



**SUSTAINABILITY  
REPORT**

**2023**

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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.**

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# ABOUT FLINT







# A MESSAGE FROM OUR CEO

As we embark on 2024, I am proud of the strides we have taken in the past year toward achieving our sustainability objectives. Throughout 2023, our commitment to empowering our teams has remained unwavering, ensuring that environmental, social, and governance considerations remain paramount in our endeavours.

Safety is one of our core values. We uphold rigorous standards to safeguard the well-being of our employees, stakeholders, and the environment. Our commitment to safety extends beyond compliance; it is ingrained in every aspect of our culture. Through continuous improvement and proactive measures, we strive to mitigate risks and foster a culture where we do not compromise on safety.

As an organization, we recognize the importance of building strong relationships with local and Indigenous communities. We value the perspectives and contributions of these communities and seek to collaborate with them in a meaningful and respectful manner. By engaging in open dialogue, addressing concerns, and supporting community initiatives, we aim to build trust and create mutually beneficial partnerships that endure for generations.

At FLINT, our purpose is to help our customers bring their resources to our world. We are committed to doing this in a sustainable manner, as we pursue our mission to be the service provider of choice.

**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.

## VALUES

- Safety & Quality Always
- Lead
- Collaborative
- Competitive



# CORE VALUES

## **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.

## **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**

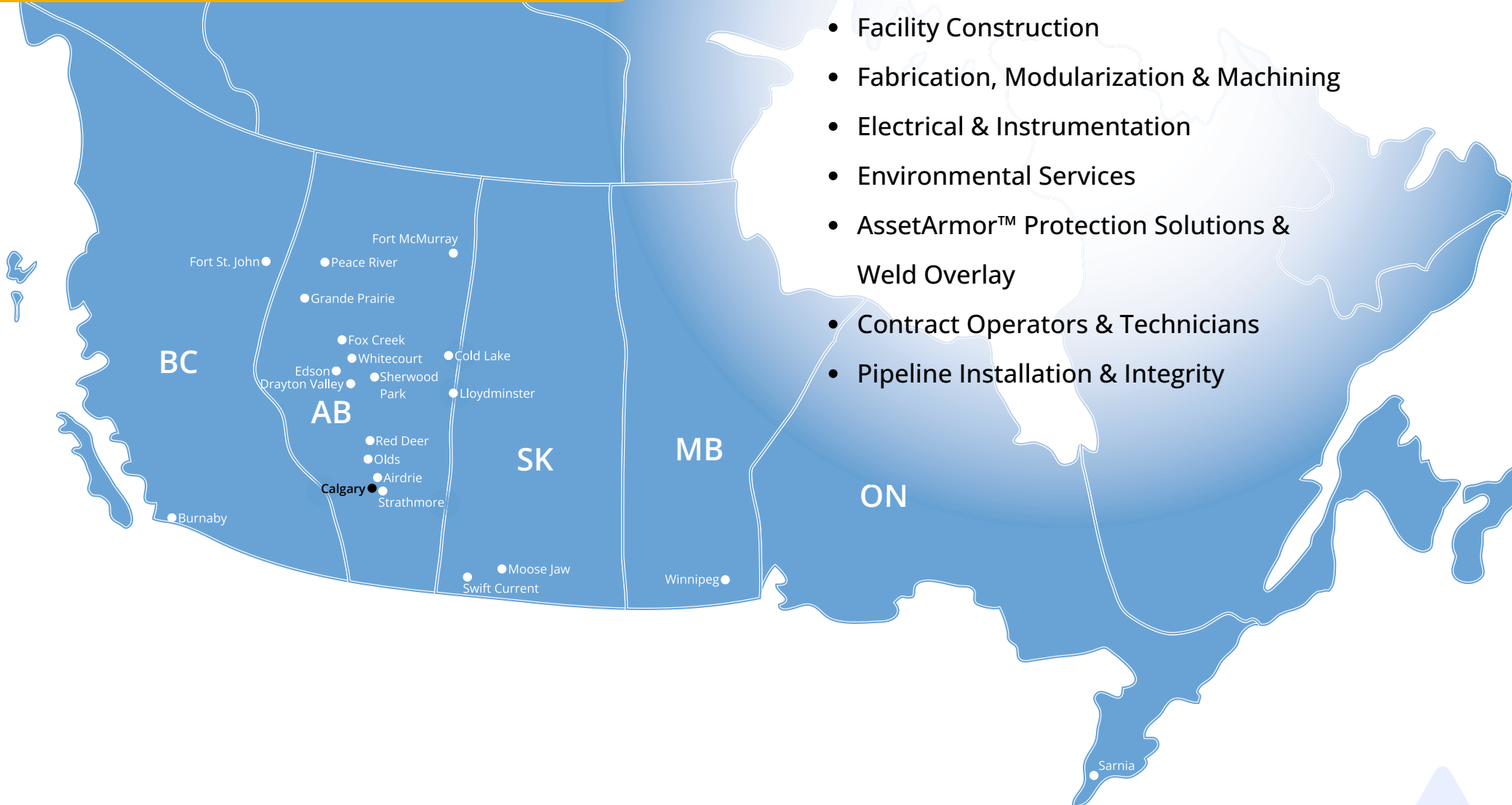
- We will be profitable and competitive.
- We will deliver our services in a safe and efficient manner to solve the challenges facing our clients.
- We will continuously improve.



# 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







# ENVIRONMENT





## OUR COMMITMENT

### **FLINT recognizes the importance of reducing its 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.**



**FLINT commits to reduce vehicle idle times.**



## FLEET MODERNIZATION PLAN



Reduction in  
Idle Time

**10%**  
Since 2022

In 2023, FLINT made significant strides in reducing idling in its fleet by implementing company-wide policy adjustments, including specific idle time limits and enhanced safety and maintenance protocols.

Telematics installed in our white iron fleet allowed for real-time tracking of idle time, fuel consumption, and emissions data. Compared to 2022, data from 2023 revealed an impressive 10% reduction in idle time.

FLINT also successfully integrated hybrid vehicles into the white iron fleet in 2023, bolstering our commitment to sustainability. These low-emission vehicles serve as benchmarks for emissions reduction, fuel cost savings, and fleet efficiency in our daily operations.

In addition to the hybrid vehicles purchased, FLINT continues to retire older vehicles as part of the modernization plan and replace them with newer more-efficient vehicles.







## EV INFRASTRUCTURE



FLINT's Electrical & Instrumentation team successfully executed projects aimed at enhancing electric vehicle (EV) infrastructure in 2023.

This included the installation of charging stations and related electrical systems to support EV users within our community. The team ensured compliance with sustainability standards by incorporating eco-conscious practices into their operations, such as utilizing energy-efficient components and materials.

These efforts align with FLINT's commitment to sustainable development and contribute to reducing carbon emissions in the region.





# ENVIRONMENTAL SPOTLIGHT

## Project Forest

**Project Forest is a non-profit organization working in partnership with conservation groups, Indigenous communities and Canadian businesses to make a positive environmental and social impact in our communities through planting forests.**

FLINT began its partnership with Project Forest in 2021 as a Bronze sponsor on the Project Forest Gold Ranches project where 110,160 seedlings were planted over the 55 hectare site. This project contributed to an impressive 65,315 tonnes of total CO2 removed from the air.

In 2023, FLINT became a Silver sponsor in support of Project Forest Cumberland House Cree Nation Food and Medicine Forest. This project is making a positive environmental impact in the ecologically sensitive Saskatchewan River Delta in northeastern Saskatchewan. By reintroducing culturally significant plants, Project Forest is re-establishing traditional landscapes and increasing biodiversity with plant species that have ecological and cultural importance. Since the food and medicine forest was planted, the community has reported that desirable natural vegetation is returning to the site.

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# SOCIAL







# OUR COMMITMENT

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

At FLINT, we believe that diversity, equity and inclusion enable a deeper understanding of communities and Indigenous peoples and the development of innovative solutions, ultimately resulting in better outcomes for our employees and clients.

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.**



# EMPLOYEE SPOTLIGHT

**Geneline**

Heavy Equipment Operator

**“The support from FLINT with the switch of my career is just amazing.”**

FLINT's Emerald Career Program in Fort McMurray stands as a beacon for those eager to kickstart their journey as a Heavy Equipment Operator.

Geneline, a dedicated member of the FLINT family, initially embarked on her career path with the company in the recruitment function. However, after more than 15 years in the recruitment arena, she sought a fresh challenge and seized the opportunity presented by the Emerald Career Program. Equipped with the program's comprehensive tools and resources, Geneline navigated her career transition with finesse, emerging as a certified Heavy Equipment Operator. Her successful graduation from the program underscores FLINT's commitment to fostering career growth and diversification.

Today, as Geneline operates heavy machinery on site, she embodies FLINT's Core Values, serving as a living testament to the company's dedication to nurturing talent and facilitating career advancement.



## OUR PEOPLE



Employees Self-identifying as a Woman

**19%**

2022 - 18%



Senior Leaders Self-identifying as a Woman

**19%**

2022 - 17%



Employees Self-identifying as BIPOC<sup>1</sup>

**7%**

2022 - 2%

In 2023, FLINT further strengthened its People Strategy and continued to focus on attraction, retention, and development of our people. As part of this, there was a focus on Diversity, Equity, and Inclusion (DEI) in all aspects of our people strategy.

Additionally, FLINT engaged with a number of third party providers to ensure DEI was at the forefront in the attraction of new employees. In particular, FLINT partnered with the Center for Newcomers, Women Building Futures, and Bridging the Gap - Careers in Energy, to promote the attraction and hiring of equity deserving talent pools including immigrants, indigenous peoples, women, and youth.

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







# INVESTING IN OUR PEOPLE



**FLINT Apprenticeship  
Program Participants**

**414** Apprentices

## **TRADES REGISTERED APPRENTICESHIP PROGRAM (RAP)**

In addition to the 414 apprentices in 2023, FLINT had nine students in the trades RAP. The RAP allows high school students to graduate high school while getting a jump-start on a career in the trades.

## **APPRENTICESHIP DEVELOPMENT**

To further support our Apprenticeship Program, FLINT introduced the Apprenticeship Financial Assistance Program (AFAP), whereby FLINT provides employees wishing to complete their apprenticeship with financial assistance. The Program continues to grow in popularity and will be expanded in 2024.





### Employee Resource Groups

**3**



### Employee Training and Development Spend

**\$195 000+**

## EMPLOYEE RESOURCE GROUPS

FLINT fosters employee engagement through three active employee-led resource groups focusing on women in the workplace, cultural diversity, and mental health. Additionally, a subcommittee for Indigenous Relations was introduced as part of the cultural diversity group.

These groups organized educational events and meetings, including:

- A live panel event commemorating the National Day for Truth and Reconciliation.
- A panel discussion on International Women's Day featuring five female industry leaders advocating for gender equality.
- Cultural food expos
- Holiday food drives across FLINT offices in support of local food banks.

In addition, FLINT provided formal training from a diversity consultant to all of our employee resource groups in 2023 to set the groups up for success and ensure appropriate representation and understanding.



The Educational  
Partnership Foundation

# COMMUNITY SPOTLIGHT

The Educational Partnership  
Foundation (TEPF)

**FLINT is committed to fostering literacy and education within our community, recognizing the transformative power of knowledge and learning.**

TEPF is a Canadian registered charity focused on providing youth with educational programs to empower and equip them for the future. Based in Western Canada, TEPF offers literacy and skilled trade programs reaching 766,000+ youth across Alberta.

TEPF offers three programs:

- High School Trades Careers
- Indigenous High School & Young Adults Trades Careers
- Literacy - 'Reading... Give it a Shot' and 'Books for Kids'

FLINT is an ongoing supporter of TEPF through sponsorship and participation in events benefitting all three programs.





## 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.



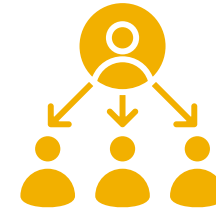
**Continue to partner with and support local and Indigenous communities through employment, strategic partnering, sponsorship of local events, and capacity-building initiatives.**



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



## INDIGENOUS RELATIONS



Indigenous Suppliers  
Spend

**\$23 000 000+**

### INDIGENOUS SUPPLIERS

FLINT's Supply Chain Management (SCM) team is dedicated to fostering strong partnerships with local and Indigenous businesses by facilitating the prequalification process for approval to work on our sites.

In 2023, our SCM team collaborated closely with suppliers to gather information on local and Indigenous affiliations. This initiative led to improved visibility and reporting, resulting in a remarkable 138% increase in spending with Indigenous suppliers compared to 2022.





## Indigenous Community Investment

# \$7 500 000+

## INDIGENOUS PARTNERS & COMMUNITY INVESTMENT

FLINT upholds a rich tradition of cultivating enduring partnerships with Indigenous communities in our operational areas, founded on mutual respect for culture, sustainability, and land stewardship.

These formalized relationships are crafted to capitalize on the unique strengths of each party, uniting with groups that mirror our organization's core values, nurturing robust connections, pursuing excellence, investing in people, and making conscientious decisions. We take pride in our numerous established Indigenous partnerships.

FLINT actively contributes to these communities through strategic collaboration, providing training, scholarships, and fostering capacity building initiatives.







## OUR COMMUNITY



Community  
Spend

**\$160 000+**



Volunteer  
Hours

**2 000+**

FLINT is engaged in community initiatives, striving to make a difference across diverse sectors. Our commitment extends to fostering women's empowerment through targeted initiatives, supporting Indigenous communities, and integrating innovative technologies into our endeavours.

In addition to our ongoing efforts, FLINT actively supports women's initiatives aimed at promoting gender equality and empowering women in various fields, including science, technology, and trades.

FLINT is dedicated to uplifting Indigenous communities by actively participating in cultural and business events. Furthermore, our engagement extends to collaborating with organizations driving innovative technologies to enhance the effectiveness and sustainability of our community initiatives.





# COMMUNITY SPOTLIGHT

KidSport Calgary

**We envision a Canada where all children have the opportunity to participate in sport**

The cost of activities keeps 1 in 3 Canadian children out of organized sports, especially those from marginalized or remote communities.

KidSport has 166 Local and Province/Territory chapters across Canada and provides financial assistance with sports registration fees and equipment costs so that no kid is ever left watching sports from the sidelines. They believe that the power of sports participation promotes the development of children's social, mental and physical well-being. Through increasing access to quality sports programs, KidSport strengthens communities across Canada and currently has over 100 sports that are eligible for the KidSport grants so all kids can play. FLINT is a proud supporter of KidSport Calgary & Area through sponsorship, event participation and donations to the equipment Sport Bank.



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# GOVERNANCE







# 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 open communication with stakeholders.



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



**Added one female board member.**



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



## BOARD OF DIRECTORS

### BOARD MEMBERS

**Sean McMaster** - Chair of the Board

**Jordan Bitove**

**H. Fraser Clarke** - Chair of the Audit Committee

**Trisha Gibson** - Chair of the Health, Safety and Environment Committee

**Karl Johansson** - Chair of the Corporate Governance and Compensation Committee

**Dean MacDonald**

In 2023, FLINT was pleased to announce the appointment of Trisha Gibson to the Board of Directors. Trisha brings entrepreneurial experience, as well as a new corporate perspective and insight to the organization.

At FLINT, the Board of Directors is responsible for the overall stewardship of the organization. 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 to achieve 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 FLINT's business to ensure our stakeholders benefit from our activities.

## EXECUTIVE TEAM

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

## MANAGEMENT COMMITTEE

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





## SAFETY PROGRAM



In 2023, FLINT revitalized the corporate safety program to underline the organization's commitment to empowering the workforce to perform all tasks in a safe manner without compromising our values.

The Safety Without Compromise program highlights a culture of operational excellence and gives our workers the courage to speak up and intervene in the case of unsafe actions and behaviours.

In 2024, FLINT will continue to evolve the Safety Without Compromise program with innovative, engaging mechanisms to empower our community.



# HEALTH & SAFETY



Total Recordable  
Incident Frequency<sup>2</sup>

**0.33**



Behaviour Based  
Observations Completed

**65 000+**



Hours of HSE Training  
Completed

**2 000+** New-hire  
Orientation  
Supervisor  
Safety Training **840+**



Onsite Leadership  
Safety Reviews

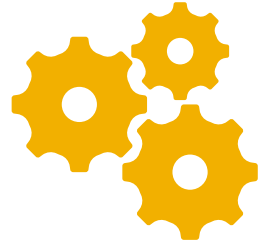
**1 700+**

2. Total Recordable Incident Frequency from a particular period is calculated as the number of recordable injuries per 200,000 hours worked



Codes of Practice

15+



Safe Work Procedures

90+



Safe Work Practices

235+



Job Hazard Assessments

340+

## FLINT'S 2024 SAFETY OBJECTIVES

VISIBLE, FELT LEADERSHIP

LEADERSHIP & WORKFORCE DEVELOPMENT

OPERATIONAL SAFETY EXCELLENCE





# SAFETY SPOTLIGHT

FLINT Kids: Safety  
Drawing Contest

**At FLINT, safety is a cornerstone driving everything we do. Safety permeates every facet of life, ensuring our employees return home safely each day and carry our commitment to safety into their daily routines.**

In 2023, we took our safety commitment to the next level, extending it beyond our workforce to embrace our entire FLINT family. In a burst of creativity and excitement, we introduced a unique initiative aimed at engaging children in safety practices while enjoying fun-filled activities.

The FLINT Kids Safety Contest Campaign achieved remarkable success among our Canadian employee base. From toddlers to teens, each submission reflected a shared dedication to safety, reinforcing our belief in fostering a culture not only just within our company, but throughout our broader community. This initiative not only bolstered our safety culture but also provided support for children's educational endeavours and participation in local sports, nurturing future leaders and champions.



## TRAINING & DEVELOPMENT



### FLINT ACADEMY

FLINT Academy is FLINT's robust Learning Management System designed to foster individual and professional development within a supportive environment.

Through FLINT Academy, employees have access to a wide array of courses tailored to personal and professional growth. From Diversity, Equity, and Inclusion (DEI) training to sustainability initiatives and accredited project manager courses, the platform covers topics essential for development.

The Academy's extensive course catalogue offers tailored pathways for career advancement. Whether honing technical expertise or refining leadership skills, employees can navigate a learning journey that aligns with their aspirations and organizational requirements.

FLINT's dedication to employee development extends beyond mere training; it embodies a commitment to fostering a culture of continuous learning and advancement. With FLINT Academy, individuals are empowered to thrive personally and professionally, contributing to a workplace that values growth, innovation, and excellence.





## SENIOR LEADERSHIP DEVELOPMENT PROGRAM

In 2023, FLINT launched its inaugural class of the FLINT Senior Leadership Development Program (SLDP), marking a significant milestone for the company's leadership team.

Fourteen senior leaders of FLINT participated in a rigorous seven-month training and development initiative crafted in collaboration with the esteemed Haskayne School of Business at the University of Calgary.

Aligned with FLINT's core value of Lead, the program prioritized cultivating self-awareness through feedback assessments, honing strategic thinking and planning skills, navigating organizational change, and enhancing leadership presence.







## ADVISORY REGARDING FORWARD-LOOKING INFORMATION

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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 carbon footprint reduction, vehicle idle times, women in senior leadership roles, women and underrepresented groups in the workforce, and diversity, equity, 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, 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 on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca). 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.



## **CORPORATE OFFICE**

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