



Sustainability Report

Transition 2020-2021

Foreword

2020 was a year of transition. The increased importance of ESG considerations and sustainability initiatives, combined with the impact of COVID-19, had a dramatic impact on our markets; creating a unique environment for change, as well as a push towards increased innovation. Bantrel proudly demonstrated resilience in keeping our people safe, fulfilling project commitments, and achieving our sustainability goals.

In this changing environment, we see a renewed focus on studies and EPC projects aimed at defining a practical path forward on energy transition, decarbonization and the drive to achieve net ZERO. We see a strengthening trend of collaboration within our Energy, Mining and Infrastructure Clients to jointly advance creative solutions to meet these challenges.

Our 2021 Sustainability Report, themed *Transition*, captures our achievements and sets new forward-looking goals to embrace these shifts; the *Energy Transition* towards clean fuel and carbon economics, and the digital transition of a remote workforce. We are committed to building on our previous achievements and using these achievements as a catalyst to differentiate us.

Bantrel will continue to grow and enable *Innovation* and reinforce our focus on *Sustainability*. Building on these values, *Bantrel Innovative Solutions* was established in 2020 and a *Spark* system was implemented to foster and progress new ideas. These programs are already providing tangible benefits to our Clients and our teams.

At the core of Bantrel is our *People*, who demonstrate personal leadership through volunteerism, giving back to their communities and paying it forward through *BantrelCares*. We look forward to new initiatives in the coming year, incorporating sustainability into our community involvement whilst helping to reduce the environmental footprint of our Clients and ourselves.

Join me in the following pages in our path to *Transition*.

~ Darren Curran, President

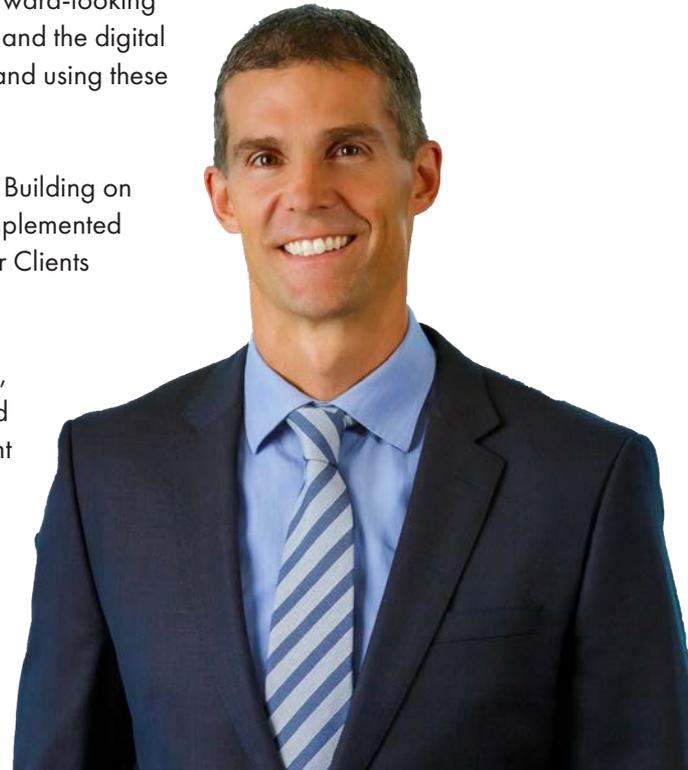


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transition, noun - tran·si·tion | \ tran(t)- si-shen

1a: passage from one state, stage, subject, or place to another : CHANGE

b: a movement, development, or evolution from one form, stage, or style to another

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.



Bantrel Cares

Bantrel Cares is a company matched charitable giving program. Team members can personalize their giving by contributing to charities which are important to them, and these donations are matched corporately. up to \$250. In 2020, a total of \$90,330 was given to various registered charities, an increase of 25.4% over 2019. Predominately, these included the United Way, both the Calgary and Edmonton Food Bank, and the Alberta Cancer Foundation.



Innovation

Bantrel Innovative Solutions is an evolving corporate initiative to engage our team members in idea development - leading the industries we serve through innovation. The vision of Innovative Solutions is to re-imagine the future through our people. With unique and creative offerings including our own in-house developed app - [Bantrel ConX](#), to 3D, 4D and immersive VR model reviews, to our [Cloud Fusion](#) and [Ground Cover](#) applications, Bantrel is focused on methods and technologies that compliment and advance the sustainability objectives of our Clients.

Operate with Integrity

Culture

Employee Corporate Values

Our 2020 Annual Performance Review (APR) included a focus on culture with employee-specific goals on living Bantrel's Covenants, including the development of relationships and supporting others outside of their primary roles. This approach proved effective in encouraging collaboration and furthering innovation between departments.

Our next step will be to conduct an employee survey to evaluate Bantrel's corporate culture and alignment with corporate Vision, Values and Covenants (VVC).

Employee Communication

The onset of the COVID-19 pandemic created a powerful need for timely, relevant and frequent communication on topics ranging from safety, physical and mental health, work from home technology,

expectations and changing regulations. 11% of all team member communications in 2020 pertained to COVID-19. A focused town hall was held in the Fall to address anxiety surrounding COVID-19 and offered numerous resources for remaining focused and productive.

Value Moment

To promote Bantrel's culture, we will implement **Bantrel Value Moments** in our meetings; highlighting our corporate values of: People, Safety and Health, Ethics, Quality, Innovation, and Sustainability.

Governance

Canadian Nuclear Association (CNA)

Bantrel has made significant progress towards compliance with CSA N299 and obtaining TSSA certification to CSA N285 to work in the nuclear industry. Bantrel has applied for TSSA Certificate of Autho-

rization for fabrication and installation of pressure boundary items.

Quality Management System (QMS) implementation is in progress and includes training and qualification, a supplier audit, procurement, nuclear WPS, fabrication and NDE of a demonstration item for the certification purpose. Bantrel will obtain CSA N285 nuclear certification in 2021.

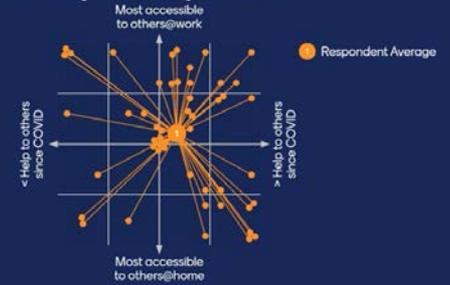
Sustainability Policy

Bantrel will refresh our sustainability policy to align with selected UN sustainability goals.

ISO Certification

Bantrel will obtain both Environmental ISO 14001 and Health and Safety ISO 45001 certifications in 2021.

Accessibility vs Helpfulness



Anxiety & Productivity Survey



Best word to describe 2020?



Cultivate Opportunity

Our People

Leadership Development

Employee and leadership development training was expanded in 2020, and included hiring a Learning and Development Specialist.

All managers went through effective performance review training including goal setting and the creation of employee development plans. Additional training programs are listed on page 6.

Career Development

An internal job posting portal was created to allow team members to apply for other opportunities within Bantrel. Our greatest asset is our people, and this tool advances career development, provides our team members the opportunity to engage in new areas of our business, promotes skill development and engagement. Internal applicants are given priority review over external candidates.

Team Member Tenure

Tenure milestones in 2020 included three 5-year recipients, two 10-year, fifteen 15-year recipients, as well as three 20 and 25-year recipients. Our long service awards program was modernized, to include an online gift selection process.

Diversity

Research shows that hiring, promotion and retention rates of women around the world are now comparable to those of men across all career levels. While this finding represents a significant achievement globally, the data reveals that Canada is lagging the world in key indicators of its commitment to actual gender equality in the workplace. Over this past year, we collected our own data, reviewed it, and compared it to global and national statistics, which allowed us to benchmark our current state regarding gender equity. Bantrel will conduct an annual gender pay equity review to baseline and monitor trends.

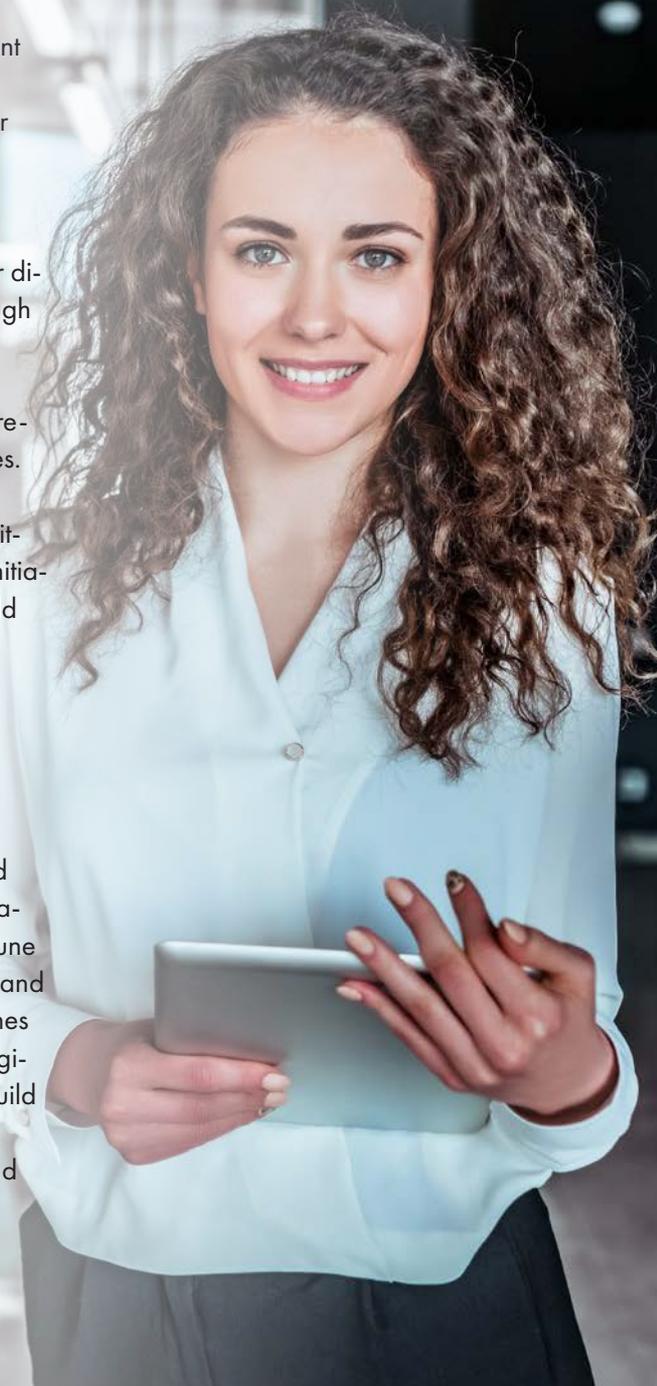
As diversity and inclusion encompasses many different pillars, Bantrel has chosen gender diversity as a major sustainability initiative for 2021.

Our commitment to gender diversity and inclusivity through launching a focused Women@Bantrel program, and increasing female representation in leadership roles.

We will deepen our commitment by introducing new initiatives as we continue to build on our strengths.

Progressive Aboriginal Relations

Bantrel is in the process of completing our Committed Phase 1 for submission and Progressive Aboriginal Relations (PAR) verification in June 2021. The PAR Committed and Certified Program establishes a framework for our Aboriginal Relations Strategy to build effective relationships with Aboriginal communities and companies for our projects and our company.



The PAR working committee is tasked to coordinate and/or develop the following:

- Aboriginal Cultural Awareness Training for senior leaders and PAR committee members – completed Q4 2020.
- Leadership Statement – completed Q3 2020.
- Develop process to identify and engage our key Aboriginal communities of interest when entering new geographical areas for our operations and projects.
- Identification of current communities of interest.
- Promote, communicate, and train employees on the intent of the PAR committed criteria and progress across the company – in development.

Bantrel will obtain Phase 1 committed status in PAR, and update our Aboriginal Engagement Policy 2-27.

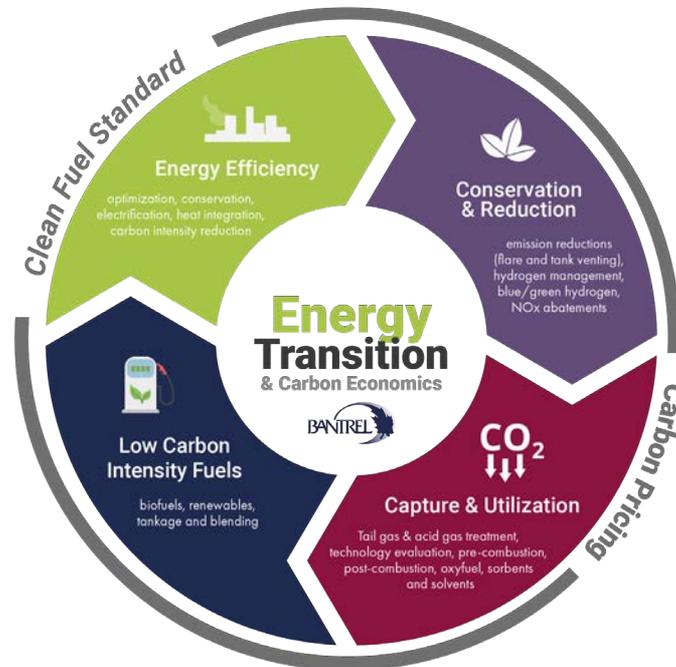
Our Work

Strategy and Client Solutions was restructured to further refine our focus on the unique and separate needs of our Clients. This plan includes four primary market segments: Energy, Mining, Infrastructure and Construction.

Our diversification will be achieved by growing a sustainable and resilient portfolio of Clients and projects, in each of these segments, with a focus on energy transition.

The non-renewable energy market will continue to face increasing Environmental, Social and Governance (ESG) challenges in addition to cyclical commodity pricing.

We will support our Clients' energy transition initiatives through our expertise in carbon economics, carbon capture, hydrogen and the Canadian Clean Fuels Standard (CDN CFS).



16 Modules

Discipline Leads Training

These sessions focused on various topics such as change and performance management, to project scheduling and estimating.

24 Sessions

Respectful Workplace Training

This training focused on Bantrel's covenant of respect. Topics included the characteristics of a respectful workplace, and the effects of discrimination and harassment.

11% Enrolled

4 Essential Roles of Leadership

This FranklinCovey training focuses on creating vision, coaching potential, inspiring trust and executing strategy.

Aboriginal

Awareness Training

Aboriginal awareness training was completed for all executive leadership and PAR committee members.



Energy Transition

Our *Energy Transition* offering enhances our continued development towards new technological innovations and incremental facility improvements that reduce waste or risk to people and the environment. Our focus areas include clean fuels, carbon capture, emissions management, and water management.

Working to Eliminate Tailings Ponds Globally

Since 2016, Bantrel has been working with Extrakt Process Solutions and Bechtel to solve one of the world's most complex and challenging environmental problems – the elimination of tailings ponds which result from mining operations. Extrakt's patented, disruptive technology uses sustainable ionic chemistries and environmentally friendly solutions to collapse the finely dispersed clay particles that remain in suspension in conventional tailings ponds. The end product is fines-free clear water stream that can be immediately recycled. Accelerated de-watering of tailings streams allows for the elimination of tailing ponds and the creation of a dry trafficable final landscape.

This greatly reduces the environmental impact and long-term liability associated with maintaining tailings ponds and advances the reclamation process from end-of-mine to real-time. The United Nations goals include the elimination of tailings as a priority and Extrakt is working to fulfil this mandate.

Graphene Technology

Bantrel is undertaking a new sustainability focused project with ZEN Graphene Solutions, a Canadian owned and based emerging graphene technology company.

ZEN has developed a graphene-based coating that is 99.9% effective against aerobic bacteria, fungi and viruses, including COVID-19. The application has been extended to nitrile gloves, giving front line responders and health care workers additional protection.

Bantrel will be providing detailed engineering for a processing facility to produce the graphene-based compound. Bantrel is excited to progress this sustainability focused project with ZEN, and to be a part of shaping the future of PPE and its positive affect on both people and healthcare.



Contribute to Society

Sustainable Projects

Bantrel is an industry leader in delivering safe, dependable, high quality services and facilities which advance the sustainability objectives of our Clients. This includes our sustaining capital programs and facilities to operate safely and facilitating projects to meet new regulations, conserve energy and reduce emissions.

We will strengthen and seek new opportunities and technologies that focus on sustainability and environmental footprint reduction.

Charitable Support

Donations overall increased over 2019 from \$72,029 to \$90,330, in 2020, representing an increase of 25.4%. For 2021, we will feature four campaign spotlights to increase individual BantrelCares donations by 15%.

Up-cycle Initiatives

Bantrel donated over 190 pieces of various office furniture to set up the Bearspaw First Nation College. The Bearspaw College will utilize the Yellowhead Tribal College foundation focusing largely on Indigenous content and offer programs including life skills, basic literacy and numeracy, trades preparation and general interest programming; 14 students are actively enrolled online.

Bantrel also donated under utilized computer equipment to the Calgary Drop-In Centre's Computers for Low-Income Calgarians (CLIC) program. CLIC gives people in need access to technology and opens possibilities.

Community Events

Bantrel had the wonderful opportunity to help out in a small, hands-on and in-person way by assembling nearly 1,400 lunches with Brown Bagging for Calgary's Kids (BB4CK). BB4CK is a non-profit charitable organization which provides free lunches to children in schools who otherwise may not have a lunch. Strict COVID-19 protocols had our team standing 40 apples apart.

Bantrel employees volunteered their time to take part in the United Way Engineering Challenge Day of Caring Event in Edmonton. This event is a collaboration of various engineering companies and this year was held at Northern Arms, a Canadian Mental Health Association residence that provides affordable housing for people with mental illness. The project included upgrades to the green space including raised garden boxes, the installation of a gazebo, shed, and fence as well as an additional pathway to separate the green space.

Bantrel is proud to have contributed to the Salvation Army's Angel Tree program. The program helps provide Christmas gifts for children and families in need.

This year Bantrel will participate in a minimum of three community outreach or volunteer events. Anticipated excitement surrounds involvement with TreeCanada, greening our communities while lowering our carbon footprint.





Integrated Construction Centre

Bantrel is an industry leader in construction productivity improvement through digital technologies and proven construction work processes.

The Jansen Integrated Construction Centre (ICC) combines construction, schedule and progress measurements, materials and contract management, engineering and design tools, commissioning, HSE, site access security and workforce management into one data lake model, complete with analytics and dash-boarding.

The ICC won the CanBIM Innovation Spotlight award in 2019, recognizing leadership and innovation through the implementation of digital technology, processes and methodologies. We will continue to drive EPC integration, digital centric data management, and workforce productivity through continued development and improvement of *Bantrel ConX*.

Knowledge Sharing

Bantrel participated in three virtual conferences this past year - a way to network in a digital environment.

Capital Projects Symposium

Bantrel sponsored this event that gives mine owners, engineering and EPCM groups, project management and contractors the opportunity to discuss lessons learned, new ideas and to establish communication and collaboration to execute mine capital projects safely and successfully.

International Pipeline Conference

Connecting with the energy industry on pipeline, terminals and facilities design, transient analysis, vapor recovery and retrofits.

University of Calgary - Career Fair

An opportunity to introduce Bantrel as an employer of choice to new and upcoming graduates. Team members provided information on our culture, who we hire, and current opportunities.

University of Calgary - Schulich School of Engineering

Knowledge sharing is an important aspect within the Bantrel sustainability program. In our continued efforts to advance the knowledge

of those joining the markets we serve, Bantrel and the UCalgary Schulich School of Engineering have recently reinstated a unique collaboration.

The department of Civil Engineering reinstated its course in Project Engineering Management, offered as part of the Masters in Project Management degree program. The result is a course that spans the entire range of project execution and control, developed and delivered entirely by Bantrel industry experts.

The course is unique in its focus on everything from project inception and planning through engineering, procurement and construction. Instead of a single instructor, each topic is led by senior Bantrel subject specialists. Bantrel will continue to collaborate with the UCalgary Schulich School of Engineering on their project engineering management program.

Science Technology Engineering and Math (STEM)

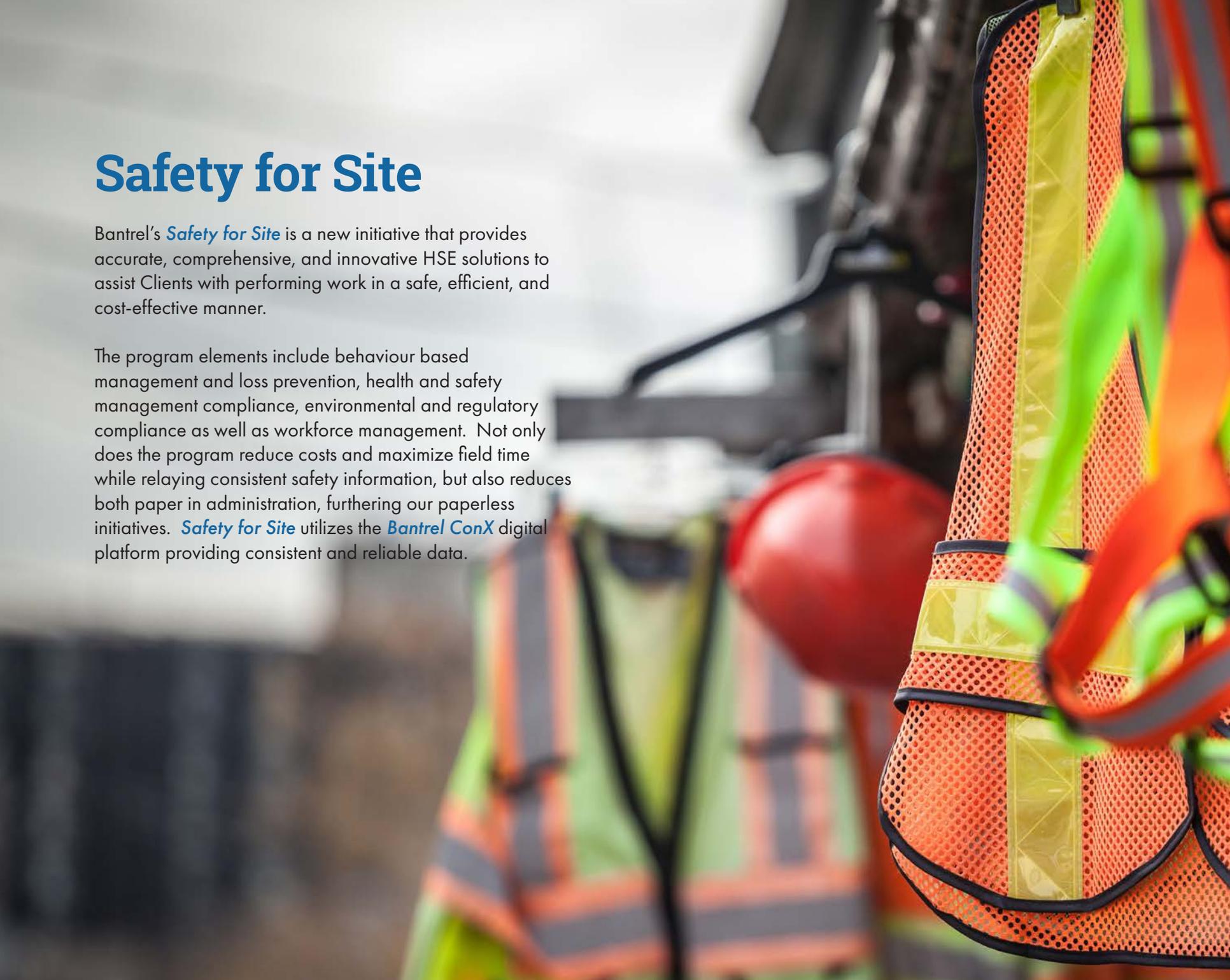
Bantrel will participate in two outreach programs that focus on STEM careers and or construction trades, and develop partnerships and collaborations with post-secondary institutions to further our commitment to learning and to fulfill practicum placements.



Safety for Site

Bantrel's *Safety for Site* is a new initiative that provides accurate, comprehensive, and innovative HSE solutions to assist Clients with performing work in a safe, efficient, and cost-effective manner.

The program elements include behaviour based management and loss prevention, health and safety management compliance, environmental and regulatory compliance as well as workforce management. Not only does the program reduce costs and maximize field time while relaying consistent safety information, but also reduces both paper in administration, furthering our paperless initiatives. *Safety for Site* utilizes the *Bantrel ConX* digital platform providing consistent and reliable data.



Minimize Adverse Impacts

Health, Safety and Environment

Bantrel TRIF for 2020 was 0.16, representing a 30% decrease. Zero lost time injuries (LTI) were recorded, as well as zero environmental incidents were achieved. Our safety targets for 2021 include a TRIF 0.12, zero LTI's, and zero environmental incidents.

Safety Goals

Bantrel team members each indicated specific goals related to furthering zero harm as part of their individual Annual Performance Review (APR), further demonstrating safety and health as one of our core values.

Ready-For-Site

A new internal ready-for-site training program was initiated. This program was designed for all home office team members traveling to site or supplier fabrication facilities.

Team members were better prepared for site expectations, assigned tasks and potential individual barriers allowing for time savings and early risk assessment.

HSE Assessment

An HSE assessment program will be delivered internally this year to evaluate our knowledge of HSE legislation and emphasize our core value of safety.

Wellness Week

In both June and November of 2020, Bantrel successfully expanded its Wellness Week Program to create virtual week-long wellness initiatives across all office locations (Calgary, Edmonton, and Toronto). Daily focused lunch and learns or events were available for team members. Events included virtual yoga, healthy recipe sharing, guided

meditation, helmet safety, and an organized outdoor scavenger hunt for families, to name a few. This program was well received by team members and was encouraged and supported by Bantrel leadership, recognizing the mental stress of COVID-19, and changing restrictions affecting physical activity. Bantrel will now be implementing monthly Wellness Days to focus on mental and physical health of team members.

Emergency Response Plan

The Bantrel Corporate Emergency Response Plan was updated Q1 2020 to address the emerging and continual risks associated with COVID-19, protecting the health and safety of both our team members in office, onsite and that of our Clients.

During the onset of the pandemic, the Bantrel Emergency Response Team met daily to discuss the challenges associated with ever changing restrictions, coordinating a successful work from home transition, crisis communication, and addressing the mental and physical wellbeing of our team members. A focused town hall was held to address anxiety surrounding COVID-19 and offered numerous resources for remaining focused and productive.

Environmental Footprint Reduction

Cloud Fusion

Cloud Fusion was rolled out in two client environments. Cloud Fusion utilizes laser scan data to create a near photo realistic 3D model of facilities in a brownfield environment. Cloud Fusion (highlighted on page 17) allows for greater efficiency in scope alignment and collaboration. Enhancing project safety by eliminating the need for technical site visits.

Paperless Initiatives

A new paperless APR process was implemented in 2020. Team member feedback indicated that the program was effective, intuitive, and made collaboration and approvals seamless.

We are further expanding our paperless project initiatives which incorporate meta-data to reduce waste and utility consumption and facilitate remote operational control. Adopting electronic sign-off, and squad checking are great

examples of digital transitions that result in less paper. We will leverage cloud technology to lower electricity usage and reduce the impacts of procuring or disposing of equipment.

Bantrel ConX enhances paperless construction execution while facilitating integration of both data and loss prevention. Three modules were created in 2020, and 10 updates and/or improvements were made to the platform. **Bantrel ConX** enhances paperless construction execution.

Single Use Plastics

Single use plastics were reduced by providing metal cutlery, dishware, and wood stir sticks in all home office locations. Healthier and organic options were also provided by transitioning to raw organic sugars.

Sustainable Materials

Bantrel makes conscious decisions to include sustainable materials for internal purchases including corporate promotional items and clothing.

Realizing our Carbon Footprint

A carbon footprint benchmarking methodology will be developed for our facilities and construction operations.

Execution Efficiency

Quality Portal

A new quality portal was developed to enhance employee communication on topics related to quality. Six lunch and learn sessions provided information on topics such as new APEGA authentication process, the use of software in design, and various engineering instructions on quality control.

EPC Integration

We furthered continuous improvement in EPC integration and data management through ongoing development of **Bantrel ConX**.

Innovative Solutions

A newly developed Innovative Solutions team was created to challenge existing work process and find new ways to enhance safety, quality, and cost effectiveness, while reducing

the environmental impact of the work we perform.

An internal corporate idea management system was developed to engage, prioritize, and progress ideas – ideas we call **Sparks**. Team members are encouraged to submit solutions or pinch points to the Innovative Solutions group for vetting and development. To date seven innovations have been implemented, and eight are currently in an expansion, development or testing phase.

Bantrel Cloud Fusion, **Bantrel ConX**, and **Ground Cover** are all examples of innovations that have been integrated into our business with tangible achievements for improved safety, cost reduction, or reduced environmental impact.

Our Innovative Solutions team will continue to innovate and collaborate with our Clients to address industry priorities, including operational efficiency, safety, and sustainability.

A construction worker wearing a white hard hat, safety glasses, and a high-visibility yellow vest over a light blue shirt is looking at a tablet computer. The background shows a construction site with scaffolding and building structures.

Bantrel ConX

Bantrel ConX is an internal mobile digital solution for field-based construction, engineering, quality, procurement, and health safety and environment (HSE) teams. The app features automated data storage, sharing, and reporting in one complete package. Currently, *Bantrel ConX* has seven modules and is continually being updated and customized. *Bantrel ConX* reduces on-site exposure and minimizes travel requirements.



Cloud Fusion

Bantrel can produce a photo realistic, solid 3D rendering of existing facilities, intelligently isolating individual assets for manipulation or removal, and integrating with ongoing 3D design work. Best of all, our **Cloud Fusion** file sizes are approximately one tenth the size of traditional laser scan files, and easily navigated by all project personnel in common design review software.

Bantrel Cloud Fusion provides exceptional scope clarity de-risking project planning and eliminating the cost and safety concerns associated with repetitive site visits. Project construction personnel are able to visually see the project scope and identify risks and constructability issues early during Design Basis Memoranda (DBM), allowing for optimal project planning when it benefits most. During COVID-19 when restrictions prevented non-essential travel to site to obtain critical site layout data, we quite literally were able to bring the site to our Clients.

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.

Focus Areas for 2021

Operate With Integrity

Culture

- Conduct an employee survey to evaluate Bantrel corporate culture and alignment with corporate Vision, Values and Covenants.
- Implement Bantrel Value Share in team meetings highlighting our corporate values of: People, Safety and Health, Ethics, Quality, Innovation and Sustainability.

Governance

- Obtain CSA N285 nuclear certification in 2021.
- Obtain Environmental ISO 14001 certification in 2021.
- Obtain Health and Safety ISO 45001 certification in 2021.
- Refresh our sustainability policy to align with selected UN sustainability goals.

Cultivate Opportunity

Our People

- Conduct annual gender pay equity review.

- Commit to increase gender diversity and inclusivity through:
 - our Women@Bantrel program, and
 - increasing female representation in leadership roles.
- Update Aboriginal Engagement Policy 2-27.
- Obtain Phase 1 committed status in Progressive Aboriginal Relations (PAR).

Our Work

- Support our Clients' energy transition initiatives through our expertise in carbon economics, carbon capture, hydrogen and the Canadian Clean Fuels Standard (CDN CFS).

Contribute to Society

Charitable Support

- Increase individual BantrelCares donations by 15%. Four campaign spotlights will be featured throughout the year.
- Participate in three

community outreach or volunteer events.

Sustainable Projects

- Strengthen and seek new opportunities and technologies that focus on sustainability and environmental footprint reduction.

Knowledge Sharing

- Participate in two outreach programs that focus on STEM careers and or construction trades.
- Develop partnerships and collaborations with post-secondary institutions to further our commitment to learning and to fulfill practicum placements.

Minimize Adverse Impacts

Health, Safety and Environment

- Safety Target Goals: TRIF 0.12, zero lost time injuries (LTI), and zero environmental incidents.
- Implement monthly wellness days to focus on mental and physical health of team members.
- Deliver an internal HSE

assessment program to evaluate our knowledge and emphasize our core values.

Environmental Footprint Reduction

- Develop a carbon footprint benchmarking methodology for our facilities and construction operations.
- Leverage cloud technology to lower electricity usage and reduce the impacts of procuring or disposing of equipment.

Execution Efficiency

- Drive EPC integration, digital centric data management, and workforce productivity through continued development and improvement of Bantrel ConX.
- Innovate and collaborate with our Clients to address industry priorities, including operational efficiency, safety, and sustainability.



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