



BANTREL

Create Tomorrow

Sustainability Report

2021-2022

Bantrel is a leader in the Canadian market, delivering integrated end-to-end solutions across engineering, procurement, construction (EPC) and construction management (CM).




People

Ethics Safety
Quality & Health
Innovation
Sustainability

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President **Message**



2021 was another year of change, challenge, and resiliency - through this, Bantrel and its employees exemplified **collaboration** and **delivered** on our commitments. Committed to our **Vision**, Bantrel continued to develop strong **relationships** both with existing and new clients and employees to become the preferred Canadian Engineering, Procurement, and Construction company of choice. We continued providing **Innovative** solutions to Clients and progressed our **Sustainability** focus, including successful completion of a CSA N285 Nuclear Certificate of Authorization supporting Net Zero commercial power development.

Our market diversification efforts continued to bear fruit with new and expanded work in infrastructure, mining, energy transition, and development of responsible, reliable energy to fuel the needs of society.

Bantrel recognizes the importance of progressing diversity and inclusivity from within and provided new employee opportunities including employee engagement surveys, value moments and training on Indigenous history, unconscious bias, and speak up techniques.

We look forward to new initiatives and continued improvement in the coming year, incorporating **Sustainability**, **Innovation**, and inclusivity into our community involvement with both our Clients and our team members.

Join me in the following pages as we **create tomorrow**.

~ Darren Curran, President

Operate with Integrity

Throughout all aspects of the organization, Bantrel will foster our culture and expectations as captured in our Vision, Values and Covenants. We will comply with our Code of Conduct, providing the tools and processes to succeed. In this way we will ensure all stakeholders are treated respectfully, fairly and with the appropriate transparency.

Cultivate Opportunity

Bantrel will continue to embrace and build from the diversity of our team members, while driving personal growth through attractive assignments and developmental opportunities. We will enhance stability and target further growth by executing challenging projects in multiple industries and locales.

Contribute to Society

We will improve our industries, educational institutions and communities by sharing our time, our talent and through employee-directed donations. We strive to enhance development by supporting our Clients in delivering technological innovations and incremental facility improvements that reduce waste or risk to people and the environment.

Minimize Adverse Impacts

Bantrel will drive towards Zero Harm in all its operations and project delivery. We will target efficiency improvements in our delivery and implement various means of reducing our footprint on the environment.



Operate with Integrity

Culture

Employee Culture Survey

In the fall of 2021, an employee survey was administered to evaluate the Bantrel culture and our team member alignment with the corporate Vision, Values and Covenants (VVC). The survey received a 70 per cent participation rate. By measuring key enablers of safety, connection, meaningful impact, appreciation, and growth, we can better understand and continue to strengthen the employee experience and the quality of emotional connection that our employees have with Bantrel.

Value Share

As a step change from the long-standing practice of initiating meetings with a safety moment, a new initiative was implemented this year with the introduction of a Value share, highlighting People, Safety and Health, Ethics, Quality, Innovation, and Sustainability.

Both Clients and team members embraced this initiative as it presented new ways to connect with our teams, increasing the connection between our work and values, as well as creating additional ways to communicate with peers and further build relationships. Our internal and Client meetings begin with a Value share, ensuring commitment to our values is first and foremost on our minds.

Governance

Nuclear Certification of Authorization

Bantrel received a CSA N285 nuclear certificate of authorization from the Technical Standards and Safety Authority (TSSA) to perform work in the nuclear industry. The certification allows Bantrel to perform field fabrication and installations of parts, piping sub-assemblies, supports and repairs, modifications, or replacements of all classes of

nuclear items. Bantrel is now able to participate in nuclear construction and refurbishment programs, which offer a low carbon footprint solution for the energy requirements of Canada. This was a key culture and governance initiative of our sustainability program, and an important diversification milestone for our Mining Infrastructure and Construction (MIC) division. Bantrel advanced expanding its nuclear certification scope to include field installation of all classes nuclear items and received TSSA acceptance in Q1 2022. This expanded scope allows Bantrel to perform field installation of all nuclear items including pressure vessels, pumps, etc. without any further limitations. This year, Bantrel will continue to explore further expanding nuclear certification scope in relation with potential small modular reactors (SMRs).

Environmental ISO 14001:2015 and Health and Safety ISO 45001:2018

In September of 2021 Bantrel announced two new ISO certifications: Environmental Management Systems (ISO 14001:2015) and Occupational Health and Safety Management Systems (ISO 45001:2018). These certifications strengthen our commitment to our Clients and demonstrate the continuous improvement of our health, safety, and environment management systems that support the Bantrel team, our stakeholders, and our leadership. Nearly 40 years ago, Bantrel was the first Canadian EPC to become ISO 9001 certified, and our commitment to quality and governance remains unchanged.

Environmental ISO 14001 Health and Safety ISO 45001

Bantrel highlighted our corporate commitment to sustainability and the environment in 2021 by becoming Environmental ISO 14001:2015 and Health and Safety ISO 45001:2018 certified. Bantrel was the first EPC to become ISO 9001 certified in 1994.



Performance Highlights



QMS recertified to ISO 9001:2015



zero environmental incidents



began support of Tree Canada urban development program



20% of executives are women



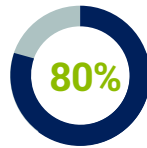
2021 TRIF of 0.10
zero lost time injuries



100% completed ethics awareness training



deployed wearable technology on-site



80% of committees are female led



Environmental ISO 14001:2015 and Health and Safety ISO 45001:2018 certified



HSE module developed for Bantrel ConX™



proprietary energy conservation manual developed



National Day for Truth and Reconciliation will be a recognized holiday

Nuclear Certification

Bantrel has received its nuclear certificate of authorization from the Technical Standards and Safety Authority (TSSA), to perform work in the nuclear industry. The certification allows Bantrel to perform field fabrication of parts, piping sub-assemblies, supports and repairs, and field installation of all classes nuclear items, repair, modifications, or replacements of all classes of nuclear items.



Cultivate Opportunity

Our People

Women@Bantrel

Bantrel is committed to increasing gender diversity and inclusivity. Women@Bantrel, was re-launched with the vision to create a connected community of Bantrel employees to drive diversity and inclusion initiatives. During the program launch a video was created using the hash tag #IAMBANTREL. The video asked such questions as, "what is your biggest challenge?" or "how does being a woman at Bantrel make you feel?" Both men and women participated in compiling this unique project that helped identify key messages of empowerment, strength, and that there are still challenges to overcome. The group also provided training on mentorship and headed a community giving initiative in support of local women's emergency shelters, collecting toiletries and backpacks for women arriving at the shelter seeking support.

Gender Pay Equity

A gender pay equity review was conducted and flagged minor variances which were addressed to eliminate gender biased wage bias.

Diversity and Inclusion Training

We believe in the strength of education and have continued diversity and inclusion training to our teams including Diverse and Inclusive Hiring Practices for hiring managers as well as Unconscious Bias Training and 'Speak UP for YOU and Bantrel' courses for all Bantrel team members.

Indigenous Engagement Guideline

The Bantrel Indigenous engagement guideline was implemented to promote recruitment initiatives that will increase the Indigenous employee population at Bantrel. Another addition to the guideline outlines raising awareness through ongoing training and development initiatives that increase our



understanding of the history, tradition, and values of Indigenous cultures in Canada. Further, we encourage our teams to seek opportunities with Clients to participate in events or conferences that support Indigenous Engagement.

National Day for Truth and Reconciliation

The discovery of thousands of unmarked graves at residential schools throughout Canada impacted us as Canadians, as parents, and human beings. Bantrel hosted a facilitated discussion centering around what reconciliation means as a Canadian, and ways to honour and celebrate on the National Day of Truth and Reconciliation. Together with our BHP Jansen Project joint venture partner, Hatch, Bantrel participated in a virtual tour of the Shingwauk Indian Residential School in Sault Ste. Marie. This year Bantrel will honor the National Day for Truth and Reconciliation with a live online session with Chief Dr. Robert Joseph, the Ambassador for Reconcilia-

tion Canada. Bantrel formally recognizes September 30 as the National Day for Truth and Reconciliation including paid leave in alignment with the Canadian federal government September 30th, 2022.

We recognize the critical importance of education to our understanding and healing. As such, Bantrel will deliver Indigenous and Treaty Awareness training (via third party) to 100 team members by Q4 of 2022.

Our Work

Energy Conservation (ENCON)

Bantrel has developed an energy conservation manual to provide engineering teams with the knowledge and guiding principles to reduce energy intensity on projects delivered for oil refinery and oil sands upgrader sites. It is written for both new facilities and retrofits in mind. This manual provides written guidance of energy conservation concepts to be deployed as Value Improving Practices (VIPs) and/or as

separate engineering studies. It provides engineering teams with the know-how and guiding principles when studying energy efficiency savings. Our teams assess and work to actively be informed and assist in the plans of our Clients and governments as planning and execution of Net Zero Carbon Emissions progresses. Our employees have taken part in training sessions including renewable fuel licensor technology, specialized training on Carbon Credits and Carbon Intensity Scores and participated in a Bechtel led Carbon Capture Summit with global participation and sharing of innovations and technology advances world-wide. Included in the session was the unveiling of a templated carbon capture unit, complete with 3D Model and cost estimate, allowing our teams to expediate FEED projects and help get projects off the ground quicker.

Sustainability Policy Statement

Continuing the development of our sustainability program, Bantrel issued a stand-alone sustainability policy. The policy documents the vision of our sustainability program and provides succinct principles that guide our goals and actions in everything we do. The policy can be found on page 18.

#IAMBANTREL

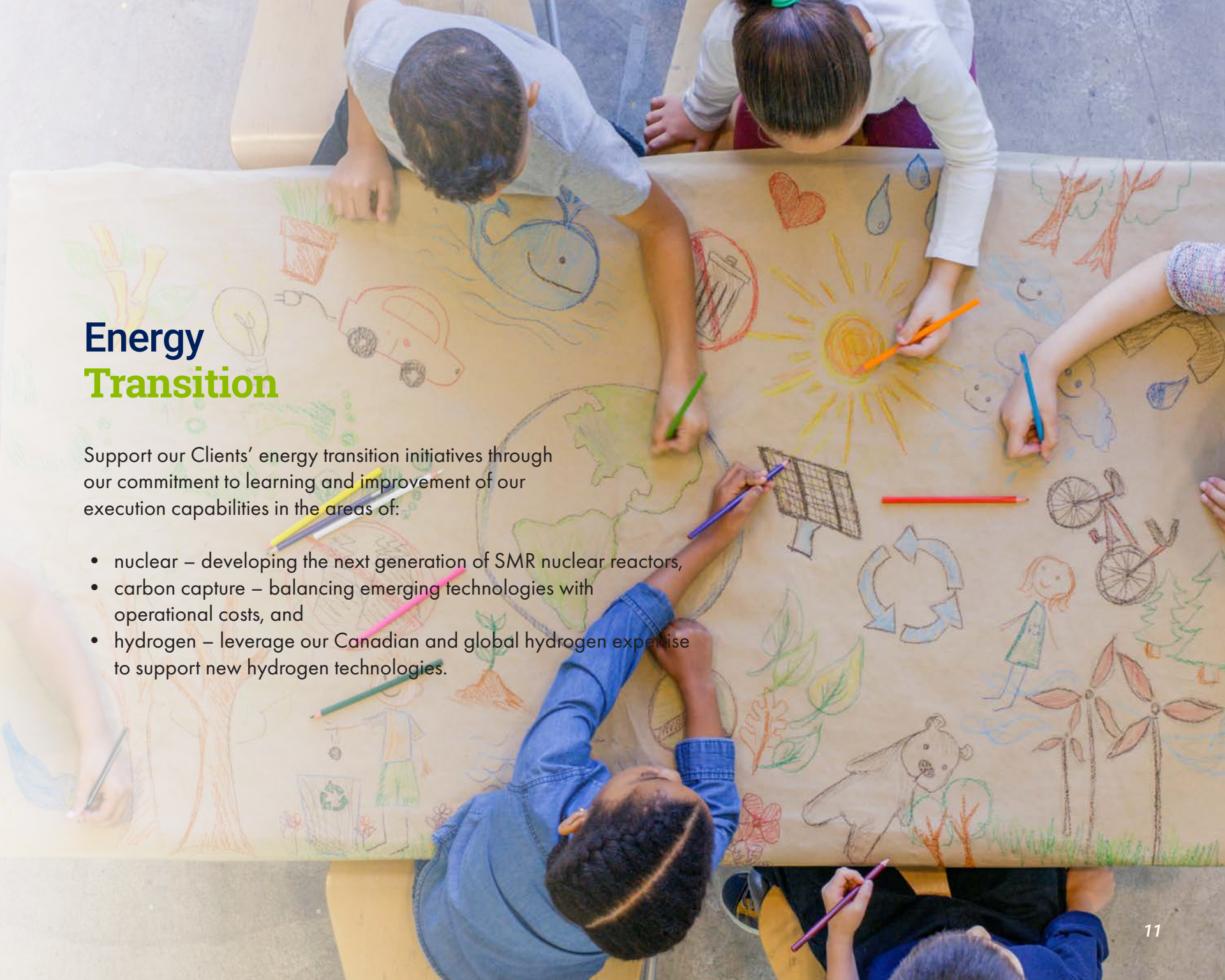
To celebrate International Women's Day, female team members participated in a video featuring a compilation of photos answering the question, "How do you feel as a woman at Bantrel?"



Energy Transition

Support our Clients' energy transition initiatives through our commitment to learning and improvement of our execution capabilities in the areas of:

- nuclear – developing the next generation of SMR nuclear reactors,
- carbon capture – balancing emerging technologies with operational costs, and
- hydrogen – leverage our Canadian and global hydrogen expertise to support new hydrogen technologies.



Contribute to **Society**

Charitable Support

BantrelCares

During 2021 we realized a 105 per cent increase in the number of distinct causes supported through BantrelCares, rising to 158 from over 77 supported in 2020, demonstrating the diversity of giving important to our people. Overall contribution value declined which we attribute largely to the impact of COVID-19 on in person events.

Four campaign spotlights were featured throughout the year, including Passion with Purpose Week, MS Bike, Ride for Heart, and Movember.

Passion with Purpose

Staff were invited to share their personal stories and charities for not-for-profits that they support. Numerous programs were highlighted including animal rescue groups, breast cancer, mental illness, and homelessness. One very touching story, reflective of

Bantrel unity and support was when Bantrel team members riding in the Enbridge Ride to Concur Cancer dismounted from their bikes to let a fellow team member's wife and survivor of breast cancer cross the finish line first.

MS Bike

Canada has one of the highest rates of multiple sclerosis (MS) in the world, with over 90,000 people living with MS, 75% of those people being women. Bantrel has supported the MS Bike for four years, joining again in 2021 for the ride. The Bantrel Bobcats topped the leader board in kilometers with an astounding 2,229 kilometers, the trio also raised over \$2,000 and rode an additional 90km participating in the group MS ride on August 21, 2021.

In addition to the above spotlights, Bantrel also participated in four community outreach or volunteer events

Women's Emergency Shelters

Another community-giving initiative was spearheaded by the Women@Bantrel group after learning that in 2021 the number of clients seeking help from the Calgary Women's shelter was greater than 15,000. Compelled to make a difference, the group engaged team members to collect toiletries including shampoo, deodorant, body wash, toothpaste, and backpacks in both Calgary and Edmonton locations to support women arriving to the shelter. Bantrel corporate supported this initiative by making monetary donations to Toronto, Edmonton, and Calgary Women's Shelters.

Engineering Day of Caring

On September 17, 2021, Bantrel participated in the Engineering Challenge Day of Caring (EDOC). Bantrel was integral in the creation of the EDOC and is now celebrating its 15th year of involvement. In partnership with United Way of the Alberta Capital Region, the engineering community

collaborates to strengthen communities, through donation, volunteering, advocacy, and a community building project. The 2021 undertaking included a variety of projects to enhance safety and experience and promote physical and mental health for two facilities in the Edmonton community: the Alex Taylor School and Operation Friendship Seniors Society. Projects ranged from building a gazebo and picnic tables, to horseshoe pits, outdoor artwork, composting, rainwater collection and garden beds.

Angel Tree Program

Each year paper ornaments are placed on the office Christmas tree indicating a child at a certain age with a wish. Bantrel team members shop for gifts, often getting their own children involved. Toys are then delivered to the Salvation Army just ahead of Christmas to help those less fortunate enjoy the brightness of the Christmas season.

Engineering Day of Caring

In partnership with United Way of the Alberta Capital Region, the engineering community collaborates to strengthen communities, through donation, volunteering, advocacy, and community building project. Bantrel was integral in the creation of the EDOC, now celebrating its 15th year.



Jansen S1 Potash Project

Jansen S1 is being executed by HBJV (Hatch Bantrel Joint Venture) providing design, engineering and construction management services to BHP. The project includes an underground potash mine and the associated surface infrastructure which includes a processing facility, product storage, and an automated rail loading system.

Bantrel is very proud of our ongoing participation and contribution to the BHP Jansen S1 project. The execution model includes industry leading, award-winning approaches to digital initiatives and integrated project delivery. The design emphasis on lowered GHG emissions as well as lower water consumption aligns with Bantrel's focus on sustainability and environmental footprint reduction, while helping to provide fertilizer to feed growing global demand.

Tree Canada

Bantrel began a new partnership with Tree Canada in 2021: a not-for-profit organization dedicated to planting and nurturing trees in rural and urban environments. Through their programs, research, and engagement efforts, they have helped restore tree cover in areas hit by natural disasters, guided communities in managing their urban forests, supported over 700 schoolyard greening projects, and organized urban forest conferences. In early October, over 25 volunteers gathered in a local community off-leash park in Edmonton to plant nearly 200 trees! This program will continue in 2022, with another event planned in Calgary in early June.

Knowledge Sharing University of Calgary - Schulich School of Engineering

Through 26 separate lectures featuring 20 project management specialists, Bantrel is sharing its experience and knowledge with nearly 60 masters-level engineering students at the University of Calgary. Bantrel, past win-

ner of the Schulich School of Engineering Dean's Award for Corporate Leadership, has partnered with the faculty's Civil Engineering department to launch its Project Engineering Management course. The result spans the entire range of project execution and control and is developed and delivered entirely by Bantrel's industry experts. Bantrel has had a long history of engagement with UCalgary's Schulich School of Engineering. This latest partnership provides a valuable opportunity for Bantrel and its team members to contribute to the next generation of engineers, while enhancing presentation delivery.

Bantrel also had the opportunity to discuss with Northern Alberta Institute of Trades (NAIT) refocusing of skills with expected upcoming Energy Transition and Petrochemical projects in Alberta. Key themes that were brought forward included Planning for Net Zero, Clean Fuel Regulations, Digital Strategy/Innovation and Greenfield vs. Brownfield project skill sets.

Tree
Canada

Minimize Adverse **Impacts**

Health, Safety and Environment

Safety Target Goals

Bantrel safety target goals were exceeded in 2021, with a yearly Total Recordable Injury Frequency (TRIF) of 0.00, zero Lost Time Injuries (LTI), zero environmental incidents, and a zero total recordable incident rate.

Wellness Days

Monthly wellness day events were held for team members to focus on mental and physical health. The format for these events was largely virtual including topics such as COVID-19 fatigue, healthy work from home habits, tips on managing stress, and healthy eating. Family focused events were organized such as seasonal scavenger hunts and outdoor winter activities.

HSE Assessment

Safety delivered an internal Alberta OHS competency assessment program to evaluate our knowledge and emphasize our core values. This year, the same program will be further expanded to include legislation in Saskatchewan, Ontario and the Bantrel internal best industry practices.

Environmental Footprint Reduction

Carbon Footprint Benchmarking

Work began on developing a carbon footprint benchmarking methodology for our facilities and construction operations. Considerations such as how to manage Green House Gas (GHG) calculation in office buildings that include common areas and privacy concerns as it pertains to individual team member commuter GHG emissions are being

evaluated. In 2022, Bantrel will integrate Bechtel's Green Build Program to benchmark the carbon footprint of our facilities and construction

operations. Bantrel continues to leverage cloud technology to lower electricity usage and reduce the impacts of procuring or disposing of equipment through donations and recycling.

Execution Efficiency

Bantrel ConX™

We continue to drive EPC integration, digital centric data management, and work-face productivity through the ongoing development and improvement of Bantrel ConX™. In 2021 the HSE module was deployed, on-site and continuously improves as more modules are developed and implemented.

Wearable Technology

Through our commitment to forge innovation and collaborate with our Clients to address industry priorities, Bantrel acquired wearable technology, the Trimble HoloLens. Successfully utilized at two sites, the HoloLens demonstrated the ability to significantly reduce the number of personnel required to attend site while obtaining better information. This technology increases operational efficiency, safety, and lowers our carbon footprint.

Wearable Technology

Wearable technology allows us to stay better connected with our project teams. The technology increases operational efficiency, reduces the personnel required to attend site, and lowers our carbon footprint.



Sustainability Policy

Bantrel is dedicated to the implementation and progression of our sustainability program. Our commitment to our Clients and our People is to minimize the impact of our projects and contribute to the communities and environments in which we live and work.

We demonstrate this commitment by advocating to:

Operate with Integrity

- Our Vision, Values and Covenants capture our culture, expectations, and code of ethics
- Complying with, or exceeding, all applicable legislation, regulations, and codes of practice

Cultivate Opportunity

- Driving personal and professional growth and developmental opportunities
- Promoting a diverse and inclusive workforce
- Increasing internal and external awareness, critical understanding, and application of energy transition technologies

Contribute to Society

- Promoting philanthropy and volunteerism in our local communities
- Listening to Indigenous Peoples and other stakeholders impacted by our work to develop strategies centered around social investment, employment training and education, economic development and the environment
- Committing to learning and knowledge sharing through collaboration
- Target technologies and innovations that reduce our footprint on the environment

Minimize Adverse Impacts

- Engaging with local and carbon conscious suppliers in consideration for reducing Scope 3 emissions
- Collaborating with our Clients on decarbonization projects
- Promoting environmental stewardship through initiatives that reduce energy consumption and minimize waste
- Contributing to the health and safety of our employees, contractors, and visitors in-line with our health, safety, and environment management system

Our sustainability report identifies key goals and accountabilities that reflect the vision of our policy.

Vision

To be the preferred Canadian *integrated* engineering, procurement, and construction company by developing strong *relationships* with Clients and employees.

Covenants

Respect. Treat all colleagues with mutual respect, trust, and dignity. E.g., never undermine colleagues.

Collaborate. Help each other; ask for and welcome help. Offer and give it freely. Communicate early, honestly, and completely with all stakeholders.

Deliver. Make commitments responsibly and honour those commitments.

Innovate. Embrace change, build upon experiences and lessons learned. Learn It, Do It, Share It.

Be Decisive. Work jointly to reach decisions efficiently. If required, go to a higher authority together and accept and support the solution.

Values

People. We inspire each other with important work full of purpose, challenging development opportunities, and rewarding careers. We aspire to be the employer of choice in our industry.

Safety and Health. We are relentless in keeping people safe from harm, and we provide a healthy work environment.

Ethics. Mutual respect, integrity, honesty, and fairness at all levels are the driving force for how we develop relationships with our staff, Clients, contractors, and suppliers.

Quality. We are passionate about excellence and doing our work right the first time. Our reputation depends on our delivered value in the eyes of our clients and communities.

Innovation. We listen, learn, and seek out the best ideas. We attack complacency and continually improve.

Sustainability. Environmental, social, and community responsibility are integral to our continued success.

Together we will create
Tomorrow.



Environmental, social and community responsibility are integral to our continued success.

Key Initiatives 2022

Operate With Integrity Culture

Improve employee engagement by 18% (by 2023) by focusing on key enablers of growth, connection, and meaningful impact.

Develop a hybrid workforce model by Q2 2022, to lower our environmental footprint and increase employee attraction and retention.

Governance

Expand our ability to transition into the nuclear industry by extending the scope of TSSA nuclear Certification as applicable for N285.0 (Pressure Boundary) by Q3 2022.

Publish the Bantrel sustainability policy statement by May 2022, to identify the vision of our sustainability program and build accountability.

Cultivate Opportunity Our People

Develop and communicate an employee appreciation program by Q3 2022.

The Women@Bantrel program will deliver quarterly events that focus on increasing gender diversity, leadership development, and eliminating bias.

Candidate postings will include diverse and inclusive messaging to encourage a diverse candidate pool Q1 2022.

Conduct a voluntary self-declaration questionnaire to form a diversity baseline by Q3 2022.

Learning and development will provide diverse and inclusive hiring practices training for hiring managers by Q3 2022.

Deliver Indigenous and Treaty Awareness training (via third party) to 100 team members by Q4 of 2022.

Our Work

Support our Clients' energy transition initiatives through our commitment to learning and improvement of our execution capabilities in the areas of:

- nuclear – developing the next generation of SMR nuclear reactors,
- carbon capture – balancing emerging technologies with operational costs, and
- hydrogen – leverage our Canadian and global hydrogen expertise to support new hydrogen technologies.

Contribute to Society Charitable Support

Participate in two environmentally focused events by Q4 2022.

Participate in two community outreach volunteer events by Q4 2022.

Cultivate stronger team member and Client relationships through external volunteer and corporate activities.

Sustainable Projects

Strengthen and seek new opportunities and technologies that focus on sustainability, including environmental footprint reduction, land use and water conservation.

Knowledge Sharing

Participate in two out-reach programs that focus on STEM development and or construction trades by Q4 2022.

Develop partnerships and collaborations with post-secondary institutions to further our commitment to learning and to fulfil practicum placements by Q4 2022.

Minimize Adverse Impacts

Health, Safety and Environment

Safety Target Goals: TRIF 0.10, zero lost time injuries (LTI), and zero environmental incidents by Q4 2022.

Execute quarterly wellness day events to focus on the mental and physical health of Bantrel team members

Expand HSE competency assessment tool to reflect Saskatchewan and Ontario legislation by Q1 2022.

Environmental Footprint Reduction and Execution Efficiency

Integrate Bechtel's Green Build Program to benchmark the carbon footprint of our facilities and construction operations by Q2 2022. Expand our wearable technology product availability into each of our locations to increase operational efficiency and safety, reduce our carbon footprint and facilitate further innovation by Q3 2022.

Utilize our HSE in Design manual to ensure our extensive health safety and environment management system includes activities related to environmental requirements in all phases of engineering and construction by Q1 2022.

Drive digital integration, digital centric data management, cloud technology, workface productivity, and EPC integration by Q4 2022.





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