

Environmental, Social, and Governance Strategy

*A Growing Matrix
in a Sustainable World*

A MESSAGE FROM OUR CEO



It is my pleasure to introduce Matrix Solutions' first strategy outlining our ambitions related to environmental, social, and governance (ESG). For more than 35 years, Matrix teams have been collaborating across diverse fields of expertise and serving clients by delivering projects where environmental stewardship matters and where we can make a difference. We recognize that ESG has become a driving force that is causing organizations around the globe to evaluate the impacts of their businesses and opportunities to contribute

as responsible corporate citizens. We have chosen to look carefully at our own operations to identify areas where we can improve our sustainability performance.

There are three key reasons why we have chosen to develop this strategy:

1. **Clients** - Many of our clients have begun to focus on their own ESG performance and are increasingly asking us through their procurement processes to describe our own ESG strategy. Developing a plan that recognizes and aligns with the corporate goals of our clients will help us grow our business and expand our impact.
2. **People** - Our people care about sustainability, expect Matrix to operate responsibly, and have been clear that they want to work for an organization with a strong sense of purpose. Being clear about our ESG priorities and delivering on our ambitions will help us attract and retain top talent.
3. **Community** - We want to earn a reputation of being a good neighbour in the communities in which we live and work. Developing and executing our ESG strategy will help Matrix strengthen community relationships across our operating areas.



“We have chosen to look carefully at our own operations to identify areas where we can improve our sustainability performance.”

*Holly Elrick,
Chief Executive Officer, Matrix Solutions Inc.*

A MESSAGE FROM OUR CEO

In 2022, we completed a materiality survey with the help of a specialized external consultant. This survey considered inputs from our employees, our board of directors, our clients, and our financial institution. We used the framework outlined by the Sustainability Accounting and Standards Board (SASB) to identify those topics that are most material to our business and our clients and selected four topics on which we will focus:

- Health and safety
- Greenhouse gas emissions
- Community relations and local investment
- Diversity, equity, and inclusion

These topics are closely aligned with our values and focusing on each will help us in achieving the goals outlined above related to our clients, our people, and our communities. For each of these material topics, we have identified an experienced member of our Matrix team to lead our work and to help us achieve our ambitions. In this strategy document, you will read descriptions of our progress to date and our plans for 2023 related to each topic. Progress on this work will be monitored by our Executive Vice President and Chief Operating Officer, who will report on progress to our board of directors twice per year. We plan to publish our first external progress report in 2024 that will describe the steps that we have taken and the outcomes that we have achieved in year one.

All the best,

Holly Elrick,
Chief Executive Officer, Matrix Solutions Inc.



“ These ESG areas are closely aligned with our values and focusing on each will help us in achieving our overarching goals related to our clients, our people, and our communities. ”

Our ESG Vision: A Growing Matrix in a Sustainable World

ESG OBJECTIVES

Partner with clients

... so that we can expand our positive impact through environmental stewardship, while growing our business with new and existing clients.

Diverse and engaged teams

... so that we are an employer who can attract and retain top talent who are motivated and empowered to do their best work.

Enriched communities

... so that we earn our reputation as a good neighbour that people want working in their communities.

ESG INITIATIVE AREAS

Health and Safety



Greenhouse Gas Emissions



Community Relations and Local Investments



Diversity, Equity, and Inclusion





Health and Safety



“ We are here to make a difference. Leading safety has the potential to be one of the most impactful things you will do in your career. Your actions and support can change the course of someone’s life. ”

- Eden Fryczewski, Initiative Owner
Director, Health & Safety



 OUR AMBITIONS	 OUR ACTIONS IN 2023
<p>Protect mental and physical health and continuously improve the safety of our work to keep our people healthy and get them home safe every day.</p>	<ul style="list-style-type: none"> • Achieve our targets for key leading health and safety (H&S) measures (hazard reporting; risk assessment; inspections and observations; emergency response exercises; increase in the access of the Employee Assistance Program and psychology benefits). • Targets will be set annually and will include measures that impact physical and mental health and safety. • Improve injury prevention, by achieving our initial goals of reducing our rate of incidents with the potential to cause serious injuries and fatalities (SIF), keeping our Total Recordable Injury Rate (TRIR) below industry benchmarks, and having no lost time injuries.
<p>Promote a health and safety culture that celebrates positive actions, learning, and preventative safety decisions.</p>	<ul style="list-style-type: none"> • Share positive H&S information with our employees at least twice as often as post-incident or reactive H&S information. • Share positive or preventative H&S information regularly with our network of clients, subcontractors, and volunteer organizations.

Why is this important to Matrix?

Ask anyone what makes Matrix amazing, and they will resoundingly tell you it’s the people. Then ask those people why they work with Matrix, and they will tell you about the positive impacts their work has on people and communities.

We choose every day to work safely because we care about the people we work with, the environment, and the communities where we work and play. Our ability to protect health and get everyone home safely each day is a key measure of our success. We value health and safety above all else.

Greenhouse Gas Emissions



“ *A net-zero future won't happen if we only look to large emitters for solutions. It is everyone's responsibility to know how our lives are impacting the environment. This GHG initiative is the first step in understanding our carbon footprint and exploring ways to reduce our GHG emissions.* ”



- Jeff Rau, Initiative Owner,
Sector Lead, Midstream



Why is this important to Matrix?

At Matrix, we develop mitigation strategies that reduce potential environmental and socio-economic effects from development projects and operations. But we are more than service providers to our clients. We are professionals with a passion for the environment and we want to work at a company that understands the impacts of our operations on the environment and is committed to exploring ways to reduce those impacts.

Developing a baseline for Matrix's GHG emissions and empowering our people to be a part of the GHG reduction initiative is aligned with our value to do the right thing and demonstrates that Matrix is committed to making a difference.

 OUR AMBITIONS	 OUR ACTIONS IN 2023
Quantify greenhouse gas (GHG) emissions produced by Matrix operations and explore reduction measures.	<ul style="list-style-type: none"> Determine baseline GHG emissions produced by Matrix operations in 2022 related to building operations, vehicle use, and air travel.
Deliver emissions reduction solutions for clients.	<ul style="list-style-type: none"> Increase revenue generated from emission reduction projects in 2023.
Empower employees to reduce emissions through their work and their lives.	<ul style="list-style-type: none"> Re-establish a company-wide Environmental Committee with a focus on identifying opportunities to reduce GHG emissions.

Community Relations and Local Investments



“Investing in our communities engages and empowers us to shape and influence a better future.”

- Claudia Gomez, Initiative Owner,
Practice Lead, Env. Sciences & Planning



 OUR AMBITIONS	 OUR ACTIONS IN 2023
Support local community needs with an emphasis on science, technology, engineering, the arts, and mathematics (STEAM) oriented or environmental education focused initiatives.	<ul style="list-style-type: none"> • Establish parameters for charitable donations that align with Matrix values and ambitions for community support. • Target annual investment as 1% of net income before taxes.
Partner with Indigenous communities to deliver project work and build capacity in those communities.	<ul style="list-style-type: none"> • Engage with organizations or initiatives that have the goal of building capacity for young people in Indigenous communities. • Grow percentage of net revenues generated in partnership with Indigenous communities year over year.
Empower employees to contribute back to their communities.	<ul style="list-style-type: none"> • Set a target of cumulative volunteer effort by Matrix employees. Effort will be coordinated through Matrix in support of STEAM, environmental or community initiatives.

Why is this important to Matrix?

Matrix is privileged to be able to work and live in diverse communities across Canada, and our presence in those communities provides for innumerable positive outcomes for our employees and their families. At our core is the desire to do the right thing, and for Matrix that translates into doing our best to enrich the communities that enrich us. In living our values and giving back to our communities, we aim to have a positive effect on future generations and earn our reputation as a good neighbour that people want working in their communities.

Diversity, Equity, and Inclusion



“The onus is on all of us to contribute to making Matrix a place of belonging for everyone. This work requires a great deal of courage: a willingness to have uncomfortable conversations, owning and learning from our mistakes, and demonstrating an empathetic approach when faced with differing opinions and perspectives.”



- Rachel Giordano, Initiative Owner
Director, Total Rewards & Talent Programs



Why is this important to Matrix?

Regardless of our different backgrounds and lived experiences, respect and dignity are fundamental human needs. At Matrix, we are advancing initiatives to ensure people can be their authentic selves in the workplace. We aspire to genuinely celebrate the unique traits of our colleagues, empathize with experiences that are different from our own, and do what we can within our spheres of influence to mitigate bias and enhance equity.

Progressing diversity, equity, and inclusion in the workplace is not simply a moral responsibility; it’s the smart thing to do. A diverse mix of voices generates better strategy, better risk management, better discussions, and better outcomes. Fostering diversity leads to improved innovation, helping us better serve the needs of our clients, our people, and our communities.

 OUR AMBITIONS	 OUR ACTIONS IN 2023
<p>Attract and retain a diverse workforce and provide equitable career progression opportunities for all.</p>	<ul style="list-style-type: none"> • Increase women in senior technical roles to 40% by year-end 2025. This includes women in Senior 1-3 and Principal levels. • Ensure we maintain a minimum of 30% representation of women on both the Senior Leadership Team and the Board of Directors at Matrix. • Conduct a self-identification survey by year-end 2023 with a goal to collect diversity data from 95%+ employees. This data will be used to help us set meaningful targets beyond gender in 2024.
<p>Create an inclusive environment where all employees can thrive as their authentic selves.</p>	<ul style="list-style-type: none"> • Close the gap between the experience for those belonging to designated groups and the overall Matrix population to the engagement survey question, “I can be my authentic self at work”. Designated groups are defined as women, persons with disabilities, members of visible minorities and members of LGBTQ2IA+.



ESG 2023

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