



# SUSTAINABILITY REPORT 2024

# CONTENTS

---

## ABOUT FLINT

A Message From Our CEO.....	03
Who We Are.....	04
Core Values.....	05
Services & Locations.....	07

## ENVIRONMENT

Our Commitment.....	09
Sustainable Investment.....	10
Fleet Modernization Plan.....	11

## SOCIAL

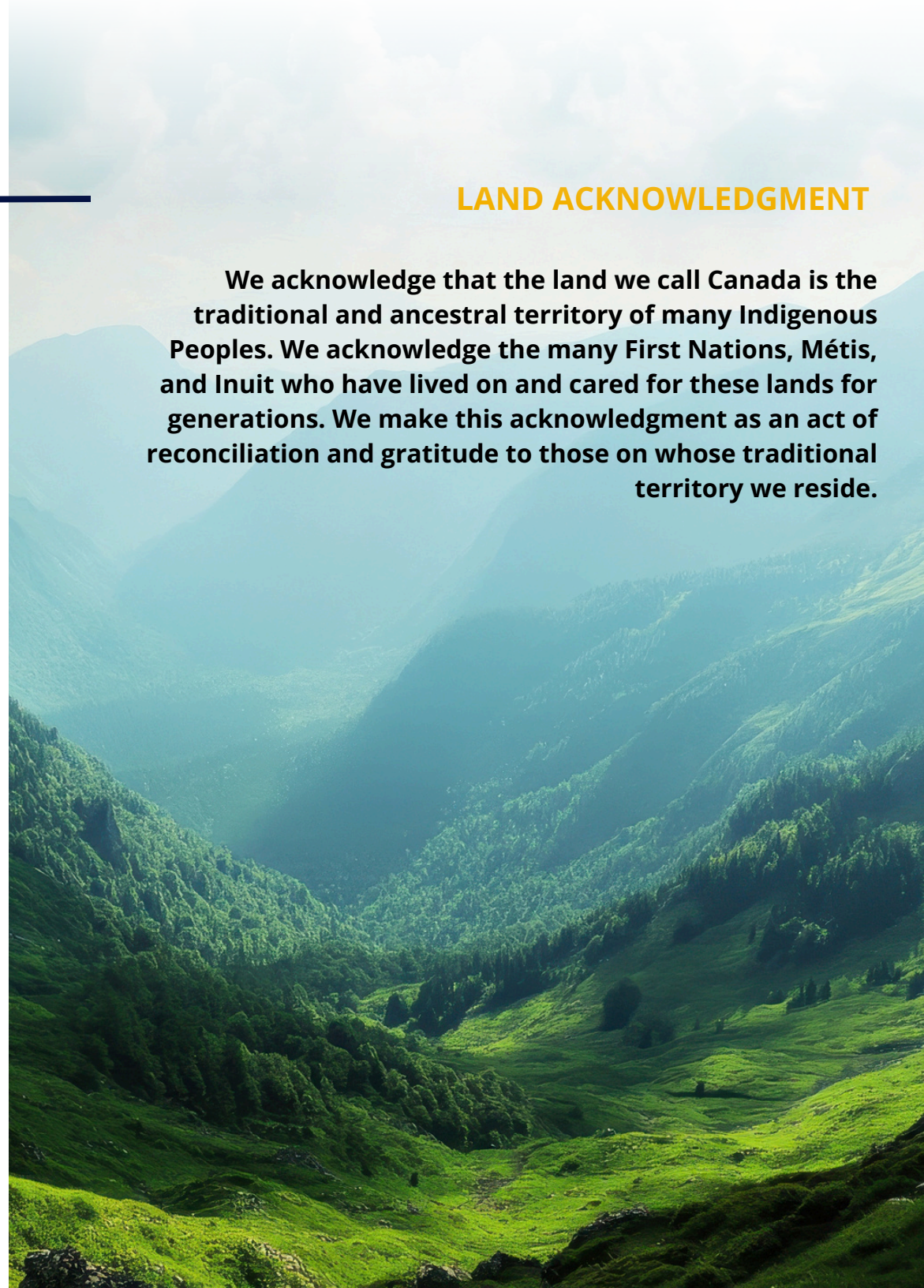
Our Commitment.....	13
Our People.....	14
Investing In Our People.....	15
Training & Development.....	16
Employee Resource Groups.....	18
Our Commitment.....	19
Indigenous Relations.....	20
Our Commitment.....	24
Safety Program.....	25
Health & Safety.....	26

## GOVERNANCE

Our Commitment.....	28
Board of Directors.....	29
Sustainability Program Governance.....	30
Forward-Looking Information.....	31

## LAND ACKNOWLEDGMENT

**We acknowledge that the land 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 traditional territory we reside.**



ABOUT FLINT

ENVIRONMENT

SOCIAL

GOVERNANCE



# ABOUT FLINT





# A MESSAGE FROM OUR CEO



As we reflect on 2024, we are proud of the milestones we have achieved and the opportunities that have shaped our journey of growth and continuous improvement. This past year was one of growth, resilience, and record-setting safety performance, a testament to our team's strength and commitment to excellence.

Safety remains at the core of everything we do. Through our Safety Without Compromise program, we continue to foster a culture where safety is ingrained in every action and decision. In 2024, we set a new benchmark in safety performance, and in 2025, we will build on this legacy by further enhancing our practices to protect our people, stakeholders, and the environment.

Environmental sustainability is an integral part of our approach to operations and decision-making. We are committed to reducing our environmental footprint and continually seeking better ways to improve how we operate through responsible decision-making that aligns with our long-term goals.

By fostering a workplace where every individual feels valued and empowered, we strengthen our teams and enhance outcomes for our customers and communities where we work. In 2025, we will continue advancing initiatives that promote our values and strengthen our FLINT culture.

Strong partnerships with local and Indigenous communities remain central to our values. In 2025, we aim to further these relationships by continuing to engage in meaningful collaboration, supporting community-led initiatives, and co-creating opportunities that deliver long-term benefits. Together, we are creating positive impacts that extend far beyond our operations.

At FLINT, our purpose is *to help our customers bring their resources to our world*. We are dedicated to achieving this in a responsible and sustainable way, aligning with our mission *to be the service company of choice for our stakeholders*.



# 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



**FLINT**™



# 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.



# CORE VALUES

## 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
- Heavy Equipment Operation
- Pipeline Integrity
- Environmental Consulting Services
- Asset Integrity Products



1. GTA: Greater Toronto Area



ABOUT FLINT

ENVIRONMENT

SOCIAL

GOVERNANCE



# 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 technology investment that directly reduces our carbon footprint.**



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



# SUSTAINABLE INVESTMENT



Technology Investment

**\$550 000+**

Since 2022

Since 2022, we have invested over \$550,000 in technology, exceeding our initial target of \$500,000. This investment has supported the adoption of hybrid and electric vehicles, heavy equipment simulators that reduce emissions during training, and safety gloves made from recyclable materials, among other initiatives aimed at reducing our environmental impact.

We remain committed to ongoing investment in solutions that enhance efficiency, safety, and environmental responsibility across our operations.





# FLEET MODERNIZATION PLAN



Reduction in  
Idle Time

**12%**  
Since 2022

FLINT made significant strides in fleet efficiency in 2024, building on the achievements of the previous year. With telematics systems installed in all company-owned vehicles, FLINT realized a further 2.6% reduction in idle times, following a 10% decrease in 2023. This continuous improvement is a direct result of real-time monitoring of idling, fuel consumption, and emissions, which allowed leadership to identify opportunities for further operational optimization.

Operational teams have played a key role in this success, actively responding to high-idling areas and refining best practices across the organization. The implementation of a three-minute idle limit and consistent monitoring of idle times has driven behavioral changes, ensuring employees are aligned with the company's sustainability objectives.

Looking ahead, FLINT is committed to continuing the modernization of its fleet by integrating more fuel-efficient vehicles. This ongoing fleet upgrade is central to reducing emissions, enhancing performance, and achieving greater cost savings ensuring continued progress toward FLINT's sustainability goals.





# 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 underrepresented communities 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.**



# OUR PEOPLE



Female Employees

**20%**

2022 - 18%  
2023 - 19%



Female Senior Leaders

**22%**

2022 - 17%  
2023 - 19%



<sup>2</sup> BIPOC Employees

**11%**

2022 - 2%  
2023 - 7%

In 2024, we advanced our People Strategy by focusing on attraction, retention, and development. We enhanced recruitment with a new Applicant Tracking System (ATS) and strengthened workplace culture through social committees and engagement initiatives. To support growth, we introduced mentorship programs and expanded professional development opportunities.

Our commitment to diversity, equity, and inclusion (DEI) remained a priority, fostering a more inclusive workplace. We also conducted an employee survey to monitor morale and engagement, using insights to shape future initiatives, and enhanced internal communications to keep our teams informed and connected.

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





## INVESTING IN OUR PEOPLE



FLINT Apprenticeship  
Program Participants

**747** Apprentices



Employee Training and  
Development Spend

**\$365 000+**

### TRADES REGISTERED APPRENTICESHIP PROGRAM (RAP)

In addition to the 747 apprentices in 2024, FLINT had eleven students in the Trades Registered Apprenticeship Program (RAP). The RAP allows high school students to graduate high school while getting a jump-start on a career in the trades.

### APPRENTICESHIP DEVELOPMENT

At FLINT, we are committed to developing the next generation of skilled tradespeople. Through our Apprenticeship Financial Assistance Program (AFAP), we provide financial support to help apprentices advance in their training and careers.

In 2024, we continued this commitment by supporting over 30 apprentices in this program. By reducing financial barriers, we help ensure a strong, skilled workforce for the future. Programs like AFAP reflect our dedication to education, training, and industry growth.





# TRAINING & DEVELOPMENT

## FLINT ACADEMY

In 2024, FLINT continued to develop and improve our training programs by expanding FLINT Academy to employees in the field. We enhanced the platform to include additional courses and self-guided learning options. This ensured all employees, regardless of location, could access valuable training resources. FLINT Academy remains central to our commitment to continuous learning and development.

## EDUCATIONAL SPONSORSHIP AWARD

In 2024, FLINT launched the Educational Sponsorship Award, reinforcing our commitment to strong communities and developing future leaders.

This initiative provides financial assistance to six exceptional students who are dependent children of FLINT employees, with a focus on those living in our operating regions—Alberta, British Columbia, Saskatchewan, and Manitoba. The award empowers the children of our employees to pursue higher education, supporting both personal growth and leadership development within our communities.





## RISE LEADERSHIP PROGRAM

In 2024, FLINT celebrated the inaugural cohort of the RISE Leadership Program, an initiative designed to empower emerging leaders and strengthen operational excellence. Delivered in partnership with the University of Calgary, the program underscores FLINT's commitment to leadership development and cross-functional collaboration.

Nineteen participants were nominated by their leaders and completed on-campus learning, complemented by additional pre-work and project development. Through Action Learning Projects, they tackled real-world challenges, presenting strategic solutions to FLINT's senior leadership.

The program also fostered cross-departmental collaboration, enabling participants to build professional networks, exchange ideas, and gain a deeper understanding of FLINT's business operations.

RISE represents an integral step in developing leadership bench strength and cultivating innovation and excellence across the organization.





## EMPLOYEE RESOURCE GROUPS

At FLINT, our Employee Resource Groups (ERGs) play a key role in fostering an inclusive and supportive workplace for our employees. In 2024, we strengthened our commitment to employee engagement by enhancing two impactful groups: **Minds Matter**, focused on promoting mental wellness, providing resources, and raising awareness about mental health issues, and the **Indigenous Relations Circle (IRC)**, dedicated to empowering and supporting Indigenous employees and allies within our organization, promoting education and economic reconciliation, and inspiring personal and professional growth.

This year, these groups led several meaningful initiatives:

- Minds Matter introduced an employee mental health handbook, offering practical tips and resources to support well-being in and outside of the workplace.
- Company-wide mental health campaigns encouraged employees to prioritize self-care and personal well-being.
- The Indigenous Relations Circle welcomed an Elder for the National Day for Truth and Reconciliation, providing employees with the opportunity to learn, reflect, and engage in important conversations.

Through these initiatives and ongoing support for employee-led programs, FLINT continues to build a workplace culture where education, awareness, and well-being are prioritized.





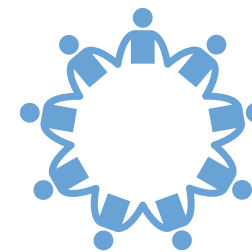
# OUR COMMITMENT

**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 providing benefits to local communities and businesses/suppliers as a result of our operations, and involving local and Indigenous communities in our operations.



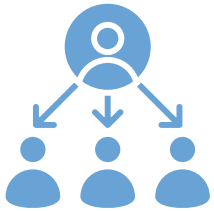
**Continue to partner with and support local and Indigenous communities through employment, strategic partnering, sponsorship of local events, and capacity-building initiatives.**



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



# INDIGENOUS RELATIONS



**Indigenous Suppliers  
Spend**

**\$35 000 000+**

## INDIGENOUS SUPPLIERS

FLINT's Supply Chain Management (SCM) team continues to prioritize strong partnerships with local and Indigenous businesses by supporting with the vendor and subcontractor prequalification process.

In 2024, we saw a 49% increase in spending with Indigenous suppliers compared to 2023, building on the significant growth achieved in previous years.





### Indigenous Community Investment

# \$6 800 000 +

## INDIGENOUS PARTNERS & COMMUNITY INVESTMENT

At FLINT, our partnerships with Indigenous communities go beyond agreements—they are built on collaboration, shared success, and long-term impact. We continue to work alongside Indigenous groups in our operational areas, supporting economic participation and sustainable development.

In 2024, FLINT continued to strengthen and develop these relationships by focusing on creating meaningful opportunities that drive long-term benefits for all.

By prioritizing mutual growth and capacity building, we ensure these partnerships continue to evolve, creating lasting value for communities and our industry.





# OUR COMMUNITY



Community Spend

**\$190 000+**

At FLINT, we are committed to making a lasting impact within the communities we work in by fostering key partnerships and contributing to local initiatives. Our approach centers on collaboration, innovation, and creating opportunities for growth and development.

In 2024, we continued to support women's initiatives aimed at promoting gender equality, particularly in fields like science, technology, and trades. We also focused on building strong partnerships with Indigenous communities, engaging in cultural and business events that foster mutual respect and long-term collaboration.

Additionally, FLINT is proud to invest in our communities through sponsorships and active participation in local events. From sponsoring sports teams to attending and supporting community gatherings, we are committed to contributing to the well-being of the places where we live and work.





## VOLUNTEER AWARD PROGRAM

At FLINT, we are committed to making a difference in the communities where we live and work. In 2024, we launched our Volunteer Award Program to recognize and celebrate the incredible contributions of our employees who selflessly dedicate their time and efforts to causes that matter. This program encourages team members to volunteer with local charities, school events, sports groups, and neighborhood programs, helping to create a positive impact beyond the workplace.

The Volunteer Award Program highlights our belief that giving back is integral to building stronger, more connected communities. The winner of this award receives a donation made to a charity of their choice, furthering the impact of their volunteer work.

By supporting employees who go above and beyond, FLINT fosters a culture of volunteerism, where acts of kindness are valued and celebrated. Through this initiative, we continue to demonstrate our ongoing commitment to creating lasting, meaningful change in the places we serve.





# OUR COMMITMENT

## Safety Without Compromise

At FLINT, safety is at the forefront of everything we do and we are committed to a workplace where safety is never compromised. Our organization is committed to upholding the highest standards, empowering our teams to take ownership of safety, and ensuring that every decision prioritizes the well-being of our people, partners, and communities.



**Continue to uphold the highest safety standards, ensuring everyone goes home safely every day.**



# SAFETY PROGRAM

## 2024: A MILESTONE YEAR IN SAFETY

At FLINT, safety is more than a priority; it is a core value that defines how we operate. In its first full year of implementation, the Safety Without Compromise program demonstrated the power of a safety-first mindset across all levels of our organization. Through rigorous training, proactive engagement, and an unyielding focus on quality and safety, we achieved:

- **Record-breaking results:** 2024 was the safest year in our company's history.
- **Industry-leading TRIF:** We achieved an industry-leading Total Recordable Incident Frequency (TRIF) of 0.13
- **CEO Award of Excellence:** The Peace Area and South Area were recognized for achieving 12 months incident- and injury-free with a TRIF of 0.00
- **Safety Management Software Implementation:** In 2024, we implemented technology which provides us with real-time data and allows for enhanced tracking, reporting, and management of all safety-related activities across our organization.
- **Standardized safety practices:** We streamlined and standardized safety procedures, ensuring alignment across all teams. This included eliminating duplicate processes, reinforcing compliance measures, and enhancing the clarity and accessibility of safety protocols.





# HEALTH & SAFETY



Total Recordable Incident Frequency<sup>3</sup>

**0.13**



Behaviour Based Observations Completed

**87 000+**



Hours of HSE Training Completed

**4 500+** New-hire Orientation  
Supervisor Safety Training **590+**



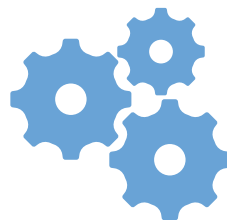
Onsite Leadership Safety Reviews

**2 100+**



Codes of Practice

**15+**



Safe Work Procedures

**60+**



Safe Work Practices

**180+**



Job Hazard Assessments

**340+**

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

ABOUT FLINT

ENVIRONMENT

SOCIAL

GOVERNANCE



# 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

FLINT's Board of Directors is comprised of six members: Sean McMaster (Chair), Barry Card, H. Fraser Clarke, Katrisha (Trisha) Gibson, Karl Johannson, and Dean MacDonald.

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.

## EMPLOYEES

Responsible for upholding ethical business conduct as outlined in our Code of Conduct and Ethics Policy and other related policies, including adherence to our Respect in the Workplace Policy, compliance with the Life Saving Rules, our Safety Management System, the Alcohol and Drug Protocol, and reporting through our Whistleblower policy.



## 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 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

Bow Valley Square 2,  
Suite 3500 205 – 5th Avenue SW  
Calgary, AB T2P 2V7

 [sustainability@flintcorp.com](mailto:sustainability@flintcorp.com)

 [flintcorp.com](http://flintcorp.com)