

2019 Corporate
Responsibility Report

Open Door

Care &
Responsibility

We're Open

Our *business* is hospitality. We help our guests maintain healthy, balanced and productive lifestyles while working away from home. Our *responsibility* is to provide a comfortable and safe living environment while minimizing our environmental footprint and supporting the communities in which we live and work.

Just as important as *what* we do, is the manner in which we operate. As a global leader in workforce accommodations, we hold ourselves to a high standard when it comes to safety, the environment and our active involvement in the community.

Our door is open.





civeo | **ATHABASCA LODGE**

Contents

- 2 Welcome to Civeo
- 3 Letter from our CEO
- 4 Our People
- 6 Safety
- 8 Community Partnerships
- 10 Stakeholder Engagement
- 11 Local Sourcing
- 12 Environmental Stewardship

Welcome to Civeo

Get to know us. We provide hospitality services in prominent market positions in the Canadian oil sands, the Australian natural resource regions and the U.S. shale plays delivering comprehensive solutions for housing hundreds or thousands of workers with long-term and temporary accommodations.

We believe if our guests experience comfortable and safe accommodations, they will be well rested, have a more balanced lifestyle and be more productive at work. Safety and a strong commitment to being a positive force in the communities in which we live and work are the cornerstones of our operations. To accomplish that, we partner with local stakeholders in many ways and operate in a responsible manner with a rigorous emphasis on safety, people and the environment.

Dashboard

	CANADA AND U.S.	AUSTRALIA
People		
Total employees	2,162	402
Women represent		
Executive managers	15.4%	33.3%
Senior managers	16.7%	28.6%
Indigenous	8%	4%
Operations		
Lodges and villages	23 lodges	10 villages
Rooms (approximate)	23,827	9,346
Guests (aggregate room nights)	3,426,409*	1,512,030
Meals served daily	28,162	12,428
Spending		
Local spending (millions)	C\$130.1	A\$11.9
Canadian Indigenous	11.3%	N/A

*Pro forma for acquisition of Noralta.

To Our Stakeholders

There is no greater honor than the trust our stakeholders place in our company when they choose to work with us, permit us to house their employees, live at our lodges and villages, be our community neighbors, do business with us and have faith in our environmental stewardship. We take those responsibilities seriously and we work daily to demonstrate an unwavering commitment to our stakeholders in everything we do.

This Corporate Responsibility Report provides an overview of our dedication to manage our company as a responsible community partner and steward of the environment. Our sustainability strategy is to minimize our footprint, make community building and enhancement investments, and to limit waste, emissions and impact through the use of advanced technologies and efficient operating practices.

Everywhere we operate we become part of the local communities. We align our business interests with community interests and work to make a meaningful difference. Whenever feasible, we partner with locally owned and Indigenous-owned businesses to contract services and to purchase products.

Additionally, we are always open to supporting the communities in which we operate in various ways and this report shares some of our contributions to infrastructure, education and local non-profit organizations.

As we provide guests the next best thing to home – comfortable, efficient and engaging living environments to rest and recharge – we do so with respect for the natural environment. Key to our operations is a proactive environmental management policy to assure we are operating and maintaining the environment at the highest standards. We are always mindful and conscientious when we leave a property.

I am grateful to our employees and our local communities for the partnerships and collaboration that help us strive for social responsibility and assist us in achieving our shared purpose – remarkable experiences for the people and communities we serve. It's what we do.

Sincerely,



Bradley J. Dodson
President and Chief Executive Officer





Our People

Our business is about caring for our guests, so we start by caring for each other.

As a company, we recognize the importance of a diverse workforce represented by people from different backgrounds, experiences and ways of looking at the world. We promote a business environment where all employees are encouraged to contribute, achieve and grow. We welcome new ideas and work together toward common goals.

Commitment to Indigenous Peoples

In Canada, we are committed to hiring Indigenous Peoples and to expanding our Indigenous workforce to 10 percent. This year, we reached 8 percent Indigenous employment in Canada despite challenging market conditions that resulted in reduced hiring in the region.

Global Exchange Program

To implement best practices and to align our organization globally, in 2017 we initiated a lodge and village manager exchange program between Australia and Canada. The program has resulted in the sharing of valuable information, best practice perspectives and ideas to enhance our guest experiences and community partnerships.

Mentoring

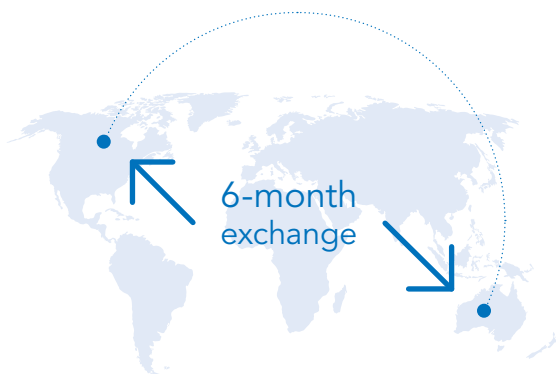
Since 2014, we have had a program to facilitate mentoring relationships between experienced leaders in Civeo and employees who are at the early stages of their careers. The goal is to exchange knowledge, provide advice and share experiences – building mutually beneficial professional development relationships.

Training

We take the professional development of our employees seriously. Certified programs to develop our people in hospitality services, leadership and management are conducted internally. In particular, we conduct a considerable amount of safety training and have an educational assistance program that promotes self-directed learning for our employees.



Civeo Australia village management team receives training certificates





Safety

Employee and guest safety, health and wellness come first.



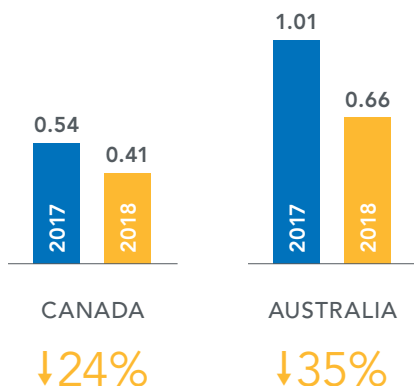
Making Zero Count

At Civeo, safety is one of our core values and we share a steadfast commitment to protecting the health and safety of our people and guests. We follow strict safety protocols that we track and measure. Additionally, we conduct extensive, ongoing internal safety training and strive to exceed recognized industry standards. We work with our employees, guests and consultants to identify improvements and to implement better practices and safe work initiatives – because the goal is always zero incidents.

One way we measure our safety performance annually is by using the DuPont™ Safety Perception Survey™. Last year, the survey identified that our performance and the Civeo safety culture is better than industry average.

We continue to build on the achievements of our Making Zero Count initiative and have exceeded our performance goals in 2018 for reducing our Total Recordable Incident Rate.

Total Recordable Incident Rate (TRIR)



Food Safety and Beyond

Our food safety programs are recognized as industry-leading by both clients and government agencies. Civeo chefs follow comprehensive internationally recognized food safety control standards at every facility. Our Food Safety Inspector, formerly a public health inspector for the Province of Alberta, works with our Canadian operations team to maintain the strictest standards in all our food storage and preparation processes.

In addition, our health-conscious chefs ensure that meals are labeled with detailed allergen information and will meet with guests who have food allergies to develop individual menus. As a testament to our commitment to food safety and quality, one of our key clients approved our procedures and protocols, allowing us to self-audit our food safety program, and removing the requirement for external food safety system auditing.

Standardized Safe Work Instruction

Our safety culture is driven by our leaders, in conjunction with active employee engagement. We believe in involving those who perform the work to identify hazards that exist in their activities and how to best reduce or remove them.

We provide standard work instructions that detail steps on how to complete a task in the safest manner. These instructions include photos and videos of the task being performed by actual workers to help in training and comprehension. Our teams are trained, coached, mentored and evaluated to conduct their daily tasks in a safe manner.

Additionally, we continually develop and improve procedures with the use of external consultants in areas of occupational therapy and hygiene. We also have a team of kinesiologists on staff to help improve our procedures. This comprehensive approach has helped to significantly reduce, and even eliminate, some on-the-job injuries.

Managing Risks Related to Climate Change

Risks related to natural disasters and climate change have been identified and evaluated for each of our facilities. Emergency preparedness and response plans aligned with internationally recognized programs (i.e. Incident Command System) have been developed and implemented for natural disasters such as cyclones, hurricanes and wildfires. Preventative measures such as increased fire guards, robust building designs, and proactively preparing worksites ahead of a possible emergency are addressed for each site. These plans are reviewed regularly by management to ensure they are properly implemented.



Community Partnerships

Working with our local partners, we identify the unique needs of each community and the best ways to make a positive and lasting impact.



Throughout our regional markets, Civeo is involved in supporting health and education, sports and recreation, as well as local community groups, Indigenous Peoples and events. We focus on what is important for each community and we contribute in meaningful ways.

In addition, we promote economic growth by using local suppliers whenever possible and assist in establishing local businesses to provide services and products for our lodges.

In Canada, we operate in close proximity to Indigenous communities and their traditional territories. We have a deep respect for all cultures, and we work together to develop positive and sustainable business partnerships that benefit us all.

In Australia, we contribute to Clontarf Foundation that assists Aboriginal boys in transitioning from school to work with a confident set of life skills. Our Indigenous recruitment program dovetails with the Foundation to identify employment opportunities with Civeo.



Clontarf Foundation kids with Civeo representatives
Liz and Josh

Australia

School Mates

Laptops. Educational excursions. Refurbished classrooms. These are some of the ways our School Mates grant program has been helping to support schools located in our host communities. Since 2013, more than 20 schools across New South Wales, Queensland and Western Australia are annual recipients of contributions to enhance learning and educational experiences for students.



Baynton West School Mates

R U OK? Day

Working away from loved ones and friends can be difficult. Staying connected and having meaningful conversations is something we can all do. We support R U OK? – a not-for-profit suicide prevention organization that encourages and empowers people to reach out to those around them and supports anyone who may be going through a challenging time.

Canada

Indspire – Building Brighter Futures

Civeo's Building Brighter Futures initiative provided six scholarships in 2018 to high school students in Western Canada through Indspire, a national Indigenous-led registered charity that invests in the education of Indigenous people.

Helping Hands School Program

Together with the Mikisew Cree First Nation, we donated to the youth program at Northlands School in Fort Chipewyan that provides after-school programming. Employees at our McClelland Lake Lodge led an activity to collect recyclables and donated the money, which was matched by our Mikisew partner and Civeo's corporate office, to the Helping Hands program.

United States

Junior Achievement

Civeo has partnered with Junior Achievement of Southeast Texas to help foster work-readiness, entrepreneurship and financial literacy skills in Houston students. The Civeo corporate office volunteers multiple times a year to teach classes in elementary schools around the city focused on instilling important life skills and values in the lives of Houston children.





Stakeholder Engagement

Strategic Collaboration

Our stakeholder engagement strategy involves continual communication and dialogue with internal and external stakeholders to increase understanding, broaden awareness, evaluate new initiatives, and identify possible collaborations and new strategic partnerships.

We seek opportunities to partner with Indigenous and local suppliers and contractors and we continually collaborate to amplify our sustainability initiatives.



Partnering with local food suppliers

Progressive Aboriginal RELATIONS

Canadian Council for
Aboriginal Business 

Progressive Aboriginal Relations (PAR) Silver Certification

PAR is an independent certification program through the Canadian Council for Aboriginal Business that validates corporate performance in Aboriginal relations. The certification signals to communities, industry and government that Civeo is:

- A good business partner
- A great place to work
- Committed to prosperity in Aboriginal communities



Local Sourcing

Building Business with Local Communities

We are committed to working with locally-owned and Indigenous-owned businesses to help introduce opportunities to foster new business partnerships.

In Australia, all of our food suppliers are Australian companies and, where possible, are based locally. Through our membership with Supply Nation, a non-profit organization committed to supplier diversity and Indigenous business development, we have been able to direct approximately A\$300,000 each year into Indigenous-owned and operated companies, and we are always looking for more opportunities to partner with these businesses.



In Canada, our Indigenous Procurement Policy helps foster strong community relationships while ensuring a local and diverse supply chain of business partners. In 2018, we purchased more than C\$14.7 million in goods and services from the Indigenous business community, representing 11.3 percent of our total Canadian local spending.

2018 Local Spending at Our Lodges and Villages

Australia (Australian dollars, in millions)

Western Australia	\$	0.7
New South Wales	\$	0.2
Queensland	\$	10.9

Canada (Canadian dollars, in millions)

Alberta	\$	130.1
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United States (dollars, in millions)

Colorado	\$	1.5
Idaho	\$	0.1
Texas	\$	10.6
Utah	\$	3.4



Environmental Stewardship

Effective, safe and responsible environmental management is the foundation of our daily operations.

We employ a number of sustainable design techniques and ecological systems to reduce our footprint and energy consumption, as well as to promote energy efficiency. Additionally, we conserve water through in-house wastewater treatment systems to decrease demand on local water resources and infrastructures.

Imperative to our operations is responsible stewardship of the land and our commitment to comprehensive reclamation once operations cease.

We fulfill that promise through our daily responsible operations and commitment to effective monitoring and maintenance.

Semi-annual Environmental Inspections

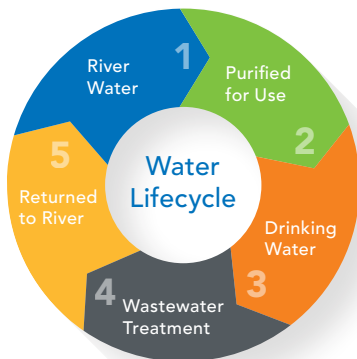
We conduct extensive and comprehensive inspections at all facilities twice a year for preventative maintenance and to identify changes that may be needed to continually follow best practices for environmental management.

Responsible Water/Sewage Treatment

At Coppabella Village in Queensland, the treated greywater from sinks and washing machines is used as a recycled source of irrigation water for the village's lush landscaping.



In Alberta, our on-site treatment plant purifies water drawn from the Athabasca River to use as potable drinking water. To complete the cycle, wastewater from our surrounding operations is treated to government health and environmental standards and returned to the river at a higher purity level than when it was originally acquired.



Erosion Prevention and Control

We work to proactively minimize erosion through effective design and construction methods. We ensure erosion does not cause harm to the environment by inspecting and identifying potential erosion at our sites in its early stage where minimal environmental impact has occurred and then move quickly to remediate before more extensive erosion occurs.

Laundry Services

Our state-of-the-art laundry facility provides reliable delivery service, computerized tracking systems and operates with the environment in mind. Through BluOx Laundry technology, the process uses elevated concentrations of oxidized water to significantly decrease the amount of chemicals, detergents and hot water used in traditional laundry cycles. This process eliminates all microorganisms, while increasing the life of our linens by 20 percent. In addition, our re-use water systems use 35 percent less water than a conventional laundry.





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