

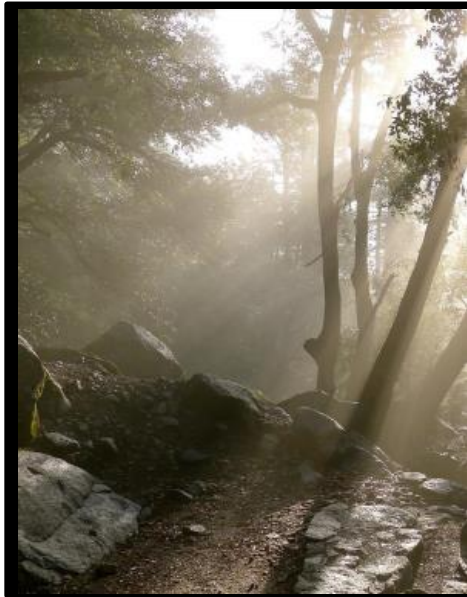
**Sustainability  
Mitigation  
Adaptation &  
Implementation**

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## CHIEF EXECUTIVE OFFICER ADDRESS



I am pleased to share with you our ongoing commitment to sustainability and its significant role in shaping our business and future endeavors at Strike.

First and foremost, sustainability is paramount to Strike as it reflects our core values and commitment to making a positive impact. Since our company's inception, we have embedded sustainability into our operations, recognizing its importance in creating long-term value for our stakeholders and the broader community.

Sustainability offers Strike's business a wide variety of advantages. Embracing sustainable practices enhances our reputation as a responsible corporate citizen, attracting partners and investors who share our vision for a better, more sustainable future. It fosters innovation, driving efficiency and competitiveness while also ensuring the well-being of our employees and the communities in which we live and operate.

Looking ahead, sustainability will continue to be a central focus for Strike. We are committed to leveraging our expertise and resources to contribute to lower carbon energy futures. Our partnerships with Indigenous communities are integral to this effort, as we seek to build collaborative relationships based on trust and mutual respect.

As we move forward, our leadership team remains dedicated to driving progress. We understand that transparency and accountability are essential, and we are committed to measuring and reporting our performance against key sustainability indicators. By prioritizing diversity, community engagement, and environmental stewardship, we aim to ensure that sustainability remains at the heart of our business strategy.

In closing, I want to express my gratitude to all our stakeholders for their continued support and collaboration as we work together towards a more sustainable future.

## Q&A WITH OUR PRESIDENT AND COO



### **Is there attention to sustainable practices in day-to-day operations?**

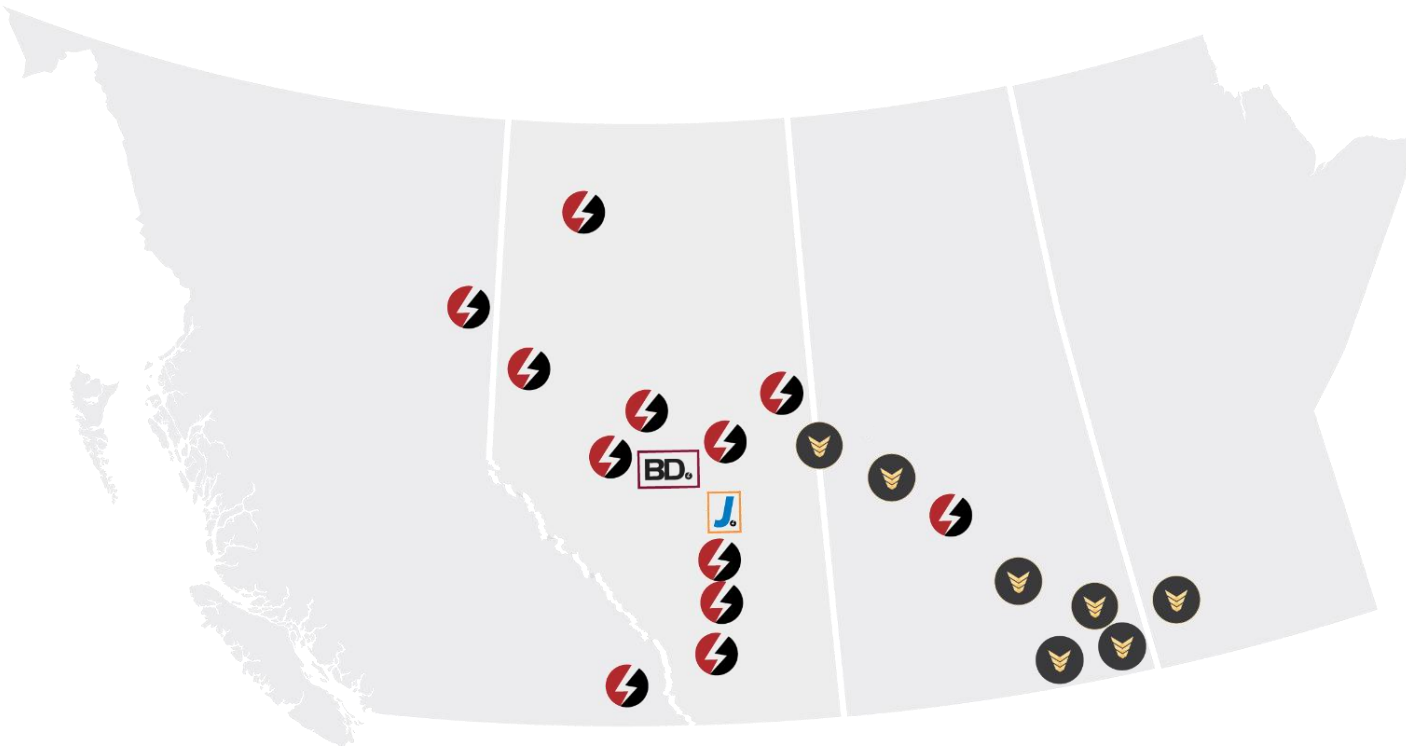
Strike's vision statement is "To be a sustainable, professionally led, profitable organization", and our mission statement is "Exceptional Execution". This allows us to invest in our people, equipment, and growth plans. Developing talent within the organization and succession planning creates an environment of opportunity at all levels of the company. Replacing aging assets and purchasing new equipment allows Strike to ensure we are providing our people with the right tools for the job. Delivering on our vision and mission statements is important because each statement supports the other in achieving our goals and objectives.

### **To what extent does Strike strive to be a leader within the industry on sustainability?**

Strike employs people throughout Western Canada. A sustainable business model ensures that our people and their families have a reliable and trusted source of income to support themselves and their loved ones. That is an incredible responsibility as a company. Building sustainability into our strategy and decision making is critical to creating a company that has a long-term vision. In addition to our employees, many other stakeholders rely on Strike to be a sustainable organization including, but not limited to, our customers, subcontractors, suppliers, Indigenous communities, charities, and local youth sports.

## 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 27 business units operating in 21 locations that are supporting sustainability, local and Indigenous relations, and community initiatives in their surrounding areas. In 2023, Strike was again recognized as one of Canada's Best Managed Companies.



## 2023 HIGHLIGHTS

Average # of Employees

**1,145**

Total Recordable Injury Frequency

**0.68**

Total Amount Donated

**\$280K**

# WHO WE ARE

## MARKETS WE SERVE



UPSTREAM  
OIL & GAS



MIDSTREAM &  
TRANSPORTATION



DOWNSTREAM &  
PETROCHEMICAL



POWER &  
UTILITY



INDUSTRIAL &  
COMMERCIAL



RENEWABLES &  
ENVIRONMENTAL



MINING &  
AGRICULTURE



## OF EXCEPTIONAL EXECUTION

## 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

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

## MISSION

Exceptional Execution.

## VISION

To be a sustainable, professionally led, profitable organization.

## PURPOSE

To make a difference.

## VALUES

### ENVIRONMENT

- Minimize our impact on the **environment**.



### SOCIAL

- 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.

### GOVERNANCE

- Demonstrate **leadership**, drive, creativity and initiative.
- Strive to **continually improve**.
- Provide **quality work** at competitive prices.
- **Reward people** for their commitment, energy, enthusiasm and results.

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



# STRIKE'S APPROACH

## 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**

# STRIKE'S APPROACH

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 are continually focused on our commitment to sustainability and efforts in protecting the environment, social responsibility and governance of our business through these initiatives.

<p><b>Increase Participation in Customer Asset Retirement and Maintenance Programs</b></p> <p>Ongoing </p>	<p><b>Fleet Idle Management</b></p> <p>Development and Implementation of an Idle Time Reduction Plan for 2024</p> <p>Launched in 2024 </p>	<p><b>Waste Management &amp; Diversion</b></p> <p>Expansion of recycling and diversion program for metal, wood, and cardboard with a target of standardization across the company.</p> <p>Expanded in 2024 </p>
<p><b>Print Releaf – Reforestation Program</b></p> <p>Roll out a Print Releaf Program that measures paper consumption and in turn actively replants trees in Canada.</p> <p>New </p>	<p><b>Increase Participation in Customer Pipeline Integrity Programs</b></p> <p>Ongoing </p>	

**Responsible Solutions For Our Business, Customers & Communities**



## Responsible Together!

### IN THIS SECTION

- [Fleet Performance](#)
- [Fleet Idle Management](#)
- [Print Releaf Program](#)
- [Spill Management](#)
- [Asset Retirement Program](#)
- [Integrity Dig Program](#)
- [Energy Transition Projects](#)
- [Diversification Projects](#)

## 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:

- Strike leverages Nektar to assist with schedule maintenance and utilization of its equipment. Additionally, Geotab was implemented to monitor our vehicle activity, driver behaviours and NSC electronic logbook requirements.
- In 2023, a National Safety Code (NSC) e-learning was developed to ensure consistent and timely delivery of training to our drivers.
- 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



Preventative Maintenance

Type of Asset	Scheduled Maintenance
NSC Vehicles	7,000-10,000 kms
Non-NSC Vehicles	8,000 Kms
Heavy Equipment	250 Hours

# of Heavy Equipment Assets



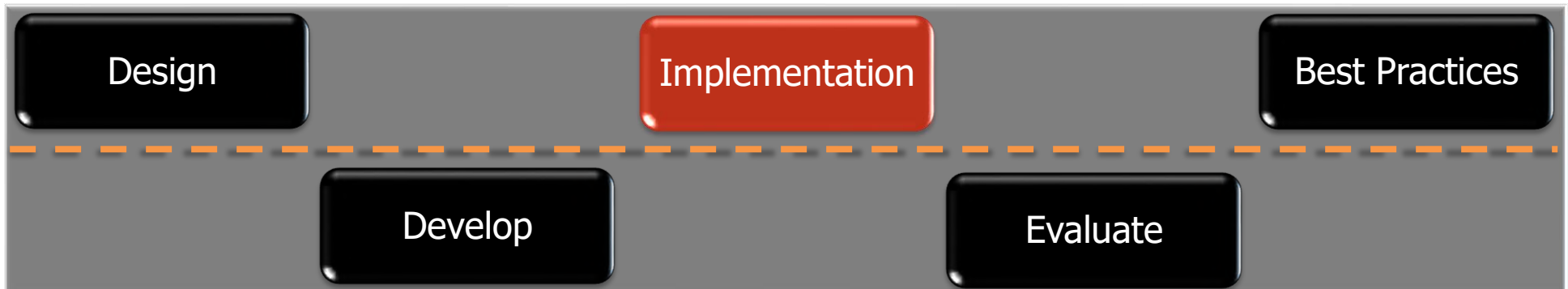
## FLEET IDLE MANAGEMENT

Strike Group is committed to its sustainability initiative and core value to “Minimize our impact on the environment.”

As an organization, we have identified that fleet idle time is where we are producing the most emissions as a company. Therefore, we have targeted this as an area for action to make an impactful difference on emissions, fuel consumption, cost reduction and theft prevention of our vehicles.

Throughout 2023, Strike designed and developed our Light Duty Idle Time Reduction Program which was launched in January 2024. To support this endeavor, we have provided our Operational Management with tools from Geotab (e.g., 20 mins idle notifications and idle performance reports to each business unit monthly), introduced best practices and integrated monitoring of performance with the monthly HSE Performance Report.

### Fleet Idle Time Reduction Plan





## WASTE MANAGEMENT & DIVERSION

In 2023, Strike launched our Waste Management & Diversion pilot program in Crossfield. This program successfully diverted 123,339lbs of material to recycling facilities. Following the success of our pilot program, we have expanded to include three high volume centers (Grande Prairie & Whitecourt, Alberta and Estevan, Saskatchewan) to continue the collection and recycling of scrap metal, wood, and cardboard.

100,560lbs



Steel

3,000lbs



Cardboard

19,779lbs



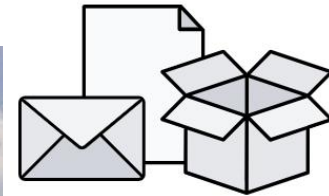
Wood

We would like to take this opportunity to thank Beaver Grinding & Recycling, Westcan Recyclers Ltd. and Clearwater Waste Management for their support in executing our pilot program in Crossfield.



## PRINT RELEAF PROGRAM

Over the last number of years, Strike has implemented various systems to minimize the usage of paper within its business operations. To further offset our environmental impact, in 2024 we expanded our contract with CIP Office Technology to include their Print Releaf Program which leverages business printing activities to aid in reforestation programs around the world.



Measure



Calculate



Offset

## SPILL MANAGEMENT

Hydraulic fluid line failures contribute to the largest number of spill cleanups for Strike Group. Spills are quickly identified, contained and proper remediation is executed 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.

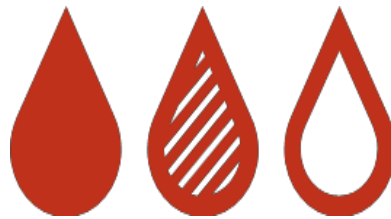
Additionally, Strike is continually exploring opportunities to minimize its impact on the environment and will utilize environmentally friendly products (e.g., hydraulic fluids, frac mud, etc.) when working in environmentally sensitive areas.

### Most Common Spill Source



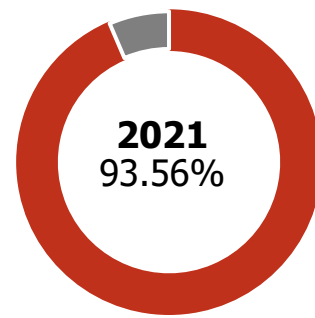
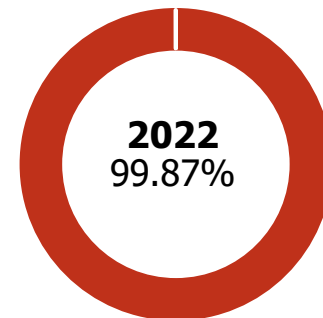
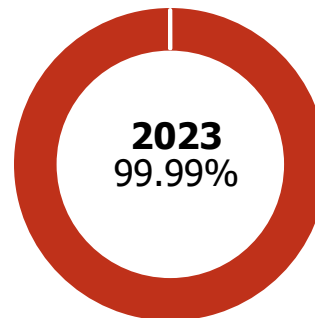
Equipment

### Most Common Material Spilled



Hydraulic Fluid

### Percentage of Spill Recovered

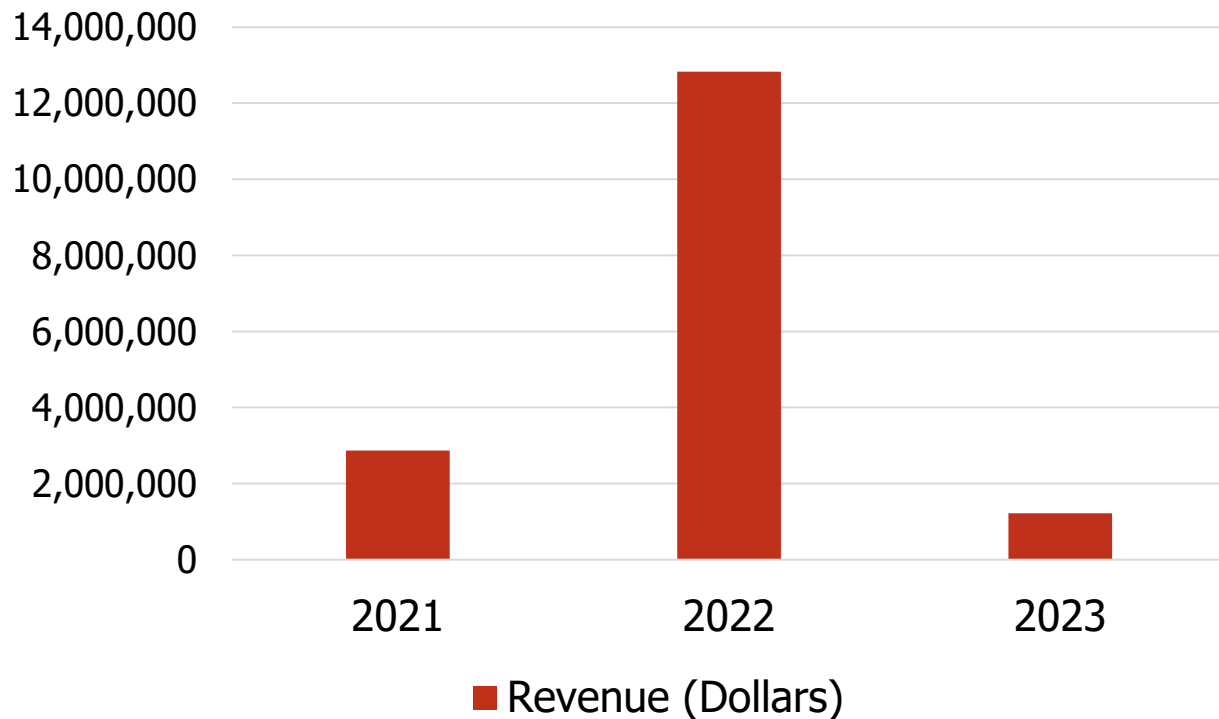




## ASSET RETIREMENT PROGRAMS

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.

Asset Retirement Programs Revenue



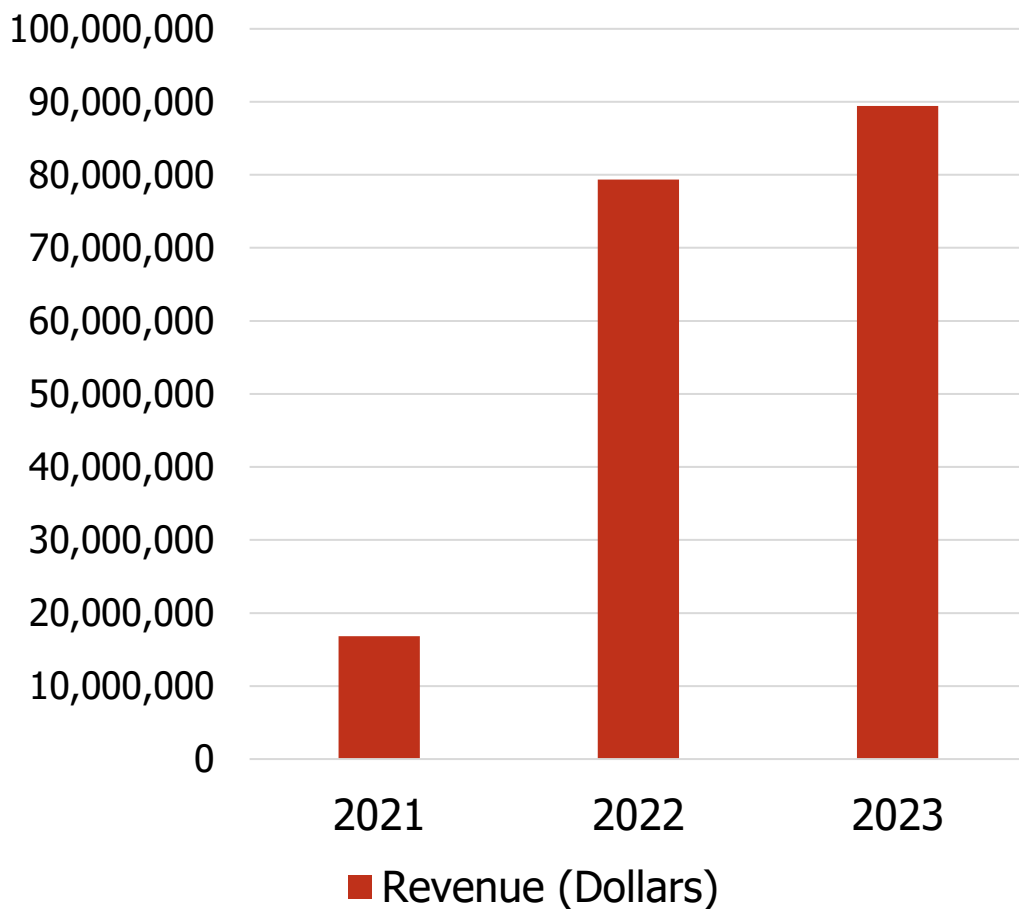
ENVIRONMENT

## INTEGRITY DIG PROGRAMS

Strike has supported our customers over the years with their pipeline integrity programs. 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 Programs 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 their energy transition and emission reduction projects. The following are a few of the energy transition projects that Strike has completed:

- Construction of Carbon Capture Pipelines
- Fabrication and Assembly of Biomass Modules
- 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



Construction of Carbon Capture Pipelines



## DIVERSIFICATION PROJECTS

Strike continues to expand into new markets and industries including clean energy, water/wastewater, mining, forestry, agriculture, carbon capture, and hydrogen. We completed several diversification projects in 2023, including:

- Outlook Water Treatment Plant Upgrades
- Canola Crushing Facility Upgrades
- SaskPower EV Charging Station Projects
- Turtleford Pedestrian Bridge Project

**STRIKE'S SKILLSETS  
ARE TRANSFERABLE  
TO VARIOUS MARKET  
SECTORS!**



Outlook Water Treatment Plant Upgrades



Canola Crushing Facility Upgrades

**“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization.”**

**— Pat Wadors**

**IN THIS SECTION**

- [Inclusion and Diversity](#)
- [Scholarship Program](#)
- [Employee Engagement Survey](#)
- [Safety Performance](#)
- [Safety Ambassador Program](#)
- [Indigenous Relations](#)
- [2023 Indigenous Engagement](#)
- [Supporting Our Communities](#)

# INCLUSION AND DIVERSITY

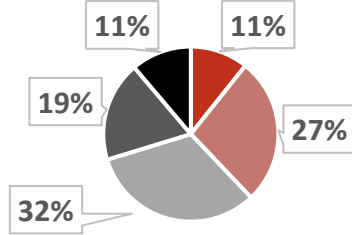
Strike believes that having a workforce that is diverse and inclusive is reflective of our core values and culture. Our work to build a more equitable organization is never finished. In 2023, Strike was vetted and approved as an 'Employer of Choice' through Women Building Futures (WBF). This honour highlights Strike's commitment to fostering inclusivity in the workplace and ensuring safe, equitable environments for all. Strike is dedicated to continue to learn and create connections and foster a culture where people of many backgrounds can succeed.

## Employee Self Declaration Statistics

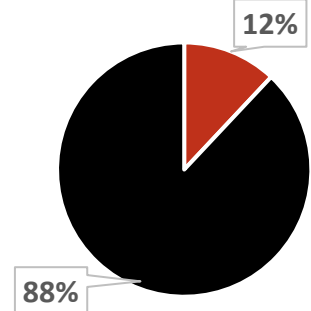
Percentage of Employees Identifying as Female

**16%**

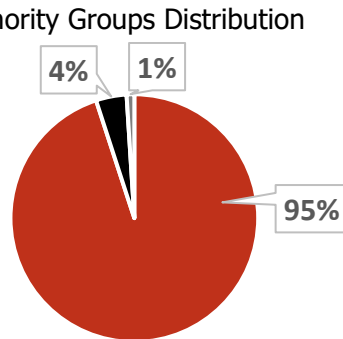
Percentage of Employees by Age Group



Percentage of Employees Identifying as a Minority



Minority Groups Distribution



■ Minority ■ Non-Minority ■ Visible Minority ■ LGBTQ2S+ ■ Veteran



2023 International Women's Day Conference



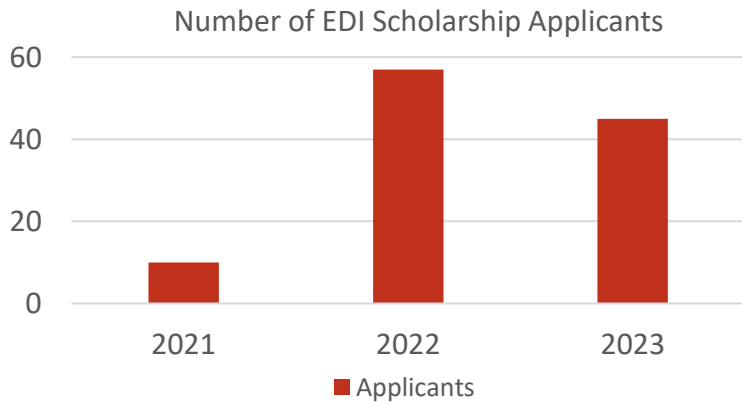
# SCHOLARSHIP PROGRAM

We believe everyone should have an opportunity to education and are committed to removing financial barriers for underrepresented people to achieve their educational aspirations and goals.

Strike supports students through scholarship contributions at SAIT, NAIT and Saskatchewan Polytechnic. To enhance our support of future generations, Strike created an Equity, Diversity and Inclusion (EDI) Scholarship Program that focuses on education and career building for our industry.

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



Canadian Immigrant Scholarship



Indigenous Scholarship

Total Amount Donated  
Through Scholarship  
Programs

**\$42K**



Women in Energy Scholarship



Western Canadian Scholarship



LGBTQ2S+ Scholarship



## EMPLOYEE ENGAGEMENT SURVEY

Strike's most valued asset is our employees. Annually we conduct an Employee Engagement Survey to capture the perspectives of our employees to identify what Strike is doing well and what opportunities there are for improvement. This process and input helps Strike steer its strategic business planning initiatives. The following are highlights from our 2023 Engagement Survey:

I am committed to helping Strike succeed.

**98%**

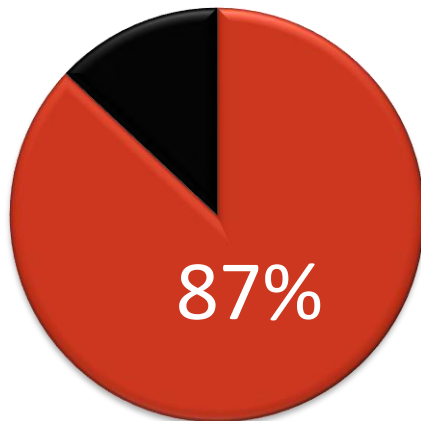


4.25 out of 5 respondents agree that Strike's core values align with my own personal values.

My direct supervisor/manager provides me with the information I need to do my job.

**91%**

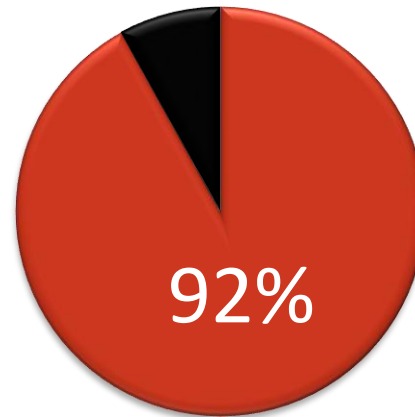
My direct supervisor/manager openly communicates with employees on a regular basis.



I have a clear understanding of Strike's safety program and standards.

**97%**

Teamwork is encouraged and practiced at Strike.



Strike provides me with the necessary tools and training to perform my job safely.

**92%**



4.4 out of 5 respondents say they would recommend Strike to others as a good place to work.

I have a responsibility to help improve our safety performance at Strike.

**97%**

I am treated fairly and with respect at Strike.

**90%**

## SAFETY PERFORMANCE

Strike continued to be an industry leader in safety performance in 2023 while making great strides to advance our worker’s access to information and continuously improving our health and safety management system.

Strike's VP of Health, Safety and Environment, Brian McConnell, took the stage at the ECC Fall Meeting in Calgary. The dynamic panel discussion delved into the critical topic of 'Pipeline Contractor and Supplier Safety Management'.

In 2023, Strike launched a HSE Resource Library through scanning the QR Code without the need for Strike Group system access. This innovation allows for employees, contractors, and customers access to the latest version of Strike Group’s HSE System (Policies, Practices and Procedures) anywhere they have internet access. Additionally, the library allows for the documents to be accessed directly on the site or downloaded to a phone/tablet for future use.

November 2023 marked Strike’s first Suicide Prevention month. Over the course of the month, Strike implemented multiple initiatives focused on raising awareness, normalizing conversations and accessing help through communication bulletins, presentations, and resources. In addition, the HSE Resource Library was updated to include Suicide Prevention Hotlines and resources on Strike’s Employee and Family Assistance Program and Community Helplines.



Key Performance Indicator	2023 Performance	Target
Total Recordable Incident Frequency	0.61	0.90
Motor Vehicle Incident Frequency	0.31	0.50
Safety Observation Card Frequency	5,332	4,500
Leadership Visibility Activities	98%	90%



## SAFETY AMBASSADOR PROGRAM

Strike continued our 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. The following individuals were selected in 2023 for their dedication to making Strike a safe place to work:



Dave Barath and Riley Rygh

Dave and Riley were nominated Carter for their actions assisting motorists on two separate occasions. In the first instance, Dave and Riley were the first upon the scene of a rollover and aided the driver. In the second circumstance, Dave and Riley were traveling down the highway when they observed a truck in front of them begin to smoke and then start on fire. The driver pulled over and Dave and Riley quickly grabbed the fire extinguisher off their truck and extinguished the flames.



Gordon Baker

Gord’s nominator states that “Gord is one of our NSC drivers who continually performs and operates our NSC vehicles at a high standard. Gord sets a high standard in maintaining compliance documentation for driving our regulated Units. It does not go unnoticed. He is a good resource for individuals to learn from”. Thank you, Gord for all your safe driving, your focus on maintaining your driver logs and pre-trip inspections.



Justin Halonen

Justin was nominated for exercising his stop-work authority. Justin is was working on a turnaround with a team assigned to remove and replace a valve. The Project Team on the site had completed their Lockout/Tagout (LOTO) on all the systems, however, Justin heard some crackling coming from a wire that was connected to the cathodic protection system. Justin stopped all work and notified his supervisor. It was discovered that the cathodic protection system had been missed in the LOTO and was still energized.



Tom Bagley

Tom’s leadership truly stands out when it comes to coaching. Whether partnered with a seasoned professional or a green worker, Tom’s approach remains the same – patient, thorough, and compassionate. He takes the extra time to explain hazards and guides team members through processes step by step. His commitment to fostering a clear understanding before any task begins reflects his unwavering dedication to safety and mentorship..”



## SAFETY AMBASSADOR PROGRAM



Jeff Bowers

Jeff was nominated completing a pre-use inspection on a piece of equipment where he identified some damaged bolts on the equipment's bucket that could have led to the edge coming free. Jeff is working on the Enbridge GRS INFA Expansion project in Hardisty. Thank you, Jeff, for a job well done, this is a great example of how important pre-use inspections are for achieving Strike's #1 Value - Ensure Every Employee Comes Home Safe.



Braden Akhurst

Braden Akhurst and his dedication to "keep the shop crews focused on safety as well as productivity and quality. He is a great mentor and makes the time to get the work done safely, and Braden is a big proponent of the job observation program in Grande Prairie!"



Jason Yuck

Jason was nominated for showing the true meaning of "if you see it, you own it". On numerous occasions, it was witnessed that Jason would proactively mitigate hazards, and take pride in safety. Jason also consistently goes above and beyond to help new workers understand Strike's safety culture.



Jenifer Gnutel

Jen comes in early every day and starts a tailgate and Hazard Identification, Assessment and Control (HIAC) then initiates the meeting. When workers come to shop after Tailgate, she tracks them down and adds them to the scope for them to sign on. Jen always has her SOC's handed in for the month, attends all the safety meetings, and is on the OH&S committee.

**"A great safety culture: when people continue to work safely and do the right thing, even when no one is watching." – Unknown**



# INDIGENOUS RELATIONS

Strike is committed to collaborating with Indigenous communities to support cultural events and community initiatives. As well as identifying business opportunities to include Indigenous owned businesses, affiliated subcontractors, and community members to provide economic benefit. Through these meaningful relationships, we strive to make a difference for Indigenous people and their future generations.



— A proud member of —



## PARTNERSHIPS

- Enoch Cree First Nation (AB)
- Moosomin First Nation (SK)
- Whitecap Dakota First Nation (SK)
- Western Region III Metis Nation (SK)
- Kelly Lake First Nation (BC)

## INDIGENOUS RELATIONS

As part of Strike's commitment to supporting Community Futures Treaty 7, we have participated in their Annual Post-Secondary Hiring Symposium. During this event, Strike had the privilege to visit and interview multiple Indigenous post-secondary students who were aspiring to pursue career opportunities within various market sectors. Through our participation and support of this program, Strike hired its first Indigenous summer student (Sherry Woods) in 2023 to support the Marketing & Communication and Sustainability departments in our Corporate office. Sherry Woods is a member of the Siksika First Nation and attending Mount Royal University for her Bachelor in Communications with a major in Journalism.

Throughout Sherry's internship, she wrote many articles that enhanced our Indigenous awareness and added a valued perspective on Truth and Reconciliation. The following are links to articles authored by Sherry Woods.

[International Day of Work Indigenous Peoples  
Indigenous Perspectives – An Interview with  
Charles Woods](#)

[National Indigenous History Month](#)

[The Moose Hide Campaign](#)

[Missing and Murdered Indigenous Women, Girls,  
and Two-Spirited People](#)



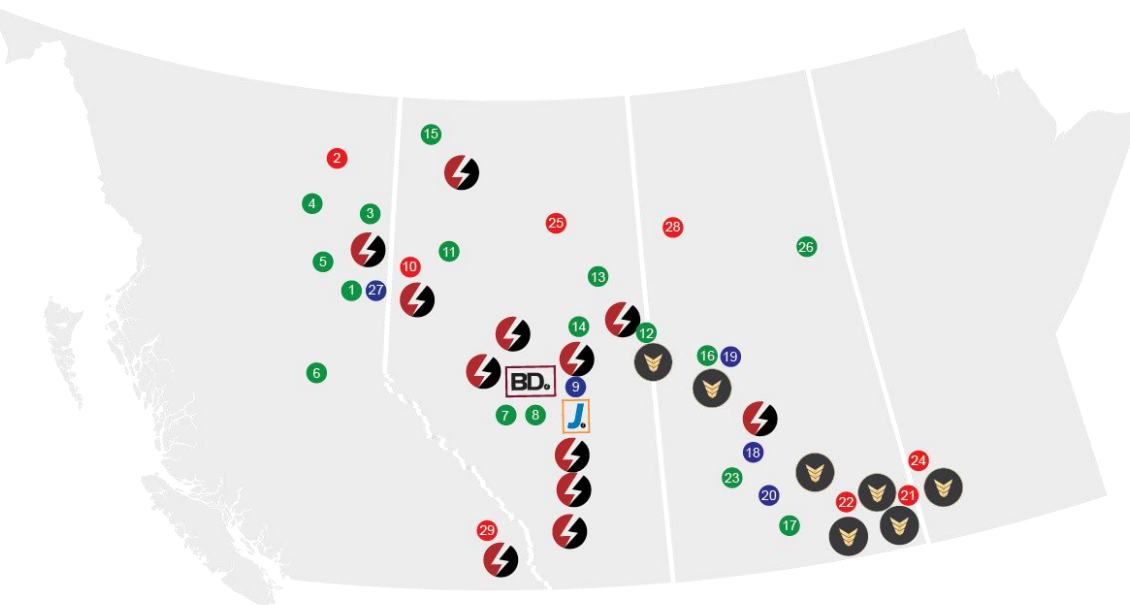


## 2023 INDIGENOUS ENGAGEMENT

We are continually making positive inroads with our Indigenous engagement efforts and partnerships. The focus is to build on these relationships to enhance Strike’s commitment to Indigenous communities and provide ongoing support of economic opportunities and reconciliation.

Throughout 2023, Strike supported a total of 33 events with donations and sponsorships with Strike representation at 24 of these events. In 2024, we are committed to continue doing our part for the betterment of the communities and their people.

Currently, Strike has formalized 5 Mutual Benefits Relationship Agreements and is in partnership discussions with additional communities that align with our common values. We will continue to support these relationships through trust, respect, and collaboration to create successful outcomes.



CURRENT ENGAGEMENT STATUS:		MBRA*	On Going	Introductory
1	Saulteau FN			
2	Prophet River FN			
3	Doig River FN			
4	Halfway River FN			
5	West Moberly FN			
6	McLeod Lake FN			
7	Sunchild FN			
8	O'Chiese FN			
9	Enoch Cree FN			
10	Horse Lake FN			
11	Duncan FN			
12	Cold Lake FN			
13	Heart Lake FN			
14	Alexander FN			
15	Dene Tha FN			
16	Saulteaux FN			
17	Carry The Kettle FN			
18	Whitecap Dakota FN			
19	Moosomin FN			
20	Metis Western Region III			
21	White Bear FN			
22	Ocean Man FN			
23	Pasqua FN			
24	Birdtail Sioux FN			
25	Fort McMurray Metis Local 1935			
26	Peter Ballantyne Cree FN			
27	Kelly Lake FN			
28	NR2 Metis SK			
29	Ktunaxa FN			

\*Mutual Benefits Relationship Agreement



# SUPPORTING OUR COMMUNITIES

SOCIAL



Donated To Causes, Charities and Communities since 2004



# \$2M+

**Employee Volunteer Participation\***

Charitable Causes & Organizations	65%
Community Sports	62%
Volunteer Board	53%
Community Events	48%
Other	31%

\*Percentage based on participant response





## STRONG PROCESSES LEAD TO GOOD BUSINESS

### IN THIS SECTION

- [Legacy Leadership Award](#)
- [Financial Audit Summary](#)
- [Communication](#)
- [Modern Slavery Act](#)
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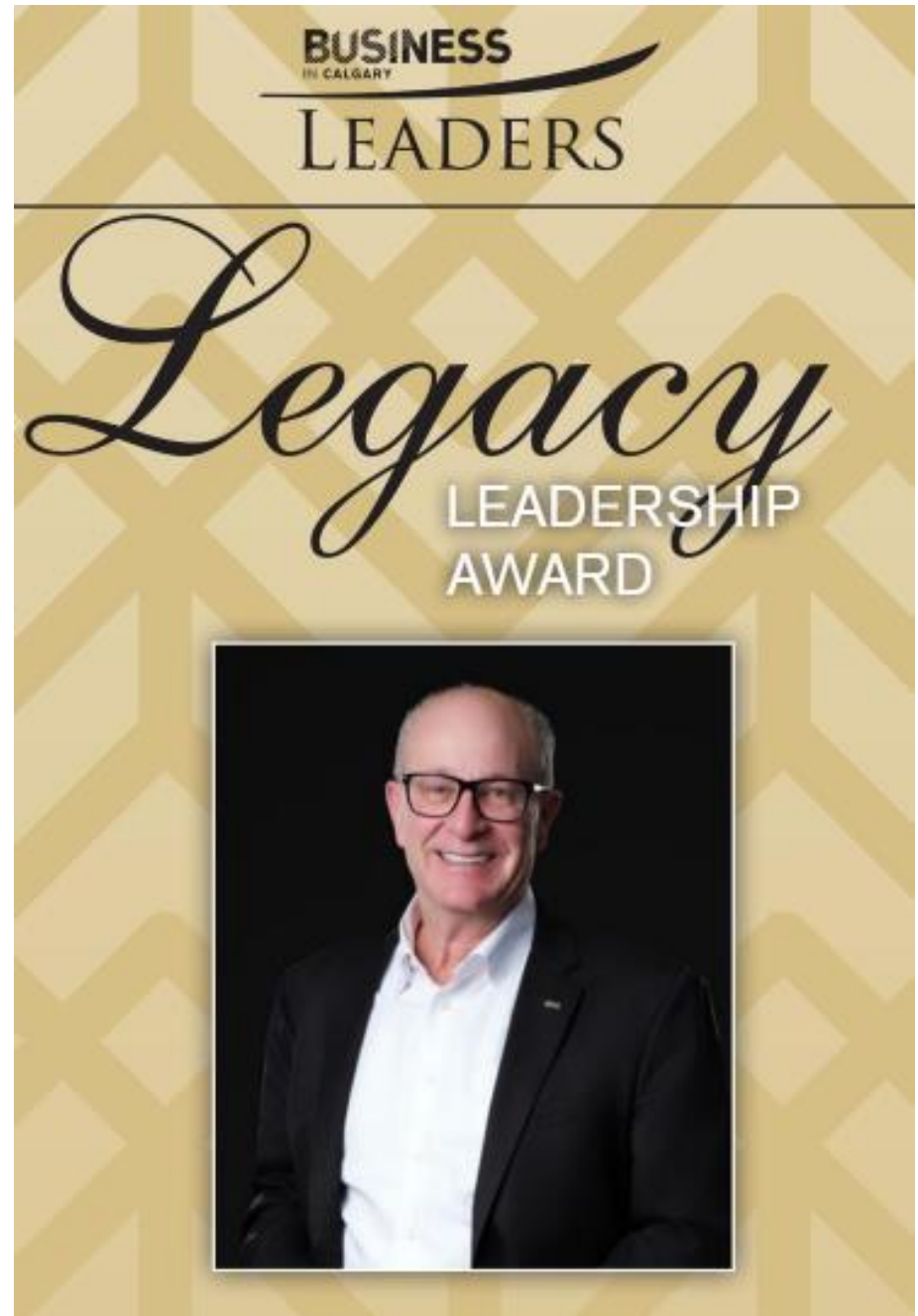
## LEGACY LEADERSHIP AWARD

Stephen Smith, one of the founding members of Strike Group in 2004, has held numerous leadership and executive positions in various companies and boards. His journey has taken him from coast to coast and spans over 40 years of managing, mentoring and leading with an innovative and proactive vision for short term success and long-term sustainability.

Through Stephen’s career, he has seen and experienced trials and tribulations of the industry and with the utilization of a strategic approach he has managed to navigate the waters and lead himself and others to great success.

In 2023, Stephen was recognized and honoured with the Legacy Leadership award by Business in Calgary Magazine.

## Great Leadership Leaves a Lasting Legacy





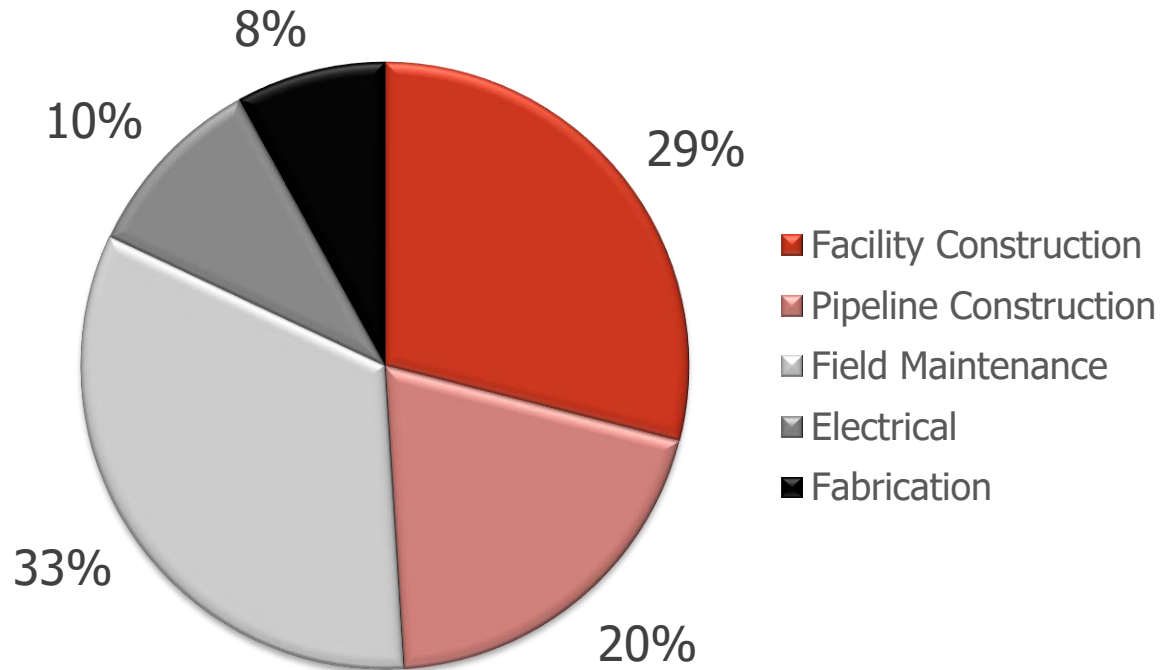
## FINANCIAL AUDIT SUMMARY



Strike utilizes Deloitte LLP annually to conduct a financial audit regarding the financial position of its business operations to review our adherence to International Financial Reporting Standards (IFRS).

On April 30, 2024, Deloitte issued an unmodified audit opinion on the 2023 Financial Statements of Strike Group.

### 2023 Revenue by Revenue Stream



## COMMUNICATION

Strike utilizes multiple communication platforms to inform and engage with our internal and external stakeholders regarding operational performance and business strategies. Through our top-down and bottom-up approach, Strike is able to ensure our workforce is engaged and knowledgeable of the company's activities.



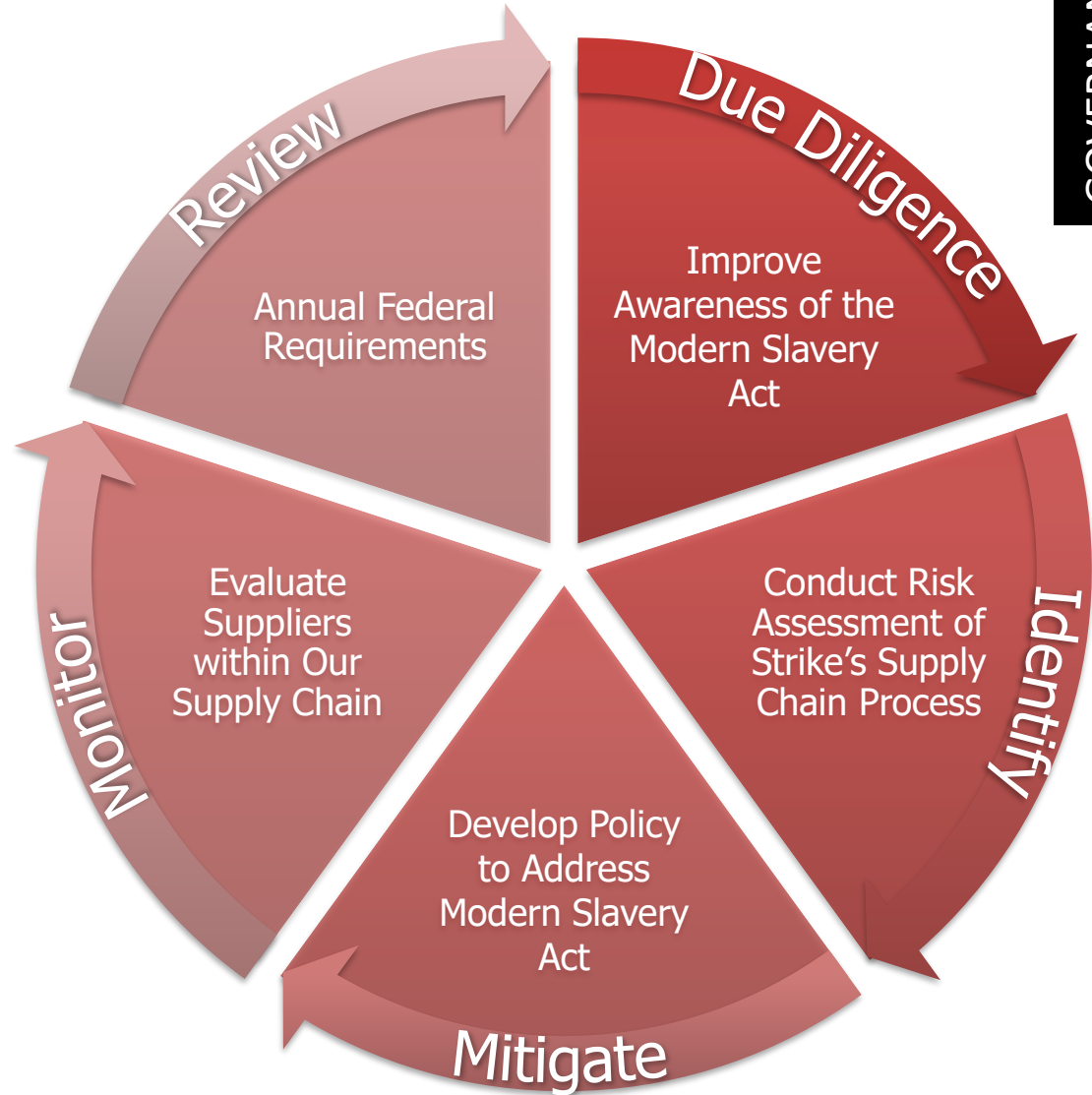
## MODERN SLAVERY ACT

We are a Canadian founded company with a supply chain that is predominately supported by local businesses.

Strike supports the global fight against forced and child labour in its supply chains and is taking a proactive stance on issues set forth by Bill S-211, which is the act passed by the Canadian Federal Government in May 2023 and took effect January 1, 2024.

Strike will strive to identify, mitigate and remediate our risks associated with modern slavery.

### Modern Slavery Risk Management Framework





## CYBER SECURITY

At Strike Group, we prioritize the security of our network. As part of this commitment, we mandate annual cybersecurity awareness training for all network users. This is complemented by an annual affirmation of adherence to our Acceptable Use Policy.

- To ensure the ongoing vigilance of our users, we conduct regular simulated phishing exercises. This proactive approach helps us to identify and remediate risk in our user base, and to maintain a robust defense against potential cyber threats.
- We enforce a stringent password management policy, requiring users to update their passwords in accordance with current industry standards. Furthermore, multi-factor authentication is a prerequisite for accessing email and other applications, further enhancing the security of our digital assets.
- In addition to utilizing a secure gateway for email processing, we employ DMARC protocols to provide increased protection from spoofing.
- Our network architecture is designed with segmentation across all business units. This strategic design prevents unauthorized access from guest and mobile devices, thereby safeguarding our corporate network. Administrative access to company workstations is also restricted to help protect against the installation of malicious or other unauthorized software.



## QUALITY MODERNIZATION PROGRAM

Quality Control (QC) has evolved significantly over the years. Traditionally, QC involved manual inspections, paper-based documentation, and reactive problem-solving. However, in today's fast-paced and technology-driven world, organizations must embrace modernization and digitization to stay competitive and ensure product excellence. Strike has initiated the Quality Management System (QMS) modernization project which has seen significant progress to date.

Throughout 2023, a series of discovery meetings were conducted to assess the existing QMS, ensuring a thorough understanding of the system's current state and the following were identified as key focus areas.



**Proactive  
Quality  
Leadership**



**Standardization  
& Harmonization**



**Issue Response  
Procedures**



**Quality Metrics  
& KPIs**



**Quality  
Improvement**

To effectively monitor progress and identify areas for improvement, databases have been established to collect and manage trends and Key Performance Indicators (KPIs). Furthermore, the launch of a quality network has facilitated the sharing of learnings, captured quick wins and fostered a culture of knowledge exchange and collaboration. These milestones mark the dedication to elevating quality standards and streamlining processes within the organization.

### **Quality Excellence Supports Environmental Stewardship!**

# 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.

As Strike continues to evolve in our sustainability efforts, we revised the Discrimination, Violence and Harassment training and incorporated an Equity, Diversity and Inclusion (EDI) awareness module to assist our workforce in becoming allies of a multicultural environment.



Core 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 Discrimination Violence &amp; Harassment (including EDI)</li> <li>• Indigenous Awareness</li> <li>• Introduction to Quality Management</li> <li>• Vehicle and Equipment Spotter Training</li> <li>• New Worker Mentoring</li> </ul>

Task Specific Training
<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>

Industry Training
<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>

**19,728**

Hours of Training Completed in 2023

**11**

# of Internal e-School Courses Offered

**7,110**

# of Strike e-School Courses Completed in 2023

**8**

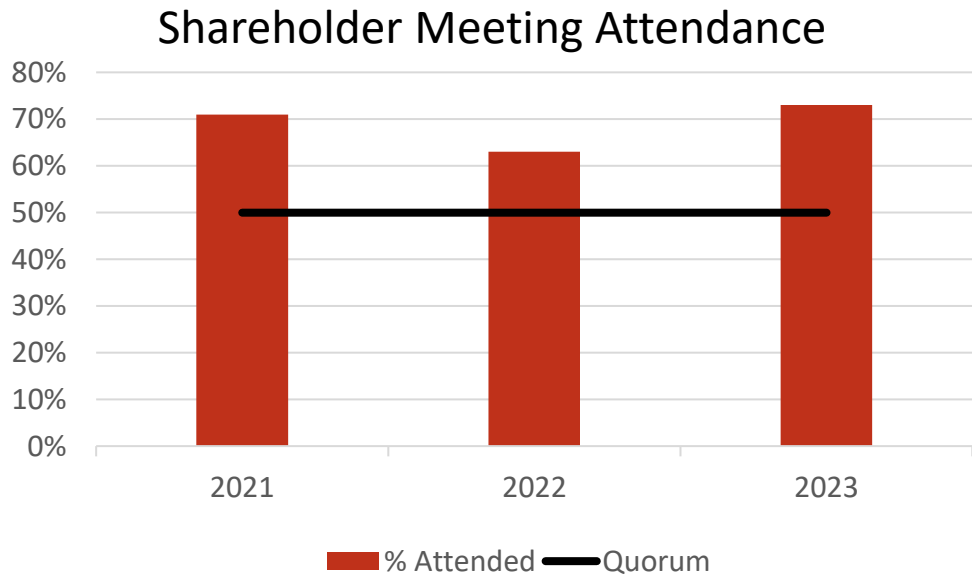
# of Management Trainees Graduated in 2023



## SHAREHOLDER, DIRECTOR AND MANAGEMENT MEETINGS

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 and safety, stability and business direction.

In addition to shareholder meetings, Strike hosts Manager and Administrative Conferences which rotate on a two-year cycle. In 2023, the Administrative Conference was held at the River Cree in Edmonton where personnel from across the company came together to focus on development, growth, collaboration and team building.



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



## POLICIES AND PROCEDURES

Strike has continued to be proactive in enhancing its business practices and maintaining its programs and systems. Through the course of 2023, Strike has updated and created the following number of policies, procedures, practices and forms:

**5**

**Policies**

**20**

**Practices**

**3**

**Procedures**

**7**

**Forms**

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

**ABSA**



In 2023, Strike continued to maintain with our certifying partner the Alberta Construction Safety Association for the Alberta Certificate of Recognition.



# PERFORMANCE SUMMARY

Data	Measurement	2023	2022	2021
<b>Sector Exposure</b>		100%	100%	100%
Upstream Oil & Gas	Percentage	29%	25%	30%
Midstream & Transportation	Percentage	61%	64%	59%
Downstream & Petrochemical	Percentage	2%	2%	8%
Diversified Industries	Percentage	8%	9%	3%
<b>Service Exposure</b>		100%	100%	100%
Facility Construction	Percentage	29%	32%	33%
Pipeline Construction	Percentage	20%	22%	27%
Field Maintenance	Percentage	33%	29%	18%
Electrical	Percentage	10%	6%	10%
Fabrication	Percentage	8%	10%	11%
<b>Fleet and Fuel</b>				
Vehicle Assets	#	341	325	310
Heavy Equipment	#	161	171	167
Fuel (Gas/Diesel)	Liters	5,788,863	6,064,559	4,765,531
Light Duty Idle Time Average	%	43%	N/A	N/A
<b>Facility Utilities (Scope 2)</b>				
Natural Gas	m <sup>3</sup>	200,891	128,426	N/A
Electricity	kWh	1,407,692	1,346,335	N/A
Water	m <sup>3</sup>	4,532	4,603	N/A
<b>Operational Footprint</b>				
Office/Shop	Square Footage	304,371	291,371	304,214
Yard	Acres	122.54	121.04	125.01
<b>Community Investment</b>				
Total Community and Charity Contributions	\$	\$280,756	\$159,580	\$167,753
<b>Indigenous Impact</b>				
Formal Relationships with Indigenous Communities & Businesses	#	4	2	3
Indigenous Subcontracting Spend	%	17%	17%	17%
Total Indigenous Employment	%	7%	10%	8%

N/A – Data Not Available



## PERFORMANCE SUMMARY

Data	Measurement	2023	2022	2021
<b>Employment</b>				
Total Employment	# Personnel	1,145	1,144	1,015
Salary Personnel	# Personnel	147	139	135
Hourly Personnel	# Personnel	773	755	670
Independent Service Providers	# Personnel	224	250	211
Total Hours	#	2,358,106	2,431,538	2,085,779
<b>People &amp; Diversity</b>				
Female Leaders	#	9	9	8
Female Employees	#	139	153	125
<b>Operating Centers</b>				
Operations in Municipalities pop. <50k	#	16	15	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	\$	\$583,266	\$475,009	\$471,968
Training Hours	#	19,728	12,331	13,667
<b>Health &amp; Safety</b>				
Total Kilometers	#	9,858,395	8,761,820	7,942,879
Lost Time Incident Frequency (LTIF)	Frequency	0.00	0.08	0.00
Total Recordable Incident Frequency (TRIF)	Frequency	0.68	0.58	0.48
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

N/A – Data Not Available

# INQUIRIES

If you have any inquiries regarding Strike’s 2024 Sustainability Report, please contact Rocco Romano (Manager, Sustainability & Community Relations) at [sustainability@strikegroup.ca](mailto:sustainability@strikegroup.ca)



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