



ASPIRE ACHIEVE EXCEED

CONTROL TECH 2025 Environmental, Social and Governance 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

GREG
YOUNG

NIK
KICOVIC

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

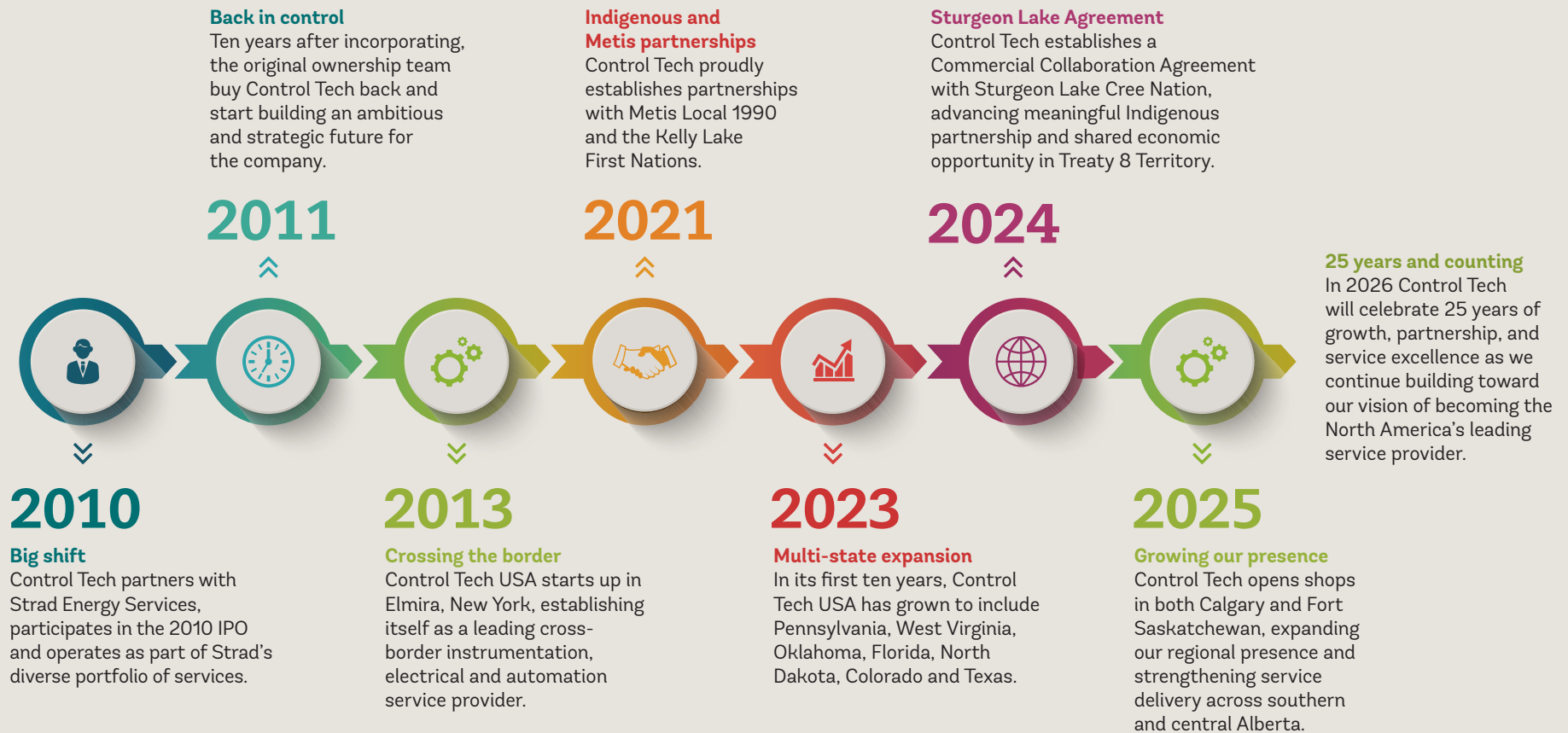
Since 2001, Control Tech has experienced significant growth and evolution, and we are proud to have established ourselves as a leader in the field.

It's important to us that our customers and employees have a clear understanding of who we are, beyond how we appear on a balance sheet. At the heart of everything we do is a strong sense of connection and dedication to our origins – to the land that sustains us and to the community and team that form 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 corporate journey has been shaped by deliberate decisions and ambitious growth. Guided by a calculated strategic plan, we have navigated changing market conditions and evolving industry demands while strengthening our foundation for the future. Today, we are focused on executing that vision — advancing both domestic and international opportunities as we build the next chapter of Control Tech’s success.



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

-  **CANADA** Six branches in Western Canada
-  **UNITED STATES** Eight branches in the USA

-  **DAWSON CREEK** (2010)
-  **PEACE RIVER** (2013)
-  **GRAND PRAIRIE** (2001)
-  **FOX CREEK** (2012)
-  **FORT SASKATCHEWAN** (2025)
-  **CALGARY** (2017)

 **WILLISTON, ND** (2023)

 **TROY, PA** (2015)

  **WYSOX, PA** (2017)

 **GREELEY, CO** (2023)

 **OKLAHOMA CITY, OK** (2019)

 **DALLAS, TX** (2023)

 **MIDLAND, TX** (2022)

 **SAN ANTONIO, TX** (2025)

 **PORT ST. LUCIE, FL** (2021)

15
Branches across North America

232
Employees in Canada

159
Employees with CT USA



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.

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.

Compliance with the Modern Slavery Act

Control Tech is fully committed to preventing modern slavery and human trafficking in all aspects of our business operations. We adhere to the principles set forth in the Modern Slavery Act and take proactive measures to ensure that modern slavery does not occur within our supply chains or any part of our organization.

LOOKING AHEAD

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



Social



Governance

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



Environmental



Social



Governance

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 100% Indigenous directed and 33% Indigenous-owned company with a long history of supporting local Indigenous and Metis groups, Control Tech is proud to have formalized collaborative partnerships with both the Kelly Lake First Nations and Metis Local 1990.

In May 2024, Control Tech signed a Commercial Collaboration Agreement with Sturgeon Lake Cree Nation. This partnership reflects our ongoing dedication to fostering meaningful relationships and mutual growth with Indigenous communities.



Cultural sensitivity training
Employment opportunities

Apprenticeships
Scholarships
Community investment

“Through ongoing engagement, shared learning, and open dialogue, we strive to build relationships that are meaningful, mutually rewarding, and grounded in trust. Our approach is centered on integrity, accountability, and long-term commitment – not transactional engagement.”

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

33%
Indigenous-owned

10%
Indigenous and Metis employees

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.



4.7

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
2025	771,965	2	10	0	0	0	0.52
2024	904,585	4	7	0	0	0	0.88
2023	682,892	2	10	0	0	0	0.59

Training and Compliance

Control Tech's highly engaged management team, 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.

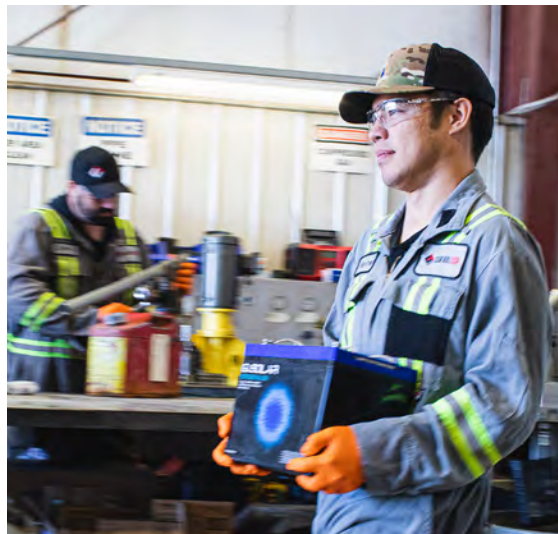
eCompliance System

Control Tech relies on 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

Ensuring Robust Cybersecurity

Control Tech is deeply committed to maintaining robust cybersecurity measures. We have implemented a multi-layered security infrastructure that includes sophisticated tools such as advanced endpoint detection and response (EDR) and comprehensive device encryption across all company devices. Additionally, we have enhanced email security protocols to protect all email accounts within the organization.



LOOKING AHEAD

We will continue to strengthen our safety, compliance and cybersecurity programs through enhanced training, system integration and proactive risk management, ensuring a safe, secure and resilient operating environment.



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.





QUALITY:

Our expertise

Quality is the best business plan.

John Lasseter



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 2025,
more than
90%
of our projects
were **repeat**
customers.

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

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



HOW

Consistent
communication

Engaged
ownership team

Patience and
perspective

Problem-solving

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

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.

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

Operational Excellence

Control Tech delivers operational excellence through disciplined project execution, integrated systems and real-time data visibility. Our established enterprise systems and in-house capabilities enable efficient planning, consistent delivery and informed decision-making across all projects.

Integrated Systems & Execution

Our enterprise systems provide a fully integrated approach to project and resource management, supporting contract execution, workforce coordination and financial visibility. These tools enable real-time insights, streamline workflows and enhance collaboration across teams and locations.

In-House Capabilities

Our in-house purchasing and repair operations support over 1,000 suppliers and provide critical maintenance services, including calibration, meter proving and equipment rebuilds. This vertical integration reduces downtime and strengthens project reliability.

LOOKING AHEAD

We will continue to advance our systems, processes and capabilities to support efficient execution, informed decision-making and consistent project performance.



Social



Governance

TOP BENEFITS OF OUR ERP SYSTEM



Productivity



Streamline Processes & Efficiency



Customer Service



Security & Regulatory Compliance



Collaboration



Competitive Advantage



Forecasting & Reporting



Mobility & Flexibility



Integrated Information

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:

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

Through Control Tech USA, we also provide:

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





GROWTH:

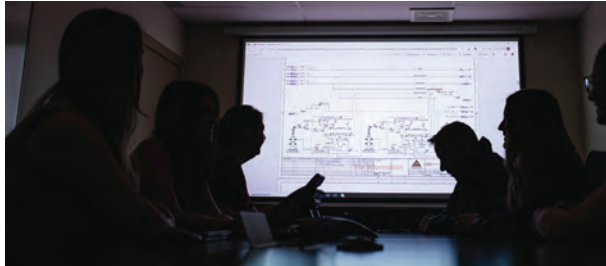
Our future



Continuous Improvement

From three friends and a handshake to a company of 391 employees in multiple branches across North America, Control Tech has come a long way in the last 25 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 is a reflection of our commitment to continuous improvement and we have seen significant positive results throughout our operations and service delivery.



Expanded Service Offering

- Control Panel Fabrication
- Supply Store
- Operators and Roustabouts
- Structure Manufacturing
- Concrete Construction
- Chemical Sales and Delivery

- Heat Trace Installations
- PSV Sales and Service
- DK Lok Sales
- Versatube Building Systems
- Kold Katcher Heat Trace

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.



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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