




Indigenous Annual Report 2022



TRADITIONAL TERRITORIAL LAND ACKNOWLEDGEMENT.

Civeo acknowledges the traditional territories in which we operate, including lands which are now known as part of Treaty 6, 7, and 8 — the traditional and ancestral land of the Cree, Dene, Blackfoot, Saulteaux Nakota Sioux, Tsuu T'ina Nation, and Stoney Nakoda First Nation. We acknowledge that this territory is also part of the historical Northwest Métis Homeland. In addition, Civeo acknowledges the Indigenous lands on the unceded traditional territories on which we also operate.

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Cover Photo:

Civeo's National Indigenous Peoples Day celebration at ConocoPhillips Surmont Residence.

ABOUT CIVEO

Civeo (NYSE:CVEO)
is a workforce
accommodations
specialist dedicated to
helping people maintain
healthy, productive and
connected lives while
living and working away
from home.

As one of the world's largest integrated providers of workforce accommodations, Civeo offers a full suite of hospitality services including lodging, food services, housekeeping, and property maintenance. Our extensive experience comes from owning and operating over 29,000 rooms in Canada, Australia, and the US, in addition to the properties entrusted to us by our clients.

Our properties are the next best thing to home – safe, comfortable and efficient living environments where guests can rest and recharge at the end of their workday.

Caring for your people is what we do best. Our belief is that a well-rested employee with a balanced lifestyle will be more productive at work – making Civeo a key partner in the success of our customers' operations.

MESSAGE FROM OUR PRESIDENT.



2015, the Truth and Reconciliation Commission of Canada called upon the corporate sector in Canada to adopt a reconciliation framework and apply it to policies and operational activities involving Indigenous peoples, their lands, and resources.

As we reflect on the past year, I continue to be inspired by our company's progress in our commitment to Indigenous communities, particularly in the areas of reconciliation and economic self-determination. To this end, we have worked closely with Indigenous communities to develop partnerships and initiatives that support their economic development goals.

One of the operational frameworks we continue to build on is the implementation of our Indigenous Procurement Strategy. This strategy aims to increase our spending with Indigenous-owned businesses and entrepreneurs, which in turn helps to create jobs and economic opportunities in Indigenous communities. Through this strategy, we have been able to increase our spending with Indigenous-owned businesses to C\$66 million in 2022, an increase of over 17% from 2021. We are thrilled with this outcome and are committed to continuing this trend in the years to come.

We are also encouraged by the policies we have implemented to provide equitable access to jobs, training, and education opportunities. By setting targets for Indigenous employment, we are hiring candidates into positions at all levels of the organization, including frontline hospitality roles as well as operations, office management, and administration roles.

In addition, we continue to make investments into training and development initiatives like Civeo's Indigenous Management Trainee Program that support the growth and advancement of our Indigenous employees.

Of course, economic reconciliation is just one piece of the larger puzzle of reconciliation. We understand that reconciliation requires a long-term, ongoing commitment to address the systemic barriers that have impacted Indigenous peoples in Canada. We are committed to doing our part to address these issues, through our ongoing engagement with Indigenous communities and our support for initiatives that promote reconciliation.

Sincerely,



Al Schoening
President, Canada

FEATURED ARTIST BRAD STARR.

Brad Starr is an Indigenous artist hailing from the Fish Clan of the Haisla Nation in British Columbia, with ancestry in Kitimat, Kemano, Kitasoo, and Heiltsuk.

Much of Brad's inspiration comes from the magical moments in everyday life that cause one to pause and see the power of nature, humanity, and the supernatural world. His work often incorporates contemporary ideas and traditional Pacific Northwest design. While Brad's favourite medium is wood, he also works in printmaking and textile design.

For Brad, his art is a dedication to the beauty and strength of his heritage, where he hopes to create an awareness and respect for the First Nations People of the Northwest Coast.

The illustrations featured in this report were created by Brad, and collectively form a piece commissioned by Civeo called, "Circle of Life".

“Our people understood the connection between land, sea, and air, and how important the environment is to us. Man is just a visitor for a short while. We take only what we need. We respect our rivers, ocean, and air so that they will provide for us. We all have to learn to live together in peace and harmony. Therefore, the circle of life.”

This piece currently hangs in the lobby of Civeo's Sitka Lodge (Kitimat, BC) for our guests and staff to enjoy.



Circle of Life, by Brad Starr

OUR COMMITMENT TO INDIGENOUS PEOPLES.

As many of Civeo's projects in Canada operate in traditional territories, we work closely with Indigenous communities to explore mutually beneficial investment, employment and business opportunities.

Civeo's commitment to Indigenous Peoples is guided by the following principles:

1. Civeo believes in the inherent rights of all Indigenous Peoples to maintain social, cultural, and spiritual identities; exercise jurisdiction over traditional lands; pursue sustainable economic prosperity.
2. Civeo will purposefully inform and educate employees, customers, suppliers, and community stakeholders of the rights of self-determination of Indigenous Peoples as declared in the United Nations Declaration on the Rights of Indigenous Peoples.
3. Civeo acknowledges the reliance of its business on the consent of, and partnership with, Indigenous Peoples.
4. Civeo is committed to the principles of the Canadian Council of Aboriginal Business' (CCAB) Progressive Aboriginal Relations (PAR) program and to:
 - Reach and maintain 10% of its Canadian workforce from Indigenous communities.
 - Develop and maintain meaningful business partnerships where revenues and profits are shared.
 - Create opportunities, expand capacity, and build partnerships with Indigenous-owned businesses.
 - Make sustainable and meaningful contributions to communities and programs to support education and scholarship opportunities for the next generation of Indigenous leaders.

Through this commitment, Civeo will adhere to the highest standards of ethical business practices and open and transparent operations with the goal of unlocking opportunities for both Civeo and Indigenous Peoples.

2022 BY THE NUMBERS.

**\$225
MILLION**

Indigenous business
procurement spend
since 2017

40

Indigenous
businesses
contracted

9

Community
partnerships in
Western Canada

6.2

Percentage
of employees
who identify as
Indigenous



Artist Charles Duncan Sr. applies the finishing touches to his carving for Sitka Lodge in Kitimat, BC.

ENGAGING INDIGENOUS BUSINESSES.

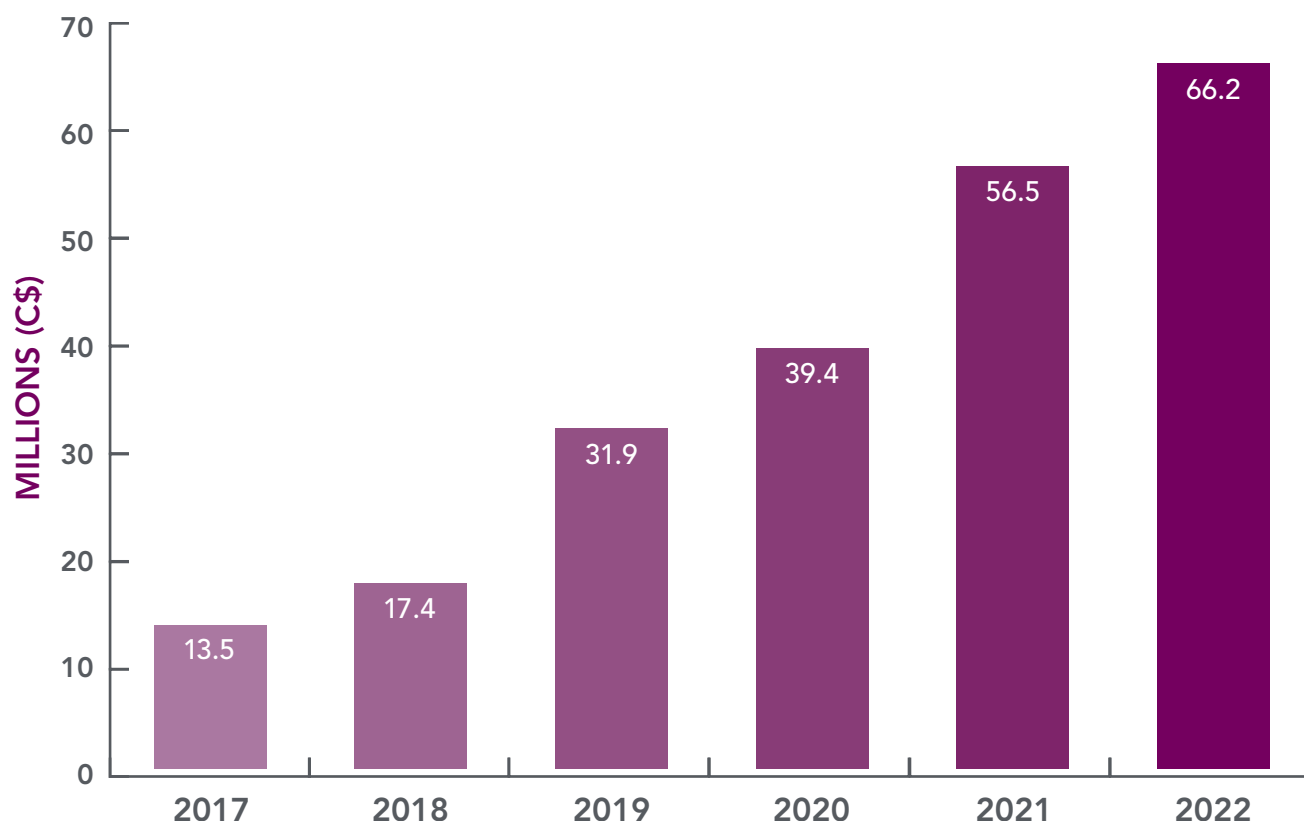
A PRINCIPLED APPROACH

The underlying principle of Civeo's Indigenous Procurement Policy is to support the long-term economic interests of Indigenous Peoples. We do this by promoting the participation of qualified Indigenous businesses to work with us on capital projects and our ongoing operations.

CIVEO'S INDIGENOUS BUSINESS PROCUREMENT GREW 17.1% IN 2022, EXCEEDING C\$66 MILLION

In 2022, Civeo purchased over C\$66.2 million in goods and services from the Indigenous business community in Canada, adding to a cumulative spend of over C\$225 million since 2017.

ANNUAL INDIGENOUS PROCUREMENT SPEND





PROACTIVE VENDOR ENGAGEMENT

In 2022, Civeo contracted goods and services from **40 Indigenous businesses**. As part of our vendor engagement process, Civeo meets with community stakeholders including Indigenous-owned businesses, joint ventures, and economic development offices to offer information on available contract opportunities and benefit agreements. We then prequalify and award contracts to Indigenous businesses and PAR-certified companies through competitive sourcing events for goods and services required for Civeo projects.

2022 SPEND BY PROCUREMENT CATEGORY

Provided below is an overview of the percentage of contracts (by dollar value) awarded to Indigenous businesses for each of Civeo's largest categories of operational procurement.

PERCENTAGE OF CATEGORY PROVIDED BY INDIGENOUS BUSINESSES			
Category	2021	2022	Y-O-Y Growth
Water & Wastewater Hauling	14.4%	35.8%	21.4%
Security Services	12.3%	9.1%	-3.2%
Snow Removal	3.0%	8.2%	5.1%
Staff Transportation	0.3%	0.3%	0.1%
Goods & Services*	57.9%	40.3%	-17.6%
Garbage Disposal	12.2%	6.4%	-5.8%

**Note:
Y-O-Y decrease in Goods and Services in 2022 reflects the overall reduction in construction/install supports for temporary pipeline camp equipment.*

EMPLOYMENT & TRAINING.

INDIGENOUS EMPLOYMENT STRATEGY FOCUS AREAS

Civeo's Indigenous Employment Strategy focuses on three key activities:

1. **Community Outreach:** Generate awareness in the community for Civeo, our industry, and the careers that can be built within the occupations that support it.
2. **Pro-active Recruitment:** Hold hiring fairs within the community, providing visibility and access to those who may not be able to travel to events being held in larger urban centres.
3. **Training and Development:** Partnering with government and industry to help those interested in culinary, hospitality, and water treatment trades to develop the skills they need to enter the workforce.

As a result of our ongoing commitment to the abovementioned focus areas, we continue to grow our base of employees from the Indigenous community.

Indigenous Employees (with/without band affiliation)

Role	As at Dec 31, 2022
Executives	16.7%
Senior Managers	8.1%
Admin	3.5%
Front Line	6.7%
% of Total Employees	6.2%

CULTURAL AWARENESS INITIATIVES

To further our commitment to ensuring an inclusive work culture, Civeo has developed and implemented several initiatives aimed at creating more awareness for Indigenous culture in the workplace.

Examples of these initiatives include:

- Indigenous Awareness courses to provide historic context, celebrate the community's contributions and heritage, and to discuss issues facing Indigenous Peoples.
- Establishment of Indigenous employee committees at various lodges to manage the implementation of programs, and to address emerging issues and concerns.
- Celebration of Canada's National Indigenous Peoples Day with activities across the organization.
- Observing and acknowledging Orange Shirt Day – National Day for Truth and Reconciliation.



INDIGENOUS MANAGEMENT TRAINING PROGRAM

Civeo's Indigenous Management Training Program offers qualified candidates hands-on experience to acquire the principles of effective supervision, management, and customer service applied specifically to the hospitality industry. This field experience is combined with leadership training and increased levels of project and planning responsibilities. Once focused training has been completed, graduates from the program may move on to junior operational roles, junior management roles, or other functional positions in the organization.

A PARTICIPANT PERSPECTIVE

By Shelleen Northgrave

When I applied to the Indigenous Management Training Program (IMTP) with Civeo, I saw a great opportunity to learn and advance into a junior management or leadership position. As the program has progressed, it has given me the opportunity to be involved with Indigenous Relations at the ConocoPhillips Surmont Regional Residence (SRR) property. I am now encouraged to further develop my skills and abilities towards Indigenous Relations in the workplace.

The IMTP has given me knowledge and understanding of all aspects of lodge operations. I have been training hands-on in all departments and learning the hospitality processes and procedures for Front Desk Administration, Housekeeping, and Food Services.

During the first half of my IMTP experience, I participated in a variety of courses and earned several certificates, including ICS 100, AMHSA Joint Health and Safety/Health and Safety Representative, HSE Leadership, Civeo Leadership Charter, and Canadian Indigenous History and Cultural Sensitivity. I am currently working on completing courses in Microsoft Office including MS Excel beginner to advanced, MS Word, and MS PowerPoint.

One of the most rewarding aspects of the IMTP is working with others who have helped motivate and challenge me, helping me to grow and learn. I am constantly encouraged to develop the skills that I need to succeed.

I plan to achieve my goals by developing my skills and abilities and working hard to demonstrate why I am an asset to the team. As I develop my skills further, I believe I can be ready for a junior position within Civeo.

It is a great honour and a privilege to have been chosen to participate in the IMTP.



COMMUNITY FEEDBACK.



"I talk often about the benefits that Haisla Nation has been able to establish with Civeo and its Sitka Lodge property, and I have seen the positive outcomes firsthand.

Civeo continues to support our community's vision of prosperity for our people with jobs, procurement contracts, and revenue support, which allows us to invest in our programs and services for our youth, elders, and members.

When I walk through Sitka Lodge, I see so many of our people working. I see the cultural displays of our artists in the hallways. I see our local businesses providing support services to the property. With everything I witness, I feel like I am at home.

Working together, the partnership between Haisla Nation and Civeo has proven to be a true success story. Haisla Nation is proud to have Civeo as our partner, and we look forward to a sustained relationship for the betterment of our people."

Crystal Smith
Elected Chief Councillor, Haisla Nation



"Together, Fort McKay First Nation and Civeo have built a successful business, Dene Koe. Dene Koe has garnered a reputation for providing exceptional, safe, and reliable lodging services to its clients in the Wood Buffalo region. Not only is Dene Koe an important revenue source for the community, but Civeo is a trusted business partner that shares Fort McKay's values of increasing Indigenous employment and retention, promoting culture within the community, and strong corporate governance so the company will continue to be successful for years to come.

Fort McKay community members have become accustomed to seeing Civeo representatives sponsoring or volunteering at community cultural events and Fort McKay is proud of the many benefits Dene Koe has brought to the community."

Raymond Powder
Chief, Fort McKay First Nation

Remarkable
experiences
for the
people and
communities
we serve.

**It's
What
We Do.**



Traditional dancer performs during National Indigenous Peoples Day celebrations, ConocoPhillips Surmont Residence.

“Canada is waking up to the idea that economic reconciliation is Canada’s competitive advantage.”

ECONOMIC RECONCILIATION CANADA'S COMPETITIVE ADVANTAGE.

By Guest Contributor, JP Gladu

Canada is waking up to the idea that economic reconciliation is Canada's competitive advantage. Corporations such as Civeo have known this to be true for several years and have been investing in the relationships, workforce, and business development with Indigenous communities. Both corporations and governments recognize that we all have a role to play in advancing our country's ability to develop responsibly with Indigenous communities. The role of the provincial, territorial, and federal governments is to create the enabling policies to support the sustainable development of our economy in order to compete globally.

It's been an interesting past decade – if we remain divided, we will continue to fall behind our international competitors – it's only together that we can advance in shared prosperity. What's become clear to me is that industry can no longer develop projects alone. Indigenous communities are hungry for responsible economic opportunities. Together, Indigenous–industry partnerships are a potent combination when influencing our federal, provincial, and territorial governments. With coloured pasts and much conflict between industry and our communities, we are starting to hit our stride by recognizing each others' strengths. Reconciling these differences by combining industry know-how with development, operations, and strong balance sheets, with Indigenous rights, land knowledge, growing workforce, and a responsibility as Mother Earth's stewards, is simply powerful.

Economic reconciliation occurs when our communities and businesses are capitalized to participate as equitable and well-resourced partners. This is a form of consent. When our communities are empowered to lead environmental assessments, we could improve the regulatory outcomes. Besides, who else would you want to have oversight powers belong to? Our thousands of years of ancestral knowledge of the land is deep and powerful. The workforce of the future, particularly in our northern communities that host natural resource and infrastructure projects, are going to have a strong segment of Indigenous people. We need to make a substantial turn to unlock the human capital in our communities.

The challenges ahead include creating affordable capital pools whether they be government loan guarantees, private equity, and commercial debt working together in the life cycle of projects. Room and capacity will need to be created in environmental and regulatory processes which will empower Indigenous voices and oversight as communities co-develop projects from their inception. Lastly, we need to invest in the development of our Indigenous workforce as well as make room in the C-suite and board rooms for our talent.

JP Gladu, Guest Contributor

JP Gladu is a respected national Indigenous business leader and former President and CEO of the Canadian Council for Aboriginal Business (CCAB). JP is currently Principal of Mokwateh where he dedicates his time to creating innovative partnerships for Indigenous and non-Indigenous business communities.



ARCTIC WINTER GAMES.



This past February, the Wood Buffalo region (Alberta, Canada) hosted the Arctic Winter Games (AWG), an international biennial celebration of circumpolar sports and culture. In our sponsored partnership with the AWG Host Society, Civeo's Athabasca Lodge was transformed into the official Participants Village, where we welcomed approximately 2,100 athletes, coaches, mission staff, and officials from eight contingents representing Alaska, Greenland, Northern Alberta, Northwest Territories, Nunavik, Nunavut, Yukon, and the Sampi region of northern Finland, Norway, and Sweden.

During the event, Civeo and its partner, Fort McKay First Nation, produced an Evening of Culture at the lodge to share Cree and Dene Indigenous culture with our international guests. The event featured performances by Dene drummers from the Northwest Territories, the Ft. McKay Moose Lake drummers and traditional dancers, a teepee-raising ceremony, and a pop-up market featuring a variety of local Indigenous artists and vendors.





Traditional Indigenous dancing demonstration at Athabasca Lodge during the Arctic Winter Games.

AWARDS & RECOGNITION.

PAR Gold Certification

The Canadian Council for Aboriginal Business (CCAB) has recognized Civeo's commitment to the Indigenous community by bestowing the company with a Gold Level certification in the Progressive Aboriginal Relations (PAR) program.

As a workforce accommodations and hospitality company serving the resource industry in western Canada, Civeo often operates in close proximity to Indigenous communities throughout Saskatchewan, Alberta, and British Columbia. As a result, the company relies on fostering constructive partnerships with the leadership, members, and businesses within each community to help support its operations.

The PAR certification underscores the focus Civeo has put into its progressive procurement practices, training and recruitment programs, and ensuring an inclusive work culture.

The CCAB's mission is to foster sustainable relations between First Nations, Inuit, and Métis people, and the Canadian business community. Its PAR initiative is an independent certification program designed to validate corporate performance in Indigenous relations for its participating members. Since the program's introduction in 2001, PAR remains the premier corporate social responsibility program with an emphasis on Indigenous relations.

Having achieved Gold Level certification, we are reminded of the many people, partners and organizations who have come together to actively contribute their inspiration, leadership, and insight to further our commitment to the Indigenous community.

By putting policy and leadership into action, we continue to expand our supplier network of Indigenous companies for contracted services. We are also encouraged to see our training and recruitment programs building additional capacity for our frontline operations and the many disciplines we rely on to deliver our services.

Civeo's Gold Level PAR certification status is noteworthy because it is validated by an unbiased, independent, third-party verification of the company's performance, and awarded by a jury comprised of Indigenous businesspeople. As described by the CCAB, the certification signals to communities that PAR-status companies are:

- Good business partners
- Great places to work
- Committed to prosperity in Indigenous communities.

Progressive
Aboriginal
RELATIONS

**GOLD
LEVEL**

Canadian Council for
Aboriginal Business



Partner of the Year

Civeo is proud to have been recognized by Fort McMurray 468 First Nation Economic Development Corporation with its Partner of the Year Award for 2022-2023.

Civeo has a longstanding collaborative history working with Fort McMurray First Nation, its local area businesses, community members, and leadership.

This award reflects the Nation's measure of companies that demonstrate the following values and contributions to the community:

- Strong, local footprint in the Nation's traditional territory in the Wood Buffalo region.
- Leaders in their industry – supporting enhanced service offerings by Fort McMurray First Nation Group of Companies and employment opportunities for Nation Members.
- Commitment to engage in legacy contracts and equity investments in assets, resulting in economic benefits to the Nation for years to come.
- Aligned with the Nation's corporate and community values.



