



FLINT™

2022 SUSTAINABILITY REPORT

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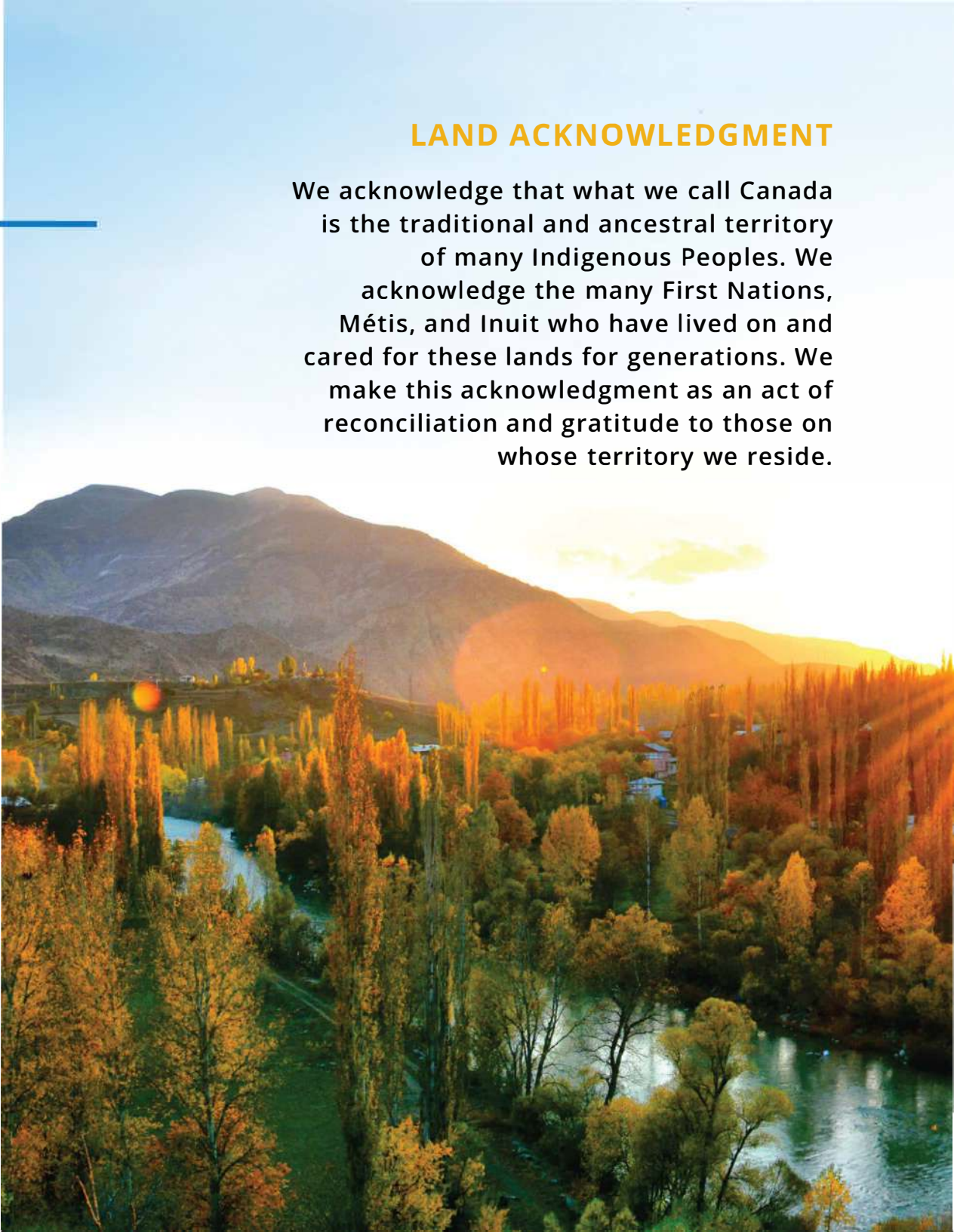
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LAND ACKNOWLEDGMENT

We acknowledge that what we call Canada is the traditional and ancestral territory of many Indigenous Peoples. We acknowledge the many First Nations, Métis, and Inuit who have lived on and cared for these lands for generations. We make this acknowledgment as an act of reconciliation and gratitude to those on whose territory we reside.



ABOUT FLINT

ENVIRONMENT

SOCIAL

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ABOUT FLINT





A MESSAGE FROM OUR CEO

“AT FLINT, we firmly believe that sustainability initiatives are essential to the continued growth of our business. With environmental, social, and governance goals at the forefront of our business initiatives, I believe focusing on these goals will enable us to have better outcomes for our team members, clients, and communities.

Over the next three years, our organization has set sustainability goals that are imperative to the growth and diversification of our company. We focus on empowering individuals at all levels to make decisions that contribute to our organization achieving our sustainability goals.”

Barry Card
CHIEF EXECUTIVE OFFICER





WHO WE ARE

— PURPOSE

Helping customers bring their resources to our world.

— MISSION

We will be the service company of choice for our stakeholders.

With over 4,000 employees during peak season working out of offices strategically located across Canada, we provide services and products that keep our clients moving forward.

Our people and processes are the pillars of our company. Safety is an integral part of our culture at FLINT, where we strive for a zero-injury workforce.





SERVICES & LOCATIONS

SERVICE LINES

- Maintenance & Turnarounds
- Facility Construction
- Fabrication, Modularization & Machining
- Electrical & Instrumentation
- Environmental Services
- AssetArmor™ Protection Solutions & Weld Overlay
- Contract Operators & Technicians
- Pipeline Installation & Integrity





CORE

SAFETY & QUALITY ALWAYS

- We provide a safe, progressive and proactive work environment.
- We work together to ensure that high-quality services and products are delivered to our clients on schedule and budget.
- We minimize the impact to our planet.

LEAD

- We are leaders and foster an environment of integrity, curiosity, empowerment and innovation.
- We use foresight, identify opportunities and manage risk.

VALUES





CORE

COLLABORATIVE

- We work together as one team.
- We are transparent and help each other succeed.
- We engage with respect and earn the trust of our clients, stakeholders and the communities where we work.

COMPETITIVE

- We will be profitable and competitive.
- We will deliver our services in a safe and efficient manner to solve the challenges facing our clients.
- We will continuously improve.

VALUES



ABOUT FLINT

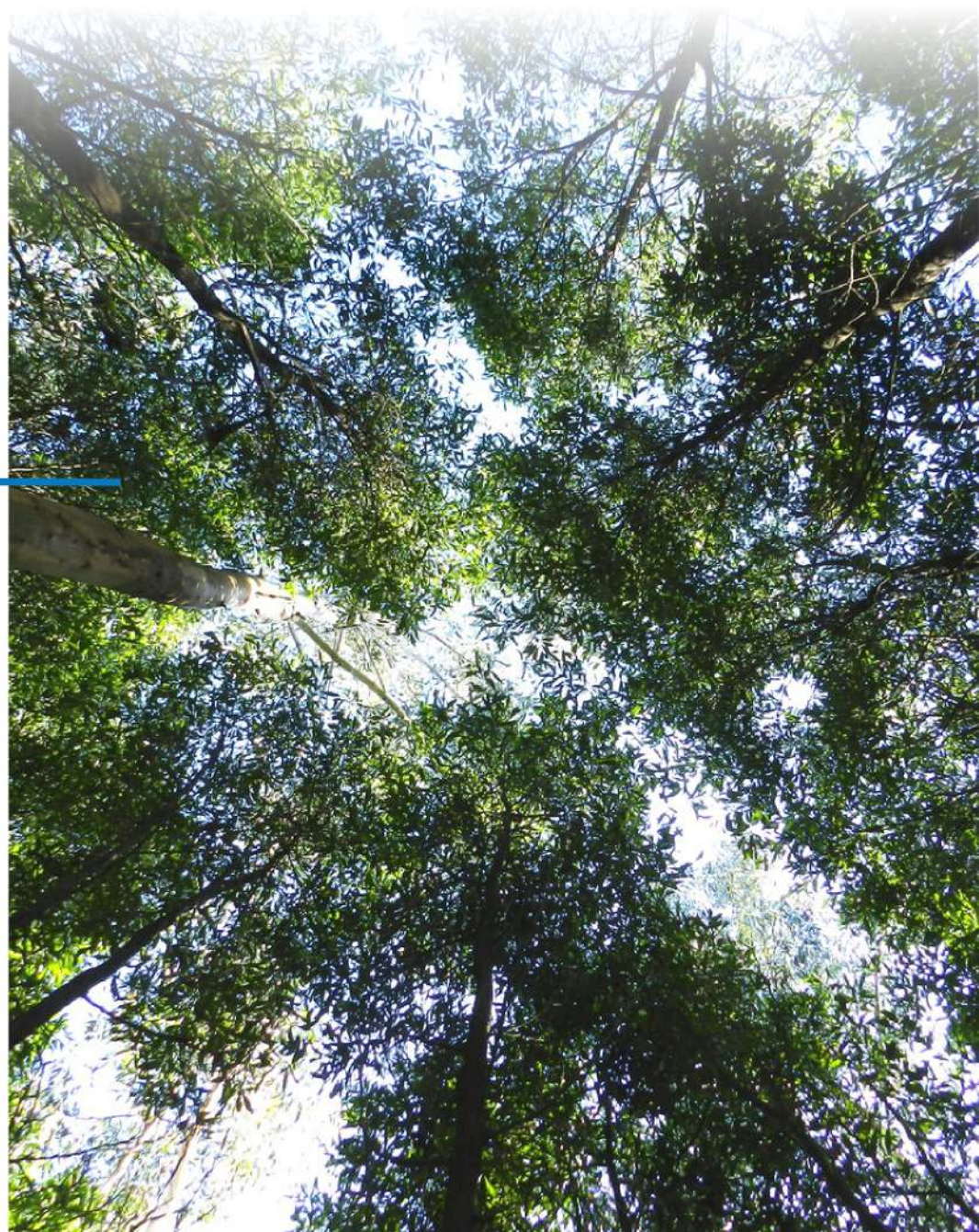
ENVIRONMENT

SOCIAL

GOVERNANCE



ENVIRONMENT





OUR COMMITMENT

FLINT recognizes the importance of reducing our carbon footprint to build a sustainable future.

At FLINT, we are stewards of the environment and recognize our responsibility to make every effort to mitigate the environmental impact of our operations. Our organization is committed to third-party quantification and verification of our white iron fleet emissions data through our telematics provider.

FLINT is committed to modernizing our operations and implementing low-emission technology across our business.



FLINT commits \$500,000 by 2026 to sustainable technology investment that directly reduces our carbon footprint.

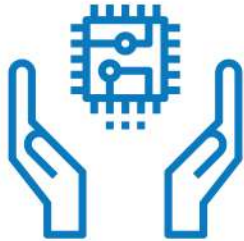


FLEET MODERNIZATION PLAN

At FLINT, we believe one of the most effective ways to reduce our carbon emissions is to manage and monitor our fleet. The entirety of FLINT's white iron fleet is monitored by a state-of-the-art telematics system that tracks idle time and fuel consumption and provides us with technical data on our emissions. This data is used to benchmark and develop Key Performance Indicators (KPI's) intended to reduce our emissions over any given year.

In 2022, FLINT procured hybrid and electric trucks for introduction into our white iron fleet. This is an integral step in our journey toward achieving our emissions reduction targets. The low to zero-carbon emitting vehicles will be used to baseline our emissions reduction, fuel cost savings and the effectiveness of our fleet within our daily operations.





Spend On Technology To
Reduce Carbon Footprint

\$342 000+



Trees
Planted

165 500+



Reduction Of Plastic
Bottles Used

92 000+²

GREENER GLOVES

To reduce our carbon footprint, FLINT invested over \$342,000 throughout 2022. One example is our purchase of safety-compliant gloves made from 100% recycled materials. Using these gloves over alternative glove types is comparable to recycling over 1,500 plastic water bottles.¹

ENVIRONMENTAL STEWARDSHIP

In 2022, the FLINT environmental division planted over 165,500 trees across various reclamation and remediation projects.

SINGLE-USE PLASTICS

In alignment with our goal of reducing single-use plastic waste, FLINT has distributed over 600 reusable water bottles to our team members. Additionally, the FLINT corporate office uses ION water machines to further reduce single-use plastic waste. Our organization continues to seek new and creative ways to reduce the consumption of single-use plastics company-wide.

1. Data provided by our vendor, Watson Gloves.

2. Data provided is an estimate based on several initiatives company wide.



EMPLOYEE SPOTLIGHT

As an environmental professional with FLINT, Cynthia has had the opportunity to work both in the field and in the office. She has experienced what it is like to truly care about the environment and be a part of the change we are seeing in the ways companies are becoming more progressive with their environmental initiatives and goals.

What does caring for the environment look like to Cynthia? "When we talk about caring for the environment, the little things add up. What makes the biggest difference is doing those little things every day."

“
From on-site
land reclamation
and remediation
programs to
our corporate
recycling program,
I’m proud to work
for a company
where my values
align with what
we do every day.”

Cynthia
ENVIRONMENTAL
PROFESSIONAL

ABOUT FLINT

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SOCIAL





OUR COMMITMENT

**Our greatest asset is our people.
Diversity makes us stronger.**

At FLINT, we believe that equity, diversity, and inclusion enable better outcomes for our clients, a deeper understanding of communities and Indigenous peoples, and innovative solutions that propel our organization forward.

We believe in the importance of fostering a safe and welcoming work environment for all employees, regardless of age, sex, race, colour, religion, national origin, disability, veteran status, sexual orientation, or gender identity.



**Increase women in senior leadership roles to
30% by 2026.**

**Increase women in the workforce to
20% by 2026.**



**Increase underrepresented groups in the
workforce to 15% by 2026.**



OUR PEOPLE



Employees Self-identifying as a Woman

18%



Senior Leaders Self-identifying as a Woman

19%



Employees Self-identifying as BIPOC ³

4%

PEOPLE STRATEGY

FLINT initiated its People Strategy in 2022, which places significant importance on diversity, equity, and inclusion. Prior to its inception, a comprehensive third party review of FLINT's policies and processes was completed, and the recommendations were used to form the basis of the strategy. Diversity, equity, and inclusion training has been rolled out organization-wide, with in-depth training provided for employees in executive and senior leadership positions.

3. BIPOC: Black, Indigenous, and People of Colour.





INVESTING IN OUR PEOPLE



Employee Resource
Groups

3



Employee Training and
Development Spend

\$106 000+

EMPLOYEE RESOURCE GROUPS

FLINT has three active employee-led resource groups focused on various topics, such as women in the workplace, diversity of culture, and mental health:

- Our women's resource group is designed to foster connections and support women in the workplace at FLINT and beyond.

- FLINT's diversity resource group focused on amplifying and celebrating diverse cultures at our organization. FLINT recognizes and respects the presence of all diverse groups in the workplace and our organization strives to empower all employees to be their authentic selves in the workplace.
- FLINT's mental health resource group is focused on ensuring a safe space for employees to discuss topics related to mental health, provides support, shares strategies, and works to reduce stigma around mental health.



Employees Indentured
into the FLINT
Apprenticeship Program

150

APPRENTICESHIP DEVELOPMENT

In 2023, FLINT will continue to grow its apprenticeship program by indenturing additional team members and supporting them throughout their schooling.



OUR COMMITMENT

Involving local and Indigenous communities is key to our long-term sustainability and growth.

At FLINT, we care about the communities in which we live and operate. Our organization is committed to limiting the impact of our operations, providing benefits to local communities and businesses/suppliers as a result of our operations, and involving local and Indigenous communities in our operations.



Continue to partner with and support local and Indigenous communities through employment, strategic partnering, sponsorship of local events, and capacity-building initiatives.



Continue to invest in and support the local communities in which we operate.



OUR COMMUNITY



Community
Spend

\$60 000+



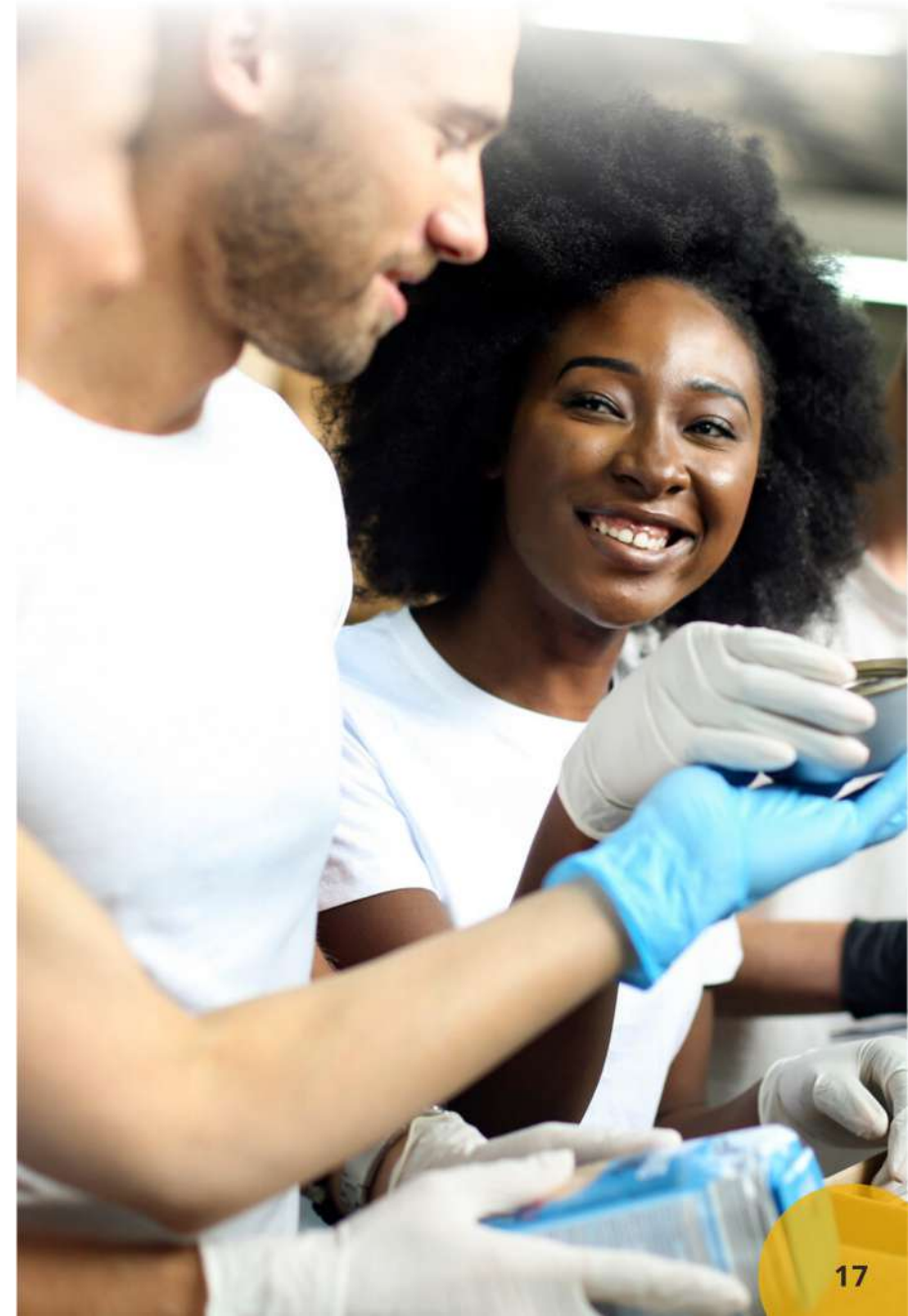
Volunteer
Hours

1 900+

COMMUNITY ENGAGEMENT

FLINT is involved in several community engagement initiatives such as supporting education in science, technology and the trades, supporting and mentoring apprentices in their journey to earning their tickets, and coaching community sports teams, participating in community events, and volunteering for charities.

As part of our collaborative core value, our team members are committed to helping local community members and organizations succeed and earning local stakeholders' trust.





COMMUNITY SPOTLIGHT

In 2022, FLINT participated, sponsored, and donated merchandise to the American Welding Society Alberta Section's golf tournament raising funds for The Red Bench - an organization that works to increase the number of women and LGBTQ+ individuals in the shop space. It encourages confidence by creating a space where women and LGBTQ+ individuals can network, find mentors, and gain the skills required for a successful welding career.

“The Red Bench has been a space where I have been able to trial industrial equipment and ask questions while being given positive guidance. The sense of community provided by The Red Bench team has given me more experience using equipment at work.”

Kim
RESEARCH AND
INNOVATION
MANAGER



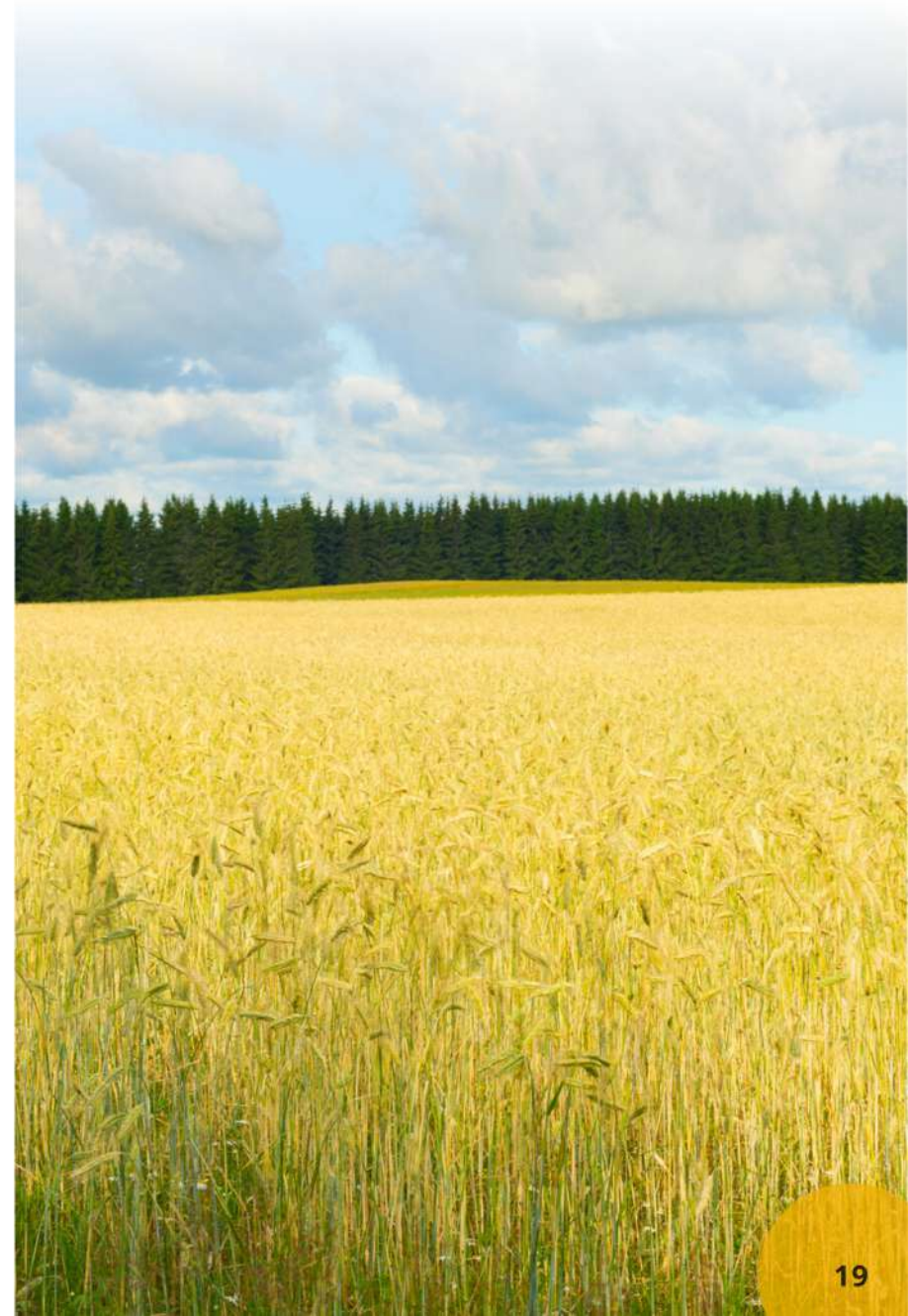
INDIGENOUS RELATIONS

INDIGENOUS PARTNERS

FLINT has a long legacy of developing long-term relationships and alliances with Indigenous groups in the communities in which we live and operate. We respect and celebrate the culture, sustainability, and stewardship of the land.

Our formalized relationships are designed to leverage each party's strengths. We align with groups who share the same core values as our organization, including fostering strong relationships, commitment to excellence, investment in people, and responsible decision-making. FLINT is proud to have multiple formalized Indigenous relationships.

FLINT contributes to the communities through strategic partnering, training, scholarship, and capacity building.





Indigenous Community
Spend

\$2 600 000+

CAPACITY BUILDING

As part of our organization's commitment to Indigenous communities, we offer the following training and development opportunities:

- BEAHR Program: Indigenous trainees are provided mentorship through a Building Environmental Aboriginal Human Resources (BEAHR) member/instructor. The goal of the BEAHR training program is to provide a customized mentorship program to Environmental Professionals in training to help develop local environmental skills that will assist in protecting future generations.
- Ride-Along Program: This 6-month, hands-on field program involves the trainee riding alongside our experienced workers and being trained in the basics of support for well operation and facility operation.

FLINT provides additional programs that are available to local communities at large, including:

- Emerald Career Training Program
- Apprenticeship Program
- Management Trainee Program
- Scholarships in local and Indigenous communities
- Investment in community initiatives, programs, cultural events, and infrastructure



Indigenous Suppliers
Spend

\$10 000 000+

INDIGENOUS SUPPLIERS

FLINT's prequalification process for vendors and subcontractors ensures that all companies who work for FLINT meet or exceed our standards for safety and quality. Our Supply Chain Management (SCM) department works diligently to support local and Indigenous businesses in the prequalification process to build the foundation for a strong working relationship.

Our organization requests information from suppliers regarding local and Indigenous affiliations through our SCM department, including in-depth criteria around Indigenous ownership, affiliation, policies, and community investment.

FLINT proactively searches for local and Indigenous suppliers/subcontractors to support local communities and projects and maintains a robust database of active Indigenous suppliers.

ABOUT FLINT

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GOVERNANCE





Maintain and continue to earn the trust of our clients, stakeholders, and communities where we work.



Implemented a third-party whistleblower hotline.

OUR COMMITMENT

At FLINT, driving sustainability through strong stewardship practices and addressing stakeholder interests in a fair, transparent, and responsible manner is imperative to our success.

Accountability and transparency are key values that drive our everyday operations. We are committed to continuous improvement and honest communication with all stakeholders.



Add one board member who identifies as a woman.



Increase access to equity, diversity, and inclusion and environment, social, and governance training company-wide.



BOARD OF DIRECTORS

FLINT's Board of Directors is comprised of five members: Sean McMaster (Chair), Jordan Bitove, H. Fraser Clarke, Karl Johannson, and Dean MacDonald.

Based on the definition of “independence” contained in National Instrument 58-101 “Disclosure of Corporate Governance Practices” and a review of applicable factual circumstances, each of the directors is independent, other than Mr. MacDonald who previously served as an executive officer of FLINT.

The Board of Directors is responsible for the overall stewardship of FLINT. The primary functions of the Board are to:

1. Adopt a strategic planning process designed to achieve FLINT's principal objectives;
2. Supervise the management of the business and affairs of FLINT with the goal of achieving its principal objectives; and
3. Discharge the duties of the Board of Directors imposed by applicable laws. The Board has adopted a written charter that sets out its responsibilities and duties.



SUSTAINABILITY PROGRAM GOVERNANCE

BOARD OF DIRECTORS

Responsible for the stewardship of the FLINT business to ensure our stakeholders benefit from our activities.

EXECUTIVE TEAM

Supports the Board in fulfilling its mandate on ESG issues, provides oversight on the implementation and management of the ESG program.

BOARD COMMITTEE

Reviews ESG risks and opportunities in the context of FLINT's business and promotes ESG initiatives.



HEALTH & SAFETY



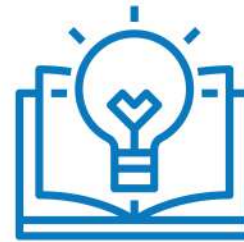
Total Recordable
Injury Frequency

0.28⁴



Behaviour Based
Observations Completed

47 400+



Hours of HSE Training
Completed

2 000+ new-hire
orientation
supervisor
safety training **500+**



Onsite Leadership
Safety Reviews

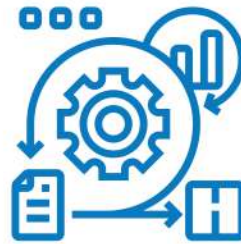
1 200+

4. Total Recordable Injury Frequency (TRIF) represents the number of recordable injuries per 200 000 hours worked. In 2022, FLINT achieved a TRIF of 0.28 across all divisions.



Codes of
Practice

15+



Safe Work
Procedures

70+



Safe Work
Practices

230+



Job Hazard
Assessments

240+

FLINT'S 2023 SAFETY OBJECTIVES

VISIBLE
LEADERSHIP

COMPETENCY
OF FRONTLINE
SUPERVISION
& WORKFORCE

OPERATIONAL
SAFETY
EXCELLENCE



ETHICS, TRAINING & DEVELOPMENT

WHISTLEBLOWER HOTLINE

In alignment with providing a safe, progressive, and proactive working environment for all employees, FLINT has implemented an external platform that provides an opportunity for employees, contractors, and suppliers to communicate and resolve sensitive issues anonymously.

Issues such as code of conduct and workplace harassment will be addressed confidentially. There are two forms of reporting: personnel can speak to an agent; or they can submit a report through a secure web application. These options are available 24 hours a day, 365 days a year.

Our organization is committed to proactively addressing workplace harassment, code of conduct, and ethics violations in order to ensure all FLINT employees feel empowered and safe while they are at work.





MANAGEMENT TRAINEE PROGRAM

Individuals who have demonstrated initiative and the skills required to be successful in a management career path may be invited to take part in FLINT's Management Trainee Program (MTP). This program is an entry-level leadership development program designed to prepare suitable candidates for supervisory and future management positions within our organization. Program participants get field-based operational training, exposure to a variety of functional areas, and mentoring to ensure success.

This program includes functional experience in Project Management, Project Controls, Estimating, Workforce Planning, Supply Chain Management, Quality Assurance/Quality Control, and other essential construction business areas where the trainee works directly in field operations. If successful throughout the tenure of the program, the trainee receives the opportunity to work in operational management upon completion of the program. The participants in FLINT's MTP are comprised of:

- 66%** Trainees Who Self-identify as a Man
- 33%** Trainees Who Self-identify as a Woman
- 17%** Trainees Who Self-identify as BIPOC ⁵

5. BIPOC: Black, Indigenous, and People of Colour.





ADVISORY REGARDING FORWARD-LOOKING INFORMATION

Certain information included in this Sustainability Report may constitute “forward-looking information” within the meaning of Canadian securities laws. In some cases, forward-looking information can be identified by terminology such as “may”, “will”, “should”, “expect”, “plan”, “anticipate”, “believe”, “estimate”, “predict”, “potential”, “continue” or the negative of these terms or other similar expressions concerning matters that are not historical facts. This Sustainability Report contains forward-looking information relating to: our business plans, strategies and objectives; environmental, social, and governance (ESG) goals and targets, including those related to greenhouse gas emissions and carbon footprint reduction; equity, diversity, and inclusion; safety; FLINT’s plans to achieve our ESG goals and targets and to monitor and report our progress; and ESG engagement.

Forward-looking information involves significant risks and uncertainties. A number of factors could cause actual events or results to differ materially from the events and results discussed in the forward-looking information including, but not limited to, compliance with debt covenants, access to credit facilities and other sources of capital for working capital requirements and capital expenditure needs, availability of labour, dependence on key personnel, economic conditions, commodity prices, interest rates, future actions by governmental authorities in response to Covid-19 or another pandemic, regulatory change, weather and risks related to the integration of acquired businesses. These factors should not be considered exhaustive. Risks and uncertainties about FLINT’s business are more fully discussed in FLINT’s disclosure materials, including its annual information form and management’s discussion and analysis of the operating and financial results, filed with the securities regulatory authorities in Canada and available at www.sedar.com. In formulating the forward-looking information, management has assumed that business and economic conditions affecting FLINT will continue substantially in the ordinary course, including, without limitation, with respect to general levels of economic activity, regulations, taxes and interest rates. Although the forward-looking information is based on what management of FLINT consider to be reasonable assumptions based on information currently available to it, there can be no assurance that actual events or results will be consistent with this forward-looking information, and management’s assumptions may prove to be incorrect.

This forward-looking information is made as of the date of this Sustainability Report, and FLINT does not assume any obligation to update or revise it to reflect new events or circumstances except as required by law. Undue reliance should not be placed on forward-looking information. Forward-looking information is provided for the purpose of providing information about management’s current expectations and plans relating to the future. Readers are cautioned that such information may not be appropriate for other purposes.

CONNECT WITH US



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