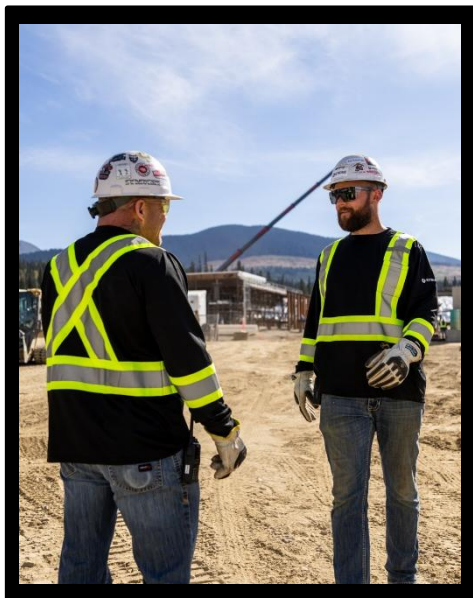




**Sustainability Has Always Been At The  
Forefront of How We Operate!**

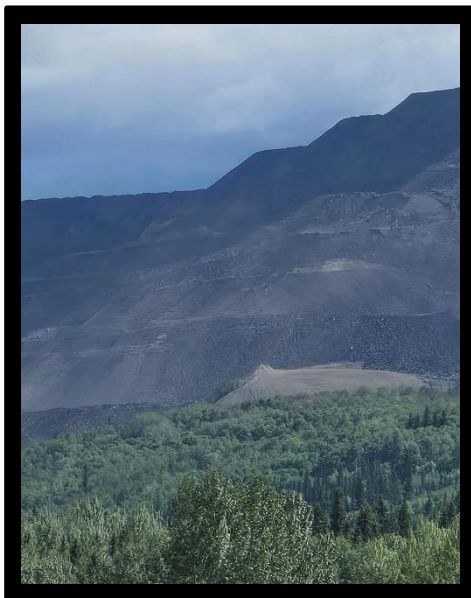
**2026 SUSTAINABILITY REPORT  
[WWW.STRIKEGROUP.CA](http://WWW.STRIKEGROUP.CA)**

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## CHIEF EXECUTIVE OFFICER ADDRESS



Since our founding, Strike Group (“Strike”) has been guided by a clear principle: build for the long term while executing with discipline in the short term. Every decision we make is grounded in our vision to be a sustainable, professionally led, and profitable organization. This has required a careful balance between pursuing immediate opportunities and maintaining a measured, strategic approach to growth.

We have remained consistent in our direction, while taking a disciplined approach to managing risk. By ensuring our leadership team is aligned on both our long-term vision and the steps required to achieve it, we have been able to make thoughtful investments in our people, our capabilities, and the markets we serve. This alignment has allowed us to grow responsibly, strengthen our foundation, and position the company for continued success without compromising our core values.

Looking ahead, our focus over the next three years is to strengthen our balance sheet, expand our capabilities, and continue to diversify across industries and end markets. We will prioritize operational excellence, financial strength, and disciplined growth within our existing regions. A key milestone in this journey will be the full transition to a management-owned

company, further reinforcing accountability, ownership, and long-term commitment across our leadership team.

Over the next ten years, our ambition is clear. We are working toward achieving our Big Hairy Audacious Goal (BHAG) of reaching \$1 billion in annual revenue and establishing Strike as a national construction leader with a diversified presence across multiple industries. This growth will continue to be grounded in our commitment to safety, community, and sustainability, ensuring that as we scale, we do so in a way that creates lasting value for our people, our partners, and the communities we serve.

**“The road to success is always under construction.”**  
**- Stephen Smith, CEO**

## Q&A WITH OUR PRESIDENT AND COO



**Tyler Pawsey, President & Chief Operating Officer**

### **What role does sustainability play in Strike Group's strategic planning?**

Sustainability is becoming a core pillar in strategic planning across the energy construction sector, and for Strike Group it goes beyond environmental compliance. It plays a role in how projects are designed, executed, and maintained – focusing on reducing emissions, improving energy efficiency, community engagement, and minimizing environmental impact. This also includes integrating ESG (Environmental, Social, and Governance) considerations into decision-making, investing in cleaner technologies, and aligning with clients who prioritize responsible development. In practical terms, sustainability helps ensure long-term competitiveness, regulatory alignment, and stronger relationships with stakeholders and Indigenous communities.

### **What are the key performance indicators that Strike Group focuses on that measure success?**

Key performance indicators in this space typically balance operational excellence, financial performance, and safety. For Strike Group, core KPIs include:

- **Safety metrics** (leading and lagging indicators, leadership visibility, industry ratings)
- **Project execution** (on-time and on-budget delivery, schedule adherence)
- **Quality performance** (rework rates, defect frequency, lessons learned)
- **Financial performance** (margin, cost control, revenue growth, forecasting)
- **Workforce metrics** (retention, training, competency, productivity)
- **Client satisfaction** (repeat business, net promoter scores)
- **Stakeholder engagement** (community relations, brand awareness, reputation)

### **What do you see as the biggest challenges facing the energy construction industry in the next few years, and how do you see Strike Group overcoming them?**

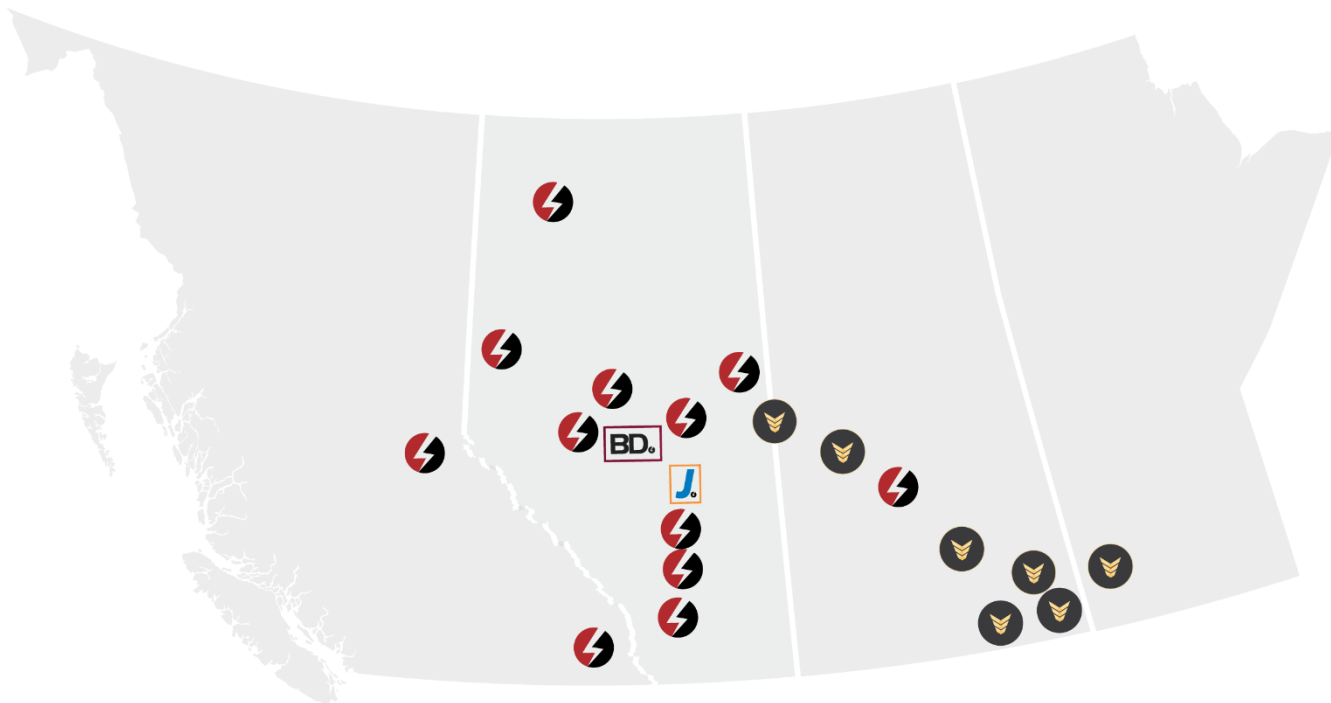
The industry is facing a mix of structural and transitional challenges:

- **Energy transition pressures:** Balancing traditional oil & gas work with growing demand to diversify the business in clean technology and other industries
- **Labor shortages:** Skilled trades are in high demand, especially in Western Canada
- **Cost inflation & supply chain volatility:** Materials and logistics remain unpredictable
- **Regulatory and ESG expectations:** Increasing scrutiny from governments, investors, and the public
- **Technology adoption:** Need to integrate digital tools, automation, and data-driven decision-making

Strike Group can overcome these by staying diversified across energy sectors, investing in workforce development and retention, adopting new construction technologies, and strengthening partnerships with clients. Being adaptable, especially in supporting both conventional and emerging energy projects, will be a major competitive advantage.

# 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 28 business units operating in 22 locations that are supporting sustainability, local and Indigenous relations, and community initiatives in their surrounding areas. In 2025, Strike was again recognized as one of Canada’s Best Managed Companies.



## STRIKE DIVISIONS



**Project Services**



**Pipeline Services**



**Industrial Services**



**Electrical & Instrumentation**



**Field Services**

## MARKETS WE SERVE



UPSTREAM  
OIL & GAS



MIDSTREAM &  
TRANSPORTATION



DOWNSTREAM &  
PETROCHEMICAL



POWER &  
UTILITY



INDUSTRIAL &  
COMMERCIAL



RENEWABLES &  
ENVIRONMENTAL

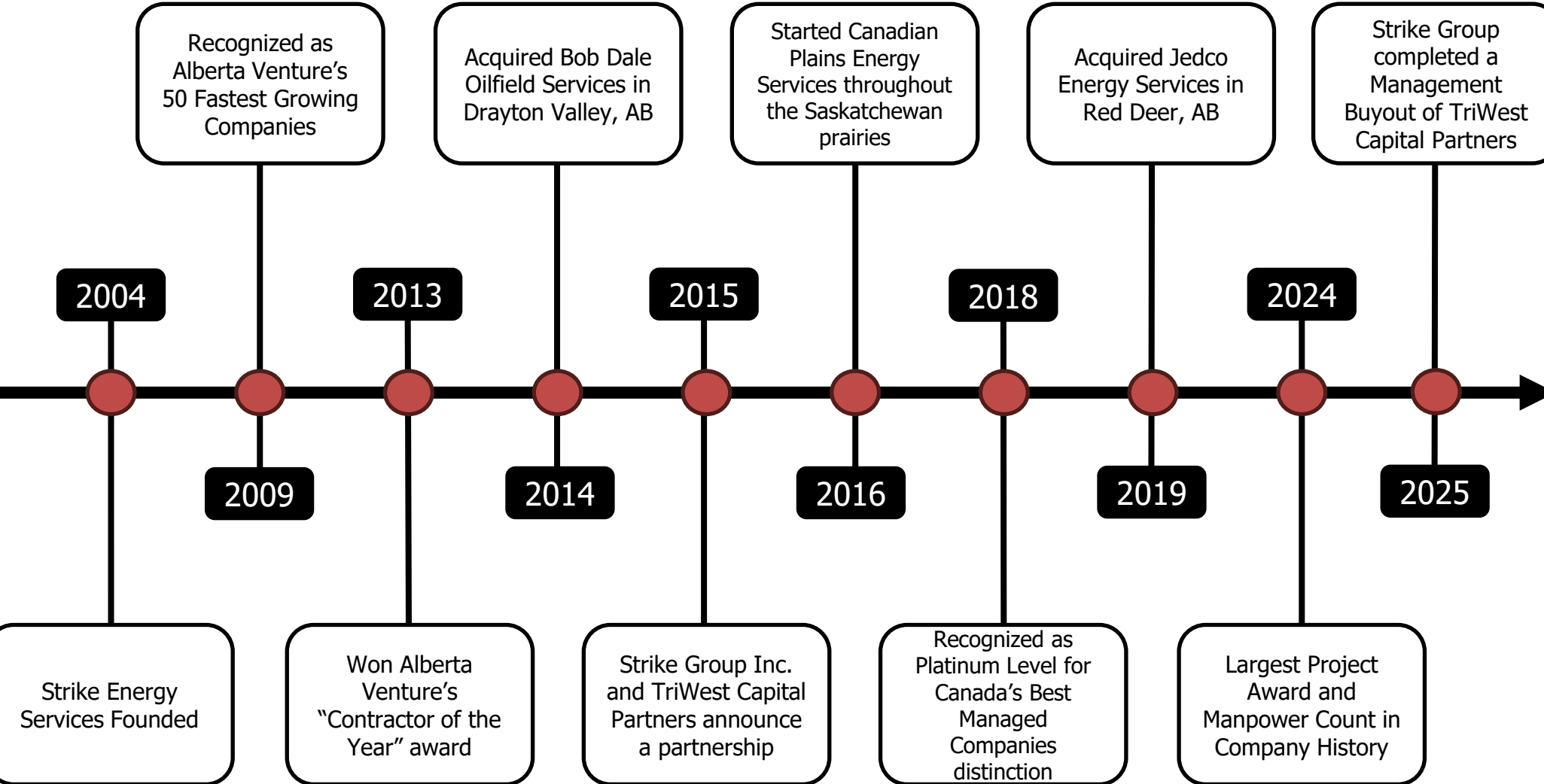


MINING &  
AGRICULTURE

## OUR DIVERSIFIED CUSTOMERS



# HISTORY & MILESTONES



# YEARS OF SERVICE AWARDS



## 20 YEAR AWARDS

- ❖ Tyler Pawsey
- ❖ Daniel Tiemstra
- ❖ Cord Roberts
- ❖ Kara Pawsey
- ❖ Hank Sutmoller
- ❖ Kim Knitting
- ❖ Dave Crawford
- ❖ Frank Jensen
- ❖ Mike Boxma
- ❖ Grant Acorn



## 15 YEAR AWARDS

- ❖ Lee Renschler
- ❖ Jason Pilon
- ❖ Stephen Mulroy
- ❖ Dustin Jackson
- ❖ Terry Hanlon
- ❖ Kyle Roy
- ❖ Vladimir Kopaev
- ❖ Jason Markel
- ❖ Cordell Hull



## 10 YEAR AWARDS

- ❖ Jaelynn Fresch
- ❖ Brandy Reade
- ❖ Leigh Hannam
- ❖ Robert Rogers
- ❖ Matthew Van Diesen
- ❖ Robert Schreiber
- ❖ Kimberly Warriner
- ❖ Michael Jacobson
- ❖ Levi Kosowan
- ❖ Philip Lough
- ❖ Dog Brzus
- ❖ Madison Empringham
- ❖ Aaron Landers
- ❖ Steve Benson
- ❖ Jamie Capaniuk
- ❖ Corey Clarkson
- ❖ Lori Egan
- ❖ Ernest Dave
- ❖ Andrew Giese
- ❖ Les Hein
- ❖ Aaron Hughes
- ❖ Joshua Johnston
- ❖ Dean Kohut
- ❖ Christopher Lysak
- ❖ Andrew Marin
- ❖ Blair McCrindle
- ❖ Ryan Musiyowski
- ❖ Bradley Olsvik
- ❖ Chad Raffan
- ❖ Chris Rowles
- ❖ Harold Van Ember
- ❖ Troy Davidson
- ❖ Grant Schell
- ❖ Jordan Christianson
- ❖ Cynthia Oliver
- ❖ Steven Rouzes
- ❖ Tevon Magda
- ❖ Scott Ross
- ❖ Mathieu Boucher
- ❖ John Hargrove
- ❖ Samuel Van Dongen



## 5 YEAR AWARDS

- ❖ Erin McLean
- ❖ Stephen Kennedy
- ❖ Melinda Rozon
- ❖ Thongbanh Boupa
- ❖ Linda Garcia
- ❖ Meil Auvigne
- ❖ Derek Ball
- ❖ Marshall Delleman
- ❖ Dustin Farmer
- ❖ Troy Malone
- ❖ Taron Haggith
- ❖ Kelton McGinnis
- ❖ Aaron Arcand
- ❖ Haaris Grouette
- ❖ Blair Frolek
- ❖ Kyle Wood
- ❖ Avry Hartt
- ❖ Ward Russell
- ❖ Peter Davis
- ❖ Tyler Houde
- ❖ Thomas Bagley
- ❖ Levi Simper
- ❖ Jordan Webb
- ❖ Kevin King
- ❖ Christopher Duke
- ❖ Brett Ziegler
- ❖ Andrew Breton
- ❖ Ryan Jarrett
- ❖ Jarrett Waldorf
- ❖ Aaron Brisbois
- ❖ Jarred Dumaine
- ❖ Justin Fieber
- ❖ Brent Gedak
- ❖ Jarrett Mosley
- ❖ Shawn Gervais
- ❖ Joel Rockwell
- ❖ Oleksandr Solomentsev

**Your legacy is etched into everything we build!**

## 2025 HIGHLIGHTS

Strike continues to grow and set records in various aspects of our business and operations. The following are a few key highlights of the past year:

# 3.5M

Record Number of  
Manhours

Received ATCO EnPower  
Contractor Safety Award



Tyler Pawsey, President and COO was recognized as One of Construction's Most Influential People by SiteNews



Brian McConnell, VP, HSE was awarded 2025 OHS Professional of the Year by OHS Canada

# \$55,922

Record High SOC  
Charity Contribution

# 232

Number of Projects  
Awarded

# 1989

Record High Peak  
Employee Count



Record Level of  
Topline Sales

# 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.

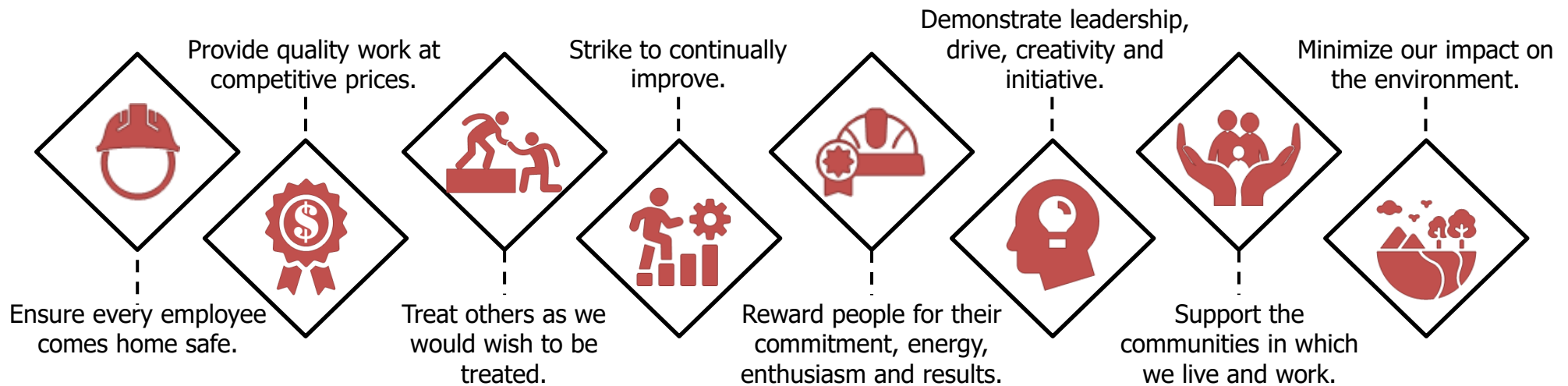
## VISION

To be a sustainable, professionally led, profitable organization.

## PURPOSE

To make a difference.

## VALUES



Strike's core values are reflected in our strategy and sustainability initiatives which has enabled us to become an industry leader.

# 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.

# Working Together and Delivering Excellence!

# 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>Enhance Reporting of Sustainability Initiatives Through Our Enterprise Management System</b></p> <p>In Progress</p> 	<p><b>Fleet Idle Management</b></p> <p>Implemented and monitoring monthly company wide idle time utilization.</p> <p>Ongoing</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 for 2026</p> 
<p><b>Reforestation and Rewilding Program</b></p> <p>Partnered with CIP Office Technologies and Project forest in support of reforestation and rewilding programs in western Canada.</p> <p>Ongoing</p> 	<p><b>Increase Participation in Customer Pipeline Integrity and Maintenance Programs</b></p> <p>Ongoing</p> 	

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

## IN THIS SECTION

- Fleet Performance
- Fleet Idle Management
- Waste Management & Diversion Program
- Reforestation Program
- Spill Management
- Asset Maintenance and Retirement Programs
- Diversified Customer Spotlight

## FLEET PERFORMANCE

As part of our ongoing commitment to environmental stewardship, we continue to take deliberate actions to reduce emissions and lessen our overall impact on the environment. Strike incorporates the following practices into our daily operations.

### Optimized Equipment Scheduling and Fleet Monitoring

- We leverage Nektar to support efficient schedule maintenance and equipment utilization. In addition, Geotab has been implemented to monitor vehicle activity, driver behaviours, NSC electronic logbook requirements. Using the data collected through Geotab, a weekly Safety Scorecard is generated and emailed to promote accountability and continuous improvement.

### Efficient Work Planning and Transportation Strategies

- For both large and small-scale projects, we incorporate multi-person transportation options such as buses or encourage car-pooling to reduce the number of vehicles on the road and emissions

### Wildlife and Incident Prevention Enhancements

- We are implementing deer whistles and Lytx safety monitoring devices to reduce wildlife-related and preventable incidents, supporting both environmental protection and driver safety.

#### # of Vehicle Assets

349

#### # of Heavy Equipment Assets

158

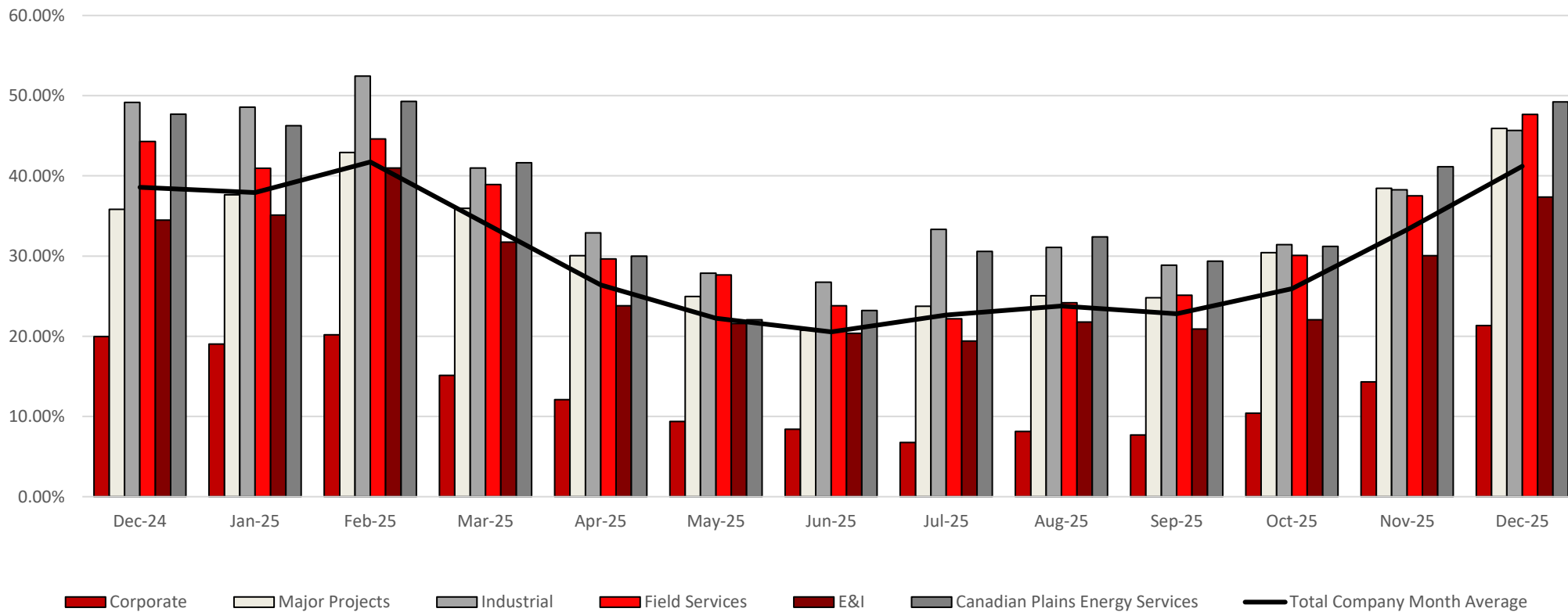
#### Preventative Maintenance

Type of Asset	Maintenance Schedule
NSC Vehicles	7000-10,000 kms
Non-NSC Vehicles	8000 Kms
Heavy Equipment	500 Hours

# FLEET IDLE MANAGEMENT

Since launching our Light Duty Vehicle Idle Management Program in 2024, Strike has seen a decrease in our fleet idle time across the company and closed out the 2025 fiscal year with an average of 29.4%. Moving into 2026, we will carry forward best practices, utilize the fiscal year data to benchmark company utilization, and support our commitment to emission reduction. Strike leverages Geotab to monitor, track company-wide idle time, and provide a weekly high idle time report to assist with targeted intervention.

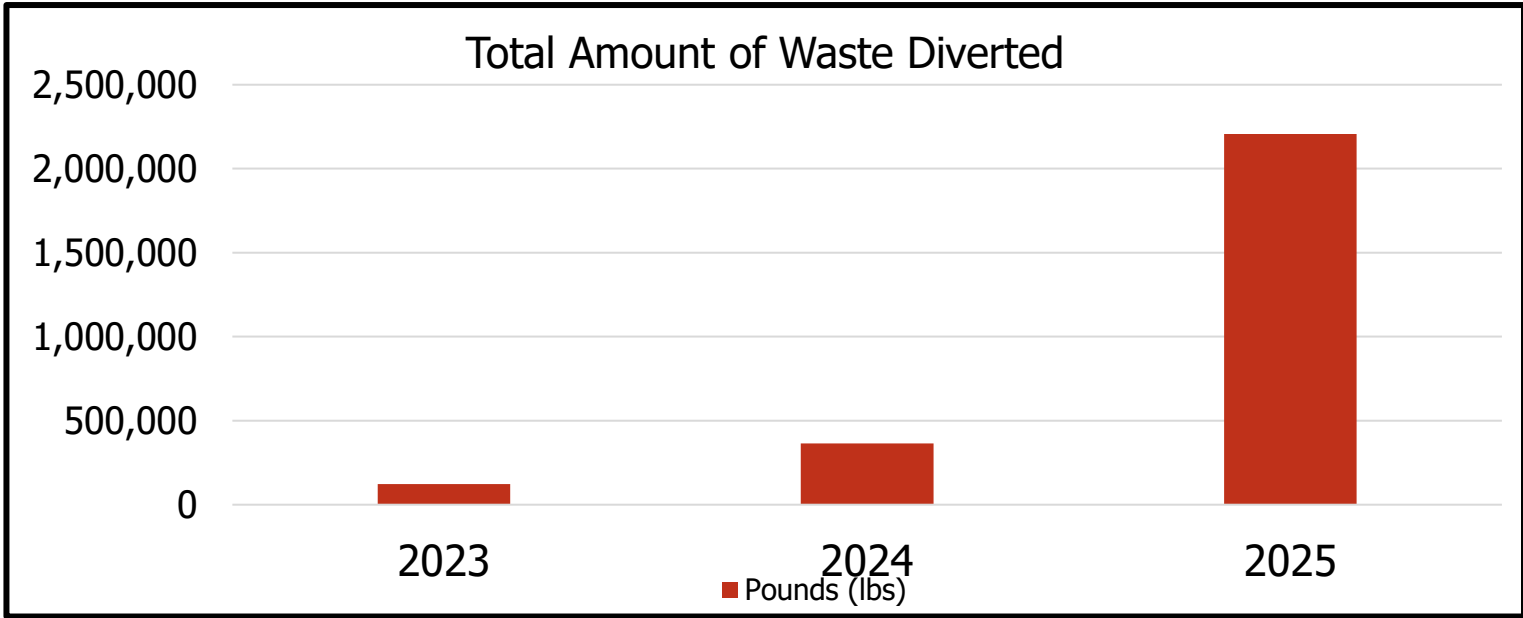
Average Idle % By Division



## WASTE MANAGEMENT & DIVERSION PROGRAM

In 2025, Strike saw a significant increase in our recycling efforts with contributions from six operational locations and one major project. These business units successfully diverted 2,206,184lbs of material to recycling facilities. With the continued success of the program, in 2026 we will be including additional locations (Calgary E&I, Fort Saskatchewan Mechanical & High Level) to continue to expand this initiative across the company.

Additionally, at our Calgary corporate office, we actively encourage all offices and sites to return all electronic equipment for processing. Any item that can be reused is cleaned and refurbished, and any items that can't be reused are sent to a certified recycling center to be stripped, and components reused. Twice a year, we run a campaign for staff to bring in any items that they no longer use/need/want to make sure they stay out of the landfill.



1,747,486 lbs



Steel

24,011 lbs



Cardboard

434,687 lbs



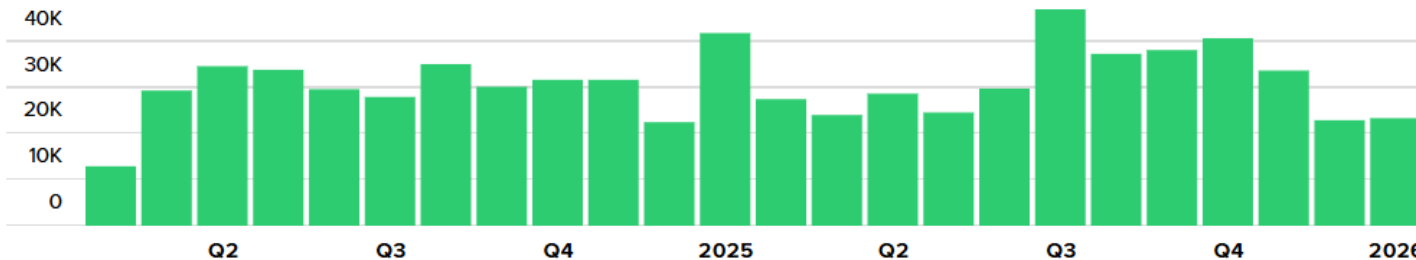
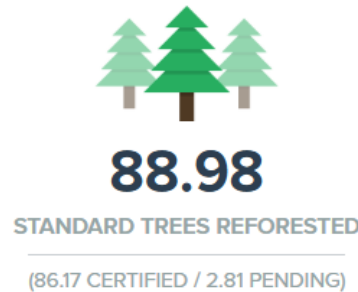
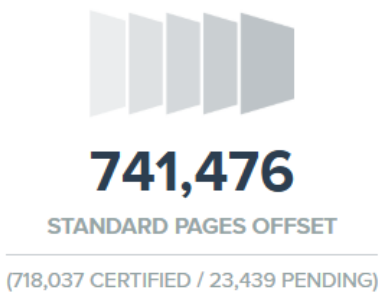
Wood

ENVIRONMENT

## REFORESTATION PROGRAM

Through Strike’s partnership with CIP Office Technology and their Print Releaf Program, we have contributed 88 trees in 2025 to the British Columbia reforestation program.

Moving into 2026, we will continue to support and grow this program by introducing an additional partnership with Project Forest. Project Forest is a non-profit organization that focuses on reforestation and rewilding programs throughout Alberta. Strike will be committing to a Bronze Grove Sponsorship, which will contribute 1000 seedlings to the areas most in need. In 2026, Strike has selected the community of Enoch Cree First Nation to receive the seedlings for their rewilding program.



Lifetime Biomass Offsets and Paper Consumption by Month

## 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 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



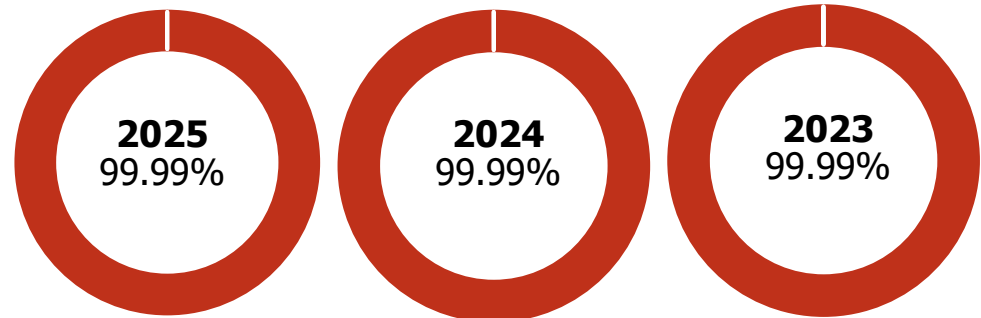
Equipment

### Most Common Material Spilled



Hydraulic Fluid

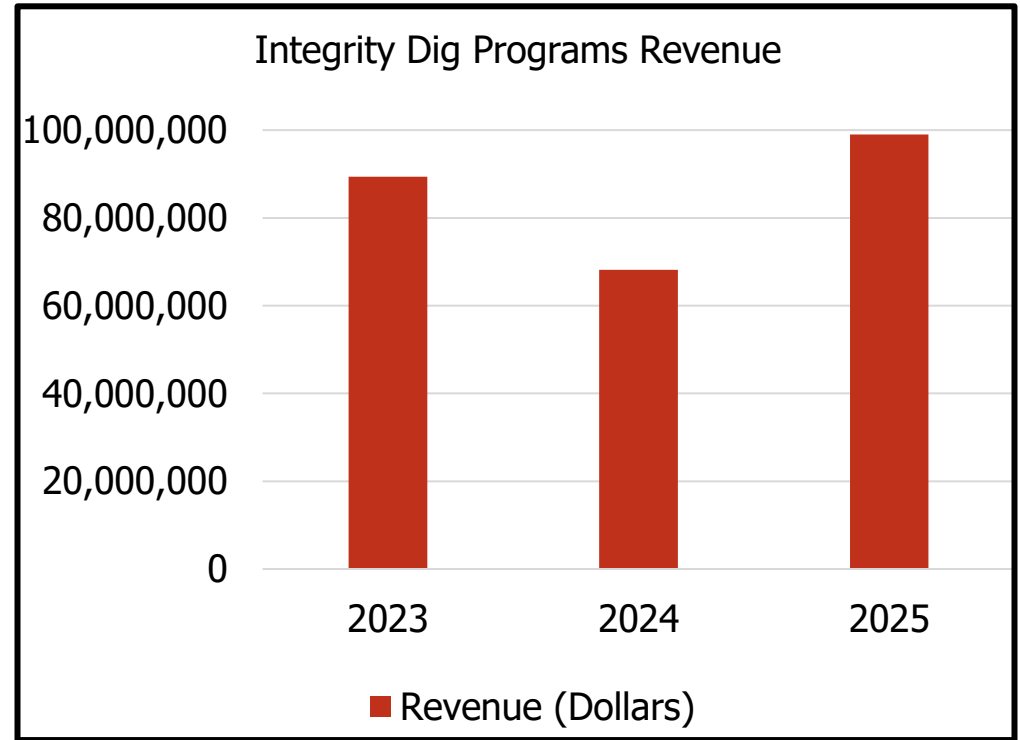
### Percentage of Spill Recovered



## ASSET MAINTENANCE AND RETIREMENT 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.

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. In 2025, Strike secured a 3-year MSA with one of its Tier 1 customer for their pipeline integrity program across Alberta and BC.



## DIVERSIFIED CUSTOMER SPOTLIGHT

**Customer & Project Name:** Canadian Department of National Defense - Dundurn Reservoir And Pump Station

### Project Scope:

This scope covers the complete design-build-ready construction of the new potable water infrastructure facilities, including all civil, structural, architectural, mechanical, electrical, and process systems as detailed in the specifications and drawings.

### General Requirements:

Full coordination with customer, site security compliance, fire safety protocols, progress scheduling, submittals, quality control, and adherence to the National Building Code of Canada and all applicable standards (with customer-specific restrictions on access, hours, and military operations).

### Project Included:

- Potable Water Pump Station
- Above-ground treated water Concrete Reservoir
- Earthwork and Site Preparation
- Foundation Systems
- Structural Concrete Work
- Architectural Building Envelope
- Process Mechanical Systems
- Plumbing and Fire Protection
- HVAC Systems
- Instrumentation and Controls
- Site Utilities and Improvements
- Commissioning, Training, and Closeout





IN THIS SECTION

- [Inclusion & Diversity](#)
- [Scholarship Program](#)
- [Employee Engagement Survey](#)
- [Safety Performance](#)
- [Safety Ambassador Program](#)
- [Indigenous Relations Commitment](#)
- [Indigenous Relations](#)
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- [Indigenous Subcontracting Spend](#)
- [Supporting Our Communities](#)

# INCLUSION AND DIVERSITY

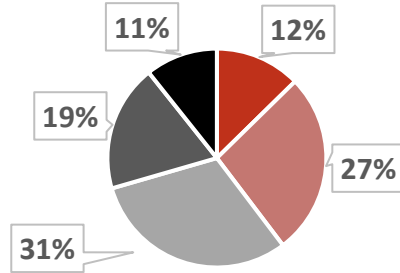
Strike believes that having a workforce that is diverse and inclusive is reflective of our core values and culture. Our work to build a more equitable organization is never finished. In 2023, Strike was vetted and approved as an 'Employer of Choice' through Women Building Futures (WBF). This honour highlights 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

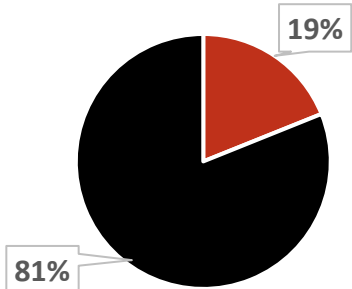
**16%**

Percentage of Employees by Age Group



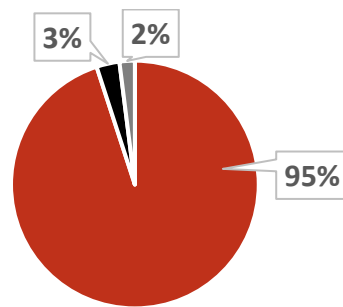
■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64+

Percentage of Employees Identifying as a Minority

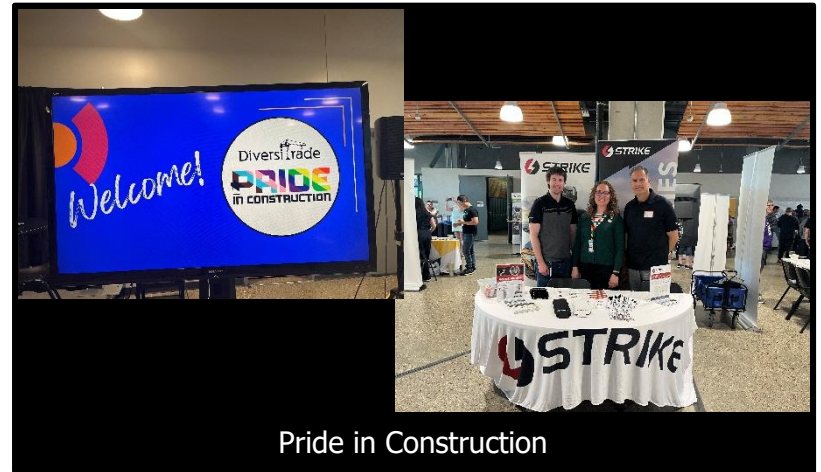


■ Minority ■ Non-Minority

Minority Groups Distribution



■ Visible Minority ■ LGBTQ2S+ ■ Veteran



Pride in Construction



Celebration of Women's Week

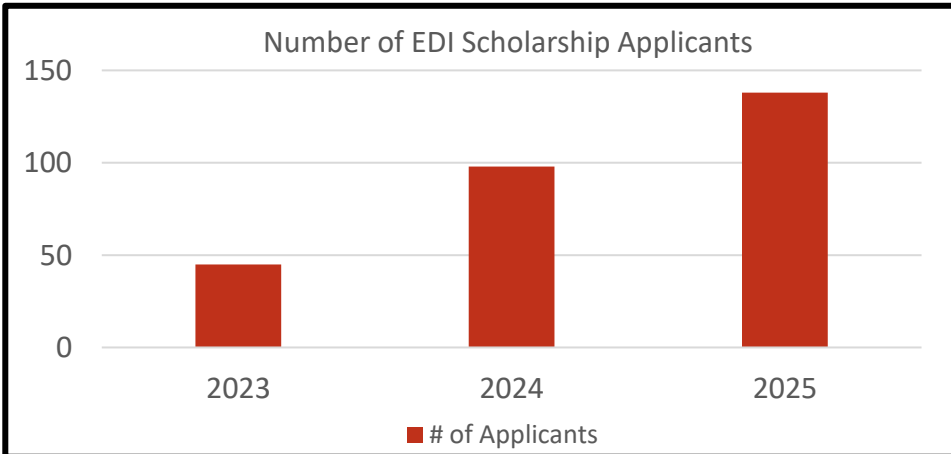
# SCHOLARSHIP PROGRAM

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.

Historically, Strike has supported students through scholarship contributions at SAIT, NAIT and Saskatchewan Polytech. To enhance our future generations, Strike created an Equity, Diversity and Inclusion (EDI) Scholarship Program that focuses on supporting 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



Women in Energy Scholarship

Total Amount Donated  
Through Scholarship  
Programs

**\$80K**



Western Canadian Scholarship



Indigenous 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 2025 Engagement Survey\*:

94%

I know how my job and the work they do contribute to Strike’s success.

88%

Strike’s core values align with my own person values

86%

Would recommend Strike to others as a good place to work!

92%

Teamwork is encouraged and practiced at Strike.

### 2025 AREAS IDENTIFIED FOR CONTINUOUS IMPROVEMENT:



Focus on hiring and retaining best-fit candidates for critical roles.

first



Review compensation to ensure competitive pay and meaningful long-term incentives.

second



Standardize training and strengthen career development by providing consistent feedback, and coaching.

third



Strengthen culture through recognition, communication, and consistent feedback.

fourth



Strengthen processes and technology to drive operational excellence.

fifth

89%

I receive the support and cooperation I need from coworkers and other groups to do my job.

90%

Strike’s core Values accurately represent our culture

81%

There is a genuine interest in employee opinions and ideas at Strike.

88%

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

\*Percentages shown above only consider Strongly Agree and Agree responses.

## SAFETY PERFORMANCE

Strike continued to work closely with our customers and industry partners throughout 2025 to ensure our Health, Safety, and Environmental Program remains industry-leading. Our SOC Charity Program achieved another outstanding year, with 111,845 Observation Cards completed across the organization—resulting in more than \$55,000 donated to local charities.

Alongside strengthening our safety practices, Strike placed a strong emphasis on mental health awareness and support in 2025. This included launching our first Push-Up Challenge, encouraging employees to stay active throughout the month, and highlighting the strong connection between physical activity and mental well-being. Through this initiative, Strike raised \$13,000 for the Canadian Mental Health Association. In November, we also welcomed Jeremy Evans “The Grizzly Dude”, who shared his powerful journey of mindset, self-awareness, and personal resilience.



Jeremy “The Grizzly Dude” Evans

	2025	Target
Total Recordable Incident Frequency*	0.68	0.90
Motor Vehicle Incident Frequency*	0.28	0.50
Safety Observation Card Frequency*	7,231	4,500
Leadership Visibility Activity Participation	100%	90%

\*per 200,000 manhours

97%

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

98%

I have a responsibility to help improve our Safety Performance at Strike

94%

Agree that commitment to safety is a top priority at Strike



## SAFETY AMBASSADOR PROGRAM

At Strike, protecting the health and safety of our people is fundamental to our long-term sustainability. Our Safety Ambassador Program reflects this commitment by embedding safety leadership directly within our workforce and reinforcing the principle that everyone is responsible for safety, every day.

The program empowers employees at all levels to lead by example, raise concerns early, and promote safe work practices through peer-to-peer engagement and open communication. By strengthening the connection between frontline experience and organizational decision-making, Safety Ambassadors support proactive risk management and a strong safety culture.

Each year, the HSE Corporate Committee selects a peer-nominated employee to be recognized as a Safety Ambassador. The following individuals were selected in 2025 in recognition of their dedication to making Strike a safe place to work:



Cameron Van Camp



James Hiller



Curtis Gallant



Ian Brewer



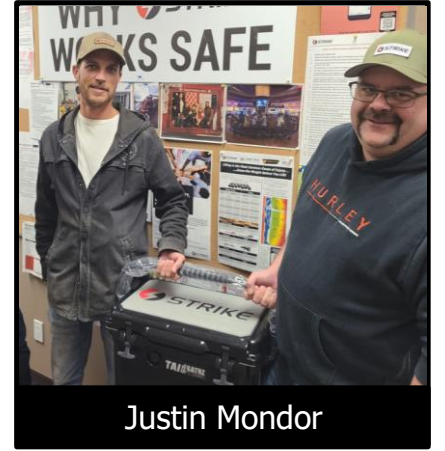
Joe Pigeon

# SAFETY AMBASSADOR PROGRAM



SOCIAL

**“The best leaders create a culture where safety is how work is done, not an extra step.”**



# SAFETY AMBASSADOR PROGRAM



Lindsey Littlechef



Lorna Mountenay



Travis Kish



Devon Fowler

**“Our work is never so urgent that we cannot take time to do the job safely.”**



Brennon Flasch



Andre Gerrior



Lindsey Littlechef



Pat de la Sablonniere

SOCIAL

## INDIGENOUS RELATIONS COMMITMENT



**Strike Group donating to Kelly Lake First Nation**

“As part of the leadership team at Strike Group, serving as the Manager of Sustainability & Community Relations, I am proud to lead our commitment to building respectful and meaningful relationships with Indigenous communities and local stakeholders.

We pride ourselves on being a good neighbour to communities by listening, learning, and collaborating to ensure our company creates lasting, positive impact both during and beyond the life of a project – especially with directly impacted communities. Our approach is rooted in respect, transparency, and long-term partnership.

We aim to make a difference by adding value beyond the scope of work by aligning our efforts and commitments with community priorities, supporting local businesses and workforce development, and seeking ways to contribute meaningfully to the areas where we live and work.

Through early engagement, inclusive practices, and a shared understanding of purpose, we are committed to delivering outcomes that support reconciliation, foster local growth, and reflect our values as a responsible and trusted partner.”

**Rocco Romano**

**Manager, Sustainability & Community Relations**

# INDIGENOUS RELATIONS

We have formed our Indigenous relationships with the foundation of relationship-building, shared values and most importantly cultural understanding. Forging these partnerships with Indigenous communities is first created by building trust and the willingness to listen & understanding which in turn leads to a sustainable relationship. Our experiences have been positive and healthy as we are committed to building meaningful relationships with Indigenous communities and their people to provide ongoing support of a path forward for Truth and Reconciliation.



Youth Backpack Campaign Volunteering



Donation of Scholarships



Recognizing Orange Shirt Day

A PROUD MEMBER OF



CANADIAN COUNCIL FOR  
**INDIGENOUS  
BUSINESS**

## PARTNERSHIPS

- Whitecap Dakota First Nation (SK)
- Western Region III Metis Nation (SK)
- Peter Ballantyne Cree Nation (SK)
- Kelly Lake First Nation (BC)
- Dene Tha' First Nation – N'Deh Ltd. (AB)
- Ktunaxa Nation – Big Chief Industrial (BC)

## SCHOLARSHIPS

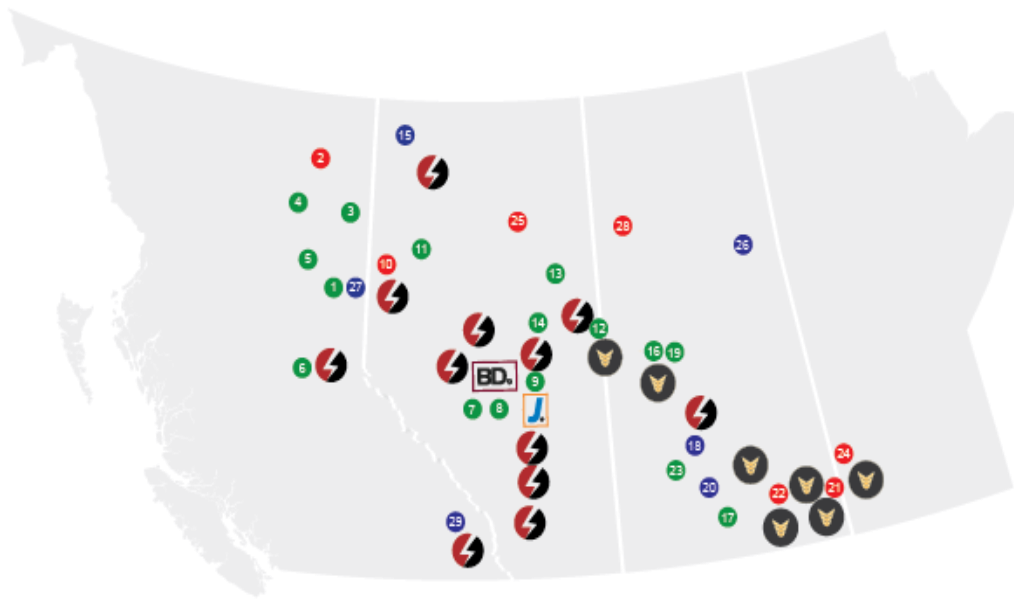
In 2025, Strike committed 6 x \$500 scholarships to 6 BC Indigenous Communities within a Major Project's geographical area.

6 x \$1,500 scholarships were dedicated to a northern Indigenous community relationship for post secondary and trade programs.

# INDIGENOUS ENGAGEMENT

Strike Group is currently engaged with 29 communities at various levels across Strike's geographic operating footprint in Western Canada and have entered into formal relationship/partnership Agreements (MBRA - Mutual Benefits Relationship Agreements) with First Nations and Indigenous owned companies such as, Dene Tha' First Nation, Kelly Lake First Nation, Western Region III Metis Nation Saskatchewan, Whitecap Dakota Nation, Big Chief Industrial Inc. an affiliated company of the Ktunaxa Nation & A2SKI Construction LP, a Peter Ballantyne Cree Nation company and are in discussions to execute additional agreements with other Indigenous communities.

We are committed to collaborating alongside Indigenous communities to ensure alignment and identify opportunities for supporting communities, their businesses and affiliated partnerships to further enhance our relationships and provide positive outcomes.



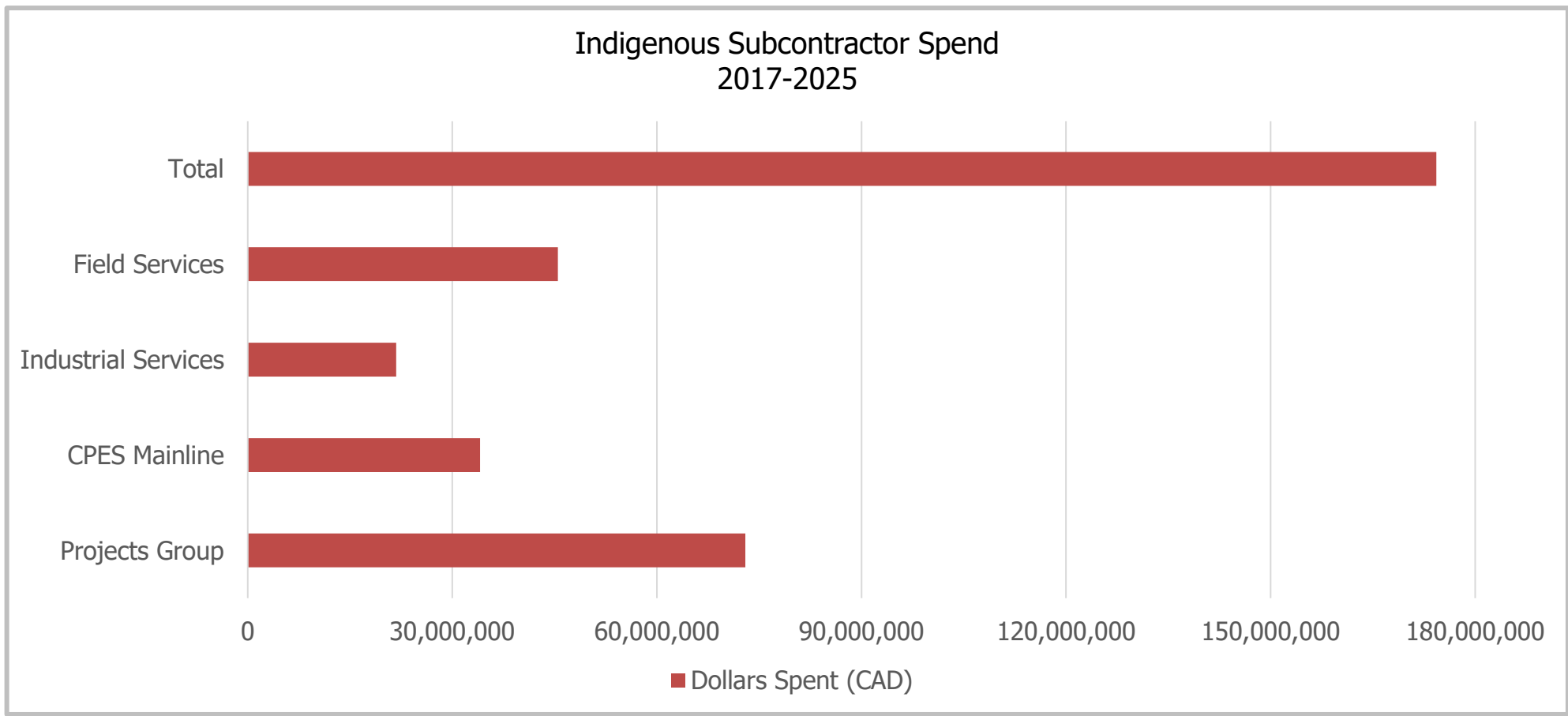
CURRENT ENGAGEMENT STATUS:		JV* or MBRA**	On Going	Introductory
1	Saulteau FN			
2	Prophet River FN			
3	Doig River FN			
4	Halfway River FN			
5	West Moberly FN			
6	McLeod Lake FN			
7	Sunchild FN			
8	O'Chiese FN			
9	Enoch Cree FN			
10	Horse Lake FN			
11	Duncan FN			
12	Cold Lake FN			
13	Heart 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			

\*Joint-Venture  
\*\*Mutual Benefits Relationship Agreement

## INDIGENOUS SUBCONTRACTING SPEND

Strike has been committed to supporting and enhancing our Indigenous relationships through our subcontracting efforts and employment of Indigenous people within our workforce. Since 2017, Strike divisions have prioritized engagement with Indigenous communities, business entities and affiliated partners to identify service offerings and capacity to support us in multiple awarded projects. The below graph highlights the Indigenous subcontracting spend amongst the various divisions from 2017-2025.

SOCIAL



# SUPPORTING OUR COMMUNITIES

SOCIAL



St. Joseph Hospital Donation



Humane Society



Little Warriors



Ronald MacDonald House Donation



Trade Winds to Success Donation

Giving in our Communities to  
create lasting impact since 2004

**\$2M+**



Fill a Sock Donation



Camp Heal-a-Heart Donation



Christmas Hamper



Friendship Center



Food Bank Donation

# SUPPORTING OUR COMMUNITIES



Airdrie Salvation Army



Trade Winds to Success



Families First Society



Friendship Center



Chetywnd Hockey



Providence



Bridge Wellness Hub for Youth Society



Whitecourt Food Bank



Whitecourt Food Bank



IN THIS SECTION

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- [Cyber Security](#)
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- [Employee Training](#)
- [2025 Support Summit](#)
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## MANAGEMENT BUYOUT

October 24, 2025, Strike Group was pleased to announce the successful completion of a Management Buyout (“MBO”) from TriWest Capital Partners. The successful completion of the MBO returns Strike Group to an employee-owned organization. Over the past decade, TriWest Capital Partners had been an outstanding partner, helping accelerate our growth and providing guidance along the way. The completion of this MBO reflects the confidence we have in our team and our ability to lead Strike independently while continuing to build on the solid foundation we’ve created together — delivering high-quality, safe, and innovative solutions for our clients — while also giving us the freedom to pursue new opportunities, expand our service offerings, and strengthen relationships with communities and partners across the region.

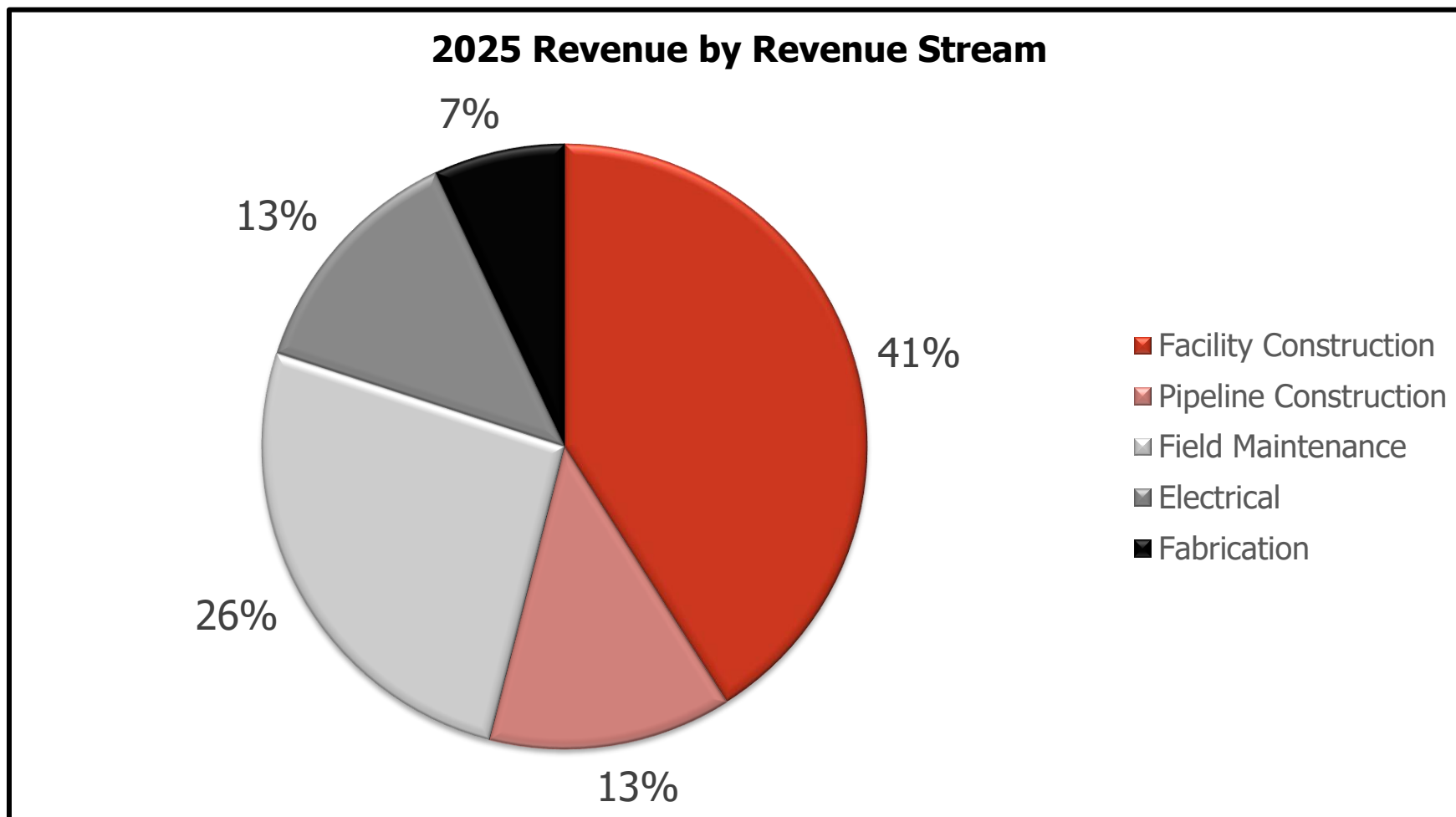


**“Stephen Smith and his team have been exceptional partners and our investment in Strike very much aligned with our strategy of partnering with highly successful businesses in Western Canada led by strong and committed management teams.” – Michael (Mick) MacBean, TriWest Capital Partners**

## FINANCIAL AUDIT SUMMARY

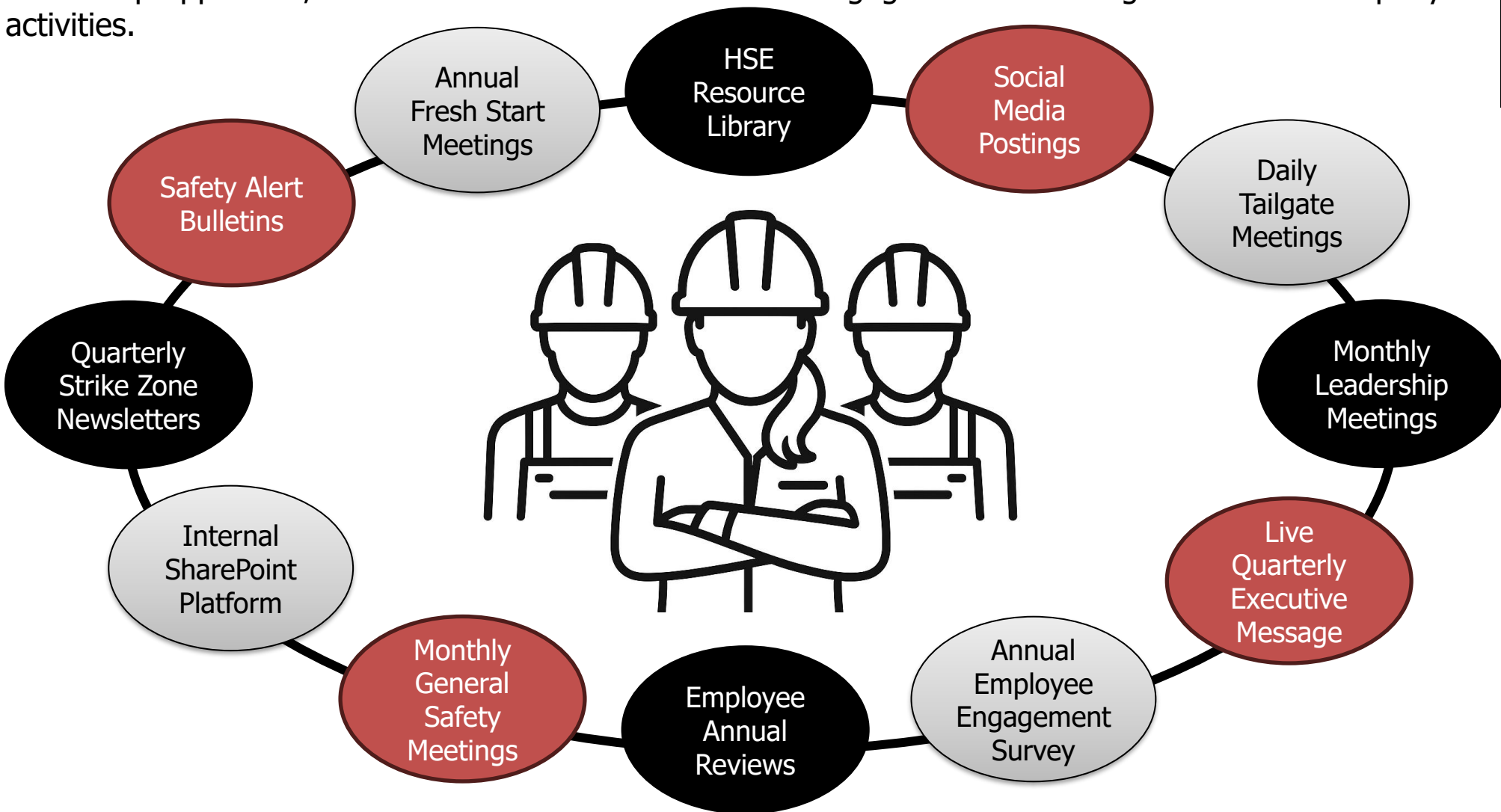
Strike utilizes Deloitte LLP annually to conduct a financial audit regarding the financial position of its business operations to review our adherence to International Financial Reporting Standards (IFRS).

On March 19, 2026, Deloitte issued an unmodified audit opinion on the 2025 Financial Statements of Strike Group.



# 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 can ensure our workforce is engaged and knowledgeable of the company's activities.

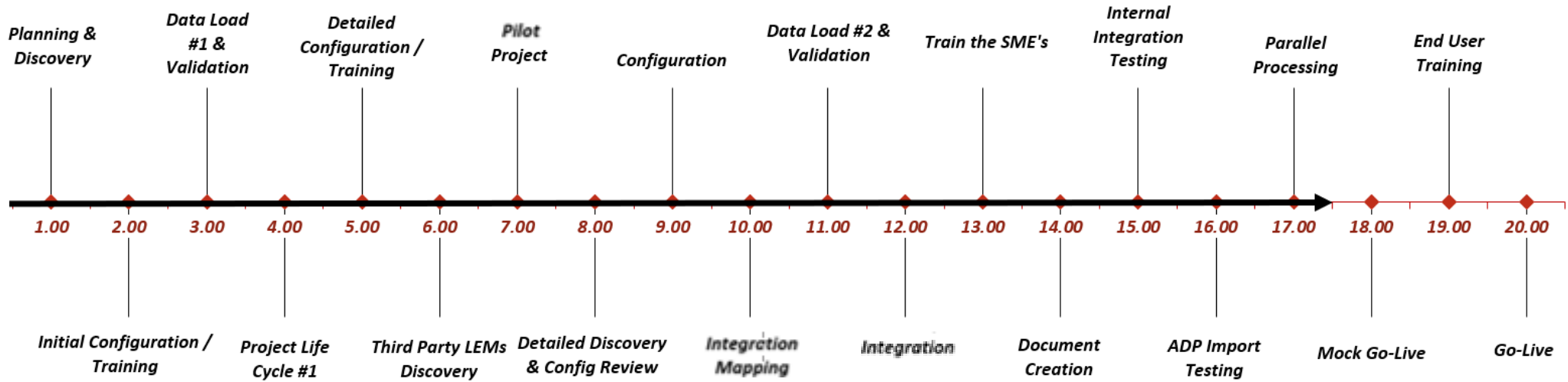


# ERP IMPLEMENTATION

Strike initiated an Enterprise Resource Planning (ERP) implementation in July 2024 to replace its aging legacy system, targeting a March 2026 go-live. This effort was driven by the loss of vendor support, performance challenges with on-premise infrastructure, and the system’s inability to meet evolving business needs.

As the project progressed, the approach adapted based on deeper insights into system capabilities and requirements. In May 2025, the scope expanded to include a complementary field-based solution, which was validated through pilots and endorsed as the optimal path forward.

The implementation has advanced through system configuration, data migration, and integration development, supported by rigorous data validation. Training has included subject matter experts to ensure business process alignment, with final end-user training and post-go-live support planned to enable a smooth transition.



## 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. Phishing tests are being re-started in 2025, after a pause due to software conflicts.
- 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. MFA requirements have been expanded in 2022 to protect remote access to our environment.
- We use an email security gateway to classify and block malicious email. In early 2023, we implemented DMARC (Domain-based Message Authentication Reporting and Conformance) reject policy, to ensure emails sent from our domains cannot be spoofed.
- Strike restricts administrative access on our workstations, which helps protect against malicious software being installed. Additionally, the local administrator accounts on all workstations use unique, complex passwords.
- Our network is segmented in each of our business units, preventing guest and mobile devices from accessing our company network, and directing them to a separate internet connection instead.



## QUALITY & OPERATIONAL EXCELLENCE

In 2025, Strike advanced its Quality Management System (QMS) to strengthen governance, sharpen risk identification, and drive greater execution consistency across all business units. Our organization remained focused on developing a mature, proactive quality culture; one that emphasizes early identification of issues, transparent reporting, and consistent execution practices that protect people, projects, and long-term operational performance.

### Auditing Enhancements

A standardized audit planning model was implemented to improve the rigor of preparation and ensure consistent coverage of activities. Audit findings are now formally integrated with reporting and corrective action workflows, reinforcing traceability from identification through resolution and driving systemic improvement rather than isolated correction.

### Culture Promotion

We continued to strengthen our reporting culture by treating quality reports as a positive tool that helps teams surface issues early, learn quickly, and prevent repeat occurrences. We also refined our reporting workflows, so submissions are clearer and more consistent, supporting better trend analysis and timely follow-up across projects.

### Welding Procedures

We strengthened our welding program in 2025 by updating company welding procedures to align with current code requirements and reinforcing controls over electrode storage and temperature management. These improvements helped ensure welds were completed accurately the first time and strengthened long-term system integrity.



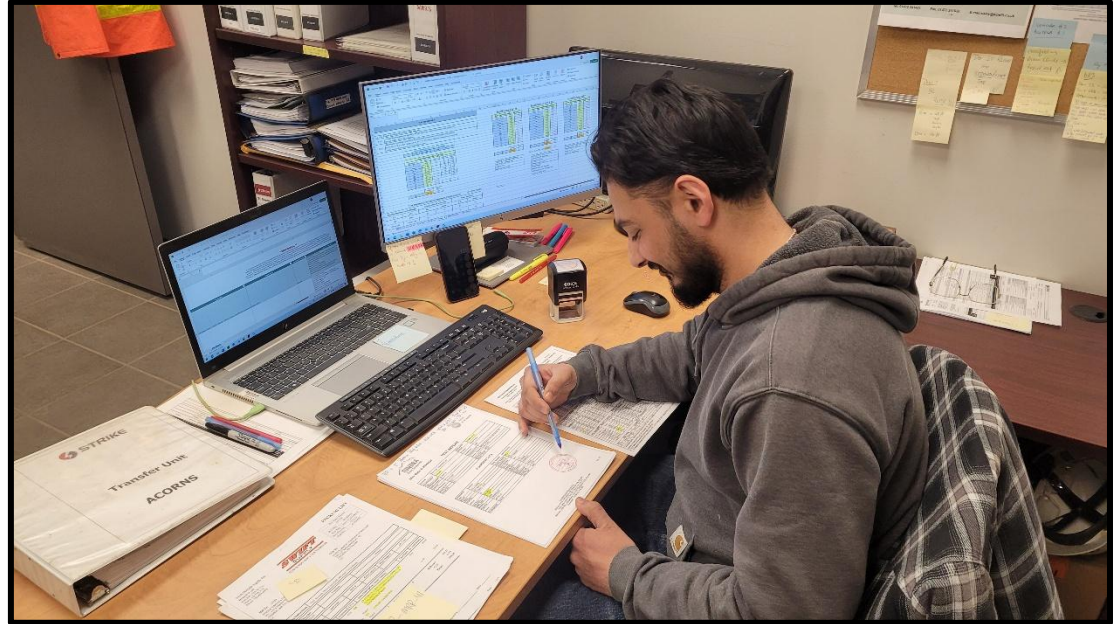
## QUALITY & OPERATIONAL EXCELLENCE

### Competency Program

Strike continued to invest in targeted competency development across field and project teams to strengthen technical execution and verification discipline. Training focused on material control fundamentals, including documentation review and substitution governance, welding standards compliance, and foundational non-destructive examination methods. Additional sessions reinforced quality reporting, auditing, and corrective action practices.

### Relationship Building

We continued strengthening collaboration with client partners while expanding the use of shared digital systems that support transparency and organizational learning. Our quality reporting and lessons library were enhanced to improve searchability and trend visibility. Updates to workflow design improved reporting clarity and consistency, enabling more effective cross-project analysis, performance monitoring, and timely corrective action follow-through.



Overall, 2025 marked measurable progress in Strike’s Quality governance and operational discipline. Through enhanced reporting, clearer procedural controls, improved training, and cross -project collaboration, Strike continues to embed quality into the way we work—supporting safer outcomes, reliable execution, and sustainable operational performance.

## EMPLOYEE TRAINING

Strike provides training opportunities to its employees through a range of platforms, including internal learning systems, mentorship, and apprenticeship programs, to support skill development and long-term career pathways across the workforce.

2025 was a particularly active year for training at Strike, highlighted by the expansion of the internal e-learning program to include site-specific orientations for large-scale projects, ensuring workers were better prepared for project-specific risks and expectations. Training efforts also included the delivery of two SEFSAM courses, enhanced Fire Training, and continued investment in early-career development through the Green Hand program.

In 2026, Strike updated the delivery of HSE Supervisor and Incident Investigation training to a more standardized and flexible model, improving consistency, accessibility, and alignment with operational needs while maintaining required HSE competencies and compliance.



GOVERNANCE

**27,559**

Hours of Training Completed in 2025

**14**

# of Internal e-School Courses Offered

**14,306**

# of Strike e-School Courses Completed in 2025

**4**

# Management Trainee Graduates

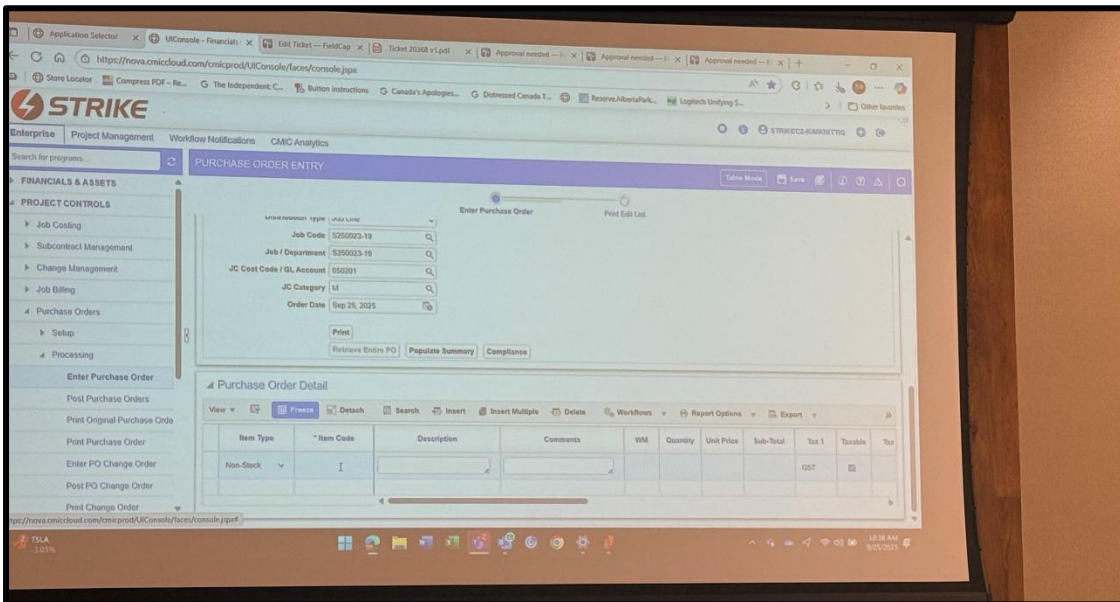
## 2025 SUPPORT SUMMIT

The 2025 Support Summit brings together teams from across the organization to strengthen alignment, enhance collaboration, and empower support functions that are essential to operational excellence.

A key focus of the 2025 Summit is the introduction of our new ERP system. The new ERP system is an important step toward improving integration, efficiency, and visibility across all business functions.



GOVERNANCE



## POLICIES AND PROCEDURES

Strike has continued to be proactive in enhancing its business practices and maintaining its programs and systems. Through the course of 2025, Strike updated and created the following number of policies, procedures, practices and forms:

**6**

**Policies**

**14**

**Practices**

**12**

**Procedures**

**31**

**Forms**

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

**ABSA**



In 2025, Strike underwent an external COR audit with our certifying partner the Energy Safety Canada. This audit encompassed operations in British Columbia, Alberta, and Saskatchewan. Certificates of Recognition were issued in the audited jurisdictions.



# PERFORMANCE SUMMARY

Data	Measurement	2025	2024	2023
<b>Sector Exposure</b>		100%	100%	100%
Upstream Oil & Gas	Percentage	28%	37%	29%
Midstream & Transportation	Percentage	65%	53%	61%
Downstream & Petrochemical	Percentage	0.6%	4%	2%
Diversified Industries	Percentage	7%	6%	8%
<b>Service Exposure</b>		100%	100%	100%
Facility Construction	Percentage	41%	37%	29%
Pipeline Construction	Percentage	13%	10%	20%
Field Maintenance	Percentage	26%	29%	33%
Electrical	Percentage	13%	14%	10%
Fabrication	Percentage	7%	10%	8%
<b>Fleet and Fuel</b>				
Vehicle Assets	#	349	381	341
Heavy Equipment	#	158	157	161
Fuel (Gas/Diesel)	Liters	7,490,530	6,400,000	5,788,863
Light Duty Idle Time Average	%	29.4%	29.13%	43%
<b>Facility Utilities (Scope 2)</b>				
Natural Gas	GJ	61,450	153,212	214,112
Electricity	kWh	1,486,306	2,419,647	1,407,692
Water	m <sup>3</sup>	11,570	1,738	4,532
<b>Operational Footprint</b>				
Office/Shop	Square Footage	309,371	309,371	304,371
Yard	Acres	122.54	122.54	122.54
<b>Community Investment</b>				
Total Community and Charity Contributions	\$	\$678,437	\$318,820	\$280,756
<b>Indigenous Impact</b>				
Formal Relationships with Indigenous Communities & Businesses	#	6	5	4
Indigenous Subcontracting Spend	%	17%	17%	17%
Total Indigenous Employment	%	11%	10%	7%

N/A – Data Not Available

# PERFORMANCE SUMMARY

Data	Measurement	2025	2024	2023
<b>Employment</b>				
Total Employment	# Personnel	1,665	1,221	1,145
Salary Personnel	# Personnel	174	161	147
Hourly Personnel	# Personnel	1,150	803	773
Independent Service Providers	# Personnel	342	257	224
Total Hours	#	3,507,702	2,508,540	2,358,106
<b>People &amp; Diversity</b>				
Female Leaders	#	9	9	9
Female Employees	#	189	156	139
<b>Operating Centers</b>				
Operations in Municipalities pop. <50k	#	17	17	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	\$	\$696,253.00	\$631,597.00	\$583,266.00
Training Hours	#	27,559	22,707	19,728
<b>Health &amp; Safety</b>				
Total Kilometers	#	10,747,083	10,245,735	9,858,395
Lost Time Incident Frequency (LTIF)	Frequency	0.00	0.00	0.00
Total Recordable Incident Frequency (TRIF)	Frequency	0.68	0.96	0.68
Reportable Spills	#	0	0	0
<b>Governance</b>				
Board Members	#	6	6	6
Executive	#	5	5	5
Leadership Meetings	#	12	12	12
Code of Conduct	Yes/No	Yes	Yes	Yes

N/A – Data Not Available

# INQUIRIES

If you have any inquiries regarding Strike's 2026 Sustainability Report, please contact Rocco Romano (Manager, Sustainability & Community Relations) at [sustainability@strikegroup.ca](mailto:sustainability@strikegroup.ca)



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Platinum member

