

2022 IPLOCA HEALTH AND SAFETY AWARD

LEDCOR PIPELINE – MENTAL HEALTH PROMOTION



WHO WE ARE: FORWARD. TOGETHER.



- Established in 1947 (75 years)
- Exceeding > \$3 billion in annual revenue
- 6,000 - 8,000 employees
- 100% employee owned
- 75% of our revenues are from repeat clients

Canada's Top 100 Employers 2011, 2012 & 2013

HP

Glassdoor BEST PLACES TO WORK to work®

BEST PLACES TO WORK

CANADA'S MOST ADMIRABLE CORPORATE CULTURE

OUR VISION: FORWARD. TOGETHER.

Our unique perspective comes from expertise in many areas.
Our vision, mission, and values guide everything we do.

OUR VALUES



Safety: Zero incidents through best practices

Quality: Continuous measurements & improvement

Integrity: Ethical, honest, consistent & highly regarded

Sustainability: Balancing People, Planet & Profit

Success: Client and employee satisfaction, shareholder

OUR MISSION

“Committed to building Ledor Lifetime Clients through accountability, innovation, quality and sustainability.”

OUR BUSINESS PRINCIPLES

- Always commit to our capacity — and not over
- Senior leadership engagement on the job
- Fiscal accountability
- Disciplined approach to delivering all services

ONE LEDCOR



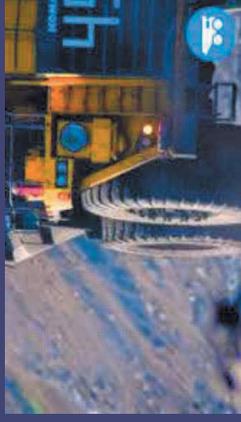
Buildings



Pipeline



Oil & Gas



Mining



Petro Chemical



Power



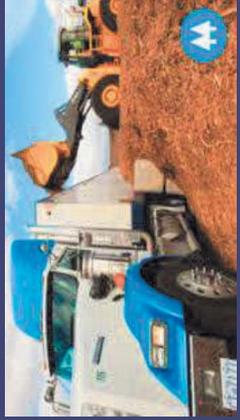
Communications



Infrastructure



Aviation



Forestry



Marine



Properties



PIPELINE

Ledcor is experienced in the **construction of 2" to 60"** pipelines including mainline cross country construction utilizing mechanized or manual welding methods. We operate in a variety of geographic terrains encompassing prairie, muskeg, heavily forested and mountainous regions.

Ledcor's current capacity includes 2 mainline spreads of modern pipeline construction equipment.

We can also provide qualified inside plant construction, handling above and underground piping in and around oil sands related mines, SAGD and upgrader facilities.

Ledcor pipeline services include:

- ✓ Mainline Construction
- ✓ Pipeline Integrity Services & Maintenance
- ✓ Investigative digs
- ✓ Hydrostatic Testing
- ✓ Labour Resource Management

MENTAL HEALTH - INTRODUCTION

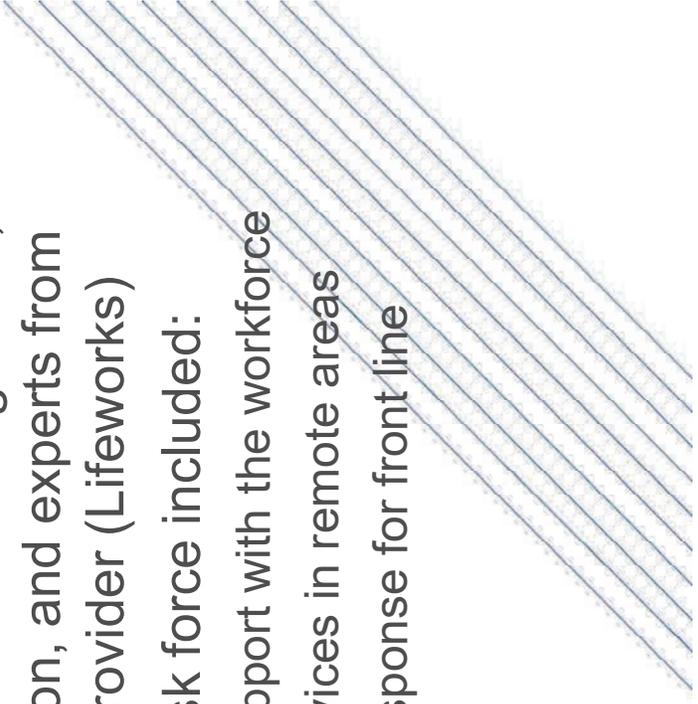
- Several studies shows that remote workers such as ones on our current projects, are more susceptible to suffer from mental health disorders due to loneliness, social isolation, sleep problems.
- COVID pandemic added more stressors to the workforce as social interactions were further reduced due to restrictions.
- Ledcor experienced a rise in mental health related incidents.
 - Rise in illicit substance use/misuse
 - Increase in after-hour incidents including severe cases and non-occupational fatalities.



MENTAL HEALTH PROMOTION - FINDINGS

In order to understand the challenges and develop an action plan to improve the health and wellness of the workforce, Ledcor management developed the following action plan:

- I. Consultation with Lifeworks to develop a mental health improvement task force.
- II. Task force included representation of Ledcor management, employees through union representation, and experts from employee assistant program service provider (Lifeworks)
- III. Area of focus identified through the task force included:
 - Increase awareness of mental health support with the workforce
 - Accessibility to professional support services in remote areas
 - Increase awareness of mental health response for front line supervisors.



MENTAL HEALTH PROMOTION - SOLUTIONS

In order to increase the awareness of the general workforce, front line supervisors and actively improved the health and wellness of our most important assets, the following were proposed:

- I.** Development and implementation of front-line leadership mental health awareness training to support personnel with mental health issues and know how to access professional resources.
- II.** Implementation of a proactive in person counselling services offer to all personnel free of charge.



MENTAL HEALTH SOLUTION – FRONT LINE SUPERVISOR TRAINING

Development of training tailored for front line supervisors to increase awareness on mental health. The training curriculum includes the following:

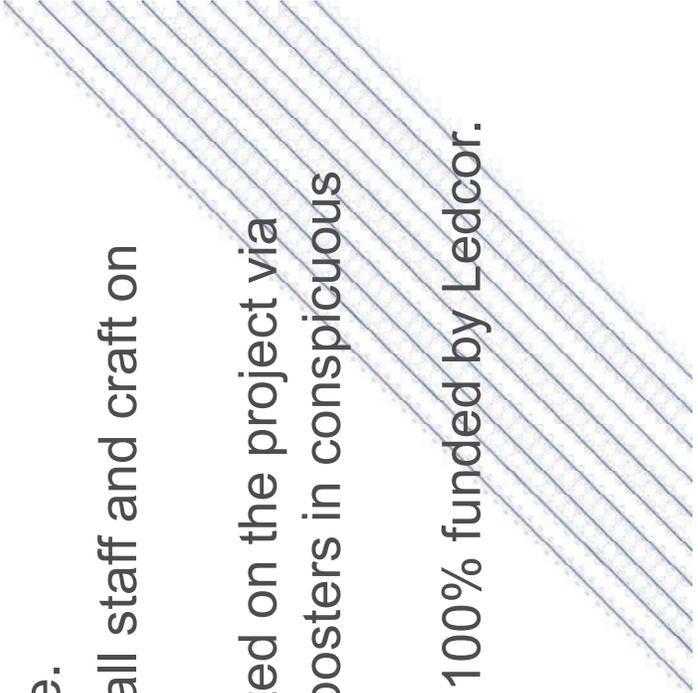
- ✓ Introduction
- ✓ Mental Health and Stigma
- ✓ Common Mental disorders
- ✓ Your role as a leader
- ✓ Supportive coaching
- ✓ Guide to addressing Performance Decline
- ✓ Managing stress and promoting resiliency
- ✓ Accessing the resources
- ✓ People Leader Support

This pilot training session has been initiated and front-line supervisors have provided very positive feedback.



MENTAL HEALTH SOLUTION – PROACTIVE COUNSELLING SERVICES

Implementation of reoccurring professional support services on all Ledcor Pipeline projects.

- ✓ Ledcor worked with Lifeworks to implement a proactive counselling services offered on locations.
 - ✓ Onsite professional counsellors available every 2 weeks for 2 days during work hours but mostly after hours for confidential services free of charge to the employee.
 - ✓ 1 on 1 counselling services to support all staff and craft on demand.
 - ✓ Onsite counselling services are promoted on the project via daily communication safety meetings, posters in conspicuous locations.
 - ✓ Mental health counselling services are 100% funded by Ledcor.
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MENTAL HEALTH PROMOTION - SUCCESS

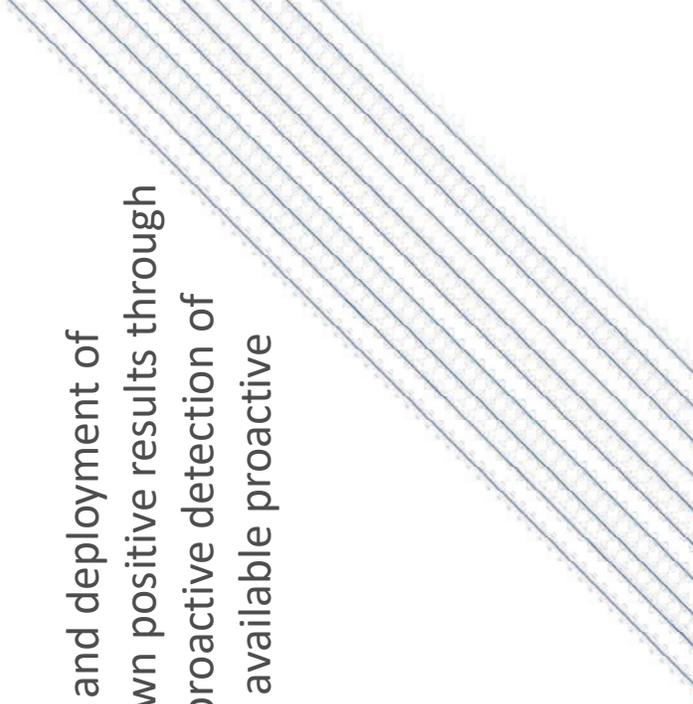
Since the implementation of the mental health promotion initiatives, here are key highlights of the program in Q1 of 2022:

- Employee survey on mental health show increased satisfaction rate following the implementation of the program.
- Over 120 sessions booked since the implementation of the onsite counseling. Over 95% service utilization of professional counsellors.
- 3 potential cases of severe mental health disorder detected by onsite professionals and proactively referred to off site support services.



CONCLUSION

- Historically, mental health and the well-being of the workforce has been an area that does not get the same focus as the physical health aspect.
- As an employer, Leducor is actively working to improve the health and wellness of our workforce by increasing general awareness of mental health and making support programs easily accessible to all including on remote projects.
- The implementation of front-line supervisor training and deployment of professional counsellors on all our projects have shown positive results through perception survey but also in tangible ways such as proactive detection of personnel needing immediate help and utilization of available proactive counselling services.



FORWARD
TOGETHER.

