



SUSTAINABILITY REPORT 2025





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LAND ACKNOWLEDGEMENT

We acknowledge that the land we call Canada is the traditional and ancestral territory of many Indigenous Peoples. We recognize the First Nations, Métis, and Inuit who have lived on and cared for these lands for generations.

This acknowledgement is made as an act of reconciliation and gratitude to those on whose traditional territory we live and work.





ABOUT FLINT

With offices strategically located across Canada, we provide maintenance, turnaround, construction, wear technology, and environmental services that keep our clients moving forward.

Our people and processes are the pillars of our company. Safety and quality are intertwined into our culture where everyone strives to achieve a zero-injury workforce and flawless execution on schedule and within budget.

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.

SUSTAINABILITY AT FLINT



At FLINT, sustainability is guided by our purpose, mission, and values and informs how we operate, make decisions, and deliver services across the organization.

Our approach focuses on responsible operations, long-term business resilience, and maintaining trust with employees, clients, Indigenous partners, and the communities where we work. Sustainability considerations are integrated into decision-making in a way that aligns with our business objectives, risk profile, and operational realities.

Oversight of sustainability-related matters is managed through FLINT's governance structure, with leadership accountability and defined roles that support consistency and alignment with broader strategic and risk-management practices. As sustainability-related risks and opportunities evolve, we regularly review our practices to ensure our approach remains appropriate, effective, and aligned with long-term business objectives.



2025 HIGHLIGHTS



3,500+
Employees



Annual reduction
in Idle time
46%



Recordable
Environmental Incidents
0



Trees Planted
63,950



Employee Training
& Development
Spend

\$180,000+



Percentage of
Female
Employees

20%

Employee Resource Groups



Total Recordable
Incident
Frequency (TRIF)

0.10



Behaviour Based
Observations
Completed

126,500+



Onsite
Leadership
Safety Reviews

1,600+



Hours of HSE
Training Completed

5,000+



Registered
Apprentices

500+



Indigenous Community
Investment

\$6,000,000 +



Community
Investment

\$250,000+

1 - The carbon emissions associated with this statistic are those from FLINT's company-owned vehicles that are tracked by our third-party telematics devices.

A MESSAGE FROM OUR CEO



2025 was a defining year for FLINT - one that reflected the strength of our values, leadership, and people. Throughout the year, we operated with care, integrity, and accountability while strengthening how we work and positioning the business for continued success.

Safety remains our highest priority. In 2025, our teams achieved milestone results, including an industry-leading Total Recordable Injury Frequency (TRIF) of 0.10. This performance reflects a deeply embedded safety culture built on shared accountability, consistent systems, and strong leadership at all levels of the organization.

Continuous improvement played an important role in strengthening the business. By standardizing processes, improving systems, and increasing visibility into data, we enhanced decision-making and how work is executed across the organization.

Strong relationships remain central to how we operate. We value our long-standing partnerships with Indigenous communities and continue to engage meaningfully in the regions where we work. I am proud of what our people achieved in 2025 and confident in FLINT's ability to move forward together.

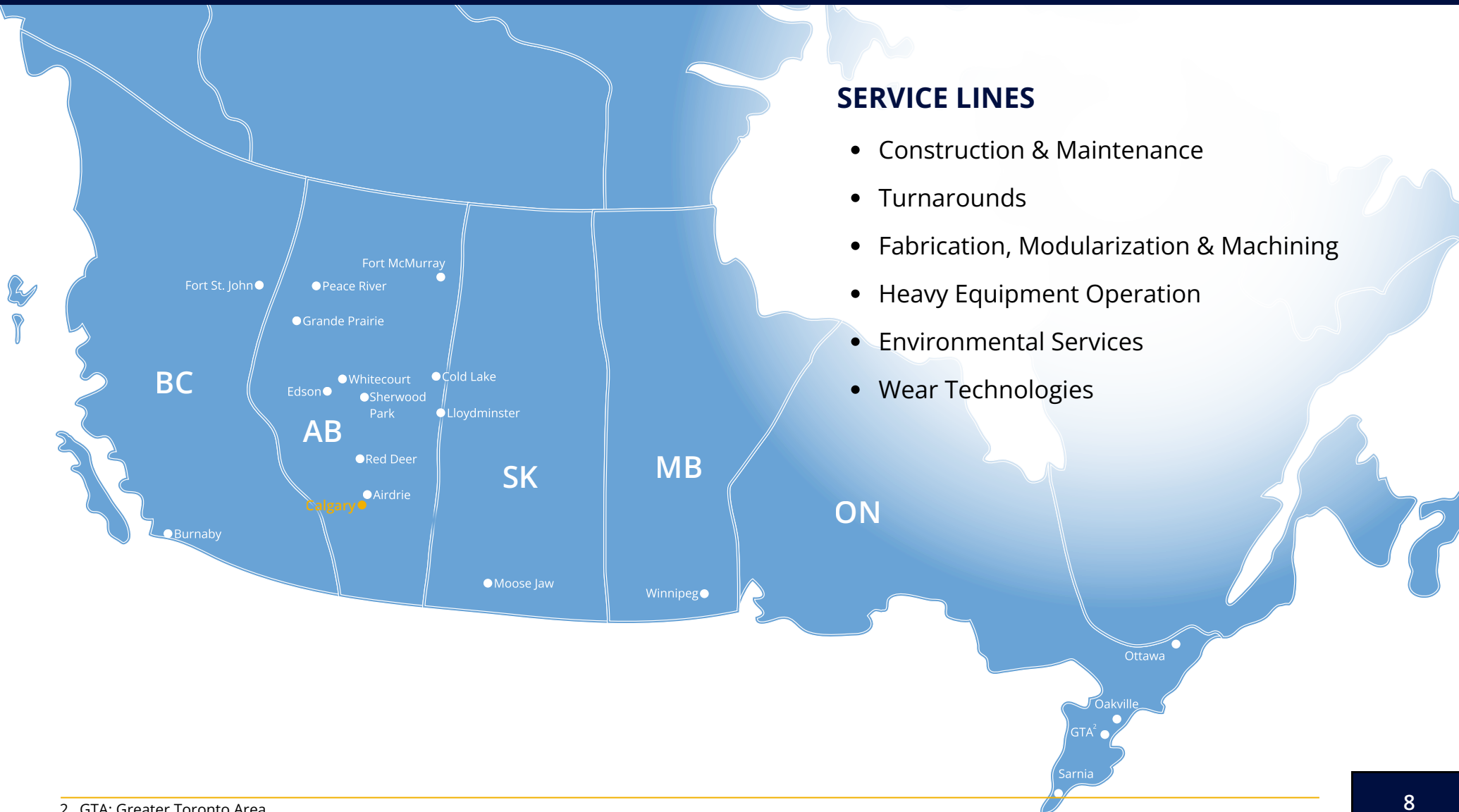


SERVICES & LOCATIONS



SERVICE LINES

- Construction & Maintenance
- Turnarounds
- Fabrication, Modularization & Machining
- Heavy Equipment Operation
- Environmental Services
- Wear Technologies



2. GTA: Greater Toronto Area.



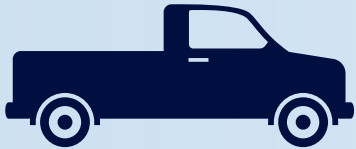
ENVIRONMENT

FLINT recognizes the importance of environmental stewardship and our role in supporting long-term sustainability. Our approach focuses on awareness, responsible resource management, and informed decision-making across our operations.

Environmental considerations are integrated into project planning and delivery in alignment with client requirements and applicable regulatory expectations. Through our Environmental Services team, FLINT supports environmental assessment, reclamation, remediation, and decommissioning activities for both our organization and our clients.



FLEET & ASSET MANAGEMENT



Reduction in
Idle Time

46%
Improvement since 2024

FLINT continued to improve fleet efficiency in 2025, building on progress achieved in prior years. Total fleet idling declined by 46% compared to 2024, reflecting sustained operational focus and improved visibility into fleet activity.

Telematics systems are installed across all company-owned vehicles and support performance monitoring, trend analysis, and consistent operating practices. Fleet data is reviewed regularly to identify opportunities for improvement and reinforce expectations across the organization.

Fleet planning includes regular lifecycle reviews. In 2025, 99% of FLINT vehicles were model year 2015 or newer, and hybrid vehicles were added to support fuel efficiency and operational flexibility.

Fleet emissions data scope

Fleet-related emissions metrics included in this report are based on fuel consumption and idling data collected through third-party telematics systems installed across FLINT's company-owned vehicles. These metrics represent FLINT's current scope of emissions reporting and support operational decision-making related to fleet efficiency and asset management.



ENVIRONMENTAL STEWARDSHIP THROUGH PARTNERSHIPS



In 2025, FLINT continued its partnership with Project Forest, a Canadian environmental organization focused on nature-based solutions and community-led tree-planting initiatives. Through this partnership, FLINT supported the Siksika Nation Community Shelterbelt Program, which focuses on planting diverse, native, and climate-appropriate tree and shrub species to protect land, enhance local ecosystems, and support traditional land-use activities.

Through partnerships like this, FLINT supports environmental stewardship while strengthening collaboration and relationships with Indigenous communities.





SOCIAL

At FLINT our people are our greatest asset. A strong, supported, and engaged workforce is essential to delivering safe, reliable, and high-quality services for our clients and communities.

Safety remains central to how we operate, with health, safety, and wellbeing embedded into daily work. We are committed to fostering a workplace culture that values diversity, inclusion, mental health, and belonging, where employees feel respected and supported.

We also recognize the importance of building strong relationships with Indigenous communities and contributing positively to the communities where we live and work.



OUR PEOPLE



Female Employees

20%



Female Senior Leaders

21%



Racially & Ethnically Diverse Employees

13%

In 2025, FLINT continued to advance its People Strategy with a focus on developing talent, supporting career growth, and recognizing employee contributions.

Diversity, equity, and inclusion (DEI) remain integral to our approach. Through inclusive practices and a strong workplace culture, we support an environment where employees feel valued and have equitable opportunities to succeed.



BUILDING INCLUSION THROUGH CONVERSATION



International Womens Day

In recognition of International Women's Day, FLINT hosted an internal panel discussion featuring women from across the organization, including employees and members of the senior leadership team.

The session created space for open dialogue, shared perspectives, and collective learning, supporting a workplace culture grounded in inclusion, respect, and connection.

Events like this contribute to FLINT's broader focus on strengthening its culture, supporting employee engagement, and fostering an environment where diverse voices are heard and valued.



INVESTING IN OUR PEOPLE



FLINT Apprenticeship
Program Participants

500+ Apprentices

APPRENTICESHIP SUPPORT & DEVELOPMENT

FLINT invests in employee development through apprenticeships, scholarships, training programs, and mentorship opportunities.

In 2025, more than 500 apprentices worked across FLINT sites, supported through hands-on experience, mentorship, and financial assistance programs designed to reduce barriers to training. These efforts support long-term workforce development and careers in the skilled trades.

TOOLS FOR THE TRADE

In 2025, FLINT announced the Tools for the Trade Scholarship Program, supporting the children and dependents of employees pursuing education in the skilled trades. The program reflects FLINT's focus on education, workforce development, and supporting future trades professionals.



TRAINING & DEVELOPMENT



Employee Training and
Development Spend

\$180,000+

MANAGEMENT DEVELOPMENT PROGRAM

FLINT continues to strengthen leadership capability through structured development programs, targeted training, and partnerships with post-secondary institutions.

In 2025, FLINT launched the Management Development Program to support high-potential employees as future operational leaders. The program combines practical experience, mentorship, and formal training to build capability across the organization.



TRAINING & DEVELOPMENT



DEVELOPING OUR TALENT - AWARDS & PROGRAMS

FLINT supports its employees and their families through programs that recognize contributions and invest in learning, development, and long-term career growth. In 2025, this included the Educational Sponsorship Award for employees' children pursuing post-secondary education in trades or STEM-related programs, as well as continued support for the Heavy Equipment Operator (HEO) Scholarship Program at Keyano College, established in honour of Leslie Miller and Taylor Dawe.

Employee development was further supported through mentorship, expanded learning opportunities through FLINT Academy, and leadership development programs delivered in partnership with the University of Calgary and SAIT. Recognition remained an important part of FLINT's culture, with employees acknowledged through Employee Excellence, Volunteer, and Service and Milestone Awards.



EMPLOYEE RESOURCE GROUPS



At FLINT, Employee Resource Groups (ERGs) help foster a workplace built on inclusion, connection, and support. In 2025, Minds Matter and the Indigenous Relations Circle (IRC) continued to provide opportunities for employee engagement, learning, and wellbeing.

Key 2025 ERG activities included:

- Minds Matter
 - Ongoing mental health awareness initiatives aimed at reducing stigma and encouraging open dialogue.
 - Step challenges and events designed to foster collaboration and connection across teams.
 - Partnership with FLINT's benefits team to align mental health awareness with available resources and supports.
- Indigenous Relations Circle (IRC)
 - A Red Dress Day workshop, where employees participated in creating beaded red dress keychains learning about the significance and teachings behind the practice.
 - A traditional face-painting ceremony guided by an Elder, providing insight into cultural practices and their meaning.
 - A National Day for Truth and Reconciliation gathering featuring Sing Many Songs Women, who shared traditional songs, the medicine of the drum, and sacred teachings rooted in Indigenous culture, creating space for reflection, learning, and connection.

Through these employee-led initiatives, FLINT continues to foster a workplace culture that values wellbeing, education, inclusion, and meaningful engagement.



INDIGENOUS RELATIONS



Indigenous Suppliers
Spend

\$18,500,000+

SUPPLY CHAIN MANAGEMENT

FLINT's relationships with Indigenous communities are grounded in respect, collaboration, and shared understanding. We work alongside Indigenous partners to support meaningful participation and long-term engagement.

In 2025, FLINT continued to prioritize Indigenous supplier engagement through transparent qualification processes and consistent oversight, supported by the implementation of ISN as a centralized subcontractor compliance platform.





Indigenous Community Investment

\$6,000,000 +

INDIGENOUS PARTNERS & COMMUNITY INVESTMENT

FLINT's partnerships with Indigenous communities are grounded in collaboration, respect, and shared understanding. We work alongside Indigenous partners in the regions where we operate to build relationships that support meaningful participation and long-term engagement.

In 2025, FLINT continued to strengthen these relationships through ongoing dialogue, collaboration, and involvement in community-based and operational activities. By emphasizing partnership and mutual respect, FLINT seeks to support Indigenous relationships that create lasting value for communities and the regions where we work.



OUR COMMUNITY



Community
Investment

\$250 000+

At FLINT, we support strong communities through collaboration, respect, and meaningful involvement. In 2025, this included ongoing engagement with Indigenous communities, participation in events that foster respectful relationships, and support for youth education and skills awareness through Skills Canada's Try-A-Trade event.

FLINT also invested in local communities through sponsorships, fundraising, and support for organizations such as the Olds Grizzlys AJHL team, the Safe Haven Foundation, and the Alberta Children's Hospital, reflecting our commitment to the communities where we live and work.



SAFETY PROGRAM



2025: A MILESTONE YEAR IN SAFETY

Safety is the foundation of FLINT's operations, and 2025 marked an exceptional year of performance, with FLINT achieving a Total Recordable Injury Frequency (TRIF) of 0.10.

This performance was recognized through multiple external awards, including the Superior Performance Award, the 365 Maintenance Award, and the Tripartite Zero Injury Turnaround Award from CS2A for our ClearWater Energy Services team.

Internally, FLINT's Central Region received the CEO Award of Excellence for achieving a TRIF of 0.00, reflecting strong leadership and consistent application of FLINT's safety culture. Safety performance continued to be supported by real-time visibility into leading and lagging indicators through the HSI system, enabling proactive risk identification and consistent safety oversight.





GOVERNANCE

Strong governance underpins FLINT's approach to sustainability and responsible business practices. Our governance framework supports accountability, risk management, compliance, and informed decision-making across the organization.

Clear oversight responsibilities, defined decision-making processes, and established policies help ensure sustainability considerations are addressed consistently and responsibly. We regularly review policies, processes, and controls to strengthen performance, respond to changing expectations, and support the long-term resilience of the business.



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.

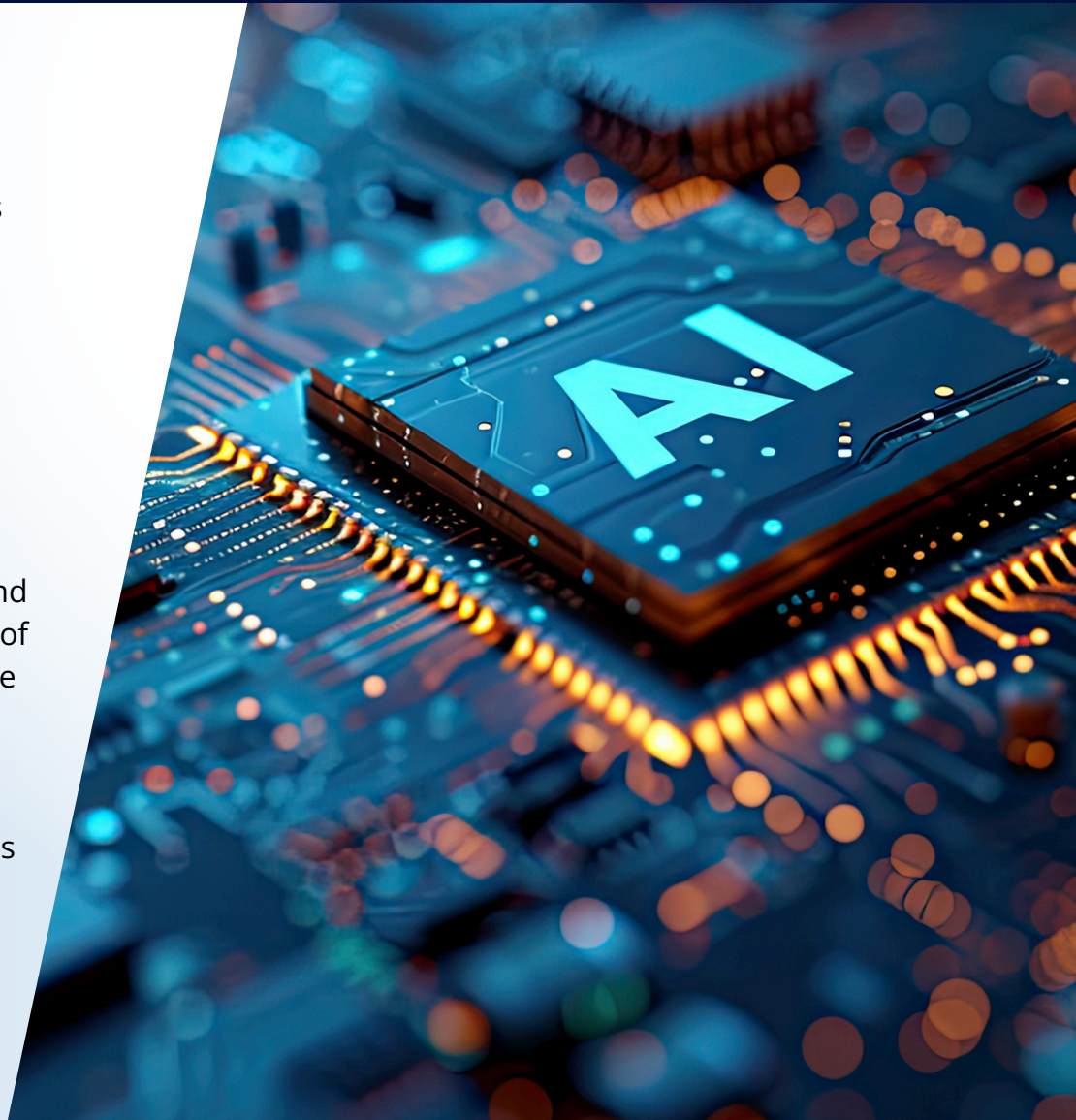
CONTINUOUS IMPROVEMENT, SYSTEMS, & DECISION-MAKING



FLINT continues to strengthen governance and operational performance through a disciplined approach to continuous improvement and targeted investment in systems and technology. These efforts are focused on improving consistency, reducing manual processes, and enhancing visibility across key areas of the business.

FLINT applies established controls to support the information security needs of internal and external stakeholders. FLINT's technology team takes a risks-based approach to securing our system and network resources and for supporting the availability, integrity, and confidentiality of information relating to clients, partners, employees, and the company.

Together, these initiatives reinforce FLINT's commitment to operational discipline, effective governance, and continuous improvement, while supporting safe, secure, efficient, and responsible business operations.



ETHICS, ACCOUNTABILITY, AND RESPONSIBLE BUSINESS PRACTICES



FLINT is committed to ethical conduct, accountability, and responsible business practices across its operations and supply chain.

All employees are required to comply with FLINT's Code of Conduct and Ethics Policy, which outlines expectations for professional behaviour and ethical decision-making. FLINT also maintains policies and processes to address human-rights-related risks, including forced and child labour.

To support transparency and accountability, FLINT maintains a confidential whistleblower process that allows concerns to be raised without fear of retaliation.



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, 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 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. 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.



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