



Growth & Change

SUSTAINABILITY REPORT

 2019-2020





LEADERSHIP MESSAGE

I am thrilled to introduce Bantrel's inaugural Sustainability Report, capturing both highlights from our past and goals for our future. We have a proud history of amazing people contributing in important ways and we have told parts and pieces of this story in the past. Our Sustainability Report, themed [Growth & Change](#), is a bridge to celebrating our past and focusing on the future.

Since 1983, Bantrel has been an industry leader in delivering safe, dependable, high quality services and facilities which advance the sustainability objectives of our Clients in our communities. This includes sustaining capital helping facilities to operate safely and projects to meet new regulations, conserve energy and reduce emissions.

Our cornerstone is our People. Bantrel's culture is one of inclusivity, respect and ethical behaviour. Our teams strive to consistently deliver to our stakeholders' expectations through collaborative relationships, solid governance and progressive innovation. We have achieved gains across the sustainability spectrum - growing our people, services and capability without sacrificing our safety and quality fundamentals.

Some of Bantrel's past sustainability highlights include:

- being the first EPC in Canada to earn ISO 9001:1994 certification and the first EPC to receive the Quality Award from the Quality Council of Alberta;
- branching the EPCM organization into self-performing full EPC services with our construction affiliates;
- recognition through PetroCanada's inaugural President's Award for Safety on our first direct-hire EPC program, achieving a milestone of over 5.5 million field hours without a lost time injury;
- establishing additional offices supporting multiple market segments;
- successfully executing many clean fuel, water conservation and emissions reduction projects;
- creating a legacy of staff that have built their careers with Bantrel, forging strong relationships and resiliency along the way;
- paying it forward, through individual and corporate donations of both time and money, to the communities in which we work. Highlights include over \$6.8MM to United Way and other programs and volunteerism at events including those for the Cancer Society, MS Society and Heart and Stroke Foundation.

Our [Growth & Change](#) theme continues through our 2019 highlights, which included updating our Vision, Values and Covenants (VVC) to focus and guide us in future sustainability. Most importantly, our 2020 targets reflect Bantrel's ongoing commitment to growing as an organization and to fostering our people. We will apply our pool of talent to adapt to new challenges and deliver sustainable outcomes across every aspect of our operations and our projects.

We look forward to these changes and all our current and future stakeholders joining us on the journey. Please do take the time to reflect and consider how each of us can contribute to the future of sustainability, in particular through innovation.

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 & 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.

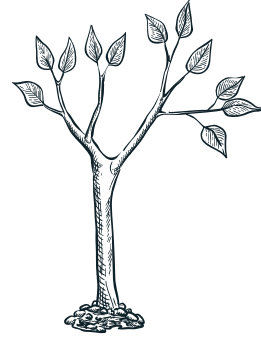
Innovation. We listen, learn, and seek out the best ideas. We attack complacency and continually improve.

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



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.



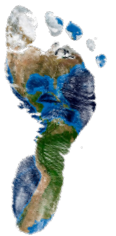
cultivate **OPPORTUNITY**

Bantrel will continue to embrace and build from the diversity of our personnel, 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.

CORPORATE ²⁰¹⁹ PERFORMANCE

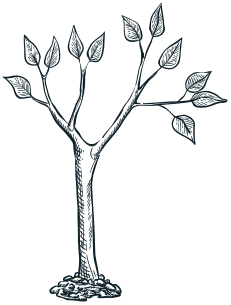


33% Policy Refresh



Ethics & Compliance
Training for all Staff

Updated Vision, Values & Covenants **with strong employee commitment**



Strategic Leadership Team: expand collaboration, focus on culture, people and promote diversity of thought.

8 Wellness Week campaigns



↑30%
Employee

↑40%
WorkOff



BantrelCares

↑ \$70,000
employee & company
101 causes donations

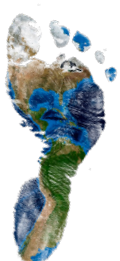
& \$34,000
donated to: **United Way**

Sustainable Projects:

- oilsands & mining tailings: recovery and reduction of volatile organic compounds
- technology development: extraction processes, tailings handling, clean water & carbon capture
- refurbishing facilities: improving energy and production efficiency, reducing emissions



Knowledge Sharing:



TRIR 0.23
0.00 LTIR

40% **wcb**
Discount



- 48,000 Skype Sessions
- SharePoint integration
- Follow Me Print Software
- Cloud Based

IOL team's 1,000 safe days



95%
Score

**CanBIM 2019 Innovation
Spotlight Award**



Integrated Construction Centre: improved EPC planning



Growth & Change

Corporate GOALS INTEGRITY 2020



operate with INTEGRITY

Culture

Bantrel will build its future upon our refreshed **Vision, Values and Covenants** (VVC) as the basis of how we succeed with all stakeholders. We will maintain the required culture and factor our VVC alignment into our decisions and assessments of staffing, market, clients and opportunities.

- Formalize a staff survey to continue monitoring and enhancing recent feedback validating Bantrel operates in alignment with its **Covenants** and people as its first **Value**.
- Focus the culture component of Annual Performance Reviews (APR) with employee-specific goals on living Bantrel's **Covenants**, including development of relationships and supporting others outside of primary roles.

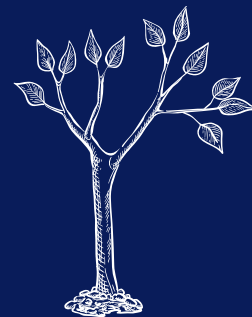
Governance

We will adhere to our **Code of Conduct** to ensure ethical conduct and delivery of services. We will ensure that policies, practices and personnel comply with current regulatory requirements and industry best-practices.

- Maintain our Professional Practice Management Plan and other related Engineering Instructions in accordance with the engineering regulatory requirements of the provinces that Bantrel operates in.
- Bantrel will continue to develop manuals and procedures for compliance against the CSA N299 series of standards for work in the nuclear industry and work toward obtaining TSSA nuclear certification to CSA N285.



Corporate GOALS OPPORTUNITY 2020



cultivate OPPORTUNITY

Our People

We will continue to foster diversity and strong relationships throughout with all stakeholders, and facilitate clients' diversity initiatives specific to every project. We will provide our staff access to career-building training and opportunities. Bantrel will refine its aboriginal engagement framework and ensure all personnel directly interacting with Indigenous communities or organizations have undertaken aboriginal awareness training.

- Expand employee and leadership development training, including hiring a formal learning and development coordinator
- Create an internal job posting site whereby current Bantrel staff can apply for other opportunities across the organization
- Provide aboriginal awareness training to all executive leadership team members
- Update Aboriginal Engagement Policy 2-27
- Retain Level One (Committed) Progressive Aboriginal Relations status and assess opportunity to shift in 2021 to Level Two (Bronze) status, with the Canadian Council for Aboriginal Business (CCAB)

Our Work

Bantrel will establish sustainable growth increasingly insulated from the cyclical volatilities of any single commodity or market sector, fed by the leading technical expertise and innovation of our personnel.

- Restructure Client Solutions and Strategy to further refine our focus on the unique and separate needs of current client stakeholders and others for whom Bantrel can provide significant benefits.
- Expand our work across a broader range of industries, focusing on applying Bantrel's full range of Engineering, Procurement and Construction (EPC) services.



Corporate GOALS CONTRIBUTE 2020



CONTRIBUTE to society

Charitable Support

Bantrel contributes to the communities in which we work, supporting a broad range of employee-driven philanthropy through BantrelCares.com and by providing outreach through volunteer work, giving back to the community and environment.

- Donate no longer fit-for-purpose or older IT equipment to families in need through Computers for Low Income Calgarians (CLIC) Program.
- Increase number of employees donating and Bantrel's combined employee and company-matched total annual donation amount through BantrelCares.com.
- Conduct at least two volunteer outreach events through each of Bantrel's main offices and worksites.

Sustainable Projects

We will apply our technical expertise on behalf of our clients to deliver innovations and sustainable projects that will improve conservation, lessen environmental impacts and waste, while enhancing the safety and reliability of the industries in which we work.

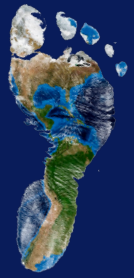
- Perform work associated with developing or implementing new technologies directed at reducing the environmental footprint of new or existing facilities for at least three clients.
- Grow Bantrel's execution of facility improvement projects (sustaining capital) to continue improving safety and performance of operating facilities and reducing current or future impacts and risks.

Knowledge Sharing

Bantrel will continue engaging in initiatives with institutions to develop the future workforce our industries require and working actively to advance the knowledge-base of the industries for whom we supply services through mentoring, sponsorships, presentations and memberships or leadership roles in code or industry associations.

- For each of our strategic market segments we will promote improvement by participating at one or more conferences or events or holding a committee/board position in relevant industry associations.
- Participate in at least two events (presentations, mentoring, industry mixers) for each educational institution that is a typical post-secondary feeder into Bantrel's operations.
- Conduct outreach to at least two secondary schools in each of Bantrel's office locations to generally promote STEM careers and/or construction trades including among under-represented groups.

Corporate GOALS IMPACTS 2020



minimize adverse IMPACTS

Health, Safety and Environment

In our continued drive towards ensuring Zero Harm to people, property and the environment, we will maintain a 0.0 LTI and reportable environmental incidents rating. We aim to further reduce our TRIF to at or below 0.10 by the year 2022. Bantrel leads in safety in design expertise and will continue to provide every client safe and environmentally conscious execution.

- Achieve a 2020 targeted TRIF of < 0.15 with zero LTIs and zero reportable environmental incidents.
- Ensure every employee has specific goals related to furthering Zero Harm culture and results as documented in their Annual Performance Review personal goal setting and assessment.
- Reinstate a Wellness Week in the Calgary office in addition to those in place in other locations.
- Update Bantrel's Corporate Emergency Response Plan to address any emerging risks and align with current company operations.
- Deliver an internal [ready-for-site](#) training program for all home office personnel designated to travel to field facilities or supplier fabrication facilities even on a visitor basis.

Environmental Footprint Reduction

Bantrel will continue reducing its per-employee level of consumption within its operations, focused on transitioning to more sustainable goods and on driving electronic initiatives to reduce paper and travel.

- Roll-out [Bantrel Cloud Fusion](#) on revamp projects, providing widely accessible laser scan and 3D model integrations and Virtual Reality visualization to improve scope alignment with less travel and on-site exposure.
- Implement new paperless Annual Performance Review process.
- Further expand paperless project initiatives which incorporate meta-data to reduce waste and utility consumption whilst enhancing operations and facilitating remote operational control. This will reduce on-site exposure and minimize travel by future employees.
- Continue to refine [Bantrel Connects](#) which enhances paperless construction execution while facilitating integration of both EPC data and loss prevention.
- Reduce single-use plastics in Bantrel's home office locations through initiatives such as replacing plastic stir sticks with wood and providing metal cutlery in all home office kitchens.
- Phase out white granulated sugar in home office locations, substituting with organic or raw sugars.

Execution Efficiency

We will maintain our position as an industry leader in project delivery, applying innovation, technology and continual improvement to enhance EPC execution, integration and transparency and minimize execution risks to the benefit of all stakeholders.

- Roll-out Bantrel's new quality portal to enhance employee communication on topics related to quality.
- Drive further continuous improvement in EPC integration and data management through ongoing development of [Bantrel Connects](#).
- Implement an Innovative Solutions team to challenge existing work processes and find new ways of doing business; with the goal of enhancing safety, quality and cost effectiveness while reducing the environmental impact of the work we perform.

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