

ASPIRE
ACHIEVE
EXCEED

CONTROL TECH 2023 Sustainability Report



Control Tech is a leading cross-border Instrumentation, Electrical & Automation solutions provider. Committed to excellence, we are experts in construction, maintenance, turn-around and optimization, as well as structures, production operations, parts sales and more. As a people-first company, our skilled and diversified team is known for providing stellar customer service and we are always ready to explore new avenues for our safe and versatile solutions.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE

We are committed to responsible growth

This document acknowledges and celebrates the strides we have made at Control Tech to protect the environment, uphold our social responsibility and govern ourselves in a way that safeguards our employees and our long-term success. More importantly, it is a declaration of our commitment to continue promoting and investing in the people, places and practices that have contributed to who we are today.

AS OWNERS, WE STAND BY THIS PROMISE:



DUSTIN
RICHARDE

TALI
HUGHES

PAUL
THOMAS

JUSTIN
BURWASH

GREG
KJEMHUS

SAM
OWEN

BLAIR
ALFRED

Our story is one of grit, growth and going the distance.

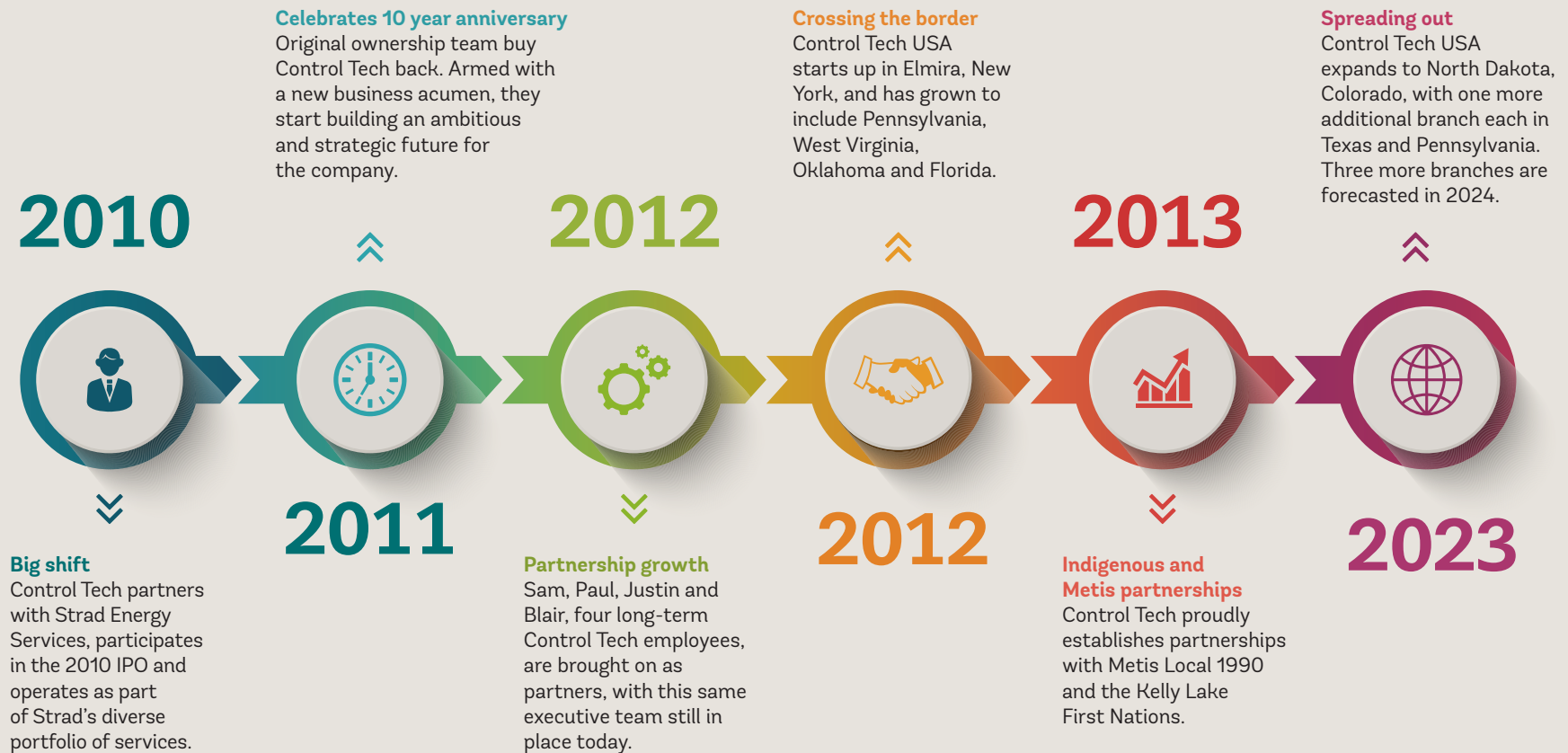
Since 2001, Control Tech has experienced significant growth and evolution, and we are proud to have established ourselves as a leader in the field.

We highly value ensuring that our customers and employees have a clear understanding of our identity that goes beyond just numbers on a balance sheet. Central to everything we undertake is a robust sense of connection and dedication to our origins — to the very land that sustains us — as well as to our community and the cohesive team that forms our foundation.

We are proud of the countless ways that we translate our values into policies and actions that uphold, protect and promote what matters to us most.

Our history

Control Tech’s calculated strategic plan has been a wild ride. Through market shifts, economic pressures and the extraordinary challenge of a global pandemic, we have not only remained standing but have carved out a future that assures us the best is yet to come.



Our commitment to diversification and growth has allowed us to capitalize on opportunities on both sides of the border.

- **CANADA** Five branches in Western Canada
- **UNITED STATES** 9 CTL USA branches

- DAWSON CREEK (2010)
- PEACE RIVER (2013)
- GRAND PRAIRIE (2001)
- FOX CREEK (2012)
- CALGARY (2017)

● WILLISTON, ND (2023)

● GREELEY, CO (2023)

● OKLAHOMA CITY, OK (2019)

● DALLAS, TX (2023)

● MIDLAND, TX (2022)

- TROY, PA (2015)
- WYSOX, PA (2017)
- TUNKHANNOCK, PA (2023)

● PORT ST. LUCIE, FL (2021)

14
Branches across North America

190
Employees in Canada

165
Employees with CTL USA

Proud to be
16% Female
10% Aboriginal



CONTROLTECH
striving for more



Our core values are our compass

Our core values are woven into every aspect of our business. They align with the vision and character of Control Tech's executive team and are reflected in the employees we hire, the calibre of service we provide, and in every interaction we have with customers, partners and each other.



Integrity



Community



Safety



Quality



Growth

Staying true to our core values, especially in the face of growth and change, is essential in building long-term trust and loyalty with our employees and our customers.

This has served us well so far and we intend to stay the course.



INTEGRITY:

Our competitive edge

Respect is earned. Honesty is appreciated.
Trust is gained. Loyalty is returned.

Auliq Ice



Transparency

Control Tech builds confidence and loyalty by being an open and honest service provider, general contractor, employer and community partner. We candidly share information, both the good and the bad, and we conduct our business with ethics, integrity and in full compliance with all applicable laws and regulations.

As an **owner-managed company**, our customers and employees have direct access to key decision-makers, who in turn have the operational insight and perspective to provide an informed response. Our **open-door policy** extends beyond customers and sub-contractors to every member of the Control Tech team and anyone with questions or concerns can expect to be met with respect and honesty.

We believe hard conversations are always worth having.

Control Tech understands that as part of due diligence, customers need to be assured of a service provider's overall financial health and sustainability. We provide comprehensive financial statements and compliance documentation to assure prospective customers that Control Tech is well-positioned to meet all obligations and agreements.

LOOKING AHEAD

We will continue to share our strategic direction, successes and goals through sustainability reporting and enhanced internal communications.



Social



Governance

Enterprise Resource Program

With margins under pressure and competition intensifying, Control Tech recently made a significant investment in its future by implementing a fully integrated Enterprise Resource Program (ERP) system, complete with extensive project and contract management functionality, HR and local payroll capabilities.

Our ERP system will provide an enhanced experience through cutting-edge software functionality, process improvements and the ability to pull robust and timely data.

LOOKING AHEAD

We will continue to support our employees through this positive but challenging operational shift, and will work to make sure it is providing maximum value for our customers.



Social



Governance

TOP BENEFITS OF IMPLEMENTING ERP SOFTWARE



Productivity



Collaboration



Mobility & Flexibility



Streamline Processes & Efficiency



Competitive Advantage



Security & Regulatory Compliance



Customer Service



Forecasting & Reporting

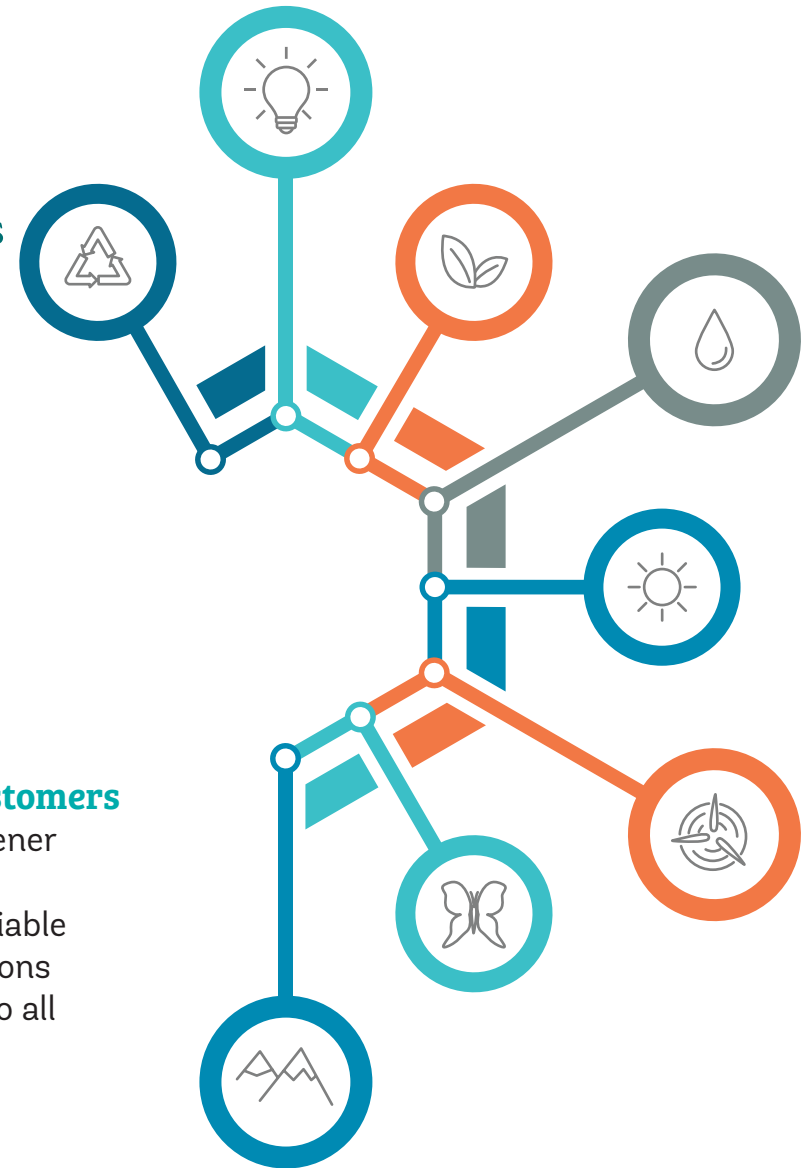


Integrated Information

Environmental Impact

Control Tech supports the delivery of clean, safe and reliable energy to homes, businesses and communities across North America.

We recognize the environmental impact of this important work and we are committed to sustainable operations, reducing our ecological footprint and supporting our customers in doing the same.



In the Office

- Entirely paperless
- LED lighting
- High-efficiency HVAC
- Minimize single use items
- Recycling



In the Field

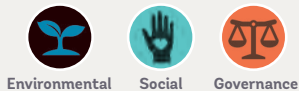
- Entirely paperless
- Low impact
- Full spectrum recycling program
- Spill prevention and response
- Wildlife training



With our Customers

- Cleaner, greener alternatives
- Financially viable enviro solutions
- Adherence to all regulations

LOOKING AHEAD



We are exploring ways to better measure and monitor our own carbon footprint while we look for alternative carbon neutral solutions to assist our customers in lowering theirs.



COMMUNITY:

Our commitment

Never underestimate the empowering effect of human connection.

Drishti Bablani



Our Communities

We think of Control Tech as a big family and the communities where we live and work as extensions of that family. And just like with family, we believe that being present and actively engaged is the best way to build strong relationships, create a sense of belonging and promote positive growth.

Boots on the Ground

Sometimes the best way to help is to show up and get to work. Over the years we have done everything from holding food and water drives for disaster relief, organizing donation events for local animal shelters and constructing Christmas trees to be auctioned off for charity. We are always ready and willing to roll up our sleeves and do what it takes to help our community partners succeed.



LOOKING AHEAD

We will continue to support and give back to the communities where we live and work by contributing to a diverse range of sponsorships, fundraising campaigns and disaster relief efforts.



Social



Governance

Our Indigenous and Metis Partners

As a 33% Aboriginal-owned company with a long history of supporting local Indigenous and Metis groups, Control Tech is proud to have recently formalized collaborative partnerships with both the Kelly Lake First Nations and Metis Local 1990.



Cultural sensitivity training
Employment opportunities

Apprenticeships
Scholarships
Community investment

33%
Aboriginal-owned

10%
Indigenous and Metis employees

“We look forward to putting these agreements into action and finding ways to share knowledge, build mutual understanding and promote meaningful partnership.”

Dustin Richarde, Control Tech Founding Partner and proud member of Metis Nations of Alberta

Our Employees

Control Tech knows that providing an outstanding employee experience is the key to recruitment, retention and maintaining a positive and productive team. With one-third of our lives spent at work, we appreciate those who choose Control Tech and we are committed to providing a workplace that is welcoming and supportive.

Culture of Recognition

We understand that affirmation, feedback and reward are important parts of a positive employee experience. Whether it is remembering special days like Admin Professionals Day, celebrating Years of Service or maintaining a consistent bonus structure, Control Tech works to make sure that its employees' contributions are seen and celebrated.

Nearly

50%

of our Canadian team has been with us for more than four years.



4.8/5

stars on Glassdoor.ca

Professional Growth and Advancement

Control Tech has a strong track record of promoting from within, including an ownership team who have all come up through the ranks. Supporting growth and advancement in all areas not only creates enhanced value for our customers but promotes loyalty and employee satisfaction.

HOW

Open-door policy

Exit interviews

Team building

Volunteerism

Work/life balance

Meaningful work

Fair compensation

Safety awards



Social



Governance



SAFETY:

Our priority

Safety isn't expensive, it's priceless.








Jerry Smith



Safety of our People

Control Tech is known for our ability to shift and change with market demands, but one thing that never wavers is our commitment to safety. We believe that balancing productivity and safety leads to an increase in both, and at the end of the day, nothing trumps being able to send our employees, sub-contractors and customers home safe.



	 Man hours	 Medical aids	 First aid incidents	 Loss time injury frequency	 Lost time injury severity	 Modified work	 Total recordable injury frequency
2023	683,473	2	3	0	0	1	0.88
2022	551,974	1	0	0	0	1	0.72
2021	508,399	1	0	0	0	0	0.39

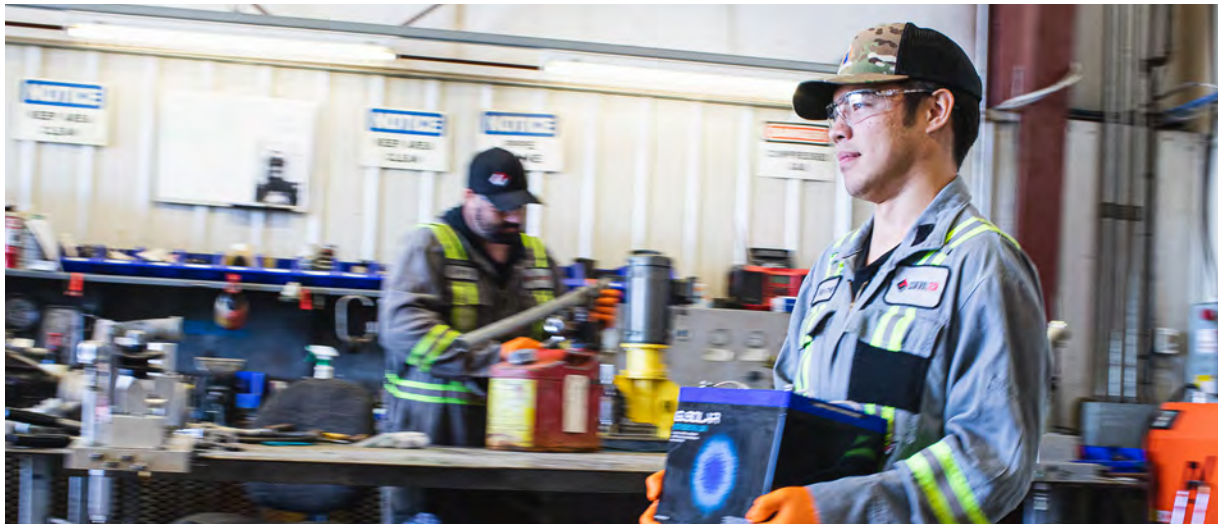
Training and Compliance

Control Tech’s highly engaged management, and our extensive and on-going training programs, allow us to provide a low-risk profile and maintain the trust and confidence of our customers.

eCompliance System

We took a significant step forward in 2016 with the implementation of an integrated EHS eCompliance system. This management system boosts front-line participation and provides leaders and customers with a real-time view of safety performance and compliance across the company.

- Instantly identify and report hazards
- Digital and convenient inspections and audits
- Assign and track corrective actions
- Scan and track equipment
- Less administration, more action
- Boost safety participation



LOOKING AHEAD

The integration of the eCompliance system with our new ERP system will improve field level assessments resulting in less administration, better communication and more timely action and mitigation.



Social



Governance

Health and Wellness

For Control Tech, emotional and psychological health and wellness is just as critical as physical health and safety. We make sure that everyone on our team has the tools, social support, flexibility and benefits they need to be healthy and productive at work and beyond.

As a people-first company, Control Tech promotes an environment where employees at all levels can be open about their mental health and well-being. We provide industry-leading mental health supports including an **Employee and Family Assistance Program (EFAP)** and a **Key Person Advice Line (KPAL)** to provide supervisors and managers immediate professional support for stressful workplace situations.



All Control Tech managers are trained on how to identify and resolve incidences of bullying and other disruptive behaviours and we have a zero-tolerance policy against discrimination and harassment.

The COVID-19 pandemic provided an unprecedented opportunity to support our employees' physical and mental health, while also working to maintain operations and protect jobs. Given that each team member faced a unique set of circumstances and challenges, management decided early on that being responsive, flexible, understanding and available was the best course of action.

13K
Health assessments completed

50+
Employees equipped to work from home

0
COVID-19 outbreaks

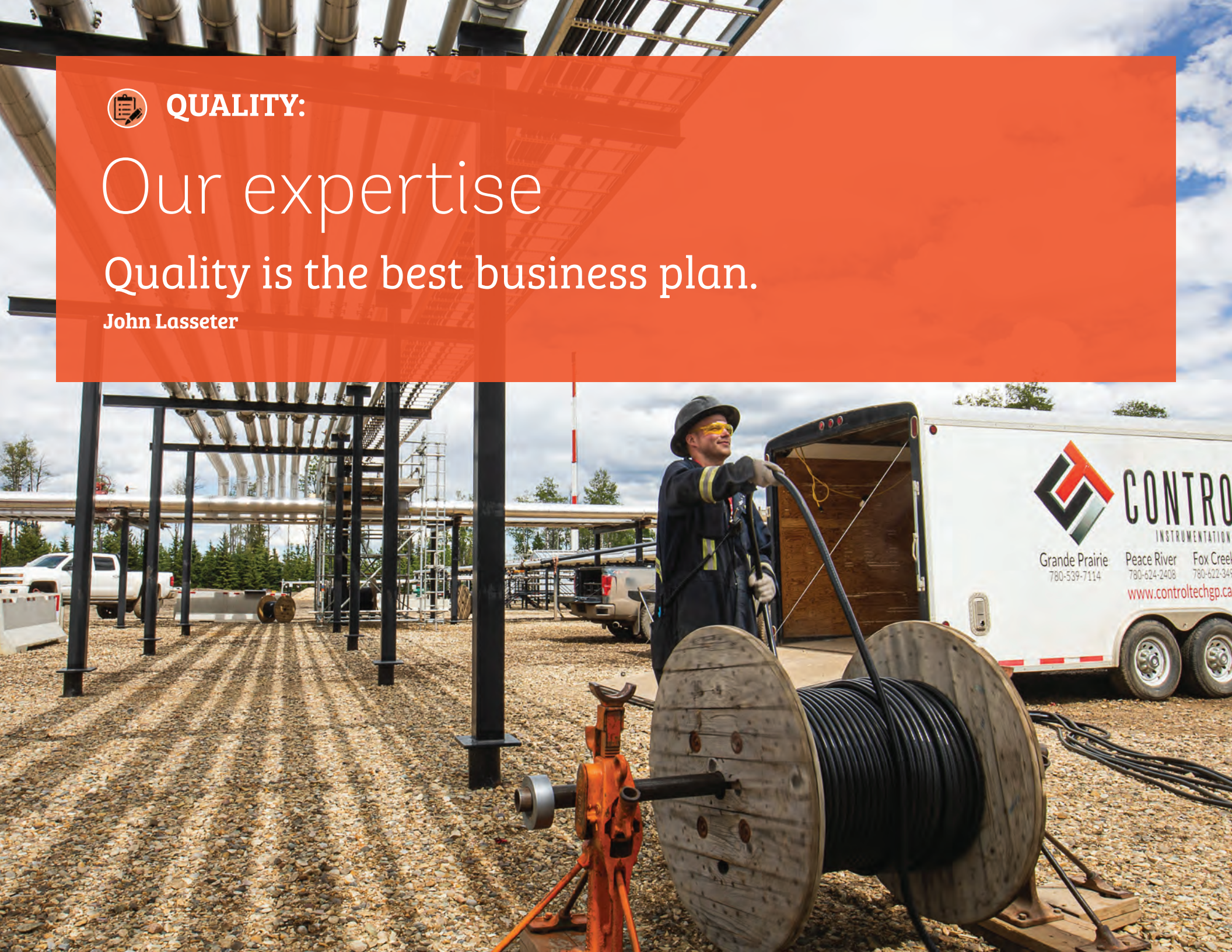


QUALITY:

Our expertise

Quality is the best business plan.

John Lasseter



CONTROL
INSTRUMENTATION

Grande Prairie
780-539-7114

Peace River
780-624-2408

Fox Creek
780-622-3448

www.controltechp.ca

Customer Service

Above all else, Control Tech is a service provider and our customers' satisfaction is a top priority. No matter the size or scope of the project, we want every interaction with our company — from the front desk to the field — to be positive and productive.

In 2023,
more than
90%
of our projects
were **repeat**
customers.

3 of our top 5
customers have
been with Control
Tech **since 2001.**



HOW

Consistent
communication

Engaged
ownership team

Patience and
perspective

Problem-solving

Over
30%
of our
technicians
are retained
full-time by
producers.

Our goal is to maintain a genuine connection with our customers while we evolve to provide technology-enabled solutions and applications.

Customer Testimonials



Control Tech has always gone above and beyond when I've needed anything, from tools to equipment, or even extra hands in certain emergency situations.

Control Tech USA customer

I can't speak highly enough about their personalities, professionalism, technologies and work ethic. The staff is like family to us and I wouldn't think about using any other outfit.

Client – Aureus Energy

Management's upfront and honest approach to their business results in projects being completed on schedule and on budget. I honestly can't say enough good things about this group. I would recommend their services to anyone in the industry.

Customer from Tourmaline Oil Corp.

Efficiency

For Control Tech, efficiency is the timely and cost-effective integration of resource management, safety, expertise, teamwork and project control.

In-house assets

Our purchasing department oversees inventory procured from over 1000 suppliers, and our in-house repair shops provide a wide range of maintenance services including instrument calibration, liquid meter proving and rebuild services for pumps, valves, actuators and more.

Operational insight and control

All Control Tech employees and our customers now have instant access to up-to-the-minute project data thanks to our ERP system. This system benefits everyone by optimizing planning, streamlining project management, facilitating cost and revenue estimation, simplifying the exchange of information and improving the decision-making process.

in 2022, we brought

175+

major projects in on time and on budget.

There is a cost to downtime and we pride ourselves on never missing a start date.



LOOKING AHEAD

As the ERP integration continues, we will be equipped to provide consistent and structured reporting of project data and metrics with our customers.



Social



Governance

Technical Excellence

When you work with Control Tech, you are working with the best of the best. Our teams of master electricians, multi-ticketed technicians, and highly trained tradespeople and support staff, provide top-rated service and solutions.

Control Tech has the skills, experience and certifications to provide technical expertise in the areas of:

- | | |
|----------------------------|-------------------------------------|
| Project Management | Optimization |
| Construction | Sales and Services Calibrations and |
| Maintenance | Meter Proving Repair Shop |
| Automation | Fluid Management Systems Control |
| Estimating | Panel Fabrication Solar |
| Commissioning and Start-Up | |
| Turn-Arounds | |

Through Control Tech USA, we also provide:

- | | |
|---------------------------|------------------------------|
| Control Panel Fabrication | Structure Manufacturing |
| Supply Store | Chemical Sales and Delivery |
| Operators & Roustabouts | Heat Trace Installations PSV |
| Concrete Construction | Sales and Service ESG GHG |
| | Greenhouse Gas |



Control Tech USA is proud to be an authorized distributor for DK-LOK tube fittings, pipe fittings, valves, manifolds and tubing.

We are an authorized Versatube dealer.

DK-LOK
Fittings, Valves,
Tubing & Accessories





GROWTH:

Our future



Continuous Improvement

From three friends and a handshake to a company of 350+ employees in multiple branches across North America, Control Tech has come a long way in the last 20 years. Growth and evolution are a part of who we are and our future relies on us remaining agile, responsive and willing to invest in our people and processes.

Our ERP system implementation is a reflection of our commitment to continuous improvement and we expect that even in its initial implementation, we will see significant positive results throughout our operations and service delivery.

Expanded Service Offering

- | | |
|---------------------------|------------------------------|
| Control Panel Fabrication | Chemical Sales and Delivery |
| Supply Store | Heat Trace Installations PSV |
| Operators and Roustabouts | Sales and Service |
| Structure Manufacturing | DK Lok Sales |
| Concrete Construction | Versatube Building Systems |



LOOKING AHEAD

Going forward, we are well-positioned, on both sides of the border, to continue diversifying and actively seeking out opportunities in alternative markets.



Social



Governance

Staying Current

CERTIFICATIONS AND MEMBERSHIPS

Control Tech Canada

ComplyWorks (2011)
ISNetWorld (2006)
Avetta
Certificates of Recognition (COR) – Alberta and British Columbia
Member of the National Safety Council (2023)

Control Tech USA

ISNetWorld (2013)
Veriforce Compliance Pro
VeriSource OQ
Avetta
Team Professional Services (TPS) Alert
Occupational Safety and Health Administration (OSHA) 10 standards
Pipeline and Hazardous Materials Safety administration (PHMSA)
Exploration and Production Contractors Consortium (EPCC)
Federal Motor and Highway Safety Administration (FMHSA) Drug & Alcohol



Technical Certifications

Office of Environmental Remediation (OER)
British Columbia Oil and Gas Commission (OGC)
Construction Estimator Certified (CEC)

Quality Assurance International
Quality Price Service (QPS)
Alberta Boilers Safety Association (ABSA)
TSBC Boiler & Pressure Vessel Contractor License


National Board VR Certification
British Columbia Construction Safety Alliance (BCCSA)
Alberta Master Electricians
British Columbia Field Safety Representative (BCFSR)

The future is bright for Control Tech. We have a stellar reputation, an experienced team of committed and hard-working employees, and the tools and technology in place to provide a leading-edge experience for our customers. We embrace the responsibility we have to our team, our community and our Indigenous partners, and we look forward to achieving even more positive impact and growth.


Stay with us . . . there are great things to come.

Control Tech

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 controltechgp.ca

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