



ENERGY HORIZONS

Spring 2025

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Land Acknowledgement

In the spirit of reconciliation, we acknowledge the land we work on is home to Indigenous peoples who lived here long before we began our projects. They are the original keepers of the land. We thank them for sharing it with us.

We commit to responsible land stewardship and working respectfully with communities.

Mick's Update

All,

It is hard to believe we are entering our second year as a North American business with operations on both sides of the border. It has been great to see how we have been able to leverage the experience and talent across the two organizations, positioning ourselves to win new work with new and existing clients, and be a formidable contractor that delivers safe and quality work.

As an aligned organization – Surerus Murphy Joint Venture in Canada and WHC in the USA – we have a depth of experience that is unique and provides a benefit to our clients. Quite literally, there isn't a North American challenge that we haven't addressed before.

In 2024, our Canadian team repositioned the Infrastructure sector and 2025 has seen the benefit of these efforts with the award of three sizable facilities projects for two key clients. Meanwhile, our pipeline team has been focused on early construction of our spread of the Eagle Mountain - Woodfibre Gas Pipeline, the largest pipeline currently being built in Canada at this time.

In the USA, our Facilities sector has started the year with two new pump station builds, and our Pipeline sector won a series of CO₂ pipeline construction jobs as well as several pipeline projects throughout Texas and Utah. With the Power sector bidding and winning utility-scale solar farm installation work and Battery Energy Storage System (BESS) contracts.

Exciting times!

Our successes come down to two things:

- 1. You! Our talented and dedicated workforce.
- 2. Your continued focus on our values and a drive to deliver on them.

Both aspects reflect the quality of work that our people at Surerus Murphy and WHC deliver. It is your commitment to quality and safety, coupled with innovation, technical skills and a desire to collaborate, that drives our business success.

Thank you to all.



Sincerely,
Mick Fitzpatrick
President, Surerus Murphy Joint Venture
CEO, WHC – A Surerus Murphy Company





Facilities
Team Sets
Exceptional
Safety
Benchmark

WHC's Compressor Station project in Louisiana stands out for its exceptional safety record despite the challenging conditions the team has faced. Over 170,000 work hours have been completed without a safety incident, underscoring the team's unwavering commitment to safety and adherence to established protocols.

Despite multiple setbacks, the team's resilience and adaptability have ensured the project progresses safely. "As a team, we've encountered numerous obstacles—from relentless rainfall to challenging soil conditions and an extremely uncommon snow/ice storm—but our commitment to safety has never wavered," said Senior Project Manager Andrew Thom. "Our culture is built on ensuring that everyone looks out for one another, follows safety procedures, and returns home safely, regardless of the external factors outside of our control."

With zero near misses, first aid cases, recordable incidents, vehicle accidents, property damage, or line strikes, the team's dedication to safety reflects WHC's Facilities sector's broader success, which maintains an exemplary safety record sector-wide.



WHC Expands Its Portfolio with Two
New Pump Stations in Texas

WHC is reinforcing its leadership in energy infrastructure with the simultaneous construction of two new pump stations near Abeline and College Station, Texas. These projects demonstrate WHC's ability to execute multiple installations within the same system concurrently, delivering efficient solutions to clients.

Pump stations have long been a cornerstone of WHC's operations, earning a reputation for precision and reliability in tight spaces and challenging environments. WHC has developed the expertise to navigate the complexities of pump station engineering, design, and large-scale construction.

"Building pump stations is a core strength of our team," says Kevin LaBauve, Senior Vice President of Facilities at WHC. "Winning these projects underscores WHC's technical capabilities and reinforces our commitment to quality at every phase while efficiently and safely meeting our client's needs."

At Pump Station 1, WHC will install 350 cubic yards of concrete and 85,000 pounds of structural steel to support infrastructure, including drilled shafts, slabs, and cable tray systems. The station will feature two 6,000 HP electric-driven pumps, supported by advanced electrical systems such as Variable Frequency Drives (VFDs) and Medium Voltage Switchgear.

Similarly, WHC's work at Pump Station 2 will involve 400 cubic yards of concrete and 92,000 pounds of structural steel for large-scale piping systems. Both stations will incorporate cutting-edge technology to optimize performance and minimize downtime.

Construction began in January 2025, with independent project teams working in parallel under WHC's oversight. These pump stations are critical for the client's system, designed to handle varying pressures and flow rates while ensuring safety and regulatory compliance. With the pump station projects, WHC continues to build on its legacy of excellence, strengthening its position as a trusted leader in energy infrastructure.

"Winning these projects
underscores WHC's
technical capabilities
and reinforces our
commitment to quality..."

– Kevin LaBauve,
Senior Vice President of
Facilities

Pump Station 1

350 cubic
yards of
concrete



85,000
pounds of
structural
steel



Pump Station 2

400 cubic
yards of
concrete



92,000
pounds of
structural
steel



1.5 Million Horsepower Installed: WHC's Facilities Sector Milestone

WHC achieved a remarkable milestone in its Facilities sector, installing over 1.5 million horsepower on compressor stations and pump stations. This accomplishment marks the sector's 30 years of commitment to delivering robust energy infrastructure across North America. With 69 compressor stations, 26 pump stations, and more than 230 projects completed since we launched the sector in 1985—including meter stations, amine treaters, and tank terminals and more—WHC has been at the forefront of providing full-service Engineering, Procurement, and Construction solutions to meet the growing demands of the energy industry.

Kevin LaBauve, Vice President of the Facilities Sector at WHC, notes, "Our ability to safely deliver complex infrastructure in diverse environments—whether in remote locations or densely populated areas—has made WHC a trusted leader in the industry. These accomplishments illustrate the hard work of our team and our commitment to providing reliable energy solutions."

From the Rockies to the Gulf Coast, WHC has built and maintained critical infrastructure that supports the refining, compression, and transportation of fuel for processing, export, and end-user consumption. Leveraging one of North America's largest privately owned equipment fleets, WHC remains equipped to tackle projects of any scale with precision and efficiency, ensuring timely and reliable energy delivery for its partners and clients.

This milestone reinforces WHC's reputation as a leader in energy infrastructure, demonstrating its dedication to driving the energy sector forward with safety, innovation, and expertise.

"Our ability to safely deliver complex infrastructure in diverse environments... has made WHC a trusted leader in the industry."
— Kevin LaBauve,
Senior Vice President of Facilities

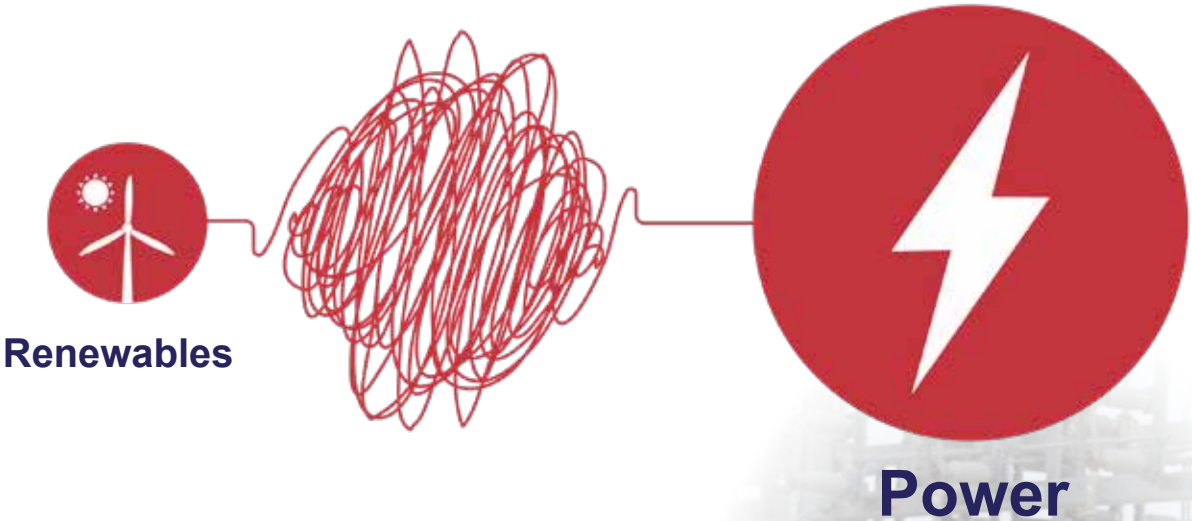
WHC Aligns Branding with Industry Evolution

With nearly 70 years of experience in energy infrastructure construction, WHC is a leader in both traditional and emerging energy solutions. As the industry shifts toward a more balanced approach between conventional infrastructure and renewable energy, WHC is refining how it identifies its sectors to reflect this evolution.

WHC has redefined its three primary sectors to Pipeline, Facilities, and Power. Power replaces the sector previously known as 'Renewables'. This change highlights WHC's approach to integrating clean and renewable energy infrastructure solutions across all aspects of its business.

"Renewable energy isn't just a separate focus for WHC, it's embedded throughout our sectors"

— Scott Graves,
Senior Vice President of
Strategic Development



"Renewable energy isn't a separate focus for WHC—it's embedded throughout our sectors," says Scott Graves, Senior Vice President of Strategic Development. "From carbon capture in pipelines to renewable natural gas in facilities to utility-scale solar power generation and battery energy storage in our power sector, sustainable energy solutions are part of everything we do."

As the energy transition accelerates, companies must balance innovation in renewable and clean energy solutions with the reliability of traditional infrastructure. With deep expertise in both, WHC is well-positioned to meet today's energy demands while building for the future.

While sector names have evolved, WHC remains a trusted partner in diverse energy infrastructure across the United States.



Power Sector Breaks New Ground

WHC is breaking new ground in the Power sector with its first Battery Energy Storage System (BESS) project, marking a pivotal step in the company's role in the energy transition. With engineering already underway, this initiative will enhance grid stability and support the growing integration of renewable energy resources.

WHC received a Limited Notice to Proceed in early 2025 on sister projects and is gearing toward a Full Notice to Proceed later this year. The company is advancing plans for a 250 MW / 500 MWh BESS project, with a second 145 MW / 290 MWh BESS project set to commence soon after. Both projects are in Texas, a key region for energy infrastructure development.

"BESS projects are a natural progression for WHC as we continue to evolve and diversify our capabilities in the power sector," says Randel Badeaux, Senior Vice President of Power. "They reflect our focus on delivering high-quality solutions that meet the demands of a changing energy landscape."

As a full Engineering, Procurement, and Construction contractor, WHC will oversee the project from design to completion, including all civil and site work, foundation installation, electrical balance of plant components, auxiliary power systems, and high-voltage substations. BESS projects are designed to balance supply and demand on the grid while enhancing reliability and efficiency.

By delivering comprehensive energy storage solutions, WHC is positioning itself as a leader in sustainable infrastructure development. These projects not only reinforce the company's expertise but also contribute to the broader effort of advancing renewable energy adoption in Texas and beyond.

"we continue to evolve and diversify our capabilities..."
– Randel Badeaux,
Vice President of Power



WHC Advances in CO² Sequestration with Pipeline Project in Texas

WHC is progressing its first-ever carbon sequestration pipeline project near Beaumont, Texas. This project represents a milestone for WHC as it ventures into the growing carbon sequestration market, demonstrating WHC's ability to apply pipelining expertise to a new product pipeline to meet the needs of this evolving industry.

The pipeline spans over 17 miles of 20-inch pipe, connecting a facility site to a central pad where the captured CO² is transported to three well sites via 8-inch lines totaling just over 2 miles. The project scope includes extensive horizontal directional drilling (HDD) and boring work, with (13) 20-inch HDDs and (17) 20-inch bores along the mainline, as well as (3) 8-inch HDDs and (2) 8-inch bores at the flowlines.

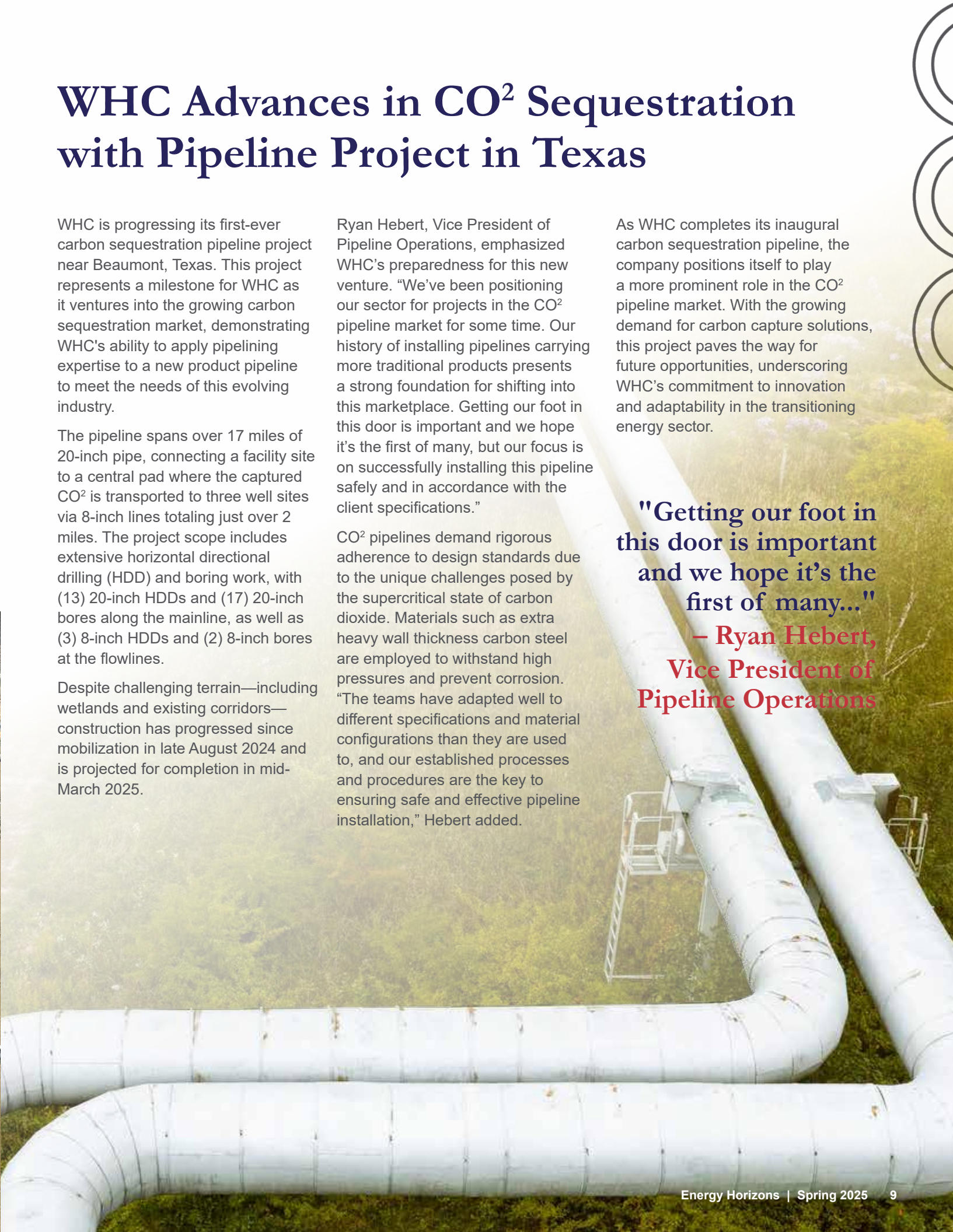
Despite challenging terrain—including wetlands and existing corridors—construction has progressed since mobilization in late August 2024 and is projected for completion in mid-March 2025.

Ryan Hebert, Vice President of Pipeline Operations, emphasized WHC's preparedness for this new venture. "We've been positioning our sector for projects in the CO² pipeline market for some time. Our history of installing pipelines carrying more traditional products presents a strong foundation for shifting into this marketplace. Getting our foot in this door is important and we hope it's the first of many, but our focus is on successfully installing this pipeline safely and in accordance with the client specifications."

CO² pipelines demand rigorous adherence to design standards due to the unique challenges posed by the supercritical state of carbon dioxide. Materials such as extra heavy wall thickness carbon steel are employed to withstand high pressures and prevent corrosion. "The teams have adapted well to different specifications and material configurations than they are used to, and our established processes and procedures are the key to ensuring safe and effective pipeline installation," Hebert added.

As WHC completes its inaugural carbon sequestration pipeline, the company positions itself to play a more prominent role in the CO² pipeline market. With the growing demand for carbon capture solutions, this project paves the way for future opportunities, underscoring WHC's commitment to innovation and adaptability in the transitioning energy sector.

"Getting our foot in this door is important and we hope it's the first of many..."
– Ryan Hebert,
Vice President of Pipeline Operations



Advancing Hydrogen Infrastructure in Alberta

Surerus Murphy is constructing a 31.5-kilometre pipeline network in northeast Edmonton's industrial park to support hydrogen infrastructure in Alberta. This project comprises 13.7 kilometres of 8-inch refined off-gas pipeline, 9 kilometres of 12-inch hydrogen pipeline, and 8.8 kilometres of 30-inch high-density polyethylene raw water pipeline, all supporting critical facilities in one of Alberta's most active industrial corridors.

The project's location presents unique challenges as it traverses both industrial and residential areas, requiring 364 line crossings along an extensive right-of-way. To manage this complexity, the project team has implemented a robust ground disturbance and line-locating program. "At any given time, we have up to five crews working ahead of the mainline crew on ground disturbance activities," says Dean Burkart, Ground Disturbance Manager. "Safety and incident-free execution are our top priorities."

Collaboration is a cornerstone of the project's success. Surerus Murphy works closely with the client and over 25 line owners to secure precise crossing agreements and mitigate risks. Construction involves 44 trenchless crossings and numerous open-cut crossings, employing soft digging techniques like hydro vac to protect existing infrastructure while installing new pipelines.

Since construction began in mid-October, the team has reached several key milestones. By mid-January, the project was 50% complete, with major crossings completed under environmentally and industrially sensitive features, such as wetlands, railways, pipeline corridors, and key roadways like Anthony Henday Drive.

"Trust and communication are paramount," Burkart emphasizes. "We maintain daily connections with the client and line owners, fostering positive relationships that are critical to safely and effectively completing a project of this scale."

This hydrogen pipeline project highlights Surerus Murphy's expertise in delivering complex infrastructure solutions with a commitment to safety and excellence.

"Safety and incident-free execution are our top priorities."

– **Dean Burkart,**
Ground Disturbance Manager

"The key to our success was ongoing communication with the client..."

– **Keaton Pietersma,**
Project Manager

Dawson B.C. Compressor Station: Facility Maintenance and Construction

Completing work on a compression station near Dawson, BC, marked a significant milestone for Surerus Murphy's revitalized Infrastructure team. Beginning in mid-last year and concluding by year-end, the team worked on-site at the compressor station, completing construction readiness to sustain in-service operation, performing maintenance, and leading civil construction activities. Under the leadership of Assistant Project Manager Keaton Pietersma, they upheld professionalism and a safety-first approach in every task, resulting in a safety record with zero incidents.

"We had a highly skilled crew whose broad expertise allowed us to transition seamlessly between tasks," said Keaton. "From pipefitting to civil works, equipment alignment, and overseeing specialized contractors, we efficiently and safely worked through our scope. The key to our success was ongoing communication with the client, which ensured smooth operations and safe site navigation."

The team completed various construction tasks, including critical valve installations and replacements, ensuring new components were integrated seamlessly while maintaining operational integrity. The scope also encompassed structural modifications, coating touch-ups, and electrical heat tracing (EHT) system enhancements. These efforts improved the station's efficiency and reliability by addressing key infrastructure needs.

Demonstrating adaptability, the team undertook numerous specialized tasks, such as material procurement, coating preparation for inspections, and electrical system installations. Their ability to provide direct, effective support contributed to smooth operations throughout the project. In the final stages, the team focused on civil cleanup efforts, including hydroseeding, site erosion remediation, and fencing installations, enhancing site stabilization and environmental restoration. These measures reinforced Surerus Murphy's ability to execute projects responsibly.

The successful completion of the project highlighted the expertise and versatility of Surerus Murphy's Infrastructure team. Surerus Murphy continues to set the standard for excellence in facility construction and maintenance by delivering high-quality solutions across multiple disciplines.



Indian River Crossing on the Eagle Mountain Project



"The Indian River crossing was a complex task requiring precision and teamwork."

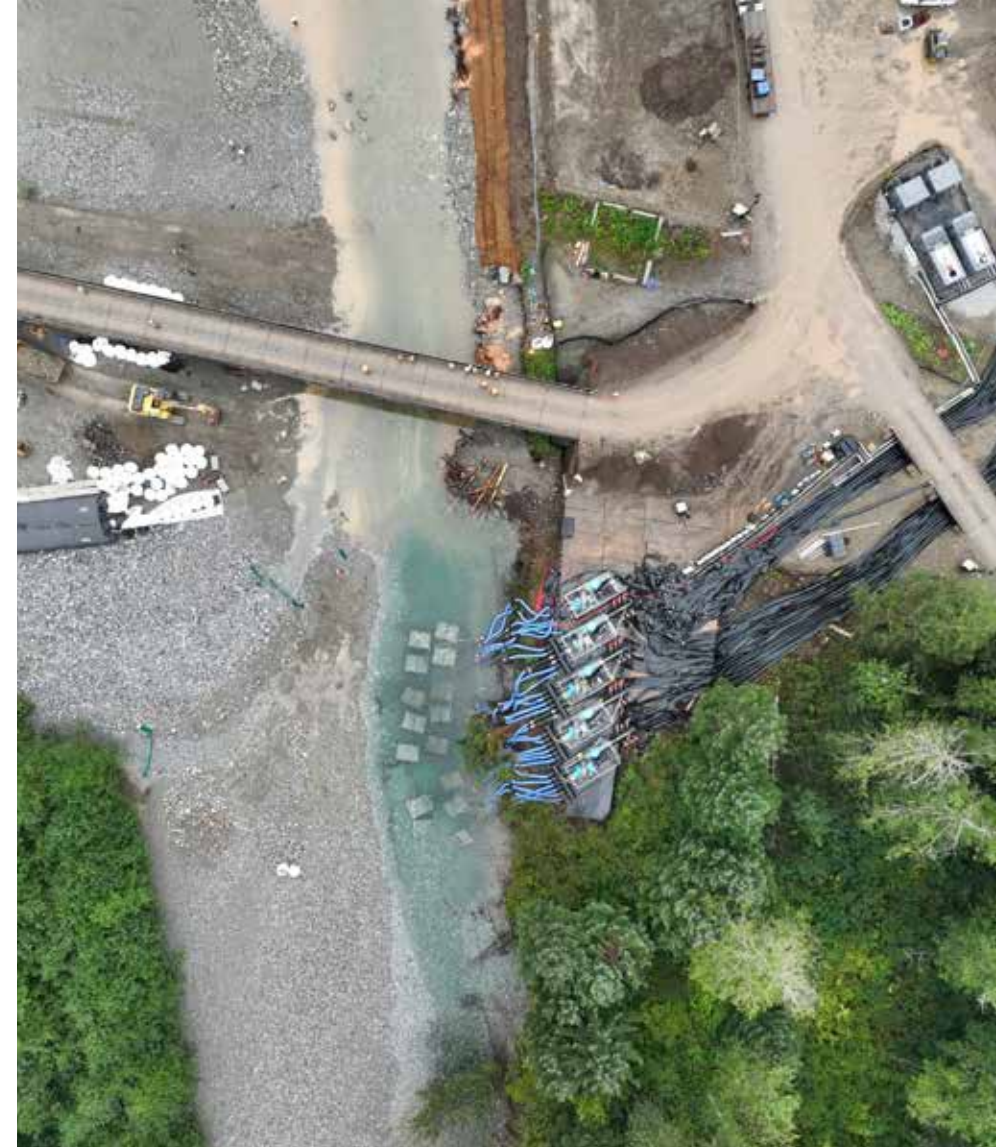
– Brodie McLean,
Engineering Lead

Surerus Murphy successfully completed a critical crossing over the Indian River near Squamish, B.C., at the Eagle Mountain - Woodfibre Gas Pipeline Project. This 100-metre crossing was achieved within a required 45-day timeframe and included extensive collaboration with Indigenous communities.

The Indian River Watershed is a region of great ecological importance to Indigenous communities. This area is essential to cultural practices, including fishing, hunting, and gathering medicinal resources.

The river is a habitat for salmon species, including pink, chum, coho, and steelhead. The team prioritized minimizing environmental impacts to protect this vital habitat and adhered to a strict construction window from July 15 to August 30. Project delays would have risked pushing the timeline to 2026, as salmon spawning cycles would limit work in 2025.

Surerus Murphy temporarily diverted the river's flow, isolating the riverbed to complete the crossing while protecting sensitive habitats. This process involved collaboration among engineers, environmental specialists, and Indigenous partners. Brodie McLean, Engineering Lead at Surerus Murphy, commented, "The Indian River crossing was a complex task requiring precision and teamwork. Meeting the project timeline while safeguarding the environment demonstrates a collective commitment to responsible development."



Once the river was isolated, Surerus Murphy constructed two temporary bridges—a 160-foot span across the Indian River and a 120-foot span over Brandt Creek, which flows into the river at the site. These bridges facilitated access for team members and equipment along the crossing route. The pipeline installation used conventional trenching methods, an area of Surerus Murphy's expertise, allowing efficient work with minimal landscape disruption.

After the crossing was completed, crews focused on restoring the riverbed and surrounding areas, removing temporary infrastructure, and rehabilitating the riverbanks. This restoration supports Indigenous rights to access these areas for fishing, hunting, and gathering plants. Salmon is a foundational species in local Indigenous communities, and the environmental mitigations and restoration activities reflected a commitment to environmental and cultural stewardship.

Reflecting on the collaborative efforts, Brodie added, "Working alongside Indigenous partners, FortisBC, and environmental specialists reinforced the value of teamwork. Each perspective contributed unique insights that ultimately improved our approach. It's inspiring to see what we can accomplish when united for a common purpose."

The Indian River Crossing exemplifies Surerus Murphy's capacity to deliver complex infrastructure projects while seamlessly integrating environmental protection and cultural respect.

The project diverted water using 18 pumps and approximately 11.5 kilometres of heavy-duty hose strung within a 200-metre pump-around. Two large generators with spill containment kits powered the pumping system, including ten submersible pumps working continuously to ensure uninterrupted operation. A network of two aqua dams and approximately 750 dual-lined metre bags formed a stable barrier across the river, effectively isolating the workspace and protecting sensitive habitats throughout construction.

Given that a significant watershed drains into the Indian River, potential heavy rainfall posed a concern. To mitigate this, a spillway was incorporated into the dam system, allowing sudden increases in water flow to bypass the work area and safeguarding workers and the ecosystem. Fish screens and intake diffusers kept fish out of the bypass system, and qualified environmental specialists were present to capture and relocate fish safely.





Safety at Eagle Mountain Project: Reinforcing Commitment to Safety

Safety remains the foundation of operations at Surerus Murphy. To uphold this commitment, the company hosted a safety meeting at the Eagle Mountain - Woodfibre Gas Pipeline Project, emphasizing the protection of people and the environment. The meeting featured a Fresh Start message that outlined key action items to consider this year that support workplace safety and environmental responsibility.

The event brought together internal and external speakers who highlighted the importance of teamwork, proactive planning, and clear communication in maintaining a safe work environment. Leaders from Surerus Murphy set the tone by delivering key messages to attendees, emphasizing the shared responsibility of maintaining safety standards. These discussions underscored the need for continuous engagement at every level to ensure alignment and preparedness throughout the project. The meeting also recognized attendees for their commitment to safe operations and teamwork.

Chris Fleming, Project Director, highlighted the significance of these initiatives: "Maintaining a strong safety culture requires more than policies and procedures—it demands active participation and vigilance from every team member. Regular safety meetings provide a platform for collaboration and knowledge-sharing, ensuring that safety remains at the forefront of every decision."

By prioritizing structured safety discussions, Surerus Murphy strengthens both operational efficiency and its reputation as a trusted leader in responsible infrastructure development.

"Regular safety meetings provide a platform for collaboration and knowledge-sharing, ensuring that safety remains at the forefront of every decision."

– Chris Fleming,
Project Director



New In-situ Oilsands Project

Surerus Murphy launched an innovative in-situ oilsands project northeast of Fort McMurray.

"Being part of this project is an exciting opportunity," says Davide Fulcini, Vice President of Infrastructure. "Our experienced crew seamlessly adapted their skills to support the development of this project while maintaining efficiency in evolving conditions."

Surerus Murphy's Infrastructure Team installed key components of the project, including:

- **Pipeline Construction:** Installation of 19.8 km of gathering lines (NPS 6" dilbit, 4" diluent, and 3" natural gas), 5 trenchless crossings, associated risers, fibre-optic and electrical cables (including EHT), and 2.4 km of NPS 3" source and disposal water lines.
- **Facility Construction:** Fabrication and installation of 5 risers, 1 crossover, structural components, process piping (NPS 6", 4", and 3"), a hot tap into existing infrastructure, site hydrotesting, drying, final grading, drainage, and fencing.
- **Civil & Earthworks:** Winter access construction, access road development, pits reclamation, culverts repairs, wellsite pad construction, and final clean-up of all work areas.

Led by Project Manager Alex Jaber, Construction Manager Nathan Pysar leading the pipeline scope, and Superintendent CJ Mathews on the Civil Scope, the workforce peaked at approximately 110 personnel who worked on a rotating schedule to keep the project moving efficiently; the pipeline scope is set to be completed at the end of March, while the civil crew will return in late May to do final clean-up of the sites. This milestone project reinforces Surerus Murphy's expertise in infrastructure development and strengthens its presence in the Fort McMurray region.

"Our experienced crew seamlessly adapted their skills to support the development of this project while maintaining efficiency in evolving conditions."


– Davide Fulcini,
Vice President of Infrastructure



Embracing Never Harm Actions for a Safer, More Responsible Future


At Surerus Murphy and WHC, the core value of Never Harm defines the company’s approach to safety and responsibility. These principles prioritize safety, health, and environmental considerations across all operations. By applying them to daily practices, we safeguard our workforce and foster a work environment that supports clients, subcontractors, and the communities local to its projects.

The Never Harm Actions are organized into six pillars, forming the framework for a safe and responsible work environment.




Protect Our Health:

We always maintain the health and well-being of our team and the public by arriving fit-for-duty and using the appropriate personal protective equipment (PPE). Safety is integrated into every aspect of our work to reduce risks and protect all involved.




Drive Safely:

We always operate vehicles and equipment safely by staying focused, adhering to laws, and maintaining clear communication. This includes performing 360-degree walkarounds, working with spotters, and using standard safety signals to ensure effective coordination on-site.




Avoid Line of Fire:

We always prevent line-of-fire incidents by staying alert to hazards such as suspended loads, stored energy, and exclusion zones. Proactive measures are essential to avoid being struck, caught between, or caught under equipment.




Complete Plans and Permits:

We always begin with hazard assessments and secure the required permits. Tasks like confined space entry, hot work, lift plans, and energy isolations are carefully planned to control risks and maintain safe operations.



Apply Damage Prevention Techniques:

We always safeguard ground disturbances and utilities by identifying, marking, and respecting utility boundaries. This ensures compliance with regulations and reduces risks during excavation activities.



Protect the Environment:

We always manage environmental impact by conserving resources, minimizing pollution, managing waste responsibly, and preserving wildlife and natural areas.

Surerus Murphy and WHC are committed to safety culture and environmental stewardship by embedding the Never Harm principles into its daily operations. These guiding pillars will continue to shape the company’s efforts throughout the year, ensuring that safety and environmental responsibility remain at the heart of everything we do.

Surerus Murphy Drives Environmental Change with Idling Reduction Initiative

Surerus Murphy continues to lead by example with its idling reduction program, an initiative designed to curb the unnecessary idling of light-duty fleet vehicles. Introduced in 2021, this annual program aims to minimize environmental impacts, reduce the company’s carbon footprint, and foster positive relationships with the communities in which it operates.

Since the program’s inception, idling across all project sites has decreased by an impressive 7%. This year, the Eagle Mountain Project team has set a new benchmark, achieving the lowest idling rates organization-wide. To mark these efforts, Surerus Murphy will be making a donation to the Root for Trees Program in partnership with the City of Edmonton.

Derek McLean, Sustainable Energy Manager at Surerus Murphy, notes, “We’re happy to see this number trending down and look forward to continued buy-in from our teams. It’s about more than just hitting targets; it’s about doing the right thing, even when no one is looking.”

"We like what we see so far and we know there’s more work to do. We’ll continue to push to reduce our carbon footprint and unnecessary idling."
– Derek McLean,
Sustainable Energy Manager

Idling is more than a missed opportunity—it’s costly, inefficient, and harmful to the environment. Excessive idling wastes fuel, generates unnecessary greenhouse gas (GHG) emissions, and increases operational costs. Recognizing these challenges, Surerus Murphy emphasizes proactive strategies to encourage positive habits among its workforce.

For instance, teams are reminded regularly that idling for over 10 seconds consumes more fuel than restarting the engine. Contrary to popular belief, even in cold weather, vehicles do not need prolonged idling to warm up; modern engines require only two to three minutes before driving. Additionally, the use of block heaters is promoted to ease cold starts and reduce idling times. These devices efficiently warm engine components, allowing for quicker starts and better fuel efficiency—especially when used with automatic timers set for two hours before vehicle operation.

“We like what we see so far,” adds Derek, “and we know there’s more work to do. We’ll continue to push to reduce our carbon footprint and unnecessary idling.”

Small, consistent efforts like these go a long way toward creating a greener future. By actively pursuing opportunities to reduce fuel consumption and emissions, Surerus Murphy underscores its dedication to sustainable practices and its role as a trusted partner in the communities it serves.



Insights into the Future of Construction in Alberta



Sean Surerus, Chairperson of Surerus Murphy Joint Venture and President of Surerus Pipeline Inc., shared his expertise at the 2024 Independent Contractors and Businesses Association (ICBA Alberta) Construction Leaders' Breakfast. The event brought together industry leaders to discuss the evolving landscape of construction in Alberta, with Sean drawing on decades of experience in pipeline installation and large-scale infrastructure projects across Western Canada.

Moderated by Robin Gill, former Global News Anchor, the panel also included industry leaders. They explored critical industry themes, including innovation, workforce development, and strategic partnerships. These conversations highlighted opportunities to meet Alberta's infrastructure needs while fostering resilience and growth in the sector.

Sean emphasized the importance of collaboration in addressing challenges and driving progress: "The construction industry in Alberta is strong, and keeping it that way requires connection, shared learning, and celebrating success. By engaging in open discussions, we collectively build a stronger industry that provides widespread employment and fulfills Alberta's infrastructure needs."

Surerus Murphy's work on significant projects like the Trans Mountain Expansion Project and Coastal GasLink illustrates the company's commitment to responsible resource development and its ability to deliver on Alberta's infrastructure priorities. These projects reflect the broader shift toward integrating innovative practices and sustainability into construction operations.

Events like the ICBA Alberta Construction Leaders' Breakfast are pivotal in advancing the province's construction sector. ICBA Alberta fosters a collaborative environment to drive development, support workforce training, and advocate for the industry's future by bringing together professionals, policymakers, and entrepreneurs.

As Alberta continues to evolve, the insights shared at this event demonstrate the critical role that companies like Surerus Murphy and organizations like ICBA Alberta play in building a prosperous, sustainable construction industry.



Surerus Murphy's ISO Audit Affirms Standards, Accountability, and Transparency

Surerus Murphy completed its periodic International Organization for Standardization (ISO) audit conducted by BSI Canada. This assessment reinforced the company's commitment to best practices in quality, environmental, and safety management standards. The audit yielded no significant findings, underscoring the strength and transparency of Surerus Murphy's Integrated Management System and its commitment to continuous improvement across operations.



"Achieving these ISO standards without any major findings is a testament to the maturity and structure of Surerus Murphy's Integrated Management System"
– Shae Rowland,
Director of Risk, Assurance & Compliance

During the audit, the Calgary core team demonstrated its Quality, Health, Safety, and Environment (QHSE) management processes to the auditor, who reviewed company records and spoke with team members about their roles and processes. As Surerus Murphy's first audit under BSI Canada, this assessment offered an opportunity to showcase the adaptability and efficiency of its integrated systems to a fresh auditor. The team's readiness and responsiveness throughout the week-long audit illustrated a solid commitment to maintaining high standards, even with the demands of working with a new auditing partner.

Shae Rowland, Surerus Murphy's Director of Risk, Assurance & Compliance, North America, highlighted the audit's significance. "Achieving these ISO standards without any major findings is a testament to the maturity and structure of Surerus Murphy's Integrated Management System," Rowland explained. "Our approach to QHSE goes beyond compliance; it's about fostering accountability and transparency at every level. This framework assures our clients that their projects are managed responsibly and sustainably, with clear controls and proactive risk management embedded at every stage."

The auditor identified several areas where Surerus Murphy's systems excelled, including leadership commitment to QHSE, a well-structured Integrated Management System for risk and operational controls, and a unified environmental and safety management approach that integrates community and project management plans.

Surerus Murphy holds three ISO certifications—ISO 9001 for Quality Management Systems, ISO 14001 for Environmental Management Systems, and ISO 45001 for Occupational Health and Safety Management Systems—all of which are in good standing.

This ongoing commitment to ISO certification differentiates Surerus Murphy in the industry, fostering a culture of continuous improvement and open accountability—key factors for clients seeking a trusted partner to manage their energy infrastructure construction projects.

Surerus Murphy Strengthens Indigenous and Community Engagement

Surerus Murphy underscored its commitment to Indigenous hiring, subcontracting, and community engagement at the CWP2 Cleanup Project on Section Three of the Coastal GasLink (CGL) Project. Situated remotely, hours from the nearest town, the project achieved milestones in Indigenous hiring, subcontracting, and community contributions by optimizing existing programs, leveraging local relationships, and strategically connecting with the community at key intervals of the project’s timeline to meet hiring windows.

Building on lessons learned from previous work on CGL and other projects, Surerus Murphy refined established approaches to deliver measurable results. By communicating with applicants early and often and leveraging relationships established over three years during earlier CGL project phases, the team continued to provide updates and support to applicants and Indigenous communities to meet key hiring windows during mobilization.

“Hiring locally and from Indigenous communities has been a priority since day one on this project,” explains Kyle Scott, Project Manager. “When we returned to CGL last spring, the groundwork was already in place. As a result, we welcomed many familiar faces alongside new local hires, ultimately helping us meet our operational objectives with a highly skilled and engaged workforce.”

The project surpassed its Indigenous hiring target, with over 10% Indigenous employees. Of the 43 Indigenous employees involved, 14 came from local Indigenous communities, including 10 rehires and nine legacy re-hire employees from earlier CGL sections. Additionally, 12 local Indigenous subcontractors contributed across various roles despite a narrow project window.

Surerus Murphy attributes its success to meticulous pre-planning and collaboration with local communities. By engaging Indigenous representatives, employment centers, and community leaders early, the team ensured timely communication about hiring opportunities and logistics. Aligning hiring windows with project milestones facilitated smooth onboarding processes.

The Indigenous Employment Funnel played a pivotal role in identifying candidates along with external job postings. This program tracked and supported applicants through each hiring stage, addressing potential barriers and ensuring transparency throughout the process.



Further demonstrating its commitment to career advancement, Surerus Murphy utilized the Indigenous Training Fund (ITF) to support professional growth for Indigenous employees. The program provided skills and experience for progression into senior positions, creating a diverse workforce. At CWP2, the ITF supported an aspiring heavy-duty mechanic with external training programs to expand professionally, showcasing the program's tangible benefits.

Beyond its employment efforts, Surerus Murphy reinforced its legacy of community giving by contributing over \$62,000 to 16 regional initiatives spanning from Prince George to Fort St. John, BC. Additional support included \$45,000 in in-kind contributions to upgrade community facilities through equipment and workforce support, as well as 189 volunteer hours dedicated to local and cultural events and initiatives.

“We’ve had buy-in at all levels for community giving,” says Allie Auger, Indigenous and Community Engagement Advisor. “From donations to volunteer efforts, the team eagerly supported initiatives that matter to local residents. We hope to have left a lasting legacy in the region.”

The CWP2 project exemplifies how thoughtful planning, genuine community engagement, and proactive leadership drive impactful outcomes. By aligning hiring strategies with community needs, supporting Indigenous subcontractors, and contributing to local organizations, Surerus Murphy sets a new standard for future projects.





Fostering Meaningful Partnerships with Indigenous Communities

Surerus Murphy is committed to building strong, long-term partnerships with Indigenous communities, guided by mutual respect and shared values. This approach emphasizes meaningful and proactive engagement with Indigenous communities.

Surerus Murphy maintains formal relationships with Indigenous communities in Alberta and B.C., including:

- **Alexander First Nation (AFN):** With a Memorandum of Understanding (MOU) in place, Surerus Murphy is currently working with AFN on a pipeline project in northeast Edmonton.
- **Conklin Métis:** With an MOU in place, collaboration is rooted in geographic alignment and a shared commitment to delivering client-focused solutions in the Regional Municipality of Wood Buffalo.
- **West Moberly First Nation:** This partnership, guided by an MOU, is dedicated to a united approach to securing and delivering projects in the Peace River Region.
- **Horse Lake First Nation:** Backed by an ongoing MOU, Surerus Murphy is actively pursuing projects with Horse Lake in west-central Alberta.

"Surerus Murphy remains dedicated to strengthening our connections with Indigenous communities, ensuring they continue to be productive and mutually beneficial for years to come."

**– Fabian Warner,
Indigenous & Local Engagement Manager**

These alliances are strategically designed to foster mutual economic development while supporting critical energy infrastructure initiatives in key regions.

"Our relationships with these communities are a cornerstone of our work," says Indigenous & Local Engagement Manager Fabian Warner. "Surerus Murphy remains dedicated to strengthening our connections with Indigenous communities, ensuring they continue to be productive and mutually beneficial for years to come."

Many of these partnerships have lasted over five years, highlighting the depth of trust and collaboration built together. By integrating Indigenous values and perspectives into its operations, Surerus Murphy demonstrates a strong commitment to reconciliation and fostering relationships rooted in trust and shared purpose.

These partnerships contribute to economic growth and support a greater understanding and respect for Indigenous communities. Looking to the future, Surerus Murphy remains steadfast in its mission to promote meaningful engagement and develop long-lasting partnerships.



Packing up Toys for Kids in Midland

This past holiday season, team members from WHC's Midland, Texas, office spent an evening packaging clothing, shoes, and toys for children in need across the Permian Basin. Each package was tailored to the child's needs and included essentials like warm coats, blankets, and toys. The initiative supported 3:11 Ministries, which collected gifts via community partnerships and public donations.



Coming Together to Support Local Hospice Care in Atmore, Alabama

A simple flyer led to a quick and impactful act of giving. WHC's project team near East Atmore, AL, collected funds to support the local hospice after seeing a flyer in a gas station seeking emergency funding support. This effort highlights the strong community spirit within the project and a commitment to supporting essential services like hospice care, which provides comfort and care to individuals during some of their most challenging times.

A big thank you to everyone who supported these and other community initiatives, exemplifying WHC's Core Values.



CWP2 Summer Games: Team Spirit and Community Support Shine at Parsnip Lodge

Last summer, the Surerus Murphy CWP2 Project team hosted its own version of the Summer Olympics, raising \$5,250 for local charities. The CWP2 Summer Games brought together over 180 participants and spectators at Parsnip Lodge, where the project team was based. The funds were divided among three institutions: BC Cancer – Prince George (Centre for the North), Hart Pioneer Centre, and The Salvation Army Foodbank in Prince George.

The two-day event was filled with excitement as 12 teams competed in 15 outdoor games, resulting in nearly 250 sets. Activities ranged from bean bag toss and ladder ball to horseshoes, darts, and ping pong. There was something for everyone, including music and a big-screen TV showing the Calgary Stampede and other live sporting events throughout the weekend.

Allie Auger, Indigenous & Local Engagement Advisor and event organizer, shared, “It was a huge event for everybody. Our camp is nearly two hours from any major center, so we brought the event right outside the crew's doors. Everyone had a big smile on their face!”

Prizes generously donated by supply chain partners added extra excitement to the competition. Contributors included Cross Country Canada Suppliers & Rentals, E360, First Impressions Promotional Products, Hart Wholesale Liquor, Load em' Up Contracting, P.C. Oilfield Supplies, Peace Country Rentals, Plantae Environmental, Rogers Trucking, and Swamp Donkey.

“When everybody comes together for an event like this, we can make exceptional things happen. Even better, we raised money to help those in need in the local area,” Allie said.

The CWP2 Summer Games highlighted the strength of the Surerus Murphy CWP2 Project team and its commitment to the local community. The event wasn't just about competition; it was about coming together, supporting one another, and giving back to those who need it most.

A Legacy of Collaboration: Surerus Murphy's Completion of the Trans Mountain Expansion Project's Central Region

In late summer 2024, Surerus Murphy completed the clean-up work on the Trans Mountain Expansion Project's Central Region, wrapping up the task ahead of schedule. This marked the conclusion of an extensive multi-year effort, which included the earlier completion of Section 5A in late 2023—184 kilometres of the historic Canadian pipeline. Beyond the technical accomplishments, Surerus Murphy took meaningful steps in community giving, contributing \$50,000 to the B.C. Interior Community Foundation. This donation established a fund benefiting Kidsport B.C.'s Kamloops and Merritt chapter, helping underprivileged youth participate in sports.

Unlike typical one-time donations, the fund is structured to grow, providing approximately \$2,500 each year to cover registration fees for children in need. The fund will pay out in perpetuity, guaranteeing a lasting legacy in the area. This sustainable model ensures the gift keeps giving, fostering character, confidence, and a sense of belonging in local youth.

Funding came through project recycling programs, 50/50 draws, and matching corporate donations from Surerus Murphy and Trans Mountain.

Mick Fitzpatrick, President of Surerus Murphy, highlighted the broader impact of the initiative. “Our approach goes beyond the duration of the project—it's about creating lasting value for the communities we engage with. By supporting programs like Kidsport B.C., we ensure that local families and their children benefit long after our teams have moved on to our next projects.”



"Our approach goes beyond the duration of the project—it's about creating lasting value for the communities we engage with..."

**– Mick Fitzpatrick,
President of Surerus Murphy**

In addition to the legacy fund, Surerus Murphy's work on the Trans Mountain Expansion Project led to a total investment of \$1.5 million back into the region, supporting various community-focused initiatives. With the project complete, Surerus Murphy remains focused on delivering operational excellence and meaningful community contributions to future projects. The company's ability to blend technical expertise with community engagement continues to set it apart as a leader in the pipeline industry and corporate responsibility.

Building Community Through Support: Surerus Murphy's Contributions in Squamish

Surerus Murphy has made a meaningful impact in Squamish, B.C., through its support of local programs and initiatives that reflect its core community engagement pillars. Since the start of the Eagle Mountain - Woodfibre Gas Pipeline Project, Surerus Murphy has contributed over \$100,000 to the Squamish community through donations, fundraisers, and volunteer efforts. These efforts align with Surerus Murphy's goal of building strong connections with the communities surrounding our projects and leaving lasting positive legacies.

Surerus Murphy demonstrates its commitment to community health through contributions, including a \$10,000 donation to the Squamish Health Foundation, which has funded vital projects and equipment beyond the organization's budget. Additionally, a \$5,000 contribution to the Foundry in Squamish, a youth resource center, supports programs like dinner clubs, movie nights, and gardening activities to foster social connections among young people.

Education is a cornerstone of Surerus Murphy's community efforts. A \$5,000 donation to the Squamish Community Foundation bolsters two scholarship funds, helping local students pursue higher education. Surerus Murphy also supports early childhood literacy through a \$5,000 contribution to the SPARK program, managed by Sea to Sky Community Services, which distributes books via the Dolly Parton Imagination Library.

Surerus Murphy's dedication to the community extends into the holiday season. The project team raised \$5,000 for the Squamish Community Christmas Cares Hamper Program and organized a toy drive, collecting approximately \$6,000 worth of items. During December team members volunteered to pack and load food hampers for over 420 local families.

"Building meaningful connections with the local community is essential"
– Jason McElligott, Project Manager

Additional highlights include:

- Sponsoring events like the Whey-ah-Wichen Canoe Festival and the Squamish Nation Youth Powwow.
- Providing jerseys for the Howe Sound Women's Soccer Team.
- Raising \$20,000 for the Squamish Legion through an electric bike raffle.
- Supporting the Squamish Enduro mountain bike race with a \$5,000 donation.
- Sponsoring the Squamish Nation's "Reaching for the Stars" fundraiser for the Training and Trades Centre.
- Repairing Squamish's Rotary Memorial Clock with funds raised by the project team.
- Donating \$1,000 to the Squamish RCMP Regimental Ball and \$2,000 to the Dr. Kindrey Memorial Golf Tournament.
- Hosting a summer barbecue and auction that raised \$7,500 for Squamish Search and Rescue and Pawsitive Animal Rescue.
- Sponsoring Logger Days, a celebration of Squamish's logging heritage, where team members connected with residents and reinforced community ties.

"Building meaningful connections with the local community is essential," said Jason McElligott, Project Manager. "The aim is to leave a positive legacy by supporting education, health, culture, and local initiatives that reflect Surerus Murphy's Core Values."

By prioritizing well-being, cultural engagement, and sustainability, Surerus Murphy continues to contribute to positive and lasting changes in the Squamish community.





Left to right: Morgan Lewis, Joe Allen, Mark McGill, Barret Dube, Davide Fulcini, Mick Fitzpatrick and Luis Abalo

Surerus Murphy Shows Support at the 2024 Tour Alberta for Cancer Bike Ride

Surerus Murphy showed up in full force at the 2024 Tour Alberta for Cancer bike ride that raised funds for cancer research. Seven riders participated under the Surerus Murphy umbrella, raising over \$28,000, while twelve staff members and many of their friends and family cheered on the bikers at the company's sponsored pit stop.

The annual event features approximately 1,400 riders raising money for cancer care in Alberta while cycling hundreds of kilometres across the province.



Surerus Murphy's President, Mick Fitzpatrick, who cycled in the event, shared his thoughts on the experience: "It was incredible biking into our pitstop. As usual, the energy was immense, pushing me and many others to reach the end of the day. The riders across the board appreciated the support and encouragement, not to mention the steady stream of ice-cold water and snacks to keep everyone going."

It was a tough couple of days with the heat and wind, but all riders and volunteers endured the elements for a great cause. Despite the 30+ degree weather and scarce shade, Surerus Murphy's team's enthusiasm never faltered. The pictures show the riders and volunteers at the Surerus Murphy pit stop, capturing the spirit and dedication of everyone involved.



"It was incredible biking into our pitstop. As usual, the energy was immense, pushing me and many others to reach the end of the day."

– Mick Fitzpatrick,
President of Surerus Murphy

Celebrating Excellence: 2024 Core Values Awards

Surerus Murphy continued its years-long Core Values Award program and in 2024, it was also introduced to WHC. The quarterly Core Value Award nomination program is an initiative designed to recognize team members who embody the principles of Never Harm, Trust, Integrity, and Assured Delivery. The program highlights individuals who go above and beyond, whether through quick actions, specific achievements, or their day-to-day impact on colleagues and projects.

"Our Core Values Awards are a chance to celebrate the people who go above and beyond to make a difference in our organizations," says Michelle Dulmadge, Surerus Murphy's Executive Vice President of Human Resources. "Each nomination tells a story of commitment and excellence, reinforcing the culture we strive to foster."

Open to all staff across Surerus Murphy project sites and offices, the program has already seen strong engagement. In 2024, WHC staff submitted 81 nominations, while 187 nominations came from Surerus Murphy employees.

As an added incentive, every nominee is entered into a draw for a \$5,000 travel package. This year's winners are LaKreshia Parker, Office Manager III at WHC and Jagjit Bilkhu, a Senior Systems Developer at Surerus Murphy.

With initiatives like the Core Values Awards, Surerus Murphy fosters a culture of recognition, engagement and shared success.

Congratulations to Surerus Murphy Q3 & Q4 2024 Core Values Nominees!



Nominees

Aaron Coppin	Breanna Uphill	Daniel Marcelo	Erin Finlayson
Aaron Jackson	Bret Romanko	Danielle Dubeau	Ethan Taylor
Adam Aselstyne	Brian Chudy	Darren Klassen	Fabian Warner
Adam Bunnah	Bridger Mann	Darryl McNicol	Fahad Ahmed
Adam Quintal	Brittany Rabbitt	Daryl Holtskog	Farhan Ali
Allie Auger	Brodie McLean	David Dunbar	Fernando Silva
Andrew Beers	Bryson Later	David Osah	Grace Reyes
Arthur Ruissen	Byron Hamilton	Davide Fulcini	Graham Goetz
Ashleigh Lafontaine	Carlos Reynoso	Dax Kent	Henrietta Vokey
Ashlie Karey	Carmen Mach	Dean Burkart	Isaac Wong
Bailey Fife	Cassidy Leach	Derek Pickford	Jackie Escobar
Bethina Brown	Cassidy Barber	Devon Jellifo	Jacob Croda
Brad Olive	Catherine Dela Cruz	Dustin Greanya	Jaden Hobbins

Braden Watson	Cory Schnieder	Dwayne Soychuk	Jagjit Bilkhu
Brandon Hrycun	Dalene Delorme	Ed Drinkwater	James Hibbert
James Pomerleau	Kim Brown	Matthew Russo	Rob Barker
Jason Hoard	Kirk Haws	Matthew Sacdalan	Simon Phillips
Jason McElligott	Kurtis Banks	Michael Baldonado	Sineade Burke
JD Tremblay	Lars Sitko	Michael Wilfley	Stefon Paulson
Jeff Hemmerling	Leah Fabrick	Michelle Dye	Steve Beccherini
Jennifer Paquette	Lenny Blackburn	Michelle Harries	Steve Walski
Jennifer Sellon	Lia Torrecarion-Stewart	Mindy Brisebois	Tera Chanasyk
Joe Cherfan	Lisa Abel	Morgan Darlington	Thomas Campbell
John Birkby	Lisa McLean	Morgan Lewis	Tim Vorel
Jordan Yarycky	Liz Shearer	Myles Finch	Tina Urban
Joseph Allen	LJ Feller	Nathan Landals	Vicente Stefani
Joseph Ekemu	Lonnie Jackson	Nicole Woytiuk	Vicklyn Foshole -Luke
Josh Babin	Luis Alfonsi	Olivia Ribecco	Will Bush
Justin Davies	Lyndelle Gonzalez	Phillip McKeen	Wyatt Gertz
Kathy Vo	Marina Ribecca	Pieter Dekker Jr.	Wyatt Reeves
Keegan Goba	Mark McArthur	Rajveer Singh	Yee May
Keith Parrill	Mark Siddall	Raleigh Ferby	
Kelsey Thomas	Martin Jensen	Raquel Jackson	
Ken Shearer	Matt Pedersen	Raza Khawaja	

"Our Core Values Awards are a chance to celebrate the people who go above and beyond to make a difference in our organizations."
– Michelle Dulmadge,
Executive Vice President of Human Resources
at Surerus Murphy

Congratulations to WHC Q3 & Q4 2024 Core Values Nominees!



Nominees

Adam Davis	Howard Williams	Joshua Recinos	Nathan Walker
Adam Trahan	Inocencio Cano	Kasey Fortier	Pam Romero
Andrew Thom	Jace Hargrave	Khiry Huff	Pascal LaLande
Arturo Adame	Jaci Leblanc	LaKreshia Parker	Nathan Walker
Bobby Johnson	Jacob Bruce	Latorrence Bivens	Pam Romero
Brian Neal	James Tagge	Lori Herring	Pascal LaLande
Courtney Brewer	Jeff Bounds	Luke Cooley	Paul Jewell
Dana Boutte	Jennifer Nguyen	Macie Bayard	Rachel Faul
Daniela Tanguma	Jesus Odon Gracia	Manny Calderon	Roberto Resendez
David Martin	Jeff Bounds	Manuel Gonzalez	Roberto Soria
David Redd	Jennifer Nguyen	Marissa Bellard	Ryan Bourgeois
Derek Noah	Jesus Odon Gracia	Maryjane Preston	Shane Webb
Drew Guillot	Jodi Stansbury	Matthew Rodriquez	Sondra McClinton
Ernesto Rueda	Joey Landry	Michelle Harris	Steven (Tyler) Boykin
Garret Guidry	Jose Flores	Mitch Starke	Valentin Hernandez
Harrison “Gunnar” Lavenue	Jose Rodriguez	Nanci Trahan	Vladyslav Kramarov

All of our core value nominee winners are worth highlighting, and we thank and recognize all of them for their added efforts and positive attitudes. The following are selected vignettes on last quarter’s recipients.



Adam Trahan | WHC

Adam Trahan, Safety Coordinator II, demonstrates his commitment to WHC in how he performs his tasks. Even when coming off major projects, Adam ensures he is present as he performs the work-at-hand. This ability to focus illustrates Adam’s commitment to safety and sets a high standard for others to see. Colleagues describe Adam as focused, dedicated, and adaptable—traits that Adam carries from project to project. Congratulations on the well-deserved nomination, Adam.



Rachel Faul | WHC

Rachel Faul, Human Resources Manager, consistently goes beyond expectations, handling challenges with a strong focus on policy and procedure. Her commitment to doing what’s right, even when no one is watching, makes her an integral part of the WHC team. Rachel’s dedication to WHC’s core values and ability to resolve complex issues have earned her a well-deserved nomination for the Core Value Award.



Tina Urban | Surerus Murphy

As an HSE Analyst in the Calgary office, Tina Urban is known for her positive energy and willingness to help. Colleagues describe Tina as friendly, upbeat, and someone who makes coming to work enjoyable. Tina’s vibrant personality and dedication to supporting others contribute to a positive work environment. Consistently going above and beyond in the role, Tina embodies the core values of Surerus Murphy.



Kelly Kautz | Surerus Murphy

Kelly Kautz, Project Environmental Manager, demonstrated exceptional commitment and versatility by supporting others over and above the project’s environmental commitments. In addition to these commitments, Kelly oversaw subcontractors responsible for fencing, seeding and mud disposal. Safety was always top-of-mind, and colleagues appreciated Kelly’s dedication to ensuring everyone went home safely each night. Kelly’s efforts significantly contributed to the success of the projects he has worked on.

At Surerus Murphy and WHC, recognizing and celebrating employees' service anniversaries is integral to fostering a positive and engaged workplace culture.

This year, Surerus Murphy introduced the Years of Service Recognition Program to honour Surerus Murphy employees at key career milestones: three years, five years, ten years, and every five years thereafter. In 2024, 93 employees were recognized for their three-year anniversaries and 53 employees for their five-year anniversaries. The recognition included retroactive acknowledgments for past milestones, personalized gifts, and commemorative coins symbolizing each recipient's contributions.

Looking ahead, 2025 will mark Surerus Murphy's 10th year in business, providing an opportunity to honour employees who have been with the company for a decade.

Michelle Dulmadge, Executive Vice President of Human Resources, highlights the value of employee recognition, stating: "Our people are at the heart of everything we do. Acknowledging their dedication through service anniversaries shows appreciation and reinforces the value placed on their contributions to the company's success. In 2024, the Surerus Murphy Years of Service Recognition Program was launched. In 2025, a similar initiative will be rolled out at WHC to recognize the individuals who have supported both organizations."

Surerus Murphy and WHC extend its thanks to all employees who have reached milestones this year. Their dedication and hard work contribute to the ongoing success of both companies.



Service Anniversaries at Surerus Murphy

July	2024
Ethan Taylor	1 Year
May-Lee MacDonald	2 Years
Luis Alfonsi	3 Years
Keaton Pietersma	3 Years
Shae Rowland	3 Years
Vincent DelMastro	4 Years
Brad Olive	4 Years
Alexandra Suasin	4 Years
Sha Athanassiadis	6 Years
John Birkby	7 Years
Jennifer Paquette	7 Years
Christopher Mullan	8 Years

August	2024
Nicole Woytiuk	1 Year
David Dunbar	2 Years
Jackie Escobar	2 Years
Mark Anderson	3 Years
Keegan Goba	3 Years
Kelsey Thomas	3 Years
Vicente Stefani	4 Years
Kevin Swales	4 Years
Jock Mardres	5 Years
Ryan Hennessey	8 Years
Melvin Baldonado	9 Years

September	2024
Justin Hillier	2 Years
Bill Turgeon	2 Years
Grace Reyes	3 Years
Colin McKenna	5 Years
Travis Woodcock	5 Years
Bryan O'Sullivan	6 Years
Simon Phillips	6 Years

October	2024
Jon Polintan	1 Year
Ashleigh Lafontaine	2 Years
Mark McGill	2 Years
David Osah	2 Years
JD Tremblay	2 Years
Michelle Harries	3 Years
Carmen Mach	3 Years
Wyatt Reeves	3 Years
Allie Auger	4 Years
Dalene Delorme	5 Years
Roxanne Dinwoodie	5 Years
Edward Drinkwater	5 Years
Thomas Campbell	6 Years
Ryan Ferby	9 Years

November	2024
LJ Feller	1 Year
Vicklyn Foshole-Luke	3 Years
Davide Fulcini	3 Years
Olivia Ribecco	3 Years
Jeff Zack	4 Years
Tina Urban	5 Years
Chris Fleming	6 Years

December	2024
Jennifer Sellon	2 Years
Mikail Beckford	3 Years
Matthew Bernard	3 Years
Jagjit Bilkhu	3 Years
Shahrukh Sipra	3 Years
Jocelyn San Juan Tolentino	4 Years
Jason Hoard	5 Years
Erin Finlayson	8 Years

Service Anniversaries at WHC

July	2024
Marissa Bellard	1 Year
Eugene Urbina	1 Year
Ernesto Rueda	3 Years
Kenneth Wheeler	4 Years
Valentin Hernandez-Cordero	4 Years
Roberto Soria	4 Years
Joey Landry	5 Years
Jose Flores	5 Years
Kasey Fortier	5 Years
Chanden Warden	5 Years
Tabb Stansbury	6 Years
Clint LeBlanc	6 Years
Rachel Faul	7 Years
Juan Arredondo	7 Years
Melvin Shipp	8 Years
Preston Hicks	14 Years
Pam Romero	35 Years

August	2024
Linda Serrano	1
Lori Herring	2
Bryan McCurley	2
Luke Gillion	2
Jamison Price	3
Howard Williams	5
Doyle Fairfield	6
Dennis Shires	6
Scott Graves	7
Derek Noah	8
Barrett Glaser	9
Kevin LaBauve	33

September	2024
Michelle Harris	1 Year
Richard Human	2 Years
Manuel Calderon	2 Years
Jacob Favaron	2 Years
Samuel Kelly	2 Years
Rachael Touns	5 Years
Terry Preston	9 Years
Jacob Bruce	9 Years
Francisco Nava	9 Years
Robert Adams	16 Years
Jose Terrones	17 Years
Larry Riley	34 Years

October	2024
Cynthia Rincon	1 Year
Nick Salinas	1 Year
Harrison "Gunnar" Lavenue	2 Years
LaTorrence Bivens	2 Years
Jace Hargrave	3 Years
Terry Young	3 Years
BJ Price	3 Years
Ryan Bourgeois	3 Years
William Hobbs	6 Years
Thomas Powers	6 Years
Jim Hebert	6 Years
Micah Porterfield	8 Years
Edgar Torres	9 Years
Lynn Fournet	24 Years

November	2024
Darren Finnegan	1 Year
Kayla Knapp	1 Year
Macie Bayard	2 Years
Richard Figueroa	2 Years
Bryan Dumesnil	3 Years
Zachary Cameron	6 Years
Jose Tanguma	7 Years
Chadwick Todd	8 Years
Jeffries Tatford	10 Years
Jeff Bounds	11 Years
Paulo Cantu	18 Years

December	2024
Shelby Campbell	5 Years
Dana Boutte	5 Years
Chase Bourque	5 Years
Jaime Gomez	6 Years
Carey Smith	9 Years
Chris Nowosiwsky	11 Years
Pascal LaLande	11 Years
Michael Johnson	29 Years



Mark McGill Driving Excellence at Surerus Murphy and Beyond

Mark McGill, Senior Commercial Manager, is a leader whose influence extends far beyond his role at Surerus Murphy. Over the past two years, he has significantly improved commercial support for the company's projects. Throughout his career in the global construction industry, with stints in Scotland, England, the Netherlands, USA, and now Canada, he has established himself as a dedicated advocate for innovation, excellence, and cross-sector collaboration.

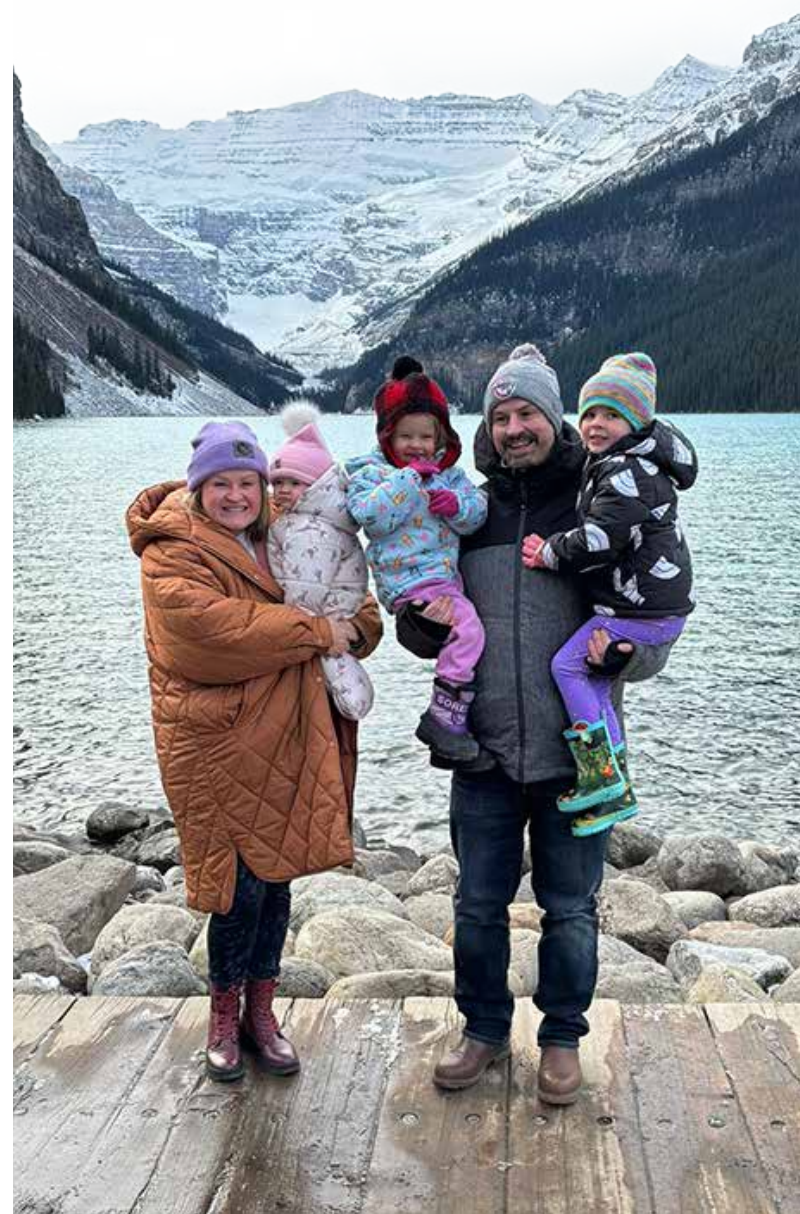
As an active member of the Royal Institution of Chartered Surveyors (RICS), Mark plays a vital role in shaping industry standards and fostering cross-sector knowledge-sharing. RICS is a leading body for project managers and surveyors, advocating for sustainability, resilience, alignment, and inclusivity. Mark attained Member status with RICS in 2017 through the Senior Professional Route, challenging the qualifications outright due to his extensive experience in heavy civil, mining, and energy infrastructure projects. Through RICS, he participates in a global network focusing on quantity surveying, project controls, and standardized estimating practices. His dedication was further showcased when he ran for the RICS Governing Council Seat for the Americas Region and serves as Chair on RICS Assessment Panels, maintaining high industry standards and promoting progress.

Mark's expertise also benefits the Canadian Institute of Quantity Surveyors (CIQS), where he holds the Professional Quantity Surveyor designation and serves as a CIQS Ambassador. He advocates for uniform cost management practices across Canada and has represented CIQS in Ottawa, advising Members of Parliament on industry standards. This work exemplifies his commitment to bridging professional knowledge and policy to drive positive changes in construction.

As a member of the Chartered Institute of Arbitrators (CI Arb), Mark is well-versed in alternative dispute resolution strategies, enabling him to foresee and mitigate potential challenges in project planning. His expertise ensures achievable contractual obligations and adds value to Surerus Murphy's operations.

Mark also holds the Gold Seal Certification from the Canadian Construction Industry, underscoring his dedication to continuous learning. "The industry is always changing. New software and technologies are emerging constantly. It's crucial to keep up locally and globally to stay ahead of trends," he notes. "Engaging with these organizations allows me to bring valuable insights to Surerus Murphy, keeping the commercial operations competitive and innovative."

Mark's influence extends beyond the company, strengthening its reputation for quality and progressive practices. His leadership and advocacy embody his expertise and vision, reinforcing Surerus Murphy's commitment to continuous improvement and quality operations.



Hydrotest Centre Of Excellence

At Surerus Murphy, ensuring the safety and reliability of the pipelines installed is paramount at every stage of a project. Among these steps, hydrostatic testing—or hydrotesting—stands out as the definitive moment to validate a pipeline's integrity and performance before handing it over to the client. Surerus Murphy has built in-house expertise to perform hydrotest calculations and provide professional certifications, eliminating the need for third-party engineering firms and bridging the gap between the design and execution phases.

Led by Stephen Massecar (P.Eng), Surerus Murphy's team applies advanced techniques and innovative problem-solving to optimize every facet of this process.

Hydrostatic testing involves pressurizing pipelines with water to assess their ability to endure pressures beyond their operating limits. This meticulous process considers variables such as pipe size, volume, pump capacity, elevation changes, and temperature fluctuations. However, as Stephen explains, successful hydrotesting demands more than just technical know-how.

"In some areas, you can really dive into the finer details—like assessing temperature requirements for testing pipelines in the winter, which requires an understanding of heat transfer between the test fluid, pipe, and ground," he shares. "These nuances not only refine the process but also build confidence in the calculations while creating efficiencies along the way."

Surerus Murphy's commitment to excellence has led to the creation of an informal Hydrotest Centre of Excellence, where knowledge and best practices are shared across teams and locations. This collaboration spans WHC—A Surerus Murphy company based in Lafayette, Louisiana—as well as the parent companies, Murphy UK & Ireland and Surerus Pipeline Inc.

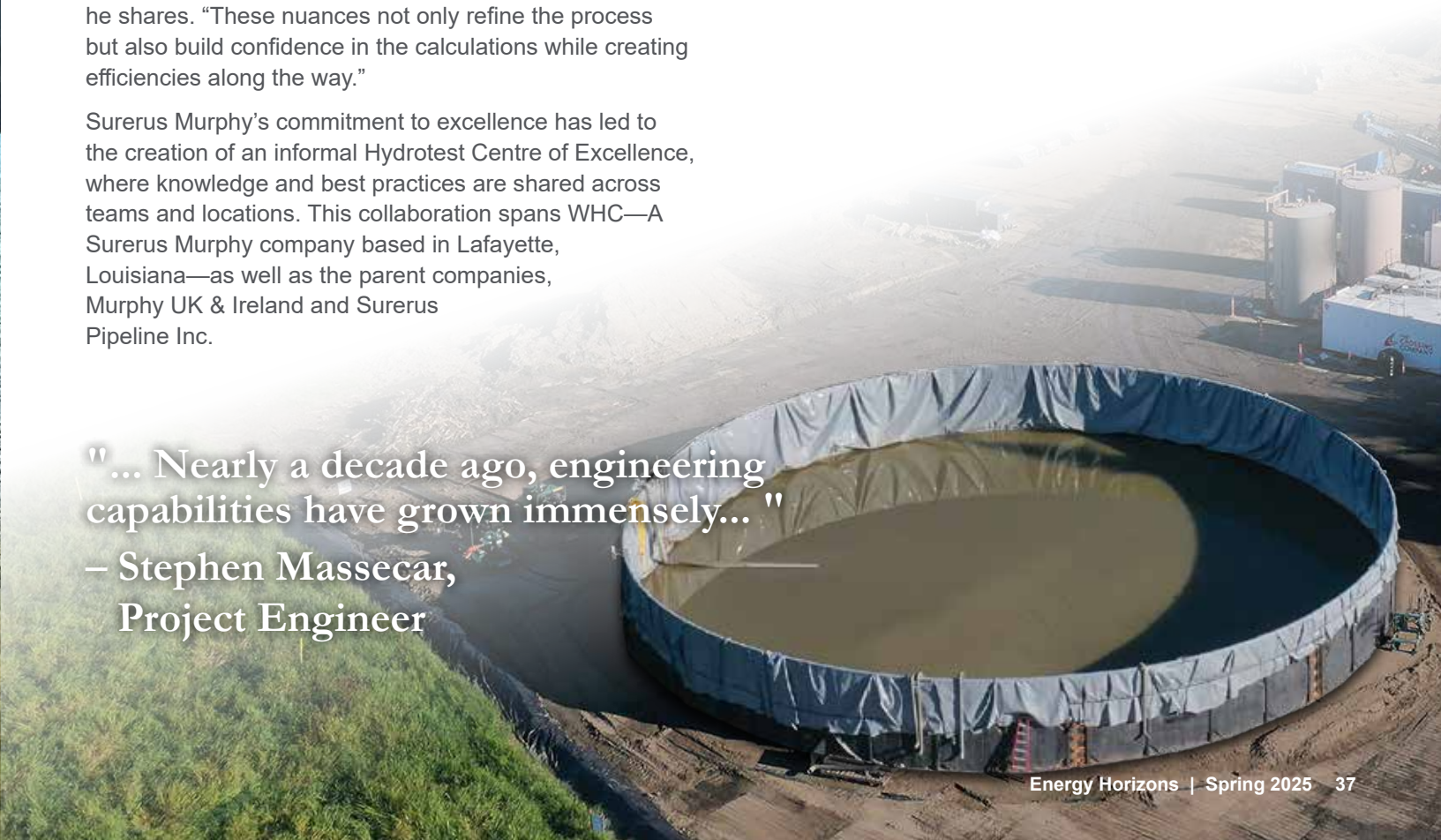
"I've drawn a lot from our parent companies," Stephen notes. "Murphy's decades of international experience, for instance, provide invaluable design perspectives that elevate projects here in North America."

Through the Hydrotest Centre of Excellence, Surerus Murphy's engineers are now delivering hydrotest calculations and certified approvals directly to clients. This reflects a commitment to accountability and confidence in the integrity of the work. Beyond hydrotesting, the full-service engineering team continues to develop expertise in documentation, lifting plans, and grade plans, ensuring comprehensive support across all project needs.

"Since I joined Surerus Murphy nearly a decade ago, engineering capabilities have grown immensely," Stephen reflects. "The services provided today demonstrate a dedication to delivering safe, high-quality pipeline and infrastructure projects, on-time, on-budget, and with quality and safety at the forefront."

Stephen Massecar's work reflects Surerus Murphy's dedication to innovation, precision, and accountability. Through the Hydrotest Centre of Excellence, reliable, high-performing pipelines are delivered that exceed client expectations and support the safety and resilience of the energy industry for years to come.

"... Nearly a decade ago, engineering capabilities have grown immensely..."
— Stephen Massecar,
Project Engineer



Building Bridges: Mental Health and Inclusivity at WHC

For Paul Johnson, a General Superintendent in WHC's Facilities sector, leadership goes beyond meeting project deadlines and ensuring safety protocols; it also involves fostering a workplace culture prioritizing mental health and inclusivity. With nearly five years at WHC and over 29 years of industry experience, Paul's brand of leadership, founded on caring for the wellbeing of his staff and building open communication lines, has cultivated a cohesive and supportive team environment that balances hard work with genuine care for everyone.

On Paul's worksites, mental health takes center stage. "As an industry, we need to do better," Paul explains. "On my sites, I push for better every day. Because when your staff's mental health is cared for, the workplace is happier, the work is more efficient, and the relationships are strong."



This philosophy is more than words—Paul's team operates as a tight-knit unit where members support one another, ensuring safety and camaraderie on and off the job. A cornerstone of Paul's leadership style is his commitment to open communication. He maintains an open-door policy, encouraging team members to voice concerns without hesitation. "I want my team to feel safe to talk to me," Paul says. "It starts with me; I treat everyone the same—with respect and dignity."

Paul's dedication to inclusivity further strengthens the team's dynamic. On his sites, everyone—whether a laborer, operator, or project leader—is treated with mutual respect. "I love seeing the mix of people—men, women—working together with trust and respect," Paul notes. "We want this to be a great place for people to work, and that's what I strive for daily on my sites."

This inclusive atmosphere is intentional. While Paul's team moves as a cohesive unit, he actively seeks out local talent on projects to bring fresh perspectives and diverse voices into the fold. His focus on mental health and inclusivity has tangible benefits: visitors to his sites frequently comment on the natural ease and happiness of his team. The culture, they say, feels authentic—not forced.

For those aspiring to join Paul's team, the key is simple: attitude and respect. "If you've got that, you'll thrive on our teams," Paul asserts.

Through his leadership, Paul Johnson embodies WHC's commitment to fostering a supportive, inclusive, and mentally healthy workplace that delivers results and leaves a lasting positive impact on its people.



Amber Gronski – Paving the Way in the Pipeline Sector

Meet Amber Gronski, a WHC Pipeline sector Project Manager, whose dedication to professional growth and mentorship is making a lasting impact within the company and the energy industry. Since joining WHC in 2022, Amber has become an influential part of the team, balancing her career development while actively helping others advance in the field.

Amber's journey in the industry is shaped by her commitment to learning and connecting with others. She's taken on leadership roles with the Young Pipeline Professionals (YPP) group, an organization dedicated to developing the next generation of energy leaders. Starting as the Diversity, Equity, and Inclusion Lead, she now serves as the University Lead, focusing on bridging the gap between academic knowledge and real-world industry practices. "From day one, I knew I wanted to grow my skill set. The relationships I've built within industry groups have been key to my development," Amber shares.

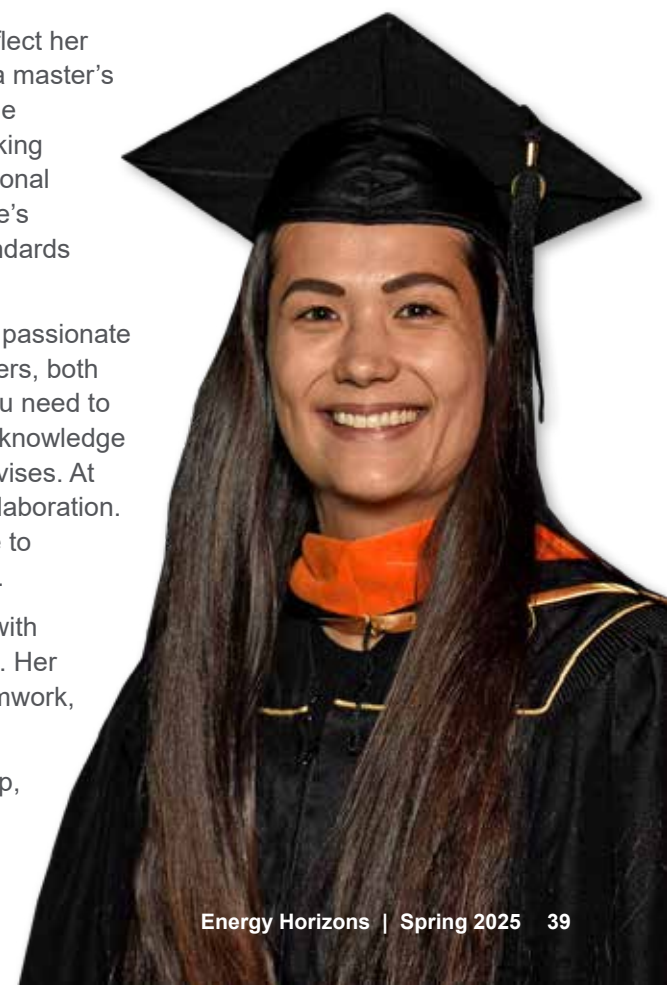
Beyond YPP, Amber is also involved with the Interstate Natural Gas America group, where she's gained invaluable mentorship from senior leaders. These experiences have deepened her understanding of the pipeline sector and reinforced her proactive approach to learning.

Amber's academic credentials also reflect her commitment to excellence. She holds a master's degree in industrial engineering from the University of Central Florida and is working toward the Project Management Professional (PMP) certification. The skills and insights she's gained at WHC are helping her meet the high standards required for the PMP program.

But Amber's impact goes beyond just her career. She's passionate about expanding her knowledge and passing it on to others, both within WHC and the broader energy industry. "To grow, you need to seek out opportunities that help you build connections and knowledge and learn from others who are on the same path," Amber advises. At WHC, Amber is helping foster a culture of mentorship and collaboration. She's learning from experienced leaders and offering guidance to others, ensuring the future of energy leadership is in good hands.

Outside of work, Amber is an avid CrossFit enthusiast. She first connected with the WHC team by meeting long-time WHC employee Jim Hebert at the gym. Her involvement in fitness has influenced her leadership style, emphasizing teamwork, support, and shared growth.

Amber's story is a testament to the power of continuous learning, mentorship, and collaboration. WHC is excited to see all the great things she'll continue to accomplish at WHC and within the energy industry.



Investing in Future Leaders: Surerus Murphy and SAIT School of Construction

Surerus Murphy is committed to fostering the next generation of construction leaders through its scholarship program, which supports students in the Bachelor of Science Construction Project Management Program at the Southern Alberta Institute of Technology (SAIT).



"This scholarship validates my commitment to the industry and to helping others"
– Sahar Roshanifar

In 2024, Sahar Roshanifar was awarded one of the “Surerus Murphy—Building a Pipeline of Future Construction Leaders” scholarships for her outstanding academic achievements and community involvement. Sahar’s journey reflects remarkable resilience, sacrifice, and determination. She has faced significant challenges and continues to pursue her goals. Alongside her personal accomplishments, Sahar volunteers in programs that support mental health while ensuring her own well-being. Her commitment to helping others and overcoming adversity aligns closely with Surerus Murphy’s core values of Never Harm, Trust, Integrity, and Assured Delivery. Sahar’s ability to overcome obstacles while giving back to her community makes her deserving of this scholarship.

"... Through scholarships like these, we aim to provide students with exceptional educational opportunities and financial support."
– Michelle Dulmadge, Executive Vice President of Human Resources at Surerus Murphy

"This scholarship validates my commitment to the industry and to helping others," says Sahar. "I’m honoured to be recognized by a company whose values align with mine." Surerus Murphy’s partnership with SAIT’s School of Construction, established in 2023, aims to support future construction leaders. The company awarded three \$2,000 scholarships, recognizing students who demonstrate community involvement and align with its core values, empowering them to pursue careers in the construction industry.

Michelle Dulmadge, Executive Vice President of Human Resources at Surerus Murphy, commented on the program, “Our partnership with SAIT’s School of Construction reflects a shared vision of nurturing future leaders in the construction industry. Through scholarships like these, we aim to provide students with exceptional educational opportunities and financial support.”

2025 Objectives and Targets

We work strategically to support business goals. Our 2025 Objectives and Targets guide our work priorities.

2025 OBJECTIVES AND TARGETS

Delivering World-Class Infrastructure, Together.

WIN TOGETHER

GOAL:
Actively develop trusted relationships with our customers and in the communities in which we work.

OBJECTIVE 2025

- Enhance existing client relationships through a project win in an adjacent construction line
- Gain greater insight into our performance through improved Client Survey response rates
 - >60% response rate
 - >8.5 average rating
- Invest in and support our Indigenous partners and local communities through a >40% target of third-party spend across all operations
- Create and implement a community impact award

OUR PEOPLE

GOAL:
Become an industry employer of choice where employees feel secure and have continuous opportunities for growth.

OBJECTIVE 2025

- Engagement Survey "Great Place to Work (GPTW)" 2025
 - >60% participation
 - >80% positivity trust index rating
- Partner with ICBA to promote and support continued development of construction personnel with flexible training options. Track and report quarterly usage.
- Supervisor competency assessment tool and process developed and implemented.
- Deliver Mental Health support training to a minimum of 10% of our team to ensure that by the end of 2025 a mental health first aider is available to all sites and offices.

BRILLIANT BASICS

GOAL:
Consistently deliver the basics to achieve operational excellence and drive continuous improvement.

OBJECTIVE 2025

- Projects delivered to agreed KPIs:
 - Incident management: Reporting compliance greater than 95%
 - Quality: No repeat NCRs
 - Assured Delivery: Contract milestones met or improved
 - Protecting our assets: Equipment damage costs to be <5% of equipment rental costs
 - Small tools & consumables: Spend to be within tender allowances.
- Cash Management:
 - Paid-for work completed in a timely manner
 - Work-In-Progress (WIP) not to exceed 40% of the total contract value
- Each project to showcase the implementation of lessons learned
- Vendor scorecards to be completed for all vendors on each project

SUSTAINABLE GROWTH

GOAL:
Continue to foster a safe, healthy, and socially responsible culture that delivers stable growth.

OBJECTIVE 2025

- Share Surerus Murphy Lessons Learned through lunch & learns with a minimum of five strategic clients
- Win three infrastructure and one renewable project(s)
- Measure to our baseline carbon footprint and improve by 5%
- Present business opportunities at quarterly town halls
- Improve 2024 results by 10% on each of the following metrics:
 - TRIF
 - MVI
 - Daily inspections
 - Near miss reporting
 - Timely closeout of safety actions

In 2025, as ONE team, we will be competitive and agile, continuing to expand our footprint, we will remain true to our values and the foundation of success that has been built over the last 10 years.

2025 OBJECTIVES AND TARGETS

Building on Our Legacy to Power Our Future... Together.

WIN TOGETHER

GOAL:
Actively develop trusted relationships with our customers and in the communities in which we work.

- Give back and support the communities in which we work:
 - Launch "WHC Cares" to support charitable and community initiatives
 - Establish at least two charitable/community giving initiatives with long-term community benefit in alignment with a key client
- Grow our partnership with key clients across all sectors:
 - In 2025, implement the client feedback process on all active projects and achieve a minimum response rate of >35%
 - On returned client feedback, achieve a greater than 75% positivity rate
- Increase WHC visibility within the industry and support WHC and industry growth:
 - Actively support WHC as a key and active member of a minimum of 3 industry associations across business sectors
 - Active leadership by WHC in at least one industry initiative that has a measurable impact on the safe delivery of our work

OUR PEOPLE

GOAL:
Become an industry employer of choice where employees feel secure and have continuous opportunities for growth.

- Actively listen to feedback from the 2025 "Great Place to Work" (GPTW) engagement survey:
 - >60% participation
 - >80% positivity trust index rating
- Actively develop our leadership capacity:
 - Following positive feedback on the pilot leadership session, deliver "WHC Leadership Academy" and graduate 20 employees in 2025
- Recognize the loyalty of our people:
 - Implement Employee Service Recognition Program
- Invest in our future leaders:
 - Build student programs and strategies related to apprentices, new graduates and summer students that create a pipeline of future leaders
 - In 2025, hire 20 future leaders into these programs
- Listen and support our people for future growth:
 - Roll out the Performance & Development Review Program and obtain 80% satisfactory completion for eligible employees

BRILLIANT BASICS

GOAL:
Consistently deliver the basics to achieve operational excellence and drive continuous improvement.

- Drive continuous improvement across the business by continuing to learn from our successes and challenges:
 - Implement the Lessons Learned process on all active projects
- Drive support and recognition across business sectors by giving greater visibility to project and business leaders:
 - By Q2 2025, implement and deliver company-wide performance score card and recognition for all projects and functions
- Ensure projects are Fit-to-Start with required support from core and other functions:
 - By close of 2025, establish and pilot Fit-to-Start process that is used on all projects
- Continue to support WHC's growth and ensure that vendors and suppliers are paid to terms:
 - Support the successful rollout and implementation of the Procure-to-Pay process on all projects
- Increase visibility of project and core team leadership at project sites by a minimum of 30% from 2024 levels

SUSTAINABLE GROWTH

GOAL:
Continue to foster a safe, healthy, and socially responsible culture that delivers stable growth.

- Build a culture of health and safety excellence to ensure that WHC is the contractor of choice for our people and clients:
 - Deliver a 5% improvement on WHC HSE TRIR and MVI statistics from 2024 results
 - Implement HSEQ training for frontline leaders with 50% minimum of leaders engaged in training by and 2025
- Support continued growth and investment by safely and profitably delivering projects and with strong commercial management:
 - Deliver 80% of all projects at agreed budget
- Support the self-delivery capacity of the business to drive improved work winning:
 - By the close of 2025, identify, invest and bring in house at least one current subcontracted scope
- Support continued growth within the organization by engaging and mobilizing the strength of the WHC leadership:
 - Establish a senior leadership group that holds quarterly meetings. This group provides feedback to the Executive Leadership Team and supports initiatives



NOMINATE A TEAM MEMBER FOR A

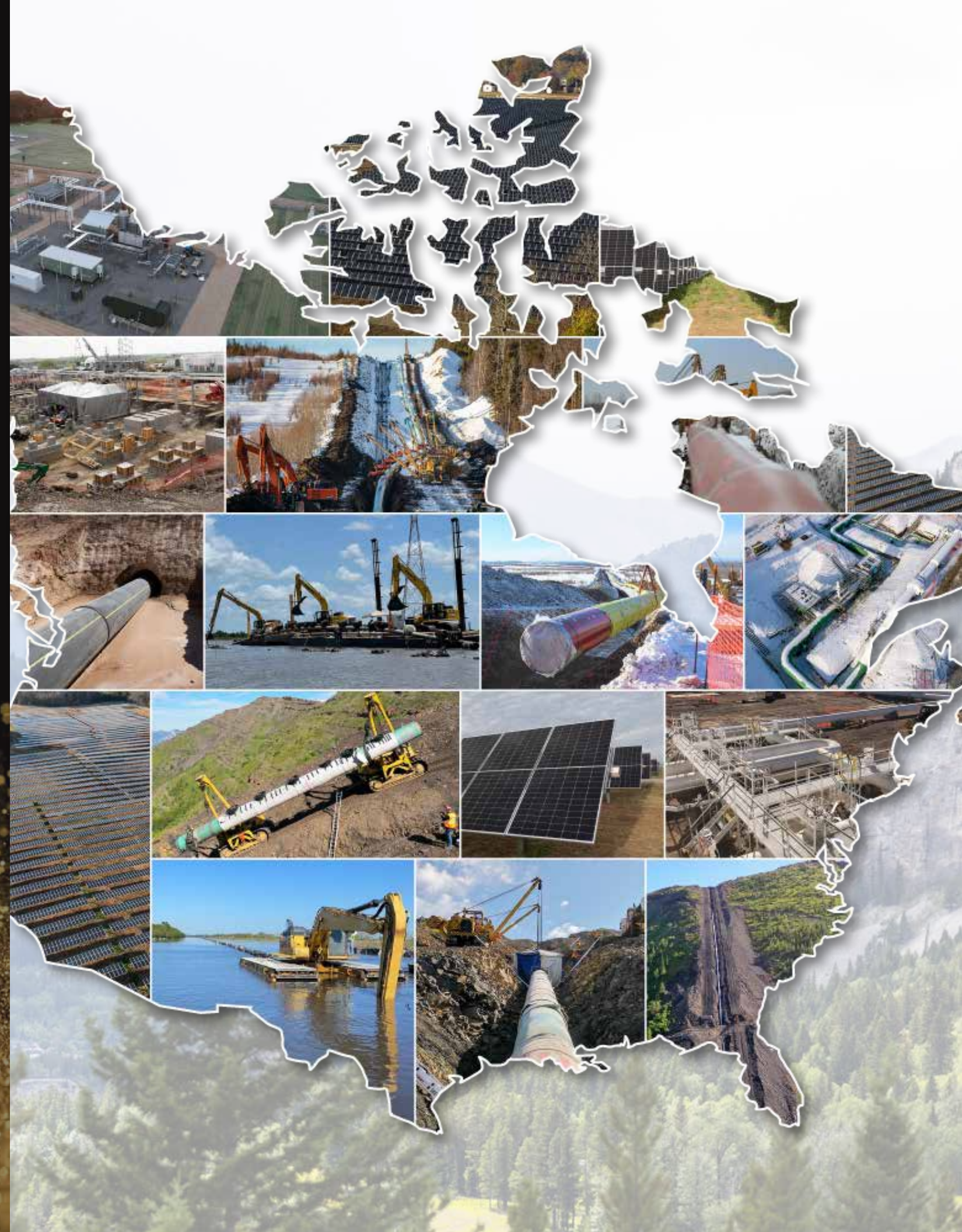
Core Value Award.

🛡️ Never Harm 🤝 Trust ⚙️ Integrity ⚙️ Assured Delivery

Please tell us what they did to receive your nomination.
Include how their character has gone above and beyond to
support you or another teammate.



You may nominate one person per quarter.
Scan a QR code to make your nomination.





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*Image: Brandt Creek Falls
Eagle Mountain Project*