



Sustainability Report

Environmental,
Social, and Corporate
Governance Programme

2024

A Higher Level of Reliability®



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About this Report

Acuren is pleased to present our third annual Environment, Social, and Governance (ESG) Report, which outlines the contribution of our business to core industry goals of sustainability, efficiency, safety, and responsible operatorship. We are proud to provide an update on our ESG program as well as our performance across our most material ESG-related baseline metrics.



A Message from Our President and CEO

I'm pleased to share our third annual Sustainability Report, reflecting a year of meaningful progress and exciting transformation for Acuren. Through every change, we've remained grounded in our core values - **People First, Integrity Always, Pride in Our Work, and Growth Together** and guided by our commitment to **"A Higher Level of Reliability."**

This year marked a pivotal milestone as we transitioned from private equity ownership to becoming a publicly traded company. This evolution strengthens our foundation and positions us for future growth, while reinforcing our long-standing commitment to safety, sustainability, and responsible leadership.

Reliability is more than a tagline; it defines how we operate and the value we bring to the world. Our mission is to **deliver unparalleled reliability through innovative people passionate about a safer world**. That purpose is especially relevant in today's environment. Whether working with industrial, energy, or infrastructure clients, we help safeguard the public and protect the environment by ensuring the safe, reliable operation of critical assets.

Our approach to Environmental, Social, and Governance considerations (ESG) is pragmatic and rooted in action. We continue to invest in programs that reduce our footprint, support employee development, and uphold the highest standards of ethics and accountability. Safety remains at the core of our culture, and our record of performance reflects the dedication of our people.

As we look to the future, we will continue to integrate ESG principles into our operations and support our clients' own sustainability goals, with the same discipline and integrity that define our work. Together, we are building a legacy of trust, safety, and sustainability, anchored in **A Higher Level of Reliability**®.



Tal Pizze
President & CEO



~8,600

customer sites

~6,500

total employees

150+

total field service centers

20+

industries served

35+

service offerings

10,000+

clients worldwide

Acuren at a Glance

Corporate Profile

Acuren (NYSE: TIC) stands as a premier provider of advanced nondestructive testing, rope access solutions, and tech-enabled testing, inspection, certification, and compliance (TICC), with operations spanning more than 150 locations and a team of over 6,500 professionals across North America and the United Kingdom.

Our mission is the staunchly reliable delivery of a comprehensive range of services that safeguard the performance and safety of industrial assets. We are proud to serve companies in many of the world's most complex and demanding industries, including refining, chemicals, pipelines, storage, power generation (fossil, nuclear, and wind), pulp and paper, aerospace, automotive, and pharmaceuticals. The strength of our business lies in a network of highly trained personnel around the globe, providing full lifecycle support as a proven, trusted partner. This approach allows us to combine responsiveness and scale while remaining firmly dedicated to safety, quality, and professionalism in every engagement.

Vision and Values

Our Vision is to deliver unparalleled reliability through innovative people passionate about a safer world.

In this pursuit, we remain firmly committed to the highest standards of ethics, rooted in our company values. This dedication carries through every business relationship, ensuring that suppliers, subcontractors, consultants, and agents are treated with fairness and respect while fostering open and competitive practices. In all that we do, we are guided by integrity, rejecting undue influence or impropriety. These principles are embedded in our Code of Conduct and direct the way we operate both at home and abroad.



Key Service Offerings

For more than twenty years, Acuren has led the industry in delivering nondestructive testing and rope access services, with outcomes that are naturally aligned to environmental, social, and governance priorities.

By emphasizing safety and asset integrity, our business model is inherently ESG-focused — reducing operational risks while advancing sustainable practices.

Our methods minimize invasive procedures and lessen environmental impact, supporting clients' sustainability objectives. At the same time, they strengthen workplace safety, reinforce social responsibility by enabling efficient access to challenging environments, and ensure strong governance through strict compliance protocols. This integrated approach demonstrates how Acuren's technical expertise and commitment to safety directly translate into ESG-driven value.



Non-Destructive Testing (NDT)

Acuren's advanced nondestructive testing services evaluate the condition and performance of industrial equipment without causing damage to the asset itself. Using a wide range of proven techniques, we identify flaws before they become costly failures, helping clients prevent accidents, avoid downtime, and maintain regulatory compliance. By ensuring asset integrity, NDT supports both operational reliability and long-term sustainability.

Rope Access Technician Solutions

Our Rope Access teams deliver testing, inspection, and specialty craft services by safely rappelling from ropes, eliminating the need for expensive scaffolding or lifts. This agile approach reduces costs, minimizes disruption, and enhances safety in challenging environments. In addition to inspection services, our skilled technicians provide specialty support such as coating and blasting, welding and pipefitting, hoisting and rigging, and more — all performed with efficiency and precision in hard-to-reach locations.

Engineering and Lab Testing

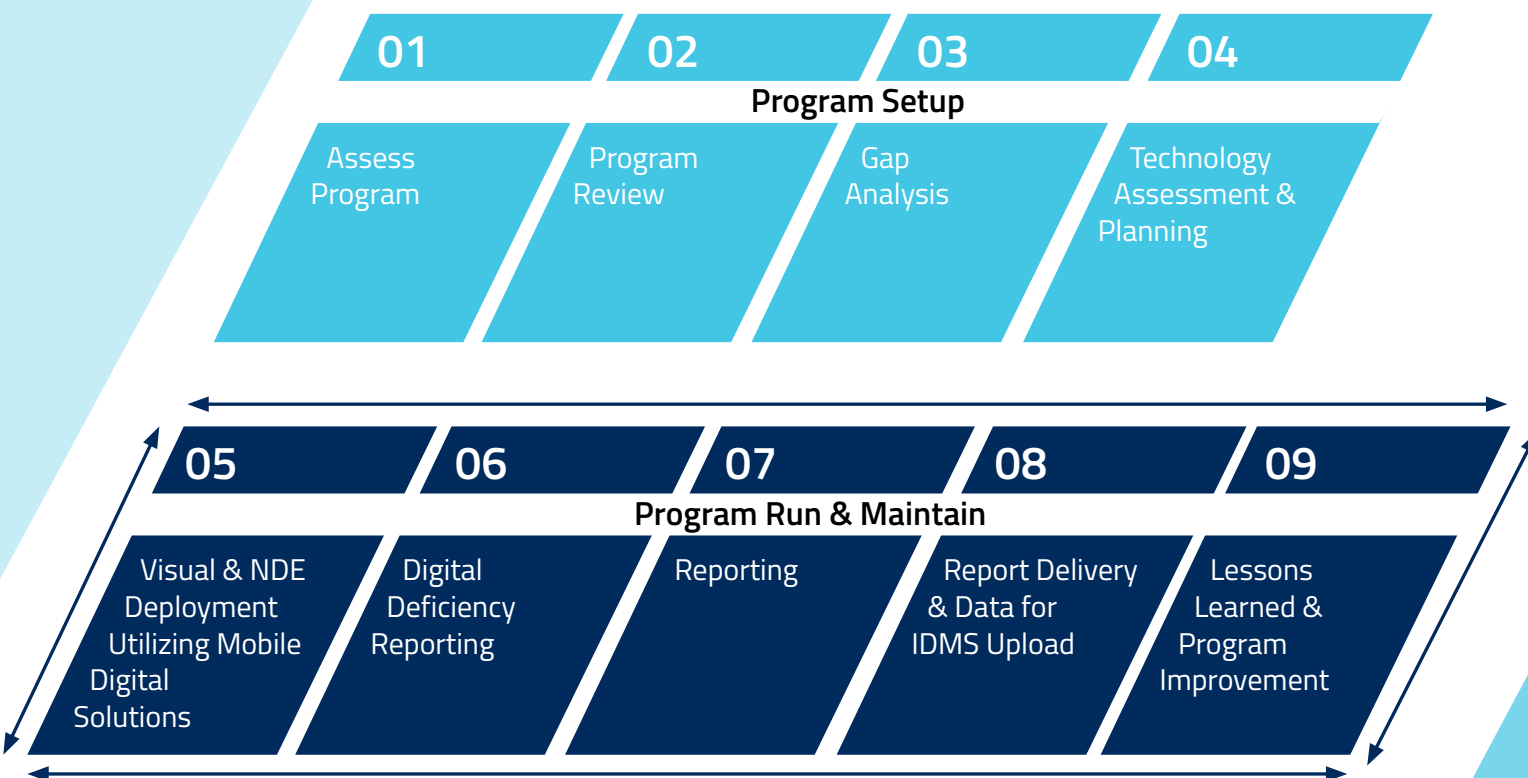
Acuren is one of North America's largest providers of materials engineering and laboratory testing. Our comprehensive capabilities include failure analysis, diagnostic and chemical analysis, destructive and mechanical testing, and the development of tailored inspection programs. With deep field and lab expertise, our engineers deliver innovative solutions that improve efficiency, strengthen reliability, and reduce risk for clients across industries.

Key Service Offerings Cont'd

Asset Integrity Management

Acuren's Asset Integrity Management services range from risk-based inspection (RBI) programs to finite element analysis (FEA) to critical certification – with a proactive approach that extends asset lifecycles, reduces the risk of failure, and demonstrates responsible stewardship of essential resources.

Asset Integrity Program Elements



Wind Energy Services

An example of Acuren's comprehensive approach to Asset Integrity Management is our substantial experience and capacity in full lifecycle inspections and servicing of wind turbines. We leverage autonomously flying drones and specialized software to evaluate for defects, in addition Acuren has provided services to the wind energy industry in the form of testing, inspection, repair, and certification since 2008, bringing a comprehensive solution to wind farm owner and operators across Canada and the United States.



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**An Advanced and
Growing Business**

Safe and Sustainable

Intersecting Efficiency and Sustainability

As the largest rope access provider in North America and a founding member of the Industrial Rope Access Trade Association (IRATA), Acuren is redefining how industrial services can advance sustainability. By replacing traditional steel scaffolding with rope access, we reduce material use and lower carbon emissions – cutting an average of 5,400 kg of CO₂ per project. This approach directly supports clients' environmental goals while improving operational efficiency.

The advantages extend well beyond sustainability. Rope systems can be deployed and removed far more quickly than scaffolding, providing a flexible, less disruptive solution for complex or large-scale projects. Our technicians operate under rigorous dual-rope safety protocols, ensuring that speed never comes at the expense of safety. The result is a unique combination of agility, environmental benefit, and uncompromising safety – a model that underscores Acuren's role as a leader in asset integrity management and a partner in building a more sustainable future.

Notably, rope access is between **2 to 4 times quicker than scaffolding**, offering a substantial **30% to 80% time efficiency improvement**.

Uncompromising Safety Focus

At Acuren, the health and safety of our employees and customers is our highest priority. We foster a safety culture that goes beyond industry standards, focusing on behaviors and practices that protect our people, our clients, and their operations. Built on a comprehensive, integrated safety management system, our programs emphasize proactive risk reduction and thorough incident management.

Specialized initiatives – including Radiation Safety, Rope Access Safety, Driver Safety, and our Life Saving Rules – are embedded across all service lines and locations, ensuring a consistent and rigorous approach nationwide.

This commitment, reinforced by executive leadership and continuous investment, has positioned Acuren as a recognized leader in safety performance. Our protocols have earned Certificates of Recognition (COR) across Canadian provinces, ISO 45001:2018 certification for Acuren Wind Canada, and high-profile awards such as the Syncrude Canada Limited President's Award and multiple honors from Imperial Oil. Over the past decade, we have consistently improved our Total Recordable Incident Rate (TRIR), setting a benchmark of excellence within the industry.

Our guiding principle remains clear and unwavering: each employee home safely, every day.



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ESG and Acuren

ESG Vision

At Acuren, we view sustainability as a continuous evolution – an essential part of our resilient, long-term growth as we maintain operational excellence.

Guided by our core values, we emphasize transparency and accountability as we advance sustainability initiatives throughout every aspect of our business. This approach reflects not only our commitment to responsible practices but also our determination to deliver meaningful, measurable progress across our key ESG priorities.

Company Vision

“Delivering unparalleled reliability through innovative people passionate about a safer world”

Company Values

People First, Integrity Always,
Pride in our Work, and Growth Together

ESG Pillars

Environmental

- Waste Management
- Climate / Greenhouse Gases
- Energy Usage / Efficiency
- Environmental Mgmt. Systems

Social

- Employee and Customer Health and Safety
- Talent Attraction, Development and Engagement
- Diversity, Equity, and Inclusion
- Community Impact

Governance

- Business Ethics & Integrity
- Cybersecurity
- Quality, Health, Safety, and Environmental Control

Acuren is committed to working with our employees, customers, regulators, suppliers, and investors to secure a sustainable future and improve the social, economic, and environmental well-being of the communities in which we operate, thereby creating a competitive advantage for the betterment of all, including bottom-line growth and shareholder confidence. [Excerpt from Acuren’s Sustainability Policy](#)

Evolving Over Time

At Acuren, ESG principles are fully embedded in our business, the way we operate, the services we provide our customers, and the impact we have on industrial operations worldwide. This foundation drives us to take a deliberate, forward-looking approach to progress, with a focus on achieving meaningful results through intentional, measured actions.

Pre-2020

Focus on employees and corporate social responsibility

2021

Implementation of ESG data collection platform with Tablecloth to cover a broad spectrum of material ESG factors

2022

Development of Sustainability Policy and data-based charting of ESG performance

2023

Release of inaugural Sustainability Report for full transparency to constituents

2024

Integration of ESG strategy at the Board level and material program development

Highlights of ESG Progress in 2024

- Published annual Sustainability Report to boost transparency to our customers and declare our ESG commitments
- Updated Code of Conduct, with review and approval through our Board of Directors
- Gathered data on electricity, fuel usage, and waste to evaluate opportunities for efficiency and management
- Reintroduced Rope Access Compliance for employees
- Formally embedded safety into our Integrated Management System in Canada
- Brought proactive data management to Whistleblower incident tracking, reporting, and action
- Right-sized vehicle fleet for enhanced environmental performance
- Maintained a flat emissions profile while advancing our headcount for operations by nearly 9% over the year
- Established a protocol for treatment of Radio Chemical waste in the U.S. to reduce our customers' operational footprints
- Launched AcuWell program to care for the wellbeing of our employees
- Named to Forbes' Top 25 Employers in Canada
- Formed a cross-functional Artificial Intelligence Governance Committee



Journey to Public Markets

Acuren's journey to becoming a public company marked an important milestone in our evolution and reinforced the depth of our ESG program.

The process required rigorous audits, enhanced disclosures, and the establishment of robust governance frameworks that continue to shape how we operate today. By meeting these heightened standards of accountability, we have built an even stronger foundation for sustainability, transparency, and ethical performance, positioning Acuren as a trusted leader for stakeholders and clients alike.

Key Milestones

May 22, 2024

Announcement Admiral Plans to acquire Acuren

July 30, 2024

Announcement Acquisition is complete

Dec 30, 2024

Acuren begins trading on the OTC Market

Feb 18, 2025

Acuren begins trading on the NYSE American market

May 19, 2025

NYSE Listing

"We are thrilled to embark on this new chapter as a public company, strengthened by the addition of our newly appointed board of directors led by Sir Martin E. Franklin and Robert A.E. Franklin. This transaction marks a significant milestone in our journey, enhancing our ability to drive growth within the TIC industry. Our robust capital structure and strategic vision position us to seize new opportunities and continue our trajectory of success." [Tal Pizzey, President & CEO](#)

Strengthened Through Governance

- **Preparing for transparency** - quarterly shareholder reporting
- **Begin SEC reporting** - 1st 10K Filed
- **Extensive Auditing** - PCAOB uplift activities (going from the private to public accounting standard)
- **Preparing for Sarbanes Oxley (SOX) Compliance** - identification of material weaknesses and plan to close them
- **Building our team** - the corporate support for public organization





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Governance and
Accountability

Policies and Management

As a publicly listed company, Acuren has worked to develop the highest standards of governance and accountability throughout our organization. In our view, Governance is a critical component of our transparency and responsibility to our shareholders, our customers, and our employees as we seek to continue growing in our role as an industry leader.

Acuren's Comprehensive Suite of Governance Policies

- Anti-Bribery
- Anti-Harassment
- Artificial Intelligence*
- Code of Ethics
- Code of Conduct (Including Modern Slavery Statement)
- Conflict of Interest
- Complaint Process & Investigation Framework (Whistleblower)
- Security Training & Awareness Policy
- Disaster Recovery / Business Continuity Plan*
- Respectful Workplace
- Sustainability
- Waste
- Health & Safety
- Human Rights

*Planned for development in 2025



Integrated Management System

Acuren's Integrated Management System (IMS) is designed to uphold our best-in-class service while meeting stringent regulatory, safety, and environmental requirements. At the core of our operations, the IMS ensures that every service not only meets but often exceeds client expectations, creating a safe, healthy, and fully compliant work environment. Built on the Quality, Health, Safety, and Environment (QHSE) framework, the system reflects our core values and commitment to excellence across every aspect of our business.

Our IMS is fully certified to ISO 9001:2015 (Canada) and supported by additional certifications across multiple regions, aligning with the rigorous quality assurance standards required by diverse industries. In addition, our U.S. and Canadian laboratories hold ISO 17025 accreditation, covering a wide spectrum of destructive and nondestructive testing services. These accreditations underscore our commitment to continuous improvement and reinforce Acuren's reputation as a trusted, reliable partner.

Business Ethics

Integrity is at the heart of everything we do. It is one of our core values and defines how we treat each other, the work we do for our clients, and our unyielding commitment to complying with every law and regulation that applies.

These responsibilities were formalized in an enhancement to our Code of Conduct over the past year, formally approved through our Board of Directors and distributed to our employees via a town hall meeting in 2025.

Key Features of our Ethical Approach

General Standards of Business Conduct

The Code addresses a wide range of activities and situations involving our relationships with customers, competitors, suppliers, partners, the government, the public and colleagues.

Child Labor and Forced Labor

We are committed to uphold the principles outlined in the International Labour Organization (ILO) conventions, particularly ILO Convention No. 182 on the Worst Forms of Child Labor and ILO Convention No. 29 on Forced Labor.

Workplace Environment

We are keen to provide a positive work environment that is safe, compliant, professional and built on a foundation of trust and teamwork.

Anti-Harassment and -Discrimination

We value the diversity of our employees and are firmly committed to providing equal opportunity in all aspects of employment. We will not tolerate any discrimination or harassment.

Anti-Trust and -Competition

Competition and antitrust laws prohibit agreements or understandings between competitors that undermine competition. These laws are complex, global in reach, and can operate differently depending on the situation. Acuren expects our employees comply with all applicable competition laws and regulations.

Fair Dealing

We rely on suppliers, subcontractors, consultants and agents to help us accomplish our goals. They are part of our team and should be treated according to our values. To create an environment where our suppliers, subcontractors, consultants and agents have an incentive to work with the Corporation, they must be confident that they will be treated in an ethical manner and that they will have the opportunity to compete fairly for our business.

Conflicts of Interest

Each director, officer, and employee has a responsibility to avoid situations where a conflict of interest might occur or appear to occur.

Intellectual Property

We expect all employees will protect Acuren's trade secrets, confidential information, and intellectual property on behalf of our shareholders.

Ethics Hotline

Acuren is committed to providing a safe and trusted channel for raising ethical concerns through the Rockwood/Acuren Ethics Hotline. This platform enables anonymous reporting and ensures that all submissions are promptly and thoroughly investigated. We strictly prohibit any form of retaliation against those who report misconduct and encourage employees to bring forward concerns directly to the General Counsel. These measures reflect our dedication to maintaining a business environment defined by integrity, transparency, and accountability.

<http://acuren.ethicspoint.com/>

By Phone: at 1- 833-706-0061 (USA and Canada) or 0800-048-8581 (UK)

Supply Chain Integrity

Acuren's commitment to responsible sourcing and supplier diversity extends beyond our own operations, shaping how we engage with and support our broader network of partners.

Supplier Code of Conduct

In 2024, Acuren developed and implemented a Supplier Code of Conduct mirroring many of the standards of values and integrity present in our own ethics code. The Supplier Code of Conduct includes critical areas such as sustainability, anti-bribery / anti-corruption, and reporting, as well as meaningful worker protections around working hours, benefits, and freedom of association.

Our new Supplier Code of Conduct also includes a more user-friendly questionnaire to guard against forced or compulsory labor, human trafficking, and wrongful dealings in the supplier's own supply chain.

Sustainable Procurement

In 2024, we also introduced a Sustainable Procurement Policy addressing the following key considerations:

- Responsible procurement by considering financial, ethical, environmental, and social factors
- Fostering an ethical and inclusive supply chain
- Compliance with all applicable laws and regulations
- Continued procurement of products and services that are high quality and cost-effective
- Prioritization of local sourcing where feasible
- Preference to suppliers who demonstrate social and environmental responsibility and support fair labor practices

The policy was rolled out to Acuren's Supply Chain Team in the reporting year, with 100% compliance.

Supplier Diversity

We actively seek partnerships with a broad range of suppliers, including small businesses and those owned by women, people of color, and veterans. By fostering this breadth of engagement, we help build a supply chain that reflects the communities where we work. In addition, we participate in client-led supplier diversity programs, providing regular reporting on our spending with diverse suppliers as part of our ongoing commitment to accountability and progress. In 2024, we participated in client Tier 2 Diverse Supplier Reporting for 4 major clients.



Data Privacy and Cybersecurity

As a public company, safeguarding information is both a business imperative and a core governance responsibility.

Over the past year, Acuren has strengthened its data privacy and cybersecurity practices to meet the heightened expectations of regulators, clients, and shareholders. By investing in advanced technologies, refining policies, and expanding employee training, we are reinforcing the integrity of our systems and ensuring that sensitive information is protected. These efforts reflect our commitment to accountability, resilience, and the trust placed in us as a public company.

SOX Compliance

With Acuren's transition to a public company, significant attention has been dedicated to meeting the rigorous requirements of Sarbanes-Oxley (SOX) compliance. This work has focused heavily on cybersecurity and financial controls, including segregation of duties, data integrity, access management, and clearly defined processes to safeguard accuracy and accountability. Much of this effort is being driven by the IT team, which has taken on nearly half of the overall compliance workload. Alongside these initiatives, extensive work has gone into drafting new policies to support long-term governance. Together, these measures strengthen Acuren's control environment and reflect our commitment to transparency, reliability, and sound corporate stewardship.

Expanding Information Technology Functions

Throughout the year, Acuren made significant investments in strengthening our team capabilities around cybersecurity. We conducted our annual **Disaster Recovery and Incident Response exercise** with participation from the Executive Leadership Team, establishing clear protocols for escalation, communication, and collaboration when responding to potential incidents.

To support the business at scale — including organic growth, acquisitions, and new public company requirements — we also launched the **expansion of IT staffing and infrastructure**. Key roles include a Director of Cybersecurity (with recruitment underway), a Migration Specialist, and an IT Facilities Manager. Importantly, we also established an **AI Governance Committee**, with cross-functional representation. These additions ensure we have both the leadership and technical depth to manage evolving cybersecurity challenges and the day-to-day needs of a growing organization.

In addition, our Help Desk continues to scale with the business, serving as the first point of contact whenever issues arise. Enhancements, such as allowing users to prioritize the urgency of support tickets, have improved responsiveness and efficiency.

Together, these investments demonstrate Acuren's commitment to a resilient, well-resourced IT and cybersecurity function that safeguards operations and enables growth.

Key Features of Acuren's Cybersecurity Governance

- Security Training & Awareness Policy
- Monthly **simulated Social Engineering exercises** such as email phishing tests
- Monthly **external vulnerability assessment** through a third-party provider
- KnowBe4 provides **training on preventative measures** so that we can train, build awareness, and reduce our overall risk of being compromised by malicious activity

2024

0

data breaches

100%

executive training on cybersecurity



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**Care for People
and
Our Environment**

Focus on Safety

In 2024 and into 2025, safety remained a significant area of focus for our company with an unwavering commitment to programs that exceed industry standards.

Our proactive approach has earned us numerous honors, including the Syncrude Canada Limited President’s Award for Safety and the Imperial Oil Contractor Safety Award, along with multiple Certificates of Recognition (COR) across Canada. In 2024, Acuren’s IMS was successfully certified to ISO 45001:2018 with the Acuren Wind Canada business unit. These achievements underscore the strength of our safety culture, which has delivered a decade of continuous improvement in our Total Recordable Incident Rate (TRIR) and firmly established Acuren as a benchmark of excellence in workplace safety.

Safety Statistics 2024

US Safety Performance

7,082,646	4	0.11	3
Exposure Hours	Recordables	IFR	SMVA'S

Canada’s Performance

6,361,515	6	0.19	2
Exposure Hours	Recordables	IFR	SMVA'S

All Acuren Safety Performance

13,444,161	10	0.15	5
Exposure Hours	Recordables	IFR	SMVA'S

Recent Notable Advancements

Rope Access Compliance Role

Acuren reintroduced this role in 2024 for more than 1,000 field technicians across the U.S. and Canada. Individuals with significant experience were promoted from within in both countries acting as Rope Access Compliance Managers to ensure the safety of those employees and third parties. These Managers were assigned oversight of the Rope Access program to ensure compliance with regional regulations, legislation, and certifying bodies as well as auditing and initiatives for continuous improvement.

The initiative received highly positive feedback from both our managers and field-level employees, both increasing near-miss reporting while heightening employees’ passion and accountability for their work and the safety of their teammates.

Other Completed Safety Objectives

1. Implement and Certify Acuren Wind Canada ISO 45001 Certification
2. Develop and implement Laser Safety program for laser ablation service in the U.S. and Canada
3. Develop and implement safety critical reporting protocol, including HiPotential Near Miss reporting in Canada
4. As a subset of NDT offerings, establish a Computed Radiography (CR) and Digital Radiography (DR) Level III individual in the Prairies region
5. Participate with local operations to qualify and certify Level II radiographers to become certified in the CR and DR radiographic techniques
6. Develop a training curriculum and competency assessment for radiographic testing film digitization
7. Significant overhaul of American Drug and Alcohol Program to adjust for new legislation in the and create clearer expectations for employees

Life Saving Rules

Bypassing Safety Controls

Obtain authorization before overriding or disabling safety controls

- I understand and use safety-critical equipment and procedures which apply to my task
- I obtain authorization before:
 - disabling or overriding safety equipment
 - deviating from procedures
 - crossing a barrier

Energy Isolation

Verify isolation and zero energy before work begins

- I have identified all energy sources
- I confirm that hazardous energy sources have been isolated, locked, and tagged
- I have checked there is zero energy and tested for residual or stored energy

Safe Mechanical Lifting

Plan lifting operations and control the area

- I confirm that the equipment and load have been inspected and are fit for purpose
- I only operate equipment that I am qualified to use
- I establish and obey barriers and exclusion zones
- I never walk under a suspended load

Confined Spaces

Obtain authorization before entering a confined space

- I confirm energy sources are isolated
- I confirm the atmosphere has been tested and is monitored
- I check and use my breathing apparatus when required
- I confirm there is an attendant standing by
- I confirm a rescue plan is in place

Hot Work

Control flammables and ignition sources

- I identify and control rolignition sources
- Before starting any hot work:
 - I confirm flammable material has been removed or isolated
 - I obtain authorization
- Before starting hot work in a hazardous area I confirm:
 - a gas test has been completed
 - gas will be monitored continually

Work Authorization

Work with a valid permit when required

- I have confirmed if a permit is required
- I am authorized to perform the work
- I understand the permit
- I have confirmed that hazards are controlled and it is safe to start
- I stop and reassess if conditions change

Driving

Follow safe driving rules

- I always wear a seatbelt
- I do not exceed the speed limit, and reduce my speed for road conditions
- I only use my phones or operate devices hands-free while driving
- I am fit, rested, and fully alert while driving
- I follow journey management requirements

Line of Fire

Keep yourself and others out of the line of fire

- I position myself to avoid:
 - moving objects
 - vehicles
 - pressure releases
 - dropped objects
- I establish and obey barriers and exclusion zones
- I take action to secure loose objects and report potential dropped objects

Working at Height

Protect yourself against a fall when working at height

- I inspect my fall protection equipment before use
- I secure tools and work materials to prevent dropped objects
- I tie off 100% to approved anchor points while outside a protected area

Prioritizing Our Team

In 2025, Acuren was pleased to be named to Forbes' list of Canada's Best Employers — an honor roll of only 30 companies selected through surveying more than 40,000 Canadian companies employing at least 500 people.

Survey respondents were asked anonymously if they would recommend their employer based on a number of factors including salary, work flexibility, training programs, and opportunities to advance. The ranking analysis spanned data from the last three years, including each respondent's prior employer, for a comprehensive view of company engagement with its employees.



Learning, Development, and Engagement

Acuren is committed to creating an environment where employees feel valued, motivated, and supported in their growth. We foster open communication through quarterly Town Hall meetings led by the executive team, as well as dedicated channels such as the "Ask Tal" inbox and "Town Hall Questions," which provide direct access to leadership. Regular Stay Interviews and a comprehensive engagement survey further reinforce our dedication to listening to employees and acting on their feedback, ensuring a workplace that adapts to the evolving needs of our teams.

Professional development is central to our success. We offer general training, advanced technical instruction from leading institutions such as Hellier, and a robust in-house leadership development program launched in 2021. This program provides ongoing curricula focused on both practical business skills and leadership capabilities, available to leaders at every level of the organization. We also provide educational assistance through full or partial reimbursement for approved courses, seminars, and professional associations.

Recognition plays a vital role in engagement, and our Acuren All-Star Award celebrates employees who exemplify our values. Nominated by peers, managers, and clients, awardees are honored at quarterly Town Halls and receive All-Star apparel. Since its introduction in 2022, the program has recognized more than 4,000 employees, including 1,757 in 2023 and 1,855 in 2024. In early 2025, we transitioned this program to an enhanced recognition system named "Applause," reflecting our commitment to appreciation and excellence.

Job Growth

Headcount in
2024 **increased**
by over

400

people

representing

8.6%

team growth
in our company

AcuWell

In 2024, Acuren launched a people-first wellness program named AcuWell designed to educate, engage, empower, and support employees to make impactful lifestyle behavior changes.



- **Educate** – Provide Acuren employees with the tools and resources to educate themselves on various topics.
- **Engage** – Provide Acuren employees with opportunities to participate in activities centered around the 5 pillars of health.
- **Empower** – Provide Acuren employees with the confidence to make impactful decisions influencing positive lifestyle behavior choices.
- **Support** – Provide Acuren employees with an environment to support their goals.



Under the AcuWell 5 Pillars, the program includes benefits such as an Employee Assistance Plan (EAP) to support mental health, a fitness reimbursement subsidy for Canada-based employees, and incentives for U.S.-based employees enrolled in Acuren’s medical plan, including rewards around weight management, smoking cessation, preventative health screenings, and sleep tracking.

5 Pillars of Health



Our Respectful Workplace

Acuren is committed to providing a respectful workplace, which we believe requires the cooperation and support of all our employees. In alignment with our corporate values, we are intent on providing a working environment in which all individuals are treated dignity and professionalism free from discriminatory practices. We extend this same responsibility to our customers, regardless of individual differences, to ensure continued accountability and pride in our work.



Acuren's Definition of a Respectful Workplace

A work environment that supports the physical, psychological, and social wellbeing of all workers by ensuring:

- Workers are valued;
- Communication is professional and courteous;
- People are treated fairly and with respect and dignity;
- Conflict is addressed in a positive and respectful manner; and,
- Incidents of harassment, violence, hostile work environment, bullying and discrimination from all sources including customers, clients, workers, and members of the public are addressed.

Our Social Responsibility Strategy

We have worked to develop strategies that broaden representation across our teams, fostering a workplace where employees feel motivated to contribute their best. Annual engagement surveys guide us in identifying opportunities for growth, and we translate those insights into action. We also strengthen our leadership through dedicated surveys, incentive programs, and development initiatives, ensuring our people are supported to grow, lead, and thrive. Lastly, we encourage a spirit of service by supporting volunteerism both within the company and in the communities where we operate.

Indigenous Inclusion

Acuren is proudly committed to Indigenous inclusion through trust-based, respectful relationships that are mutually beneficially. Our aim is to provide meaningful employment to Indigenous people throughout Canada on behalf of our customers and our team. Our focus is to work collaboratively with our customers and Indigenous communities on a path to reconciliation, understanding that relationship-building is a journey that must be approached with humility.

Our strategies include understanding Indigenous cultures and rights, engaging and partnering with Indigenous communities, developing specific training and mentoring programs driven by client needs, establishing an appropriate workplace environment that allows our company to attract and retain Indigenous employees, and investing in projects and initiatives that create both short-term and long-term economic benefits for Indigenous peoples.

Environmental Responsibility

At Acuren, we recognize the importance of minimizing our environmental impact and continually seek opportunities to reduce our emissions profile. From managing energy use to improving operational efficiency, we are committed to responsible practices that protect natural resources while supporting the long-term sustainability goals of our clients and communities.

Greenhouse Gas (GHG) Emissions and Energy

Acuren is actively working to reduce its carbon footprint and energy profile through targeted initiatives such as optimizing office space, improving fleet management practices, and integrating advanced digital technologies. We continue to evaluate new strategies to further reduce emissions, underscoring our commitment to sustainability and responsible corporate conduct.

Vehicle Right-Sizing Initiative

Beginning at the start of 2024, we began to make substitutions in our transportation fleet, replacing larger, higher-emission vehicles with smaller, more efficient alternatives. We did so without exceeding the total number of vehicles approved under our capital expenditure planning. This right-sizing approach improved fleet efficiency, aligning vehicle type with operational need.

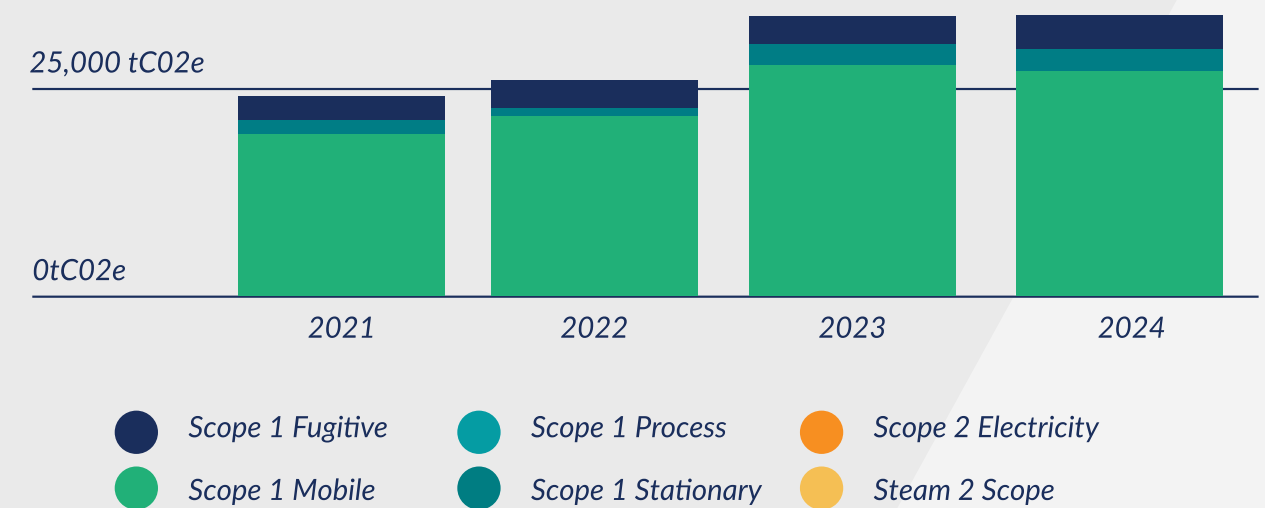
Beyond our own operations, we also proudly help clients lower their emissions footprints through our facilities and piping management programs. By detecting and repairing leaks in industrial systems, we not only improve safety, but also enhance operational efficiency and prevent the release of harmful gases — directly supporting clients in achieving their sustainability objectives.

Results // reduced GHG output and lowered long-term fuel and maintenance costs

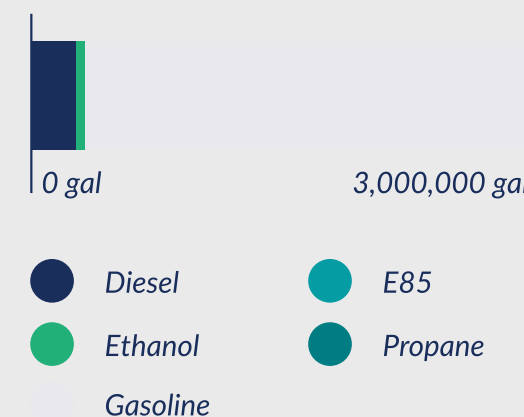
In 2024, absolute **headcount increased 8.6%** reflective of expanded operations

However, we were able to slightly **lower Scope 1 emissions**

Emissions by Source (tCO2e)



Fuel Usage by Type (gal)



\$11.0 M

Cost of Fleet Fuel (USD)

Waste Management

As part of our broader environmental stewardship strategy, Acuren is focused on continually improving waste management practices.

We emphasize waste reduction, strengthening recycling efforts, and adherence to strict disposal protocols to minimize our environmental footprint. This approach includes careful segregation of materials, maximizing opportunities for reuse and recycling, and meeting all regulatory requirements to help protect resources for future generations.

Chemical Processing

In 2025, Acuren installed several chemical processing systems that remove silver and balance pH in its U.S. operations, rendering those streams free of hazardous chemicals. This advancement not only reduces costs but also decreases hazardous waste and hauling and storage requirements. The effort is ongoing, with five more installations tentatively planned.

Reducing Radioactive Exposure

Acuren further is advancing the use of CR/DR methods in lieu of wet film radiography, which significantly reduces chemical waste streams while greatly minimizing our reliance on Gamma material. When properly deployed, these newer systems can reduce the radiation required by 80% or more. In certain cases, x-ray systems can be utilized, removing the requirement for a radioactive isotope entirely.

Waste Management Focus

- Lower costs
- Enhance safety
- Eliminate wet film chemistry
- Gain efficiency
- Modernize workflows

Utility Usage

156

Total Locations

14,642,276

Total Electricity Usage (kWh)

502,142

Total Natural Gas Usage (therms)

