the wellbeing of everyone on site."



# INDIGENOUS RELATIONS

Strike takes pride in our local involvement and is focused on giving back to the communities that we work and live in. Strike meets with community leaders, economic development officers and community members to discuss, explore and plan how Strike can provide support to their community. It is Strike's intention to continue fostering relationships with Indigenous communities and their people.



Strike with Students at the Enoch Cree First Nation Career Fair



Strike volunteering at the annual Calgary Police Youth Foundation Backpack Campaign

**WE ARE COMMITTED  
TO WALKING  
TOGETHER DOWN  
THE PATH OF  
RECONCILIATION**



— A proud member of —



## PARTNERSHIPS

- Wildflower Process & Control
- Enoch Cree First Nation (AB)

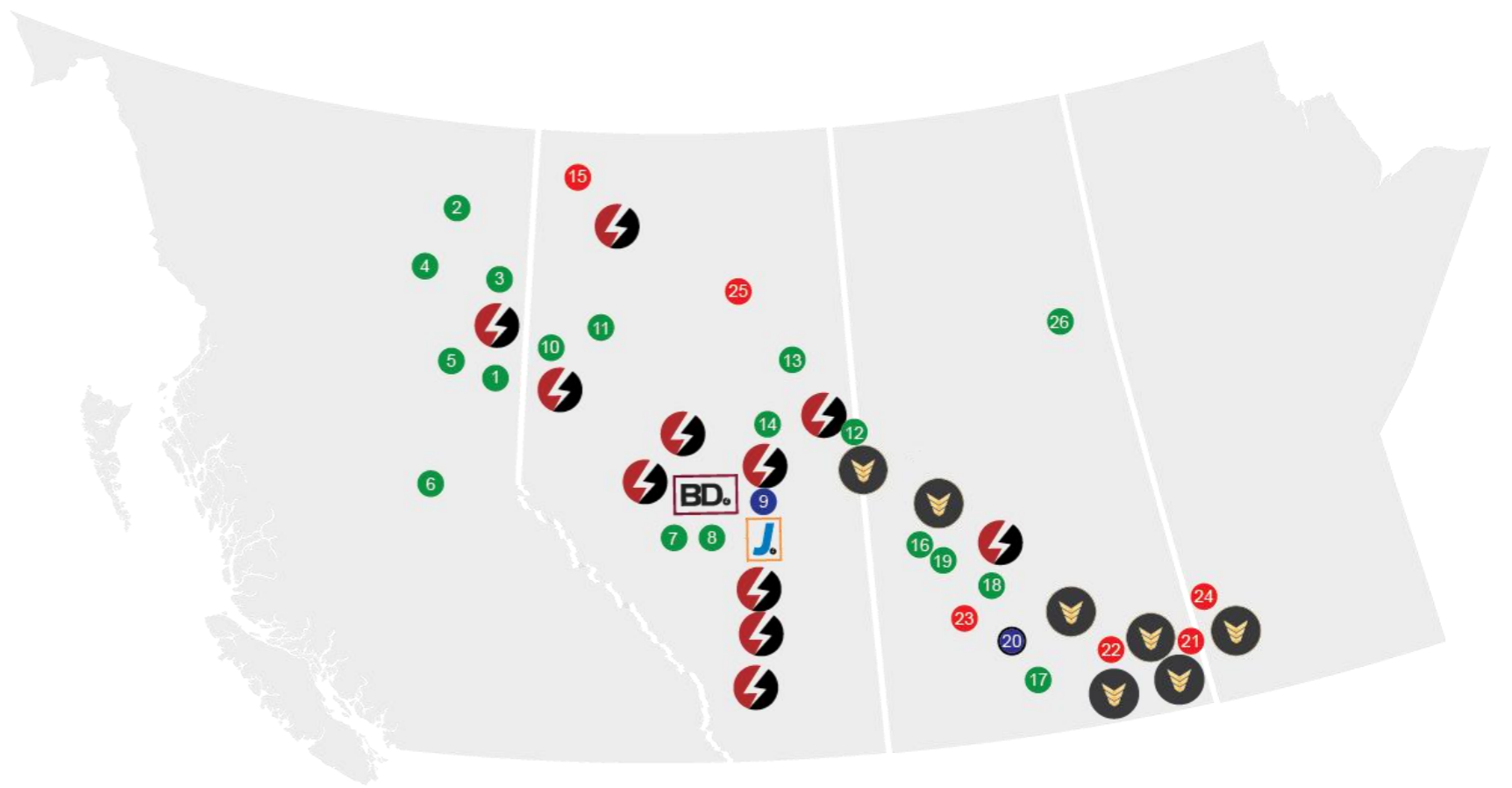




# 2022 INDIGENOUS ENGAGEMENT

We come into 2023 with established ongoing engagement with 19 First Nation communities across BC, AB & SK and have had introductory engagement with six other communities. As of November 1, 2022, Strike finalized a partnership with Enoch Cree First Nation and their business entity Enoch Construction Ltd. which is wholly owned by Enoch Cree First Nation and have executed a Mutual Benefits Relationship Agreement (MBRA). We are currently in Relationship Agreement renewal discussions with Saulteau (BC), Moosomin & Saulteaux (SK) First Nations and in conversations for new potential agreements with Horse Lake, Heart Lake & Whitecap Dakota First Nations. This map highlights the engagement status of the communities we are currently involved with and building relationships.

Strike continues to develop strong relationships with the Indigenous communities through respectful engagement which in turn brings mutual benefit to both the communities and Strike. Through these relationships we are demonstrating our commitment to our core value - **Support the communities in which we live and work!**



CURRENT ENGAGEMENT STATUS:		MBRA *	On Going	Introductory	
1	Saulteau FN	10	Horse Lake FN	19	Moosomin FN
2	Prophet River FN	11	Duncan FN	20	Metis Western Region 3
3	Doig River FN	12	Cold Lake FN	21	White Bear FN
4	Halfway River FN	13	Heart Lake FN	22	Ocean Man FN
5	West Moberly FN	14	Alexander FN	23	Pasqua FN
6	McLeod Lake FN	15	Dene Tha FN	24	Birdtail Sioux FN
7	Sunchild FN	16	Saulteaux FN	25	Fort McMurray Metis Local 1935
8	O'Chiese FN	17	Carry The Kettle FN	26	Peter Ballantyne Cree FN
9	Enoch Cree FN	18	Whitecap Dakota FN		

\* Mutual Benefits Relationship Agreement



# COMMUNITY INVOLVEMENT



Strike is committed to supporting the communities we live and work in.

# \$1.8M+

Donated To Causes, Charities and Communities since 2004







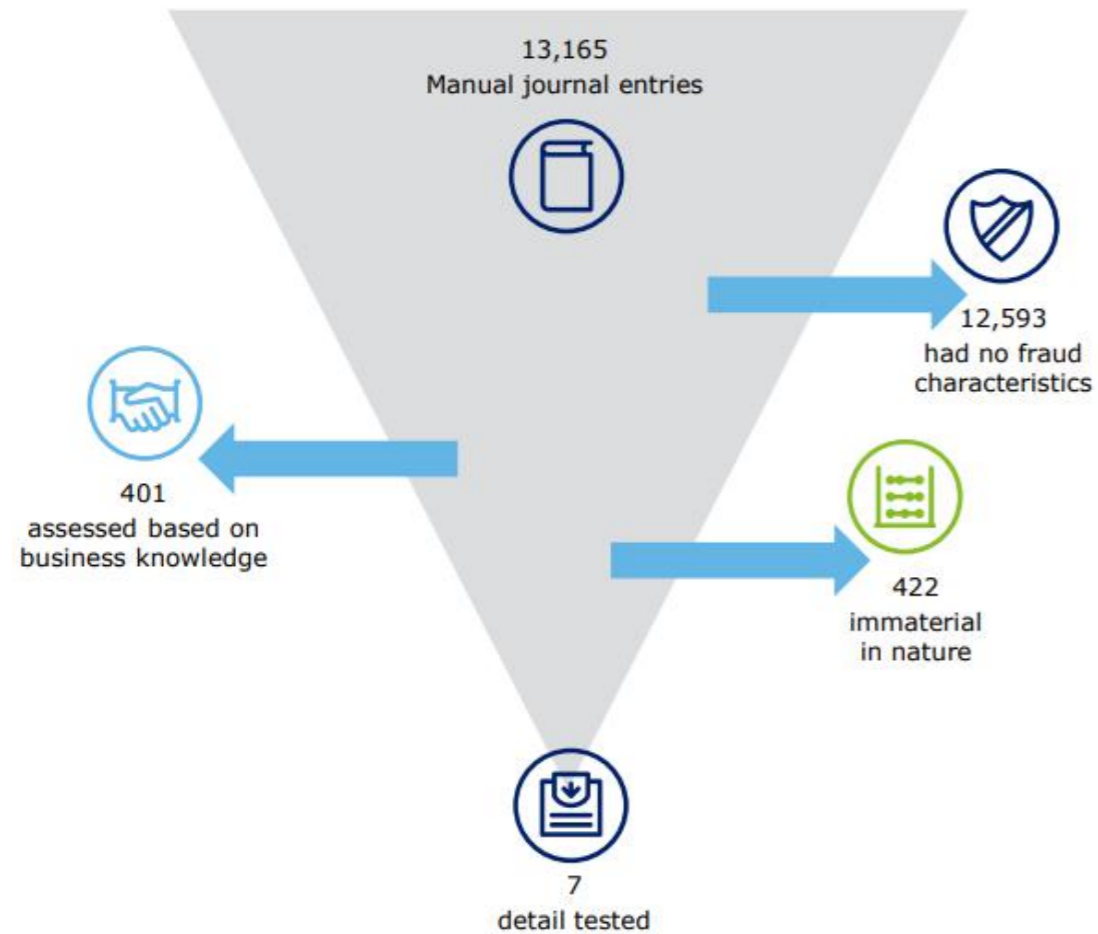
**STRONG PROCESSES  
LEAD TO GOOD  
BUSINESS**



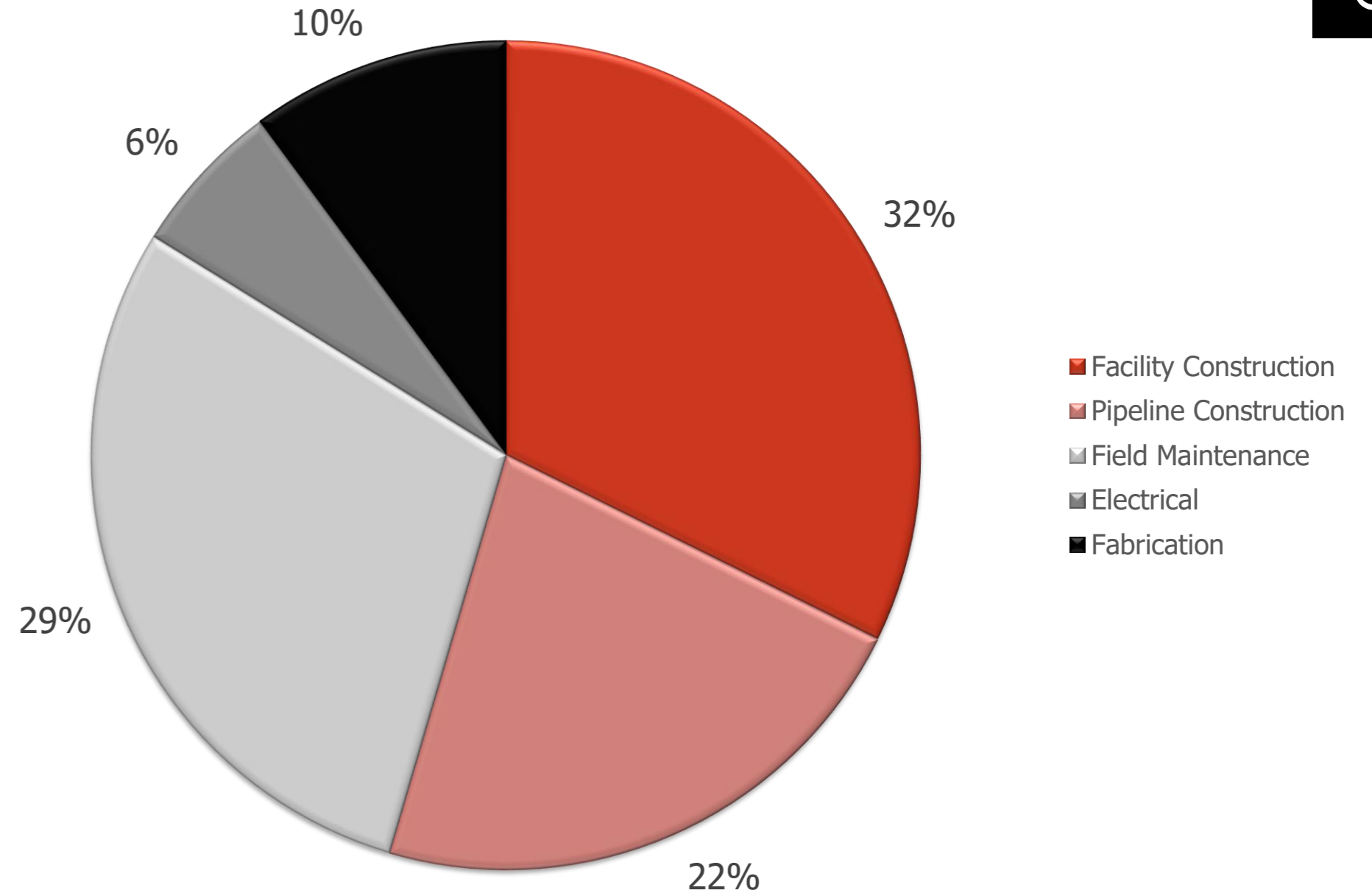
# FINANCIAL AUDIT SUMMARY

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 2022 audit, it was noted by Deloitte LLP that of the 13,165 entries reviewed there were no significant risks or issues identified within the audit process.



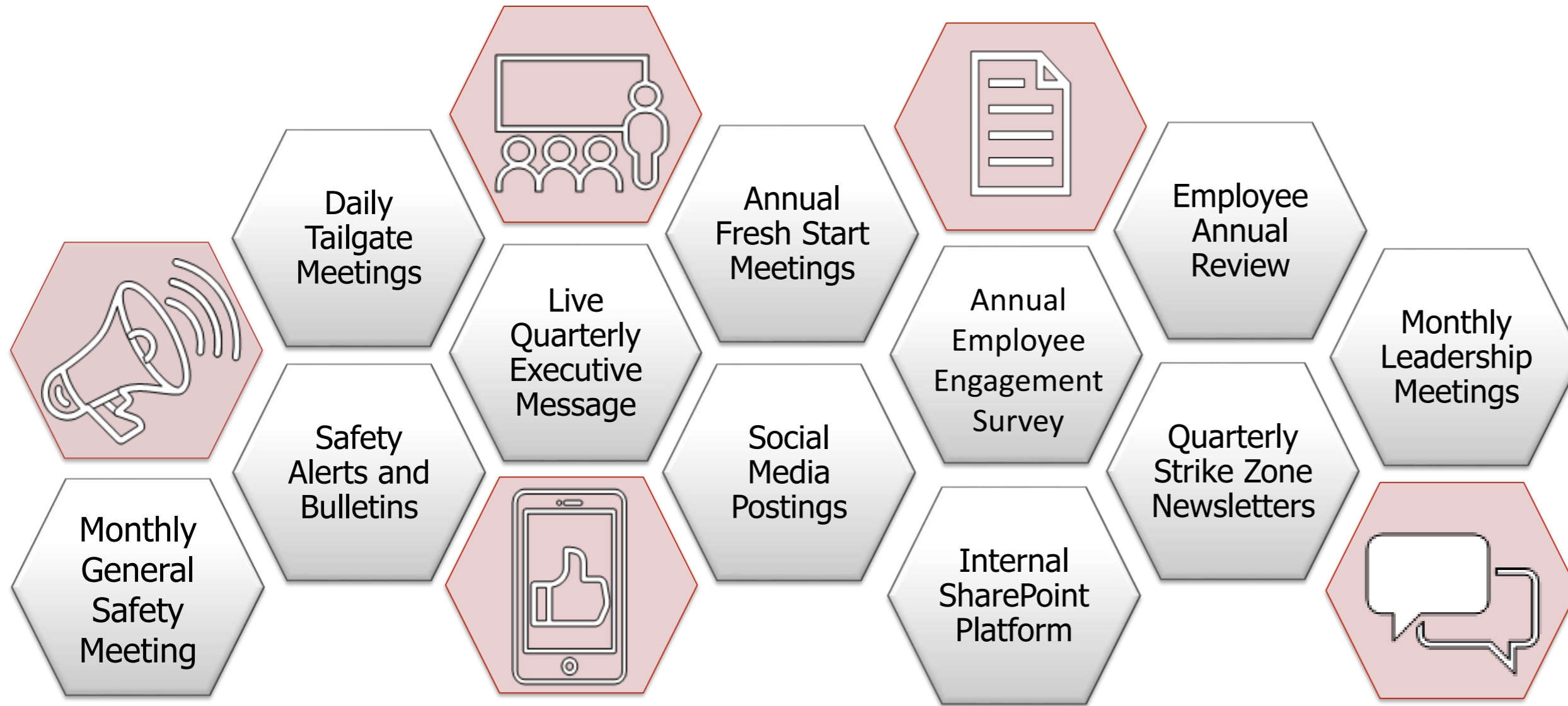
2022 Revenue by Revenue Stream





# COMMUNICATION

Strike utilizes multiple communication platforms to inform and engage with our internal and external stakeholders.



**“High-performance teams create cultures of caring, connection, commitment, collaboration, and clear constant communication.” - Tony Dovale**

Strike was humbled and honoured to have been awarded the Alberta Chambers of Commerce’s 2022 Marketing Award of Distinction.





## CYBER SECURITY

All network users within Strike and its related entities must complete annual security awareness training 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. Our historical results showed that Strike users scored an average phish-prone percentage of 3.7%, which is lower than the 4.8% average scored by other construction companies of similar size.

- We use an email security gateway to classify and block malicious email.
- Strike restricts administrative access on our workstations, which helps protect against malicious software being installed.
- Local administrator accounts on all workstations use unique, complex passwords.
- User password resets are enforced every 180 days. In addition, all users must authenticate via Multi-Factor Authentication (MFA) to access email and other Microsoft applications.
- We are segmenting our network in each of our business units, preventing guest and mobile devices from accessing our company network, directing them to a separate internet connection instead.





# EMPLOYEE TRAINING

Strike provides training opportunities to its employees through various platforms, mentorship and apprenticeship programs to support the enhancement of skills and career paths for its workforce.

**12,331**  
Hours of Training  
Completed in 2022

**20**  
# of Management  
Trainees in 2022

**80%**  
Of employees feel  
they have sufficient  
opportunities to  
develop their skills,  
knowledge and  
abilities at Strike.

**11**  
# of Internal  
e-School Courses  
Offered

Core Training	Task Specific Training	Industry Training
<ul style="list-style-type: none"> <li>• New Worker Orientation</li> <li>• WHMIS 2015</li> <li>• PPE Care, Use &amp; Maintenance</li> <li>• Workplace Violence &amp; Harassment</li> <li>• Indigenous Awareness</li> <li>• Introduction to Quality Management</li> <li>• Vehicle and Equipment Spotter Training</li> <li>• New Worker Mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet Safety and Journey Management</li> <li>• Naturally Occurring Radiation Materials</li> <li>• Safe Work Permit Training</li> <li>• H2S Alive</li> <li>• Confined Space Entry</li> <li>• Fall Protection</li> <li>• Transportation of Dangerous Goods</li> <li>• Ground Disturbance</li> <li>• Common Safety Orientation</li> <li>• Aerial/Elevated Work Platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeship Sponsorship</li> <li>• Tech Training</li> <li>• Customer Required Training</li> <li>• Safety Essentials for Supervisors &amp; Managers</li> <li>• Incident Investigation</li> <li>• Management Trainee Program</li> <li>• Project Management</li> </ul>

**“An investment in knowledge pays the best interest” – Benjamin Franklin**



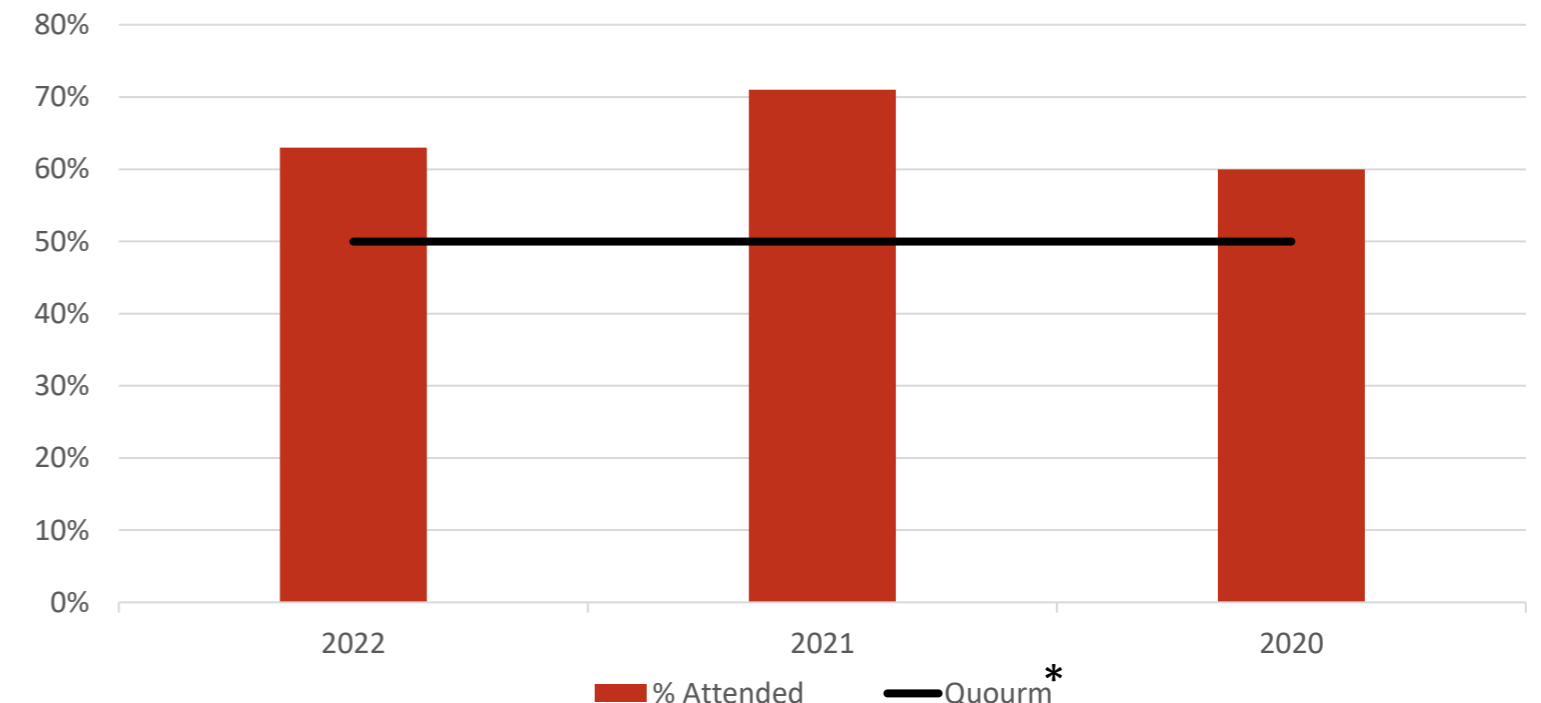
# SHAREHOLDER, DIRECTOR, AND MANAGEMENT MEETINGS

Strike Group conducts itself professionally and ethically and adheres to a strong governance that focuses on long-term sustainability of our business and interests of all our stakeholders.

At Strike, we recognize the importance of strong corporate governance and take the diverse perspectives and opinions of all stakeholders into consideration. In compliance with Strike Group's business practices, we conduct meetings with our shareholders (annually) and directors (quarterly) to present and discuss the company's financial performance, health, stability and business direction.

Strike conducts Manager Conferences which brings management personnel from across the company together to focus on development of business strategy, growth, collaboration and team building.

Shareholder Meeting Attendance



\*Strike requires a minimum of 50% attendance to establish Quorum





## POLICIES & PROCEDURES

Strike has continued to be proactive in enhancing its business practices and maintaining its programs and systems. Through the course of 2022, Strike has updated and created the following number of policies, procedures, practices and forms:

**10**  
Policies

**25**  
Practices

**8**  
Procedures

**7**  
Forms

Strike's Quality Program enhanced its scope of work certifications with the following regulatory bodies:



In 2022, Strike underwent an external audit with our certifying partner the Alberta Construction Safety Association for the Alberta Certificate of Recognition. We were successful in achieving a score of 90% thus satisfying the External COR audit requirement.



**90%**  
Audit Score



# PERFORMANCE SUMMARY

Data	Measurement	2022	2021	2020
<b>Sector Exposure</b>		100%	100%	100%
Upstream Oil & Gas	Percentage	27% (YTD Oct 2022)	30%	27%
Midstream & Transportation	Percentage	64% (YTD Oct 2022)	59%	64%
Downstream & Petrochemical	Percentage	2% (YTD Oct 2022)	8%	2%
Diversified Industries	Percentage	7% (YTD Oct 2022)	3%	7%
<b>Service Exposure</b>		100%	100%	100%
Facility Construction	Percentage	32%	33%	44%
Pipeline Construction	Percentage	22%	27%	17%
Field Maintenance	Percentage	29%	18%	17%
Electrical	Percentage	6%	10%	10%
Fabrication	Percentage	10%	11%	12%
<b>Fleet and Fuel</b>				
Vehicle Assets	#	325	310	300
Heavy Equipment	#	171	167	160
Fuel (Gas/Diesel)	Liters	6,064,559	4,765,531	4,294,663
<b>Facility Utilities (Scope 2)</b>				
Natural Gas	m <sup>3</sup>	128,426	N/A	N/A
Electricity	kWh	1,346,335	N/A	N/A
Water	m <sup>3</sup>	8,575	N/A	N/A
<b>Operational Footprint</b>				
Office/Shop	Square Footage	291,371	304,214	304,214
Yard	Acres	121.04	125.01	125.01
<b>Community Investment</b>				
Total Community and Charity Contributions	\$	\$159,580	\$167,753	\$108,831
<b>Indigenous Impact</b>				
Formal Relationships with Indigenous Communities & Businesses	#	2	3	N/A
Indigenous Subcontracting Spend	%	17%	17%	17%
Total Indigenous Employment	%	10%	8%	5%



# PERFORMANCE SUMMARY

Data	Measurement	2022	2021	2020
<b>Employment</b>				
Total Employment	# Personnel	1,144	1,015	1,089
Salary Personnel	# Personnel	139	135	152
Hourly Personnel	# Personnel	755	670	714
Independent Service Providers	# Personnel	250	211	223
Total Hours	#	2,431,538	2,085,779	2,061,665
<b>People &amp; Diversity</b>				
Female Leaders	#	9	8	8
Female Employees	#	153	125	58
<b>Operating Centers</b>				
Operations in Municipalities pop. <50k	#	15	16	16
Operations in Municipalities 500k>pop.>50k	#	5	5	5
Operations in Municipalities >500k	#	2	2	2
<b>Education &amp; Training</b>				
Professional Development & Training	\$	475,009.77	471,968.87	393,261.52
Training Hours	#	12,331	13,667	7,862
<b>Health &amp; Safety</b>				
Total Kilometers	#	8,761,820	7,942,879	8,769,264
Lost Time Incident Frequency (LTIF)	Frequency	0.08	0.00	0.00
Total Recordable Incident Frequency (TRIF)	Frequency	0.58	0.48	0.58
Reportable Spills	#	0	0	0
<b>Governance</b>				
Board Members	#	6	6	6
Executive	#	5	5	5
Leadership Meetings	#	4	4	4
Code of Conduct	Yes/No	Yes	Yes	Yes



# INQUIRIES

If you have any inquiries regarding Strike's 2023 Sustainability Report, please contact Rocco Romano (Manager, Sustainability & Community Relations) at [sustainability@strikegroup.ca](mailto:sustainability@strikegroup.ca)

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