Investing in Tomorrow

CLARK BUILDERS

OUR PURPOSE

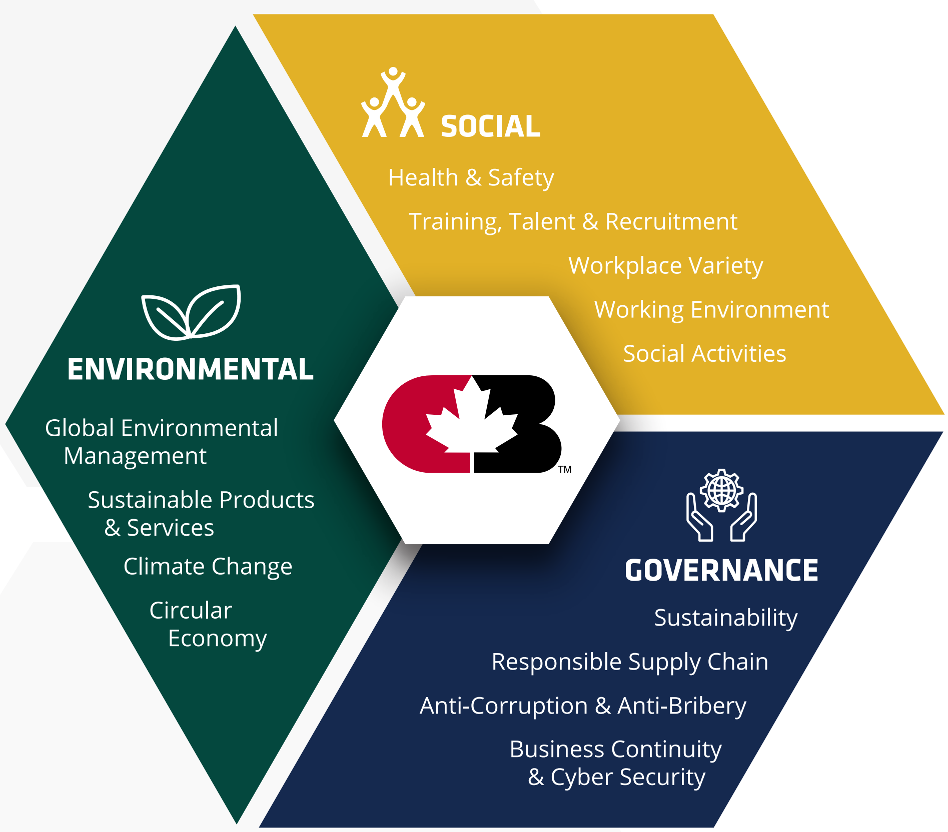
Our Purpose is to enrich the lives of the people who work with us and in the communities we help build. Driven by our purpose, we are building a sustainable future for our teams and communities, one project at a time.

WHAT IS ESG?

ESG is an acronym for Environmental, Social and Governance. ESG is a set of criteria that investors, businesses, and organizations use to assess a company's impact on society and the environment. An ESG framework is used to understand how an organization is managing risks and opportunities related to environmental, social, and governance criteria.

WHY ESG?

The development and implementation of the Clark Builders ESG plan 2025 is a framework to integrate and formalize our commitments and actions that can be measured and validated by our people, our clients, and our community stakeholders.



INVESTING IN TOMORROW

By connecting our past accomplishments with our present efforts and setting the stage for the future, we've embarked on the next phase of our journey with the development of our 3-year plan.

Establishing the ESG Plan aligns with our Key Result Areas (KRA's) and our purpose. The comprehensive ESG plan involved input from all Clark Builders business areas and moves us beyond what we say, to actions and the ability to showcase what we do to ensure these commitments become part of who we are.

Our plan outlines specific action steps and requirements for each commitment, allowing us to track progress and share successes with our people, clients, and community stakeholders.

Our ESG Plan is our roadmap, and we are dedicated to achieving these goals and the serious effort, resources, and time required to be successful. Resources are critical to the implementation of our established commitments and goals. Through the addition of appropriate resources there is potential to accelerate certain commitments ahead of the established timelines.

We built and aligned our plan with the critical importance and interests of the next generation of Clark Builders employees and investing in tomorrow. We encourage you to learn more about what we are doing and the journey we are on and look forward to sharing our progress.

Environmental, Social & Governance Framework

Environmental Pillar

PROTECTING AND SUSTAINING OUR PLANET

Our Operations
Our Projects

Social Pillar

CARING FOR OUR TEAMS, OUR PARTNERS, AND OUR COMMUNITIES

Our Teams
Our Partners
Our Communities

Governance Pillar

ACCOUNTABLE BUSINESS PRACTICES FOR A BETTER WORLD

Our Business
Our Industry

Our ESG Plan: Introduction to Commitments

Environmental Pillar

PROTECTING AND SUSTAINING OUR PLANET

- Increase awareness, knowledge, and advocacy among all employees on sustainability and climate impact.
- Track energy consumption for internal reporting, and increased accountability and accuracy of information.
- Reduce carbon emissions for all business and construction site offices.
- Determine a baseline to inform our waste reduction commitments and decrease waste sent to landfills.
- Create awareness and promote protection of water resources.
- Reduce fuel emissions.

Social Pillar

CARING FOR OUR TEAMS, OUR PARTNERS, AND OUR COMMUNITIES

- Reduce safety incidents of our trade partners.
- Increase the representation of women in permanent positions.
- Through increased training, contribute to the development and maintenance of a skilled workforce.
- Providing mental health awareness and education to promote overall well-being.
- Sustain a turnover rate below the construction industry average.
- Increase the representation of Indigenous employees.
- Increase the number of pre-qualified underrepresented trade partners employed on projects.
- Grow community and in-kind donations, and employee volunteering.

Governance Pillar

ACCOUNTABLE BUSINESS PRACTICES FOR A BETTER WORLD

- Implement Environmental, Social and Governance (ESG) strategy monitoring systems.
- Integrate ESG targets into the business by incorporating ESG into our decision-making.
- Integrate ESG target accountability into Executive Leadership Team performance expectations.
- Include ESG data collection and defining criteria in our procurement process.
- Standardize employee training in anti-corruption and anti-bribery compliance.
- Ensure business continuity and cyber security through appropriate policies, insurances, and recovery plans.

ESG Timeline: Select Milestone Activities

Over the past year, there has been a significant focus on strategy development, but our strategy has been evolving for the past 50 years. Important milestone activities related to the evolution of our ESG plan include:

2022
- ESG related discussions with HOCHTIEF & Turner began.
- Review of HOCHTIEF sustainability plan in relation to CBGOC.
- Materiality Assessment conducted.

2023
- ESG Working group established.
- ESG Plan developed.
- Implementation plan developed.
- ESG Plan launched.

2024
- Commitments in place and process requirements communicated to relevant groups.
- Technology and programs in place for data collection.
- Baselines established.
- Progress made against phase 1 commitments.
- First year of data collected.

2025
- Successful completion of phase 1 commitments.
- Phase 2 & beyond commitments established.
- ESG Plan updated and extended.
- Data collected and reported.

2026
- Training in Human Rights Risks & implement Human Rights Corporate Management System.

2027
- Monitoring and measuring water consumption on all projects.

2030
- Promote and provide sustainable solutions in bidding and/or preconstruction processes.
- Increase the staff representation of women to 35% on a Corporate level and 8% on a Field level.
- Increase the overall staff representation of Indigenous employees to 5%.

2035
- Retire, replace, or convert to alternative future fuels for all Tier 1 diesel powered fleet equipment.

2038
- Achieve Scope 1 and Scope 2 emissions reduction targets.

2050
- Achieve landfill waste reduction commitments.

WHAT DOES SUCCESS LOOK LIKE?

The success of our ESG efforts will be measured by our impact on:

- Positively contributing to our purpose.
- Operating with high integrity.
- Being socially responsible, impact-driven company.
- Protecting the planet while building a greener future to solve environmental degradation.
- Caring for our employees, clients, and the communities where we live, work, play and build.
- Incorporating ESG targets into our daily decision-making process.
- Operating as an organization that our employees, shareholders, owners, clients, and partners, continue to be proud of.

CLARK BUILDERS™