



BECAUSE CLOSURE MAKES A DIFFERENCE

2021 ESG Report



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Opening Remarks

"Because Closure Makes a Difference"

Closure Makes a Difference – A simple, yet powerful statement.

This statement is now clearly articulated as our purpose and is a place we have arrived after several years of growth, sweat, challenges and a focus on constant improvement. We strongly believe that this added layer will help solidify our plans to create a **100 Year Business** while also allowing us to continue to refine 360 to meet the demands of industry today and in the future.

2021 ESG Report

With our purpose crystalized, we can more clearly articulate our achievements and our goals with respect to this driving force. Our second annual ESG report speaks to those items and our continued commitment to growth across all aspects of our business.

As we reflect on the year that was 2020, it would be easy to sit back and complain about the state of the world. We could use worldwide events which have radically changed the rules of business and had major implications inside and outside of the energy industry, to bemoan our fate. But we won't. Our report last year spoke of wanting to build a 100 year business and, in that philosophy, we must be ready to overcome these types of obstacles if we are to succeed. To do this, we must adapt to change, we must build solid foundations financially and operationally, and we must direct our business in a manner that morally stands the test of time.

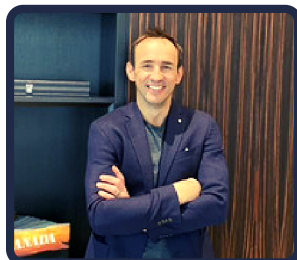
We have some fantastic results to share with our community, but we also have some goals that will test the limits of our team and our ability to meet them. In this, we welcome the challenge, and the added pressure that comes with openly discussing those goals.

As we look forward to 2021, we have committed to crafting a business that seeks to balance profit and a greater purpose and we believe that 360 can forge a path forward that meets both of those objectives.

And, if we get it right, we will know that we have *Made a Difference*.

Sincerely,

– Ryan, Mark, and Bryce



Company Profile



The world of liability management can be intricate and complex, and our overarching mission, **to Make Closure Simple**, is at the forefront of what we do. As regulations, laws, standards, and technologies evolve, so too have our strategies and guidance. This has enabled our clients to understand liability, remain efficient, decrease their operating costs, and reduce risks.

Liability Assessment & Strategy

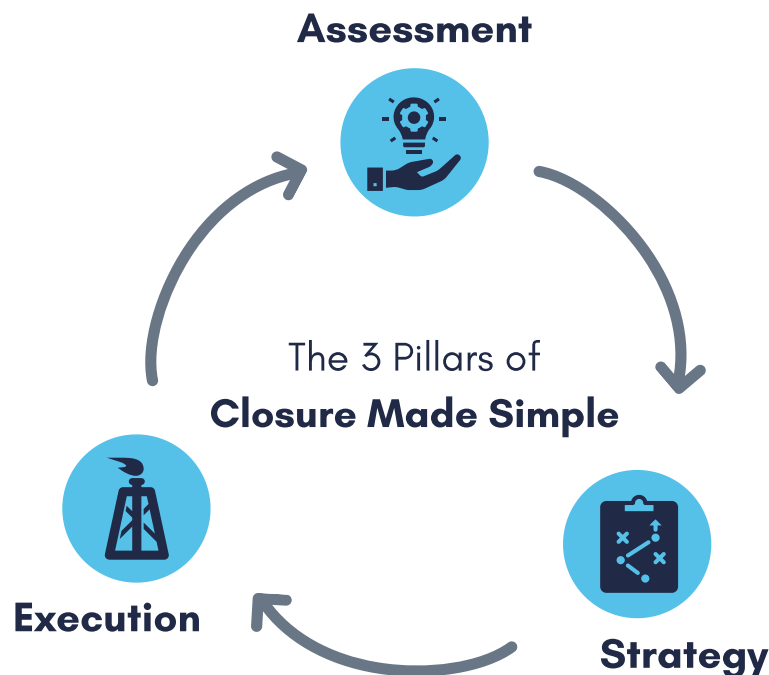
- Asset Retirement Obligation (ARO) evaluation and methodology support, data collection and strategy building
- Regulatory expertise and guidance
- Over **\$7.5 Billion in ARO Assessments** executed
- Over **75,000 wells reviewed**

Site Abandonment & Decommissioning

- Full-scale management and execution for:
 - Well Abandonment
 - Pipeline Decommissioning
 - Facility Decommissioning
- Area Based Closure (ABC) program coordination and collaborative program management
- Over **1,200 wells abandoned**
- Over **75 years of experience** in abandonment/decommissioning

Environmental Reclamation & Remediation

- Build and execute Risk-Based Environmental programs and solutions
- Site-Specific Risk Assessment
- Net Environmental Benefit Analysis
- Over **4,000 site closure activities** executed
- Over **100 years of experience** in Environmental Closure



SKYE ^{AR}



- Engaging with 360 also offers the unique option of **Skye Asset Retirement**.
- Skye is a closure company which acquires liabilities, transfers the risk, and completes full closure as fast and efficiently as possible.
- Non-producing assets are transferred to Skye at a fixed market value, providing operators an immediate removal of liability.

About This Report



People



Environmental
Impact



Values



Well-Being

**Because Closure
Makes a Difference**



Safety



Community



Governance &
Ethics



Indigenous
Partnerships

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ENVIRONMENT

Environmental Impact

By virtue of the work we do, our business lends itself to a net environmental benefit. We believe we can be part of the long-term, sustainable energy development cycle and are **excited to lead the way** with progressive, measurable, and impactful operational practices which will improve the environmental impact across the globe.

Summary of 2020 Environmental Impact



1,841

Closure Activities Executed



328

Wells Abandoned



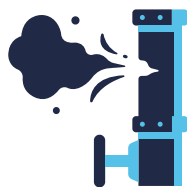
175,700 m²

Land Reclaimed



534 Tonnes

Carbon Reduced



26

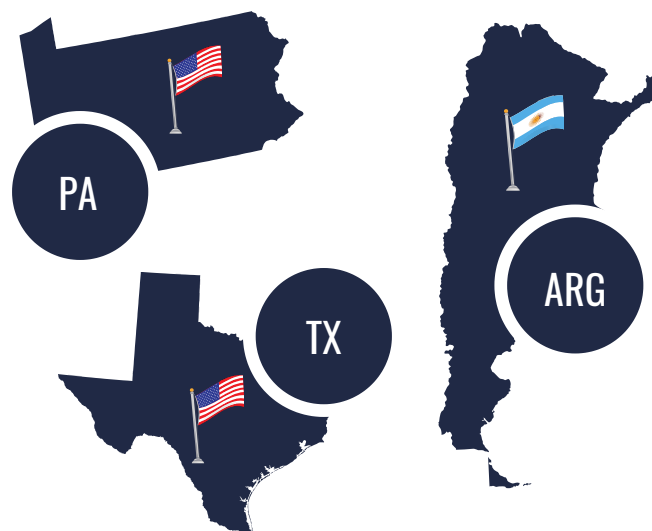
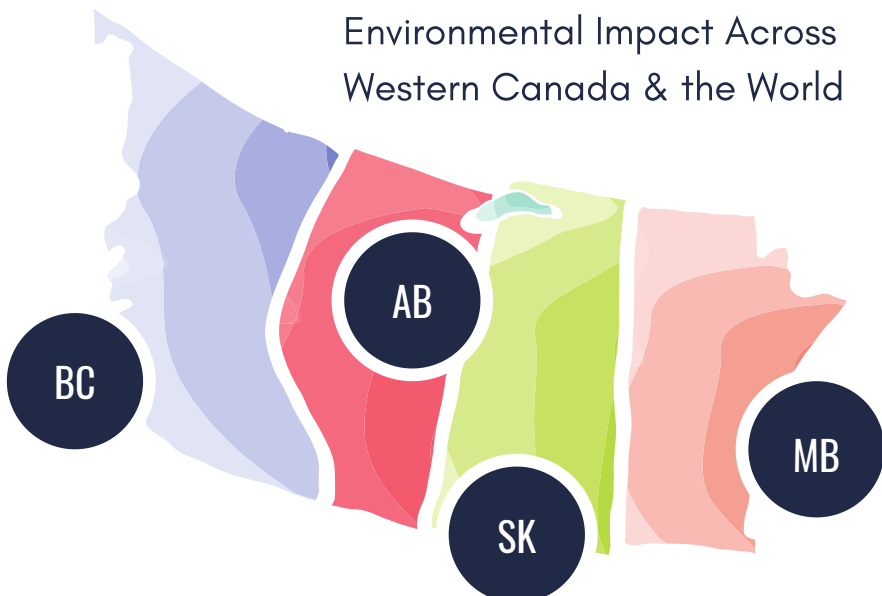
Surface Casing Vent Flows
Repaired (SCVF)



18,540

Trees Planted

Environmental Impact Across Western Canada & the World



Carbon Neutrality

Becoming Carbon Neutral as a business was a goal put in place 1 year ago in our 2020 ESG Report. We are proud to say that we have successfully achieved Carbon Neutrality for the calendar year of 2020 through a number of company-wide carbon reduction initiatives. We then purchased and retired Carbon Credits to offset our remaining footprint, which were sourced from various regions around the world, including Western Canada.

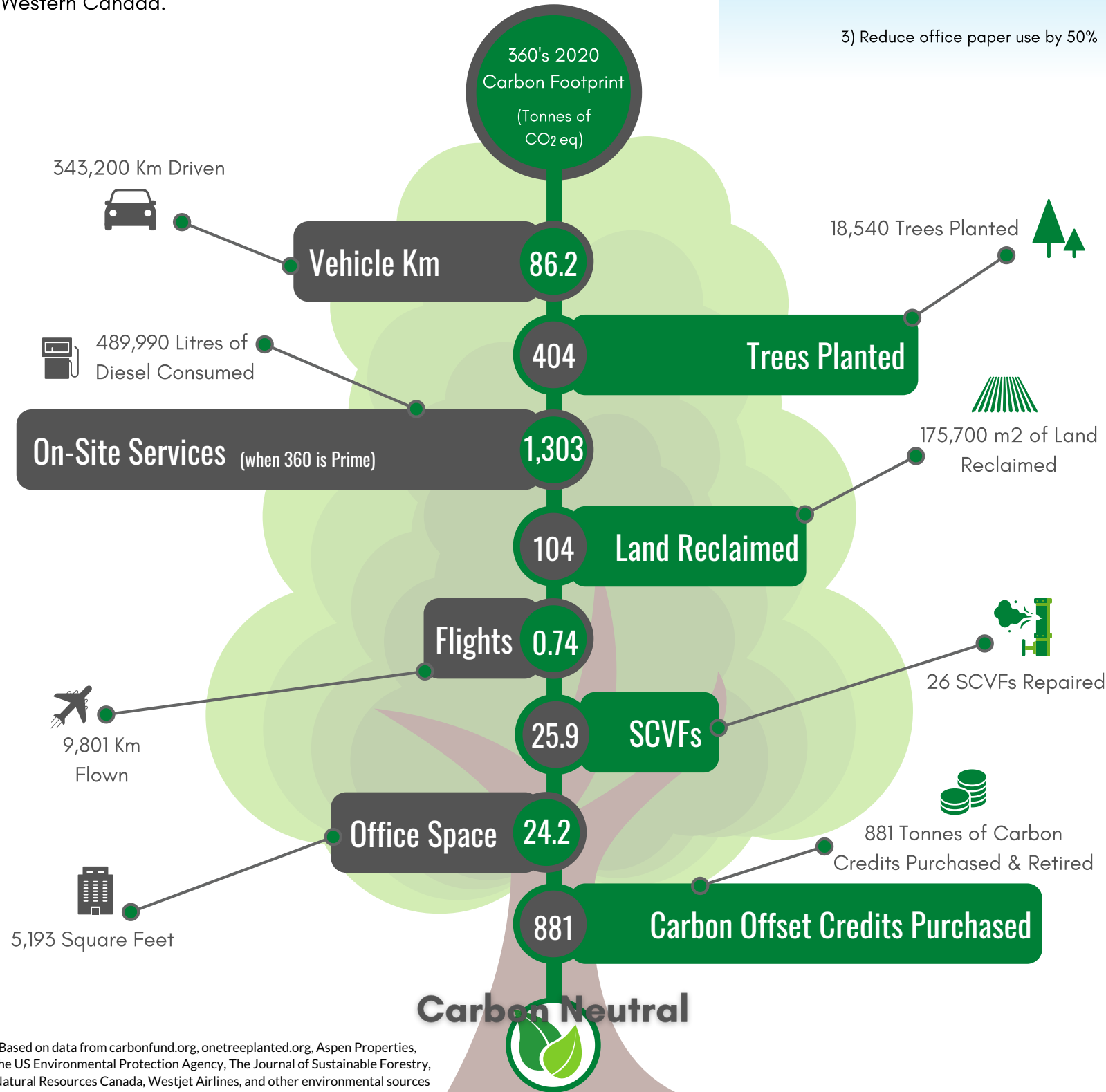
2020
Goal

Achieve Carbon Neutrality in 2020



2021
Goals

- 1) Standardize our Carbon Neutrality calculation with a recognized program
- 2) Purchase a greater % of Carbon Credits from North American projects
- 3) Reduce office paper use by 50%



*Based on data from carbonfund.org, onetreeplanted.org, Aspen Properties, the US Environmental Protection Agency, The Journal of Sustainable Forestry, Natural Resources Canada, Westjet Airlines, and other environmental sources

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SOCIAL

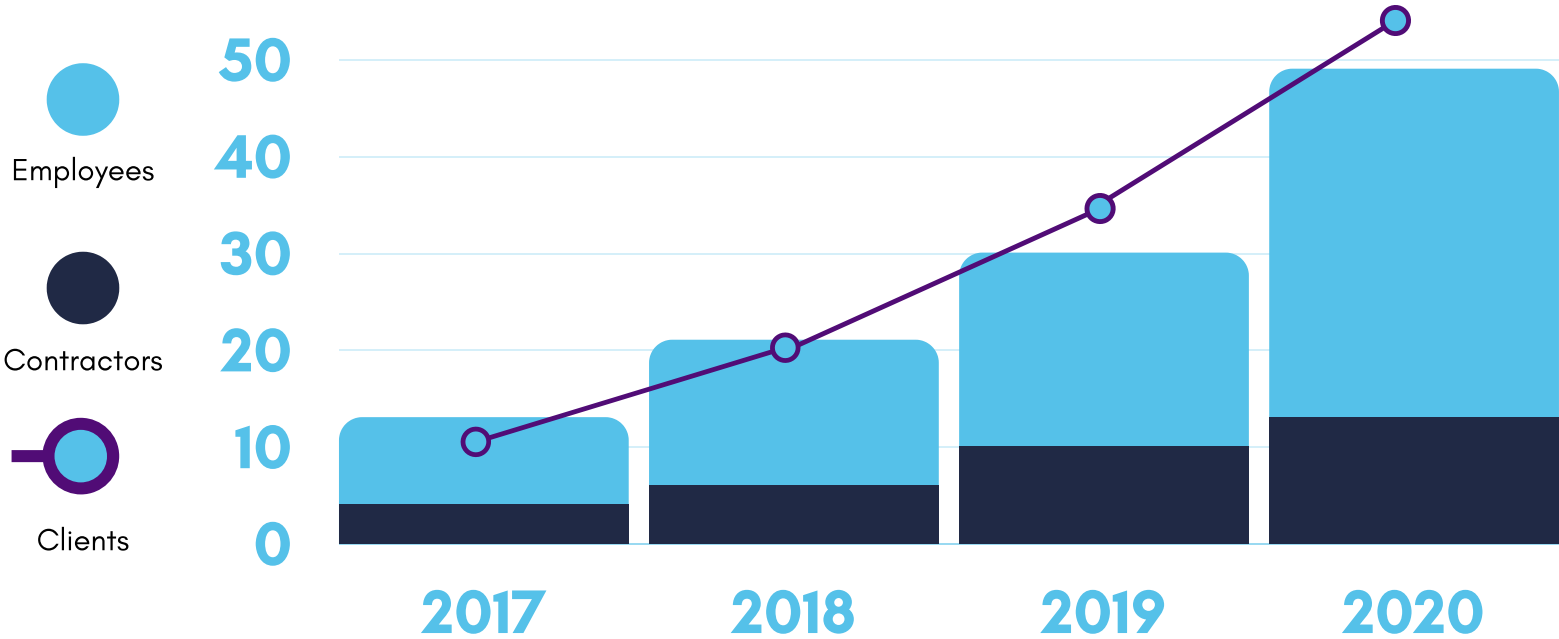
Stakeholder Engagement

360 is a people business. Our employees, clients, partners, and community members are essential to our success. 2020 was a year of tremendous growth for our team, and we could not have achieved what we have without the passion, drive, and commitment of all our stakeholders. With growth comes many learnings and challenges, which only makes our business better by enduring. Our commitment to our people is key to our success, and the creativity, intelligence, and hard work of our team and those we do business with is proof that it is working.



>314

Vendors & Services
Partnered with in 2020



Connecting & Engaging

Active and engaging communication with our employees is essential to 360's growth. We continue to build strategies to ensure our employees feel heard and are engaged members of the team. 2020 brought many challenges with COVID-19, which required outside the box thinking to encourage active employee participation, collaboration, and feedback during this unprecedented year.



Equality & Diversity

360 is committed to inclusion and equality. We believe that diversity is a key component in a thriving company that drives innovation, creativity, and team chemistry. 360 looks to build an environment where everyone feels comfortable to be part of the team, express their passions and beliefs, and are proud to bring value to our goals and vision each and every day.

2020
Goal

Increase Female Gender Diversity %



2021
Goals

1) Achieve Equal Gender Diversity

2) Develop platform and measure employee satisfaction



36

Total Employees



44%

Female Gender Diversity
(Company)



<1%

Voluntary Employee Turnover



43%

Female Gender Diversity
(Management Team)



12

Languages Spoken



It is a pleasure working every day with such a diverse team. Diversity is at the heart of innovation. 360 makes space for the myriad viewpoints and experiences of all team members and our product is better for it.

Andrea Bullinger, Manager
of Environmental Strategy



Culture & Values

Culture is not driven from the top down. Culture is built by the entire organization over time and nurtured every single day. The focus on quality people at 360 drives our cultural growth within the organization. Culture is an integral part of every business decision, operation, and task performed at every level. To support this initiative, we have developed **360's Standards of Excellence**. This is our unique value code which the business lives by, and in which each individual finds different values to help motivate them.

360's Standards of Excellence



N.D.A

Meaning – This has a special meaning to our team. Just ask one of our members if you'd like to know. Effectively, we must treat ourselves, our teammates, our clients and our industry the way we want to be treated. 360 is a place where only the highest levels of integrity exist and anything less than that will not be tolerated.

Values - Honesty, Respect, Candor, Inclusion



Watch the Pennies

Meaning – If we watch our pennies, the dollars take care of themselves. Every detail matters and every opportunity for improvement should be examined. We can challenge conventional thinking and can test theories inside of a drive for constant improvement.

Values - Curiosity, Inquisitiveness, Attentiveness, Accuracy



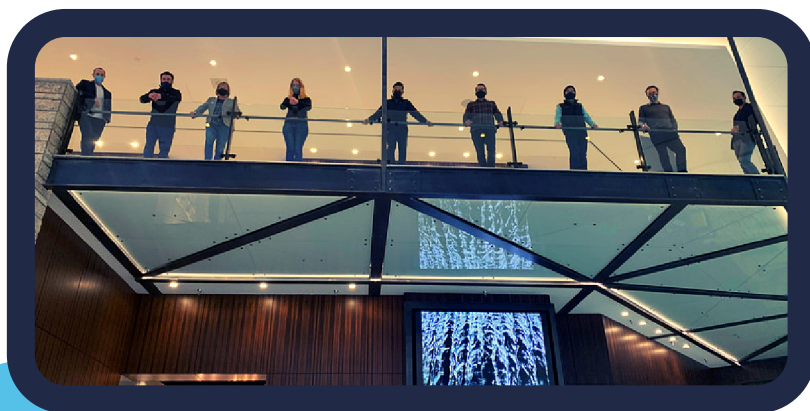
Borrow the Best

Meaning – Take the best qualities of people you admire and make them work for you. We will set our standard of excellence at the forefront of what we do and will continue to be compassionate, fun-loving and happy people.

Values - The Mullet, Excellence, Personal Growth, Grit, Compassion, Optimism

The Mullet

One of our cultural values at 360 is **The Mullet**. Professionalism is at the forefront of everything we do and we work hard to achieve results for our clients, community, and industry. We also have a lot of fun along the way. **Business in the front, party in the back** is our mantra, and Patrick Swayze is our role model who inspires our culture.

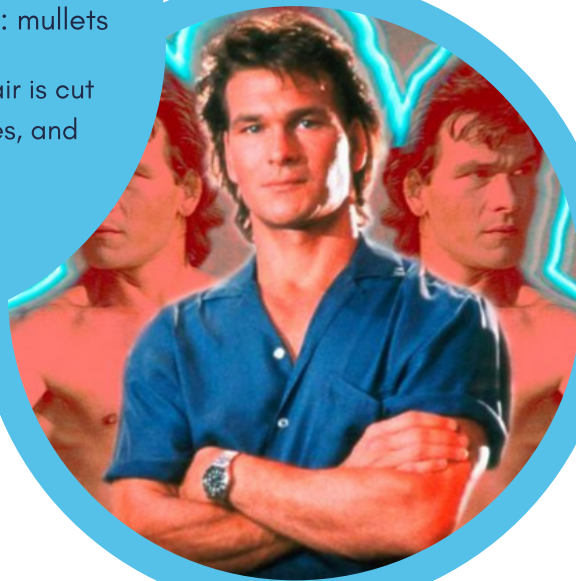


The Mullet

mul-et/'mʌlɪt

noun: mullet; plural noun: mullets

A hairstyle in which the hair is cut short at the front and sides, and left long at the back.



The camaraderie, commitment and work hard/play hard attitude exhibited by the 360 family on a day to day basis best summarizes the culture at 360. We keep our “Business in the front” by upholding our core values, high standards, and continually seek new and innovative ways to offer value to our clients. We hold the “Party in the back” by celebrating and sharing our successes with our clients, team members and the community.

James Vy, Project Manager – Abandonment & Decommissioning

Well-Being

2020 was a challenging year for both physical and mental health. At 360 we believe that healthy people are happy people. When we focus on this, we help create positive, problem-solving energy. 360's goal is to promote physical and mental well-being for our entire team and to create a safe environment for our people to flourish. Despite the many challenges COVID-19 presented, we are proud of the successful wellness initiatives we accomplished as a group in 2020.

2020
Goals

1) Double distance in team Wellness Challenges



2) Add a Mental Wellness Challenge



2021
Goals

Launch "Steppin' for \$tacks" Fitness Challenge with incentive to increase employees Lifestyle Spending Accounts

360 PROCLAIMER CHALLENGE

17 PARTICIPANTS

12,139
Km

AVG/PERSON - 715 KM
TOP PERFORMER - 2,363 KM

GOAL

500 Miles (800 Km)
Per Month for 2 Months
(solo or as a team)

360 MEDITATION CHALLENGE

27 PARTICIPANTS

AVG/PERSON - 79 MIN
TOP PERFORMER - 150 MIN

2,120
Mins of
Mediation

POWERED BY



Fuelled FUELLED FIT10 CHALLENGE

8 PARTICIPANTS



12,960
Mins of
Exercise

CIBC RUN FOR THE CURE



12 PARTICIPANTS



Community Initiatives

We are truly passionate about our community and helping make it a better place to live, work, and raise our families. We don't want to just support the community with dollars, but rather be involved and participate in a meaningful manner. We thrive when we play a physical role in the efforts we are involved in, and can see the results of our community initiatives.

2020
Goal

Support 5+ Community Organizations

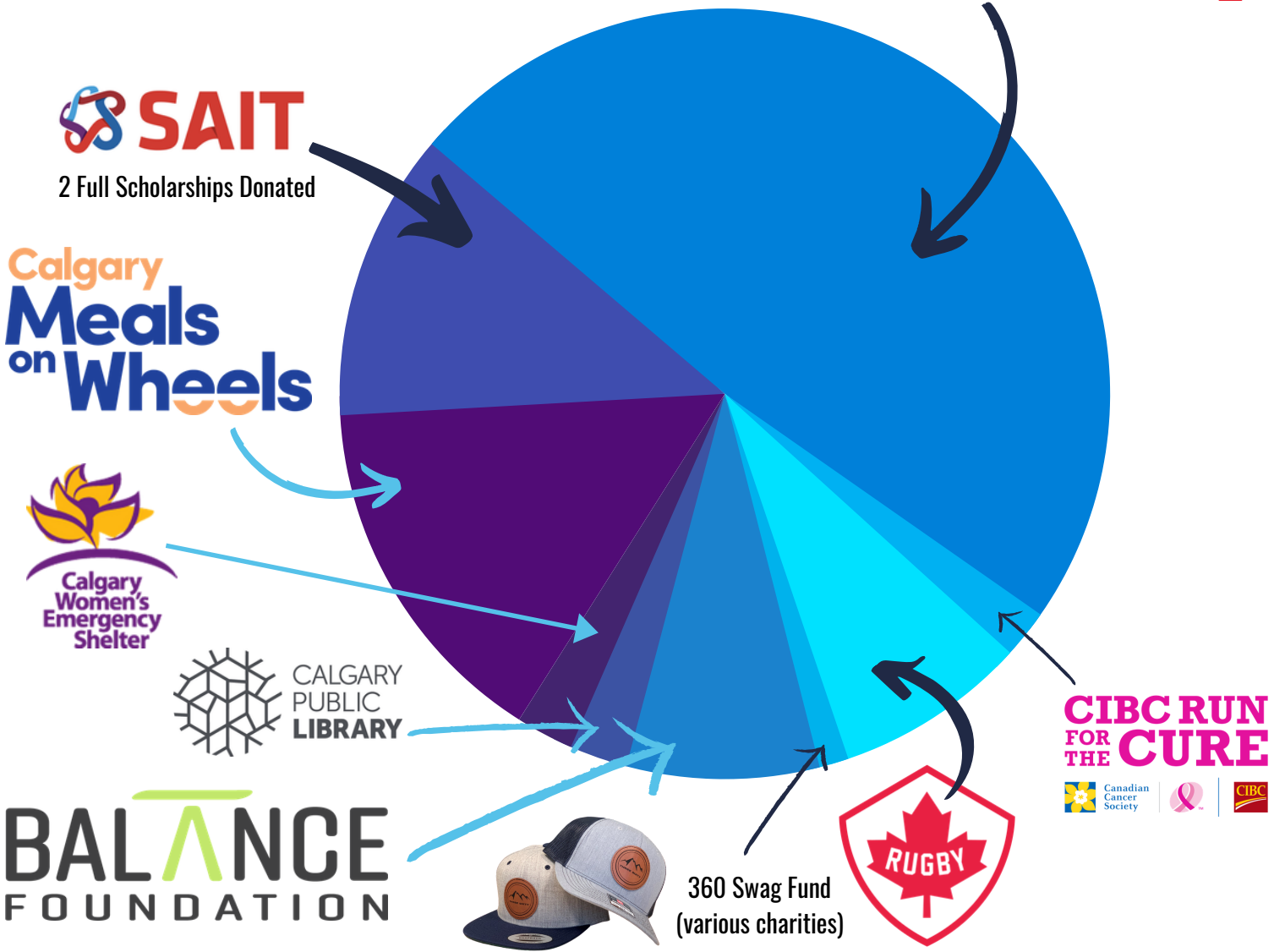


2021
Goals

- 1) Support 10+ Community Organizations
- 2) Over 200 hours of Community Volunteering as an Organization

“
At 360 we are purposeful in support of local business and charities. We are bound by our desire to lend a hand and make a difference in the communities we live and work.
”
Janet Waddell, Manager of Environmental Operations

STARS® ✱



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GOVERNANCE

HSE & Ethics

In our line of work, safety is everything. 2020 was a year of big strides for our HSE & Ethics efforts, and growing our policies, procedures, and reporting structures. We launched two very important initiatives last year, our Ethics Hotline and our 24 Hour Emergency Line. We are proud of our industry-leading HSE statistics and continue to grow our HSE team and policies to ensure we are improving these results year over year. Our number one goal on every closure campaign is that everyone goes home safe to their families at the end of every day.

2020 Goals

- 1) Zero TRIF
- 2) Zero Lost Time
- 3) Launch Ethics Hotline



2021 Goals

Maintain Zero TRIF and Zero Lost Time



0

Total Recordable Incident Frequency
(TRIF)



0

Lost Time Injury Frequency
(LTIF)



0

Number of Lost Time Accidents



1

Number of First Aid Cases

“

360's HSE management system ensures safe and efficient operations are at the core of everything we do. From management to our field team, controlling hazards and mitigating risk is integrated into the values, beliefs, and daily practices of 360 personnel.

”

Adam Derry,
Director of Field Operations



Indigenous Partnerships

Growing our Indigenous relationships and actively building alliances within the Indigenous business community was a central focus in our 2020 ESG goals. Our first major accomplishment was becoming a member of the Canadian Council for Aboriginal Business. This membership has allowed us to grow our network within Indigenous communities and has opened new doors, inspired relationships, and encouraged new mutually beneficial partnerships for 360 across Western Canada. Supporting Indigenous communities and ensuring we are presenting opportunities for work and growth to the regions we are present in is a core long term goal that we will continue to develop year over year.

2020
Goal

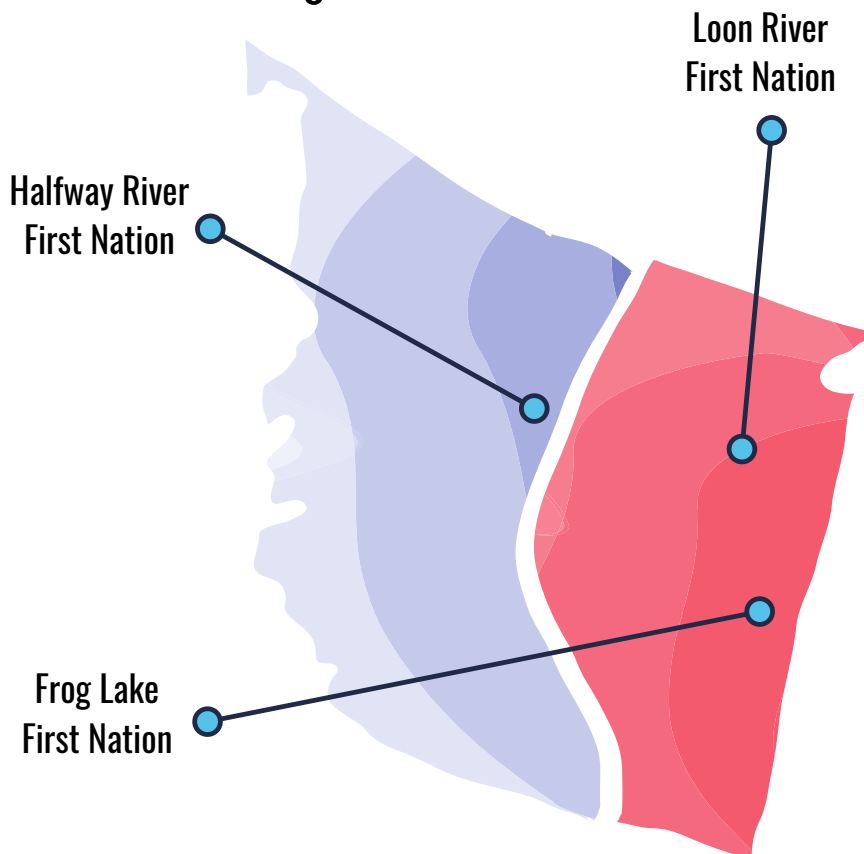
Become a member of the Canadian Council for Aboriginal Business (CCAB)



2021
Goals

- 1) Develop platform to accurately measure Indigenous impact
- 2) Roll out the 360 Four Spheres Scholarship Program

2020 work with Indigenous communities:



— A proud member of —

Canadian Council for
**ABORIGINAL
BUSINESS**



Four Spheres Scholarship Program

360 is very proud to announce the Four Spheres Scholarship Program, which will be rolled out in 2021. This will be a post-secondary scholarship fund for Indigenous, Metis and Inuit student athletes with Environmental Science, Engineering, or Commerce focus.



360 is committed to building prosperous, transparent, and trustworthy relationships with Indigenous communities. We believe that we can create better futures by working together.

Mark Ashton, President

Certifications & Standards

Well built processes are essential for a successful business during times of growth. **A big step in this development was accomplished in 2020 with our successful certification as an ISO 9001:2015 company.** Our participation in the industry through associations, councils, knowledge groups, and committees, further cement 360 as a leader and expert in the closure space in Western Canada and internationally.

2020
Goal

Achieve ISO 9001:2015
Certification



2021
Goal

Commence first steps to work
towards B-Corp Certification

360's Certification & Standards Strategy Focus:

Health & Safety Excellence

Performance, Governance & Auditing

Thought Leadership

Product/Service Delivery & Client Obsession

The level of professionalism and the reputation of our talented team in the industry is unrivaled, and truly differentiates 360 as the trusted experts for closure and liability management in Western Canada and beyond.

Dave Lamberton, Manager of Business Development



Thank You

As we turn the page on 2020, we must take a moment to express our thanks to the many stakeholders who are a part of our journey to build the **100 Year Business**. Saying thank you never gets old in our opinion.

Our team members have created a culture and a brand focused on excellence, care, and human connections. We will endeavor to keep this business as a place that will forever be safe, fun, and exciting so that we continue to attract the best of the best.

Our client partners have given us opportunity, trust, and support as we've grown. This level of deeper partnership will forever be a goal at the forefront of **360's Client Obsessions**.

And lastly, the energy industry in Canada has provided us a platform on which we are able to create purpose, deliver on our mission, and connect with some of the best and brightest minds. There are so many wonderful things that our industry has delivered to the world and we hope that we can continue to be a small part of this great space.

Thank you from the 360 Team!



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