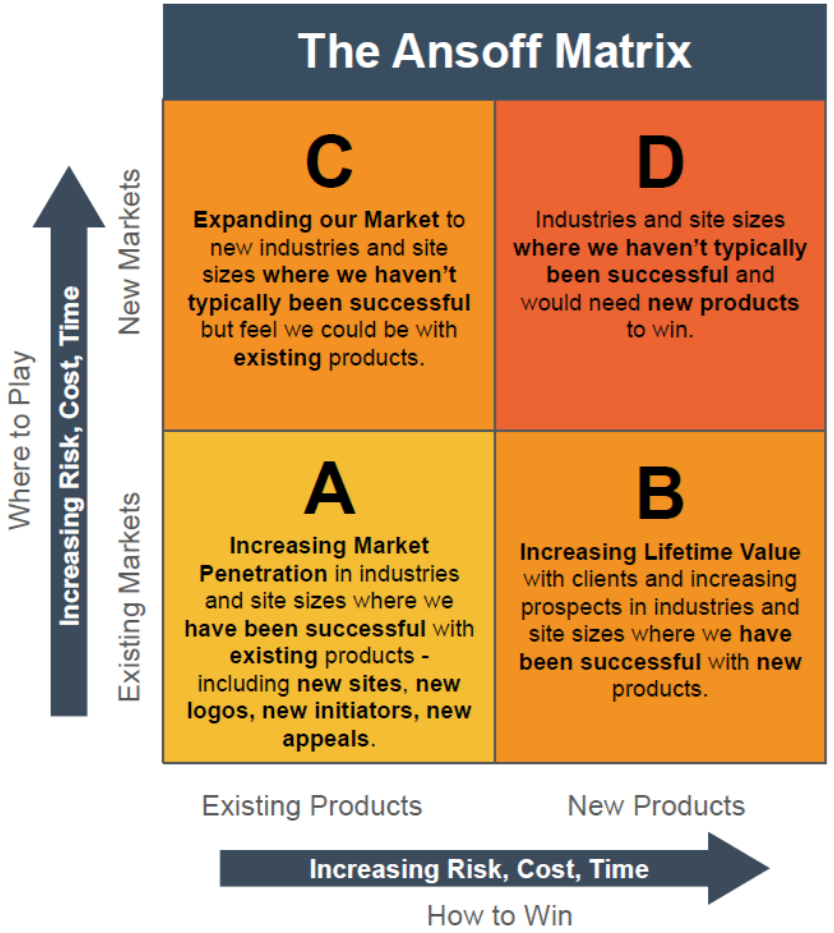


The high voltage knowledge that amplifies our mission with those about to rock, expanding our Quad A with no dirty deeds—and done dirt cheap.

Quadrant Clarifications:

- Typically, developing new markets or new products (or both) takes:
  - More time
  - More investment
  - More risk
- Typically, 95% of new products fail[1] but success increases from 5% to 70% in B2B[2] with:
  - High market understanding[2]
  - Customer-centred approach[3]
  - Adequate financing[4]
  - Clear expansion strategy[4]



[1] Harvard Business School
[2] The AIM Institute
[3] Marketing Society
[4] Investopedia

Research Capabilities

Objective:
To better understand our target market so that we can innovate in meeting client needs and achieve growth.



Quad A criteria/definition (based on > 80% of SafeStart Revenue, # of Sites and Employee Headcount from 2016-2024) is:

* Manufacturing, Wholesale Trade (manufacturing for other businesses), Utilities, and Mining, Quarrying, and Oil and Gas Extraction

* There are 21,840 sites of 150-999 employees associated with 5,792 companies (based on having a Headquarters designation) with over 1,000 employees total for all Quad A NAICS (21, 31-33, 42)

There is significant evidence that our **Closed Won rate is 5.5X higher for logos that meet this Quad A** criteria.

From Thinking to Knowing



1. **Safety is a value and a priority**
2. **Companies prefer to do things themselves (prefer DIY)**
3. **SafeStart is not too expensive**
4. **SafeStart is not too complicated to implement (but it is a lot of work)**
5. **Turnover and labor shortages are significant challenges**
6. **Most new business comes from people with past SafeStart experience**

How does this knowledge impact you as a consultant?

Let’s look at how we measure success to these knowns as well as our mission/vision

Organizational Learning Loops & Data Gather Systems

Integrated solutions & role of the consultant

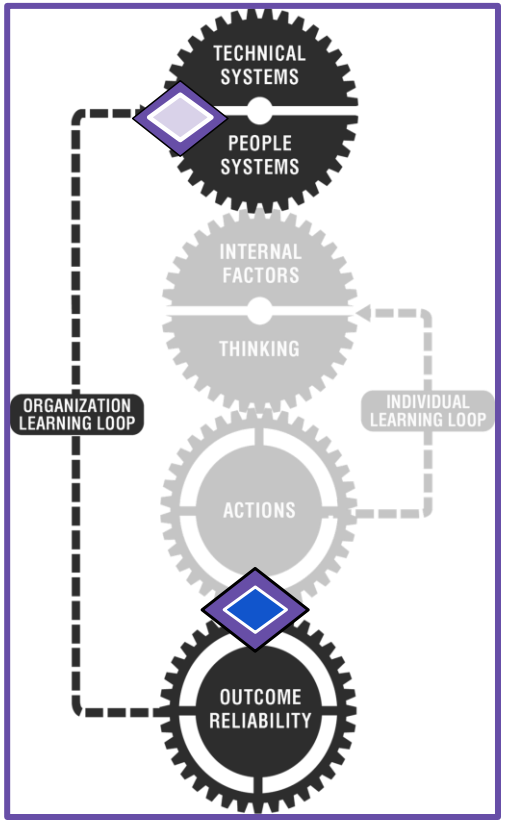
How we learn & what we're doing with it

OUR
LEARNING LOOPS

Learn and improve the systems

Data Gathering Systems

Client Communication
Sales Notes
Sales Force
Surveys
Trip Reports
CSM Calls
CSM Data
Portal Data
Formal Feedback
Informal Feedback
HFR
VOC
NPS
PM Services Data
And more….



TECHNICAL SYSTEMS

Implementation Intelligence

Data Gathering Management
Data Analysis & Reporting
Action Tracking

Learning from all Implementations Delivered.

Enabling a continuous growth and development of our systems.

Current State

Consistency & Engagement
703 CSPs
800 CSM calls completed to date

Client Impact Measured
4178 total Trip Reports
8752 total Surveys
~20,000 Portal Interactions (downloads)

Internal Impact
~40 different data points referenced in reports

+5000 Questions asked

+100,000 Client Data Points Collected

+50 Growth Initiatives introduced



Data Gather Systems Evolving

OUR
LEARNING LOOPS

Learn and improve the systems

Data Gathering Systems

Client Communication
Sales Notes
Sales Force
Surveys
Trip Reports
CSM Calls
CSM Data
Portal Data
Formal Feedback
Informal Feedback
HFR
VOC
NPS
PM Services Data
And more….

Implementation Intelligence

Data Dashboard

Origins & Intent



1 The Gap We Identified

What was missing before a structured engagement model existed

- The only R in the R-R-R we weren't measuring was **Results**
- We needed a consistent way to measure **INJURIES** - **ENGAGEMENT** - **CULTURE**
- The question "**does SS work**?" was anecdotal. We needed more.
- Client **satisfaction** varied based on individual effort — not a repeatable model
- **ALIGNMENT** - **SUPPORT** - **IMPACT** were internal strengths we needed to consistently apply and improve

2 The Intent Behind the Model

The founding best practices, applied to a universal framework

- Structured, Anticipated & Scaleable Engagement Cadence
- Client-facing commitment, expectation and accountability
- CSMs established as the relationship and accountability layer across the full client lifecycle
- Client metrics as a tool for understanding clients, utilizing the information to better support them, not just reporting on them
- Not just data collection but providing **ALIGNMENT** - **SUPPORT** - **IMPACT** to our client conversations

3 The Mindset Building

Shifting from multiple ways of getting information and when

- Consistent, deliberate, and predictable touch points creates replicable system of communication and rapport development
- Questions collected answers — Conversations unlock real insight
- The model is designed to surface the difference and improve how we navigate it at key points in their journey
- **INJURIES** - **ENGAGEMENT** - **CULTURE** as the framework for every client conversation ensures we are focused on their desired outcomes. Regardless of the specifics.

Client Success Model Data

Q4 2026 Update



This report provides an overview of Client Success Model data collected at key milestones throughout SafeStart Now implementations since December 2023.

PURPOSE

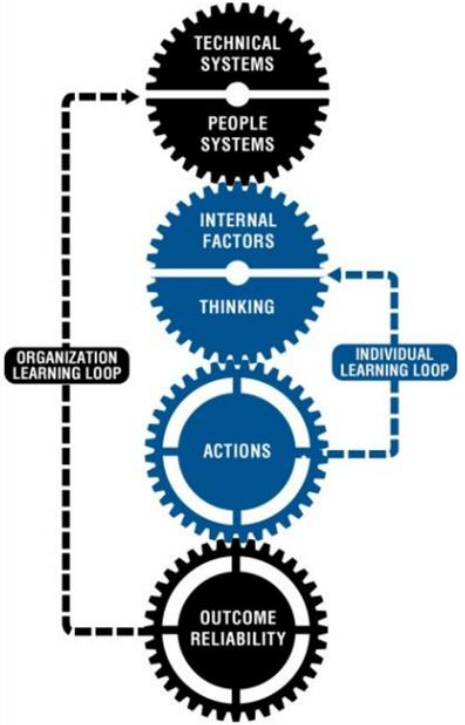
By tracking success metrics over time, we gain insights into two key areas:

Client Success—measured by their satisfaction with the impact on Desired Outcomes such as TRIR, climate/culture, human factors management, and overall performance outcomes.

Our Success—determined by the impact of our solutions in driving measurable improvements in client safety performance and organizational culture, the **RESULTS** portion of our **Reach**, **Revenue** and **Results** goals as an organization. Our success means that clients would recommend us as measured by the Net Promoter Score question asked during Impact Calls.

Beyond data collection, the Client Success Model ensures ongoing conversation with clients, creating valuable touch points to support their needs at every stage of their journey.

These outcomes contribute to our organizational learning loop by providing specific insights for departments to encourage impactful discussions on departmental projects.



1

PURPOSE & SCOPE

This section shows how many implementations we've delivered over time, how many Client Success Profiles (CSPs) we have and their current status, and how our work is distributed by client industry, size, and location.

SCOPE **OVERVIEW**

Each metric represents a different dimension of the Client Success Model – people, scale, partnerships, and progress.



8 Client **Success** Managers (**Welcome Mel & Travis to the team in Q1 2027!)**

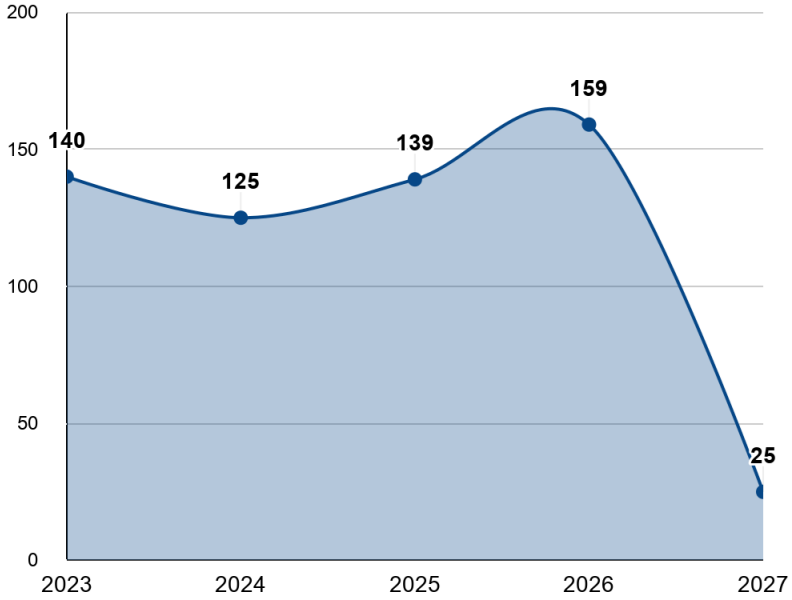
225 Average employees per site

40% Of CSPs belong to SafeStart Partner Program Clients

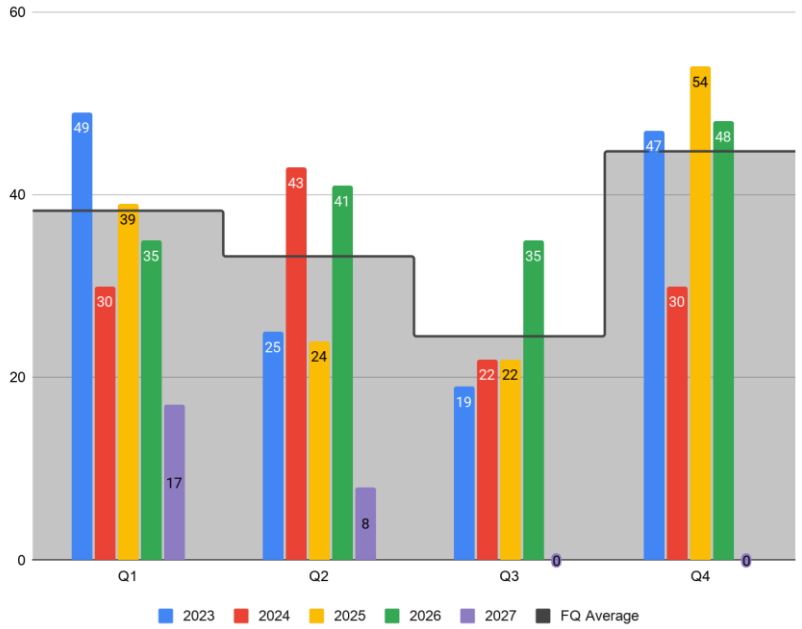
87% Have an Implementation Start Date (includes past and future start dates)

IMPLEMENTATION **SCOPE**

Implementations by Fiscal Year



Implementations by Fiscal Quarter



Data in both graphs reflects all implementations, including future implementations (with approved start dates)

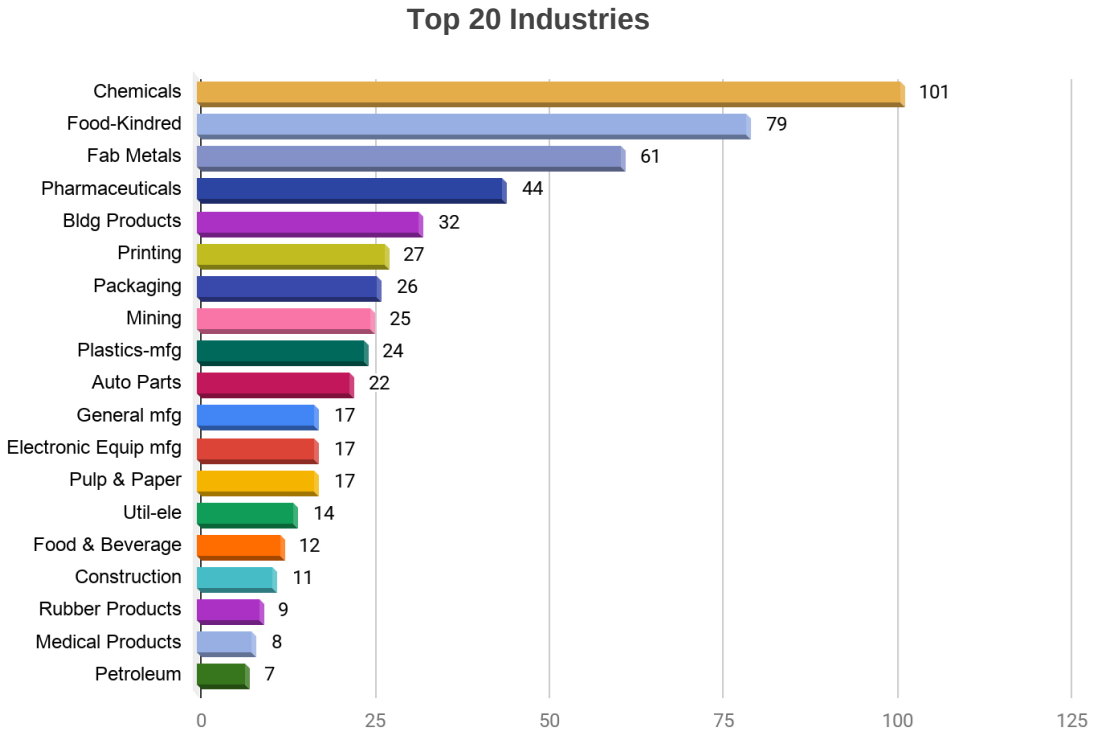
INDUSTRY **SCOPE**



56

Unique industries represented

The top 3 industries account for **84%** of all SafeStart Now CSPs



IMPLEMENTATION **LOCATIONS**

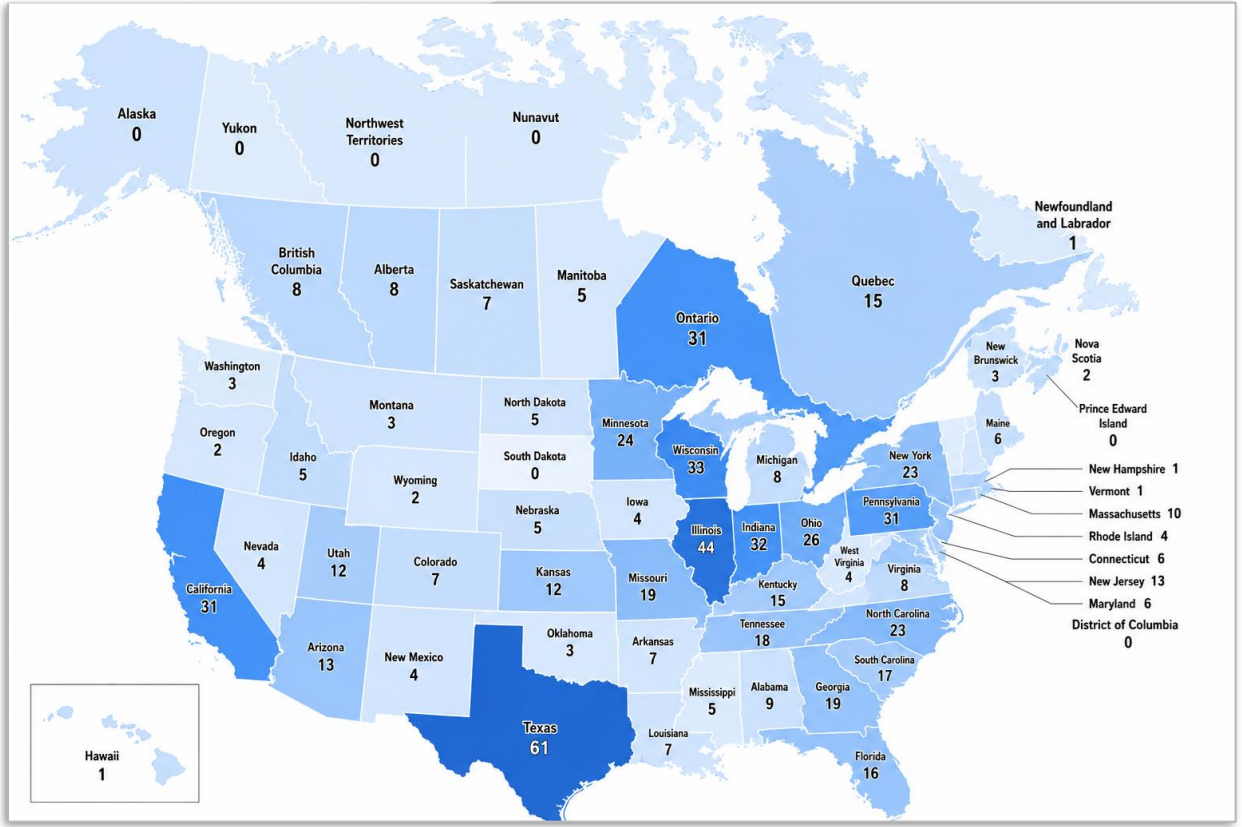
The Client Success Model is represented in **48 states** and **9 provinces**.

Top 3 States

Texas	61
Illinois	44
Wisconsin	33

Top 3 Provinces

Ontario	31
Quebec	15
Alberta	8



2

TRIP REPORTS & SURVEYS

This section highlights how we are delivering sessions (on-site vs virtual), session attendance and health, where VILT adoption is growing, and client survey responses and comments that show how participants experience SafeStart Now sessions.

TRAINER CERTIFICATION
TRIP REPORTS

Due to the unique nature of Trainer Certification sessions, we have dedicated a section for them.

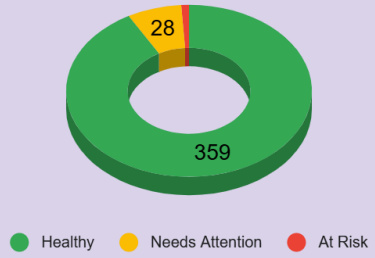
Average Participants per Session

8 On-Site

7 Virtual

2025

Survey Responses Received



92%

Of the trip reports have been rated '**Healthy**'

99.91%

Of certified trainers agree that the *"Overall the session provided me with the tools to feel confident in delivering SafeStart at my facility."*

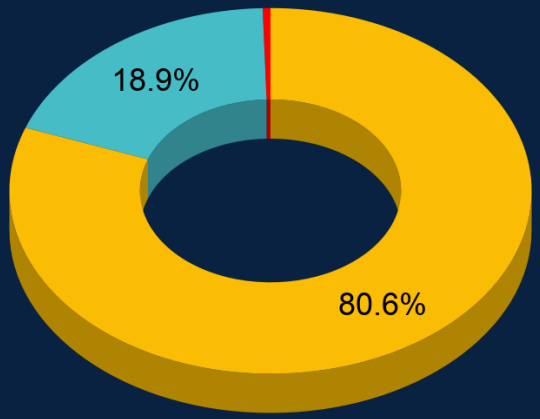
Trip Report Overview

Total*	On-Site	Hybrid*	Virtual	% Virtual
3910	3510	0	400	10.23%

*New calculation for Trainer Certification, each trip report = ~10 sessions completed. Totals are number of trip reports x 10.

DELIVERY **METHOD**

Delivery Method - All Sessions



Trip Report Totals by Session & Delivery Method

	Total	On-Site	Hybrid*	Virtual	% Virtual
Leadership Workshop	**450**	315	2	133	29.56%
Sustainability	**329**	273	2	54	16.41%
Steering Committee	**388**	266	3	119	30.67%
Overview	**509**	457	3	49	9.63%
HFR	**22**	22	0	0	0.00%
Total	**2089**	**1684**	**10**	**395**	**18.91%**

SESSION **ATTENDANCE & HEALTH**

Average Number of Participants by Session

	Overall	On-Site	Virtual
Leadership Workshop	**10**	10	9
Steering Committee	**7**	7	6
Sustainability	**18**	18	15
Overview	**21**	22	17

HFR participants are not included, as participants are not counted the same

Percentage of trip reports rated healthy

91% Leadership Workshop

88% Steering Committee

88% Sustainability Workshop

90% Unit Overview

86% Human Factors Review

Update on Trip Report Project status

SURVEY **RESULTS**

	Responses		Session Rating: "*Rate the session overall*"
	February	**May**	Very High / High / Moderate/Low/Very Low
Sustainability Workshop	1208	**1237**	
Steering Committee	319	**347**	
Leadership Workshop	1133	**1171**	
Unit 1 Overview	3069	**3161**	
End-of-Core Feedback*	475	**811**	

*Post-unit 4 survey - Survey data shown reflects corrected totals

Updated on: May 12, 2026

3

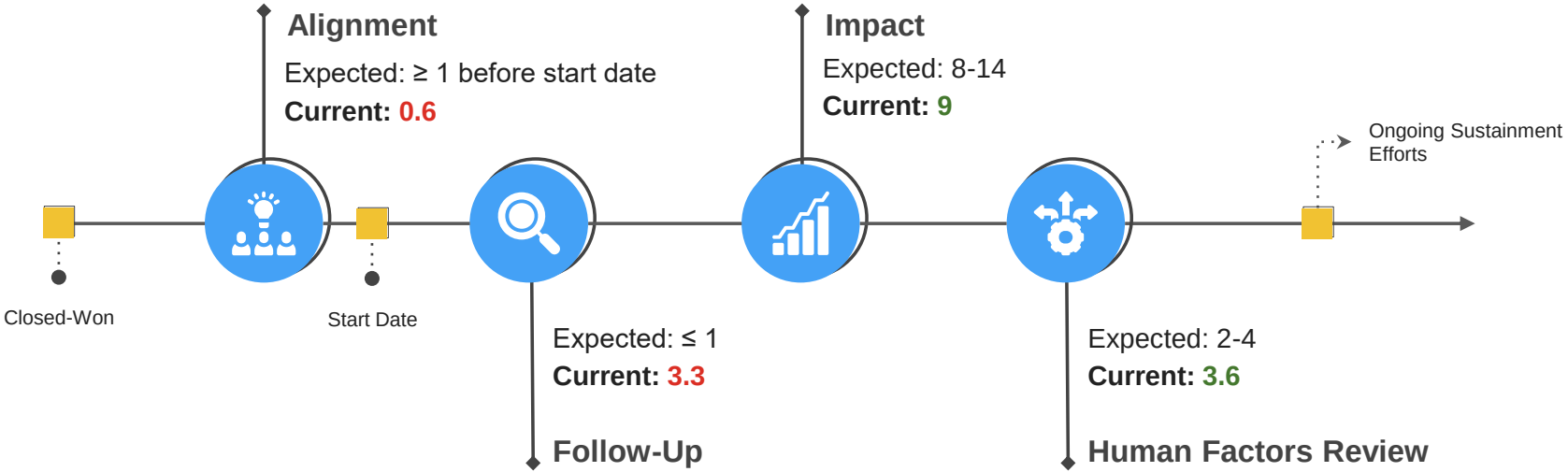
CLIENT SUCCESS MODEL MILESTONES & CALLS

This section shows when Client Success Model milestone calls are being completed (Alignment, Follow-Up, and Impact), how our call completion has improved over time (especially in the last 12 months), and the health status of those calls.

TOUCHPOINT **MILESTONES**



Current milestone trends suggest strong client engagement after implementation begins, with opportunities to strengthen alignment and reduce follow-up delays earlier in the client journey.



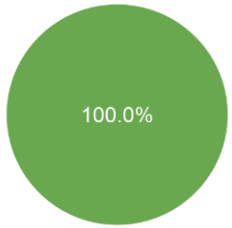
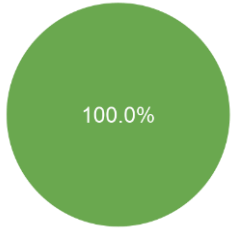
Displayed in months

LAST **12 MONTHS**

This view shows Alignment and Follow-Up call completion rates for CSPs with a start date within the past 12 months.

Limiting to the past 12 months highlights recent improvements and current execution.

While there remains opportunity to strengthen overall completion rates, this view recognizes the meaningful momentum created by recent dedicated efforts.

	Alignment	Follow-Up
Calls Expected	166	165
Calls Completed	132	74
% Calls Completed	**79.52%**	**44.85%**
Call Health Status		

Impact calls are excluded as they are not expected until 12 months after the start date and would not be reflected within this timeframe.

4

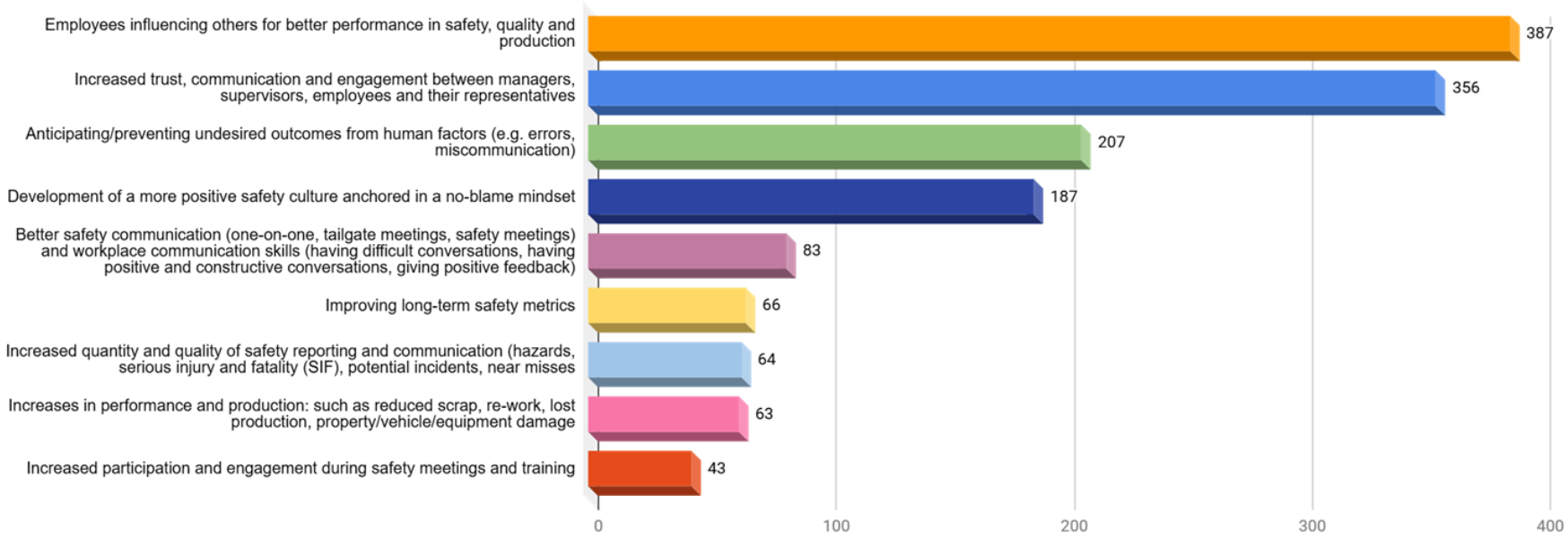
DESIRED OUTCOMES & IMPACTS

This section highlights what clients are trying to achieve with SafeStart Now, how satisfied they are with progress toward those Desired Outcomes, and the measurable impacts we are seeing on climate, TRIR, and NPS. It also covers Human Factors Review completions and client portal usage.

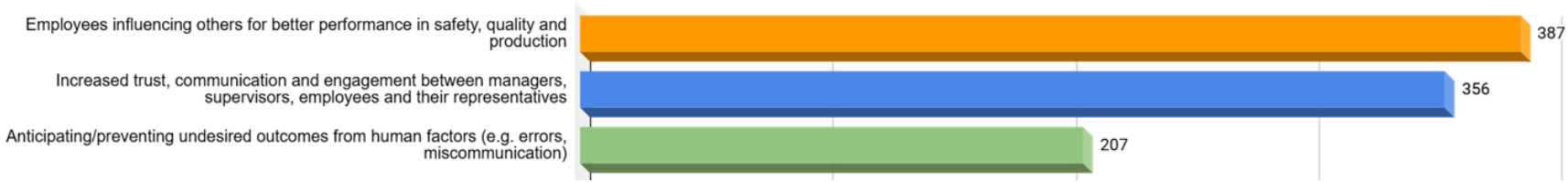
DESIRED OUTCOMES

416 leadership sessions have been completed, and **412 of those (99%!) have desired outcomes defined**.

Desired Outcomes Selected



Is SafeStart the only driver of these outcomes?

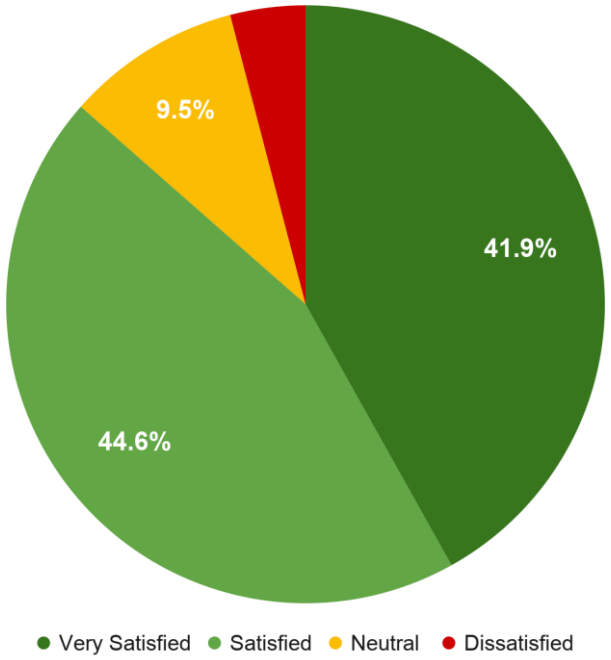


Sales & Consulting driving integrated solutions!!

PROGRESS SATISFACTION

“How satisfied are you and your team with the progress seen in relation to your Desired Outcomes?”

87% of all responses were either ‘Very Satisfied’ or **‘Satisfied.’**

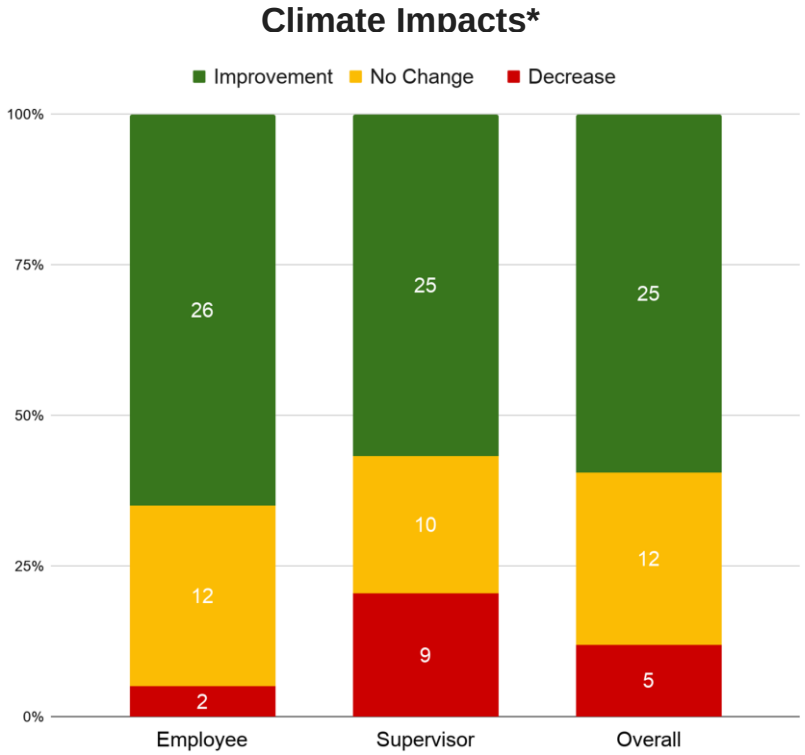


CLIMATE IMPACTS

*On a scale of **1 to 10**, how would you rate the following:*

1. *Hourly employees' focus on safety?*
2. *Supervisors' contribution to a positive safety culture?*
3. *The current state of your safety culture overall?*

	Employee	Supervisor	Overall
Pre Average	5.84	6.31	6.27
Post Average	6.78	6.68	7.01
Change	**0.93**	**0.37**	**0.75**



*Based on CSPs with both pre- and post-implementation climate ratings

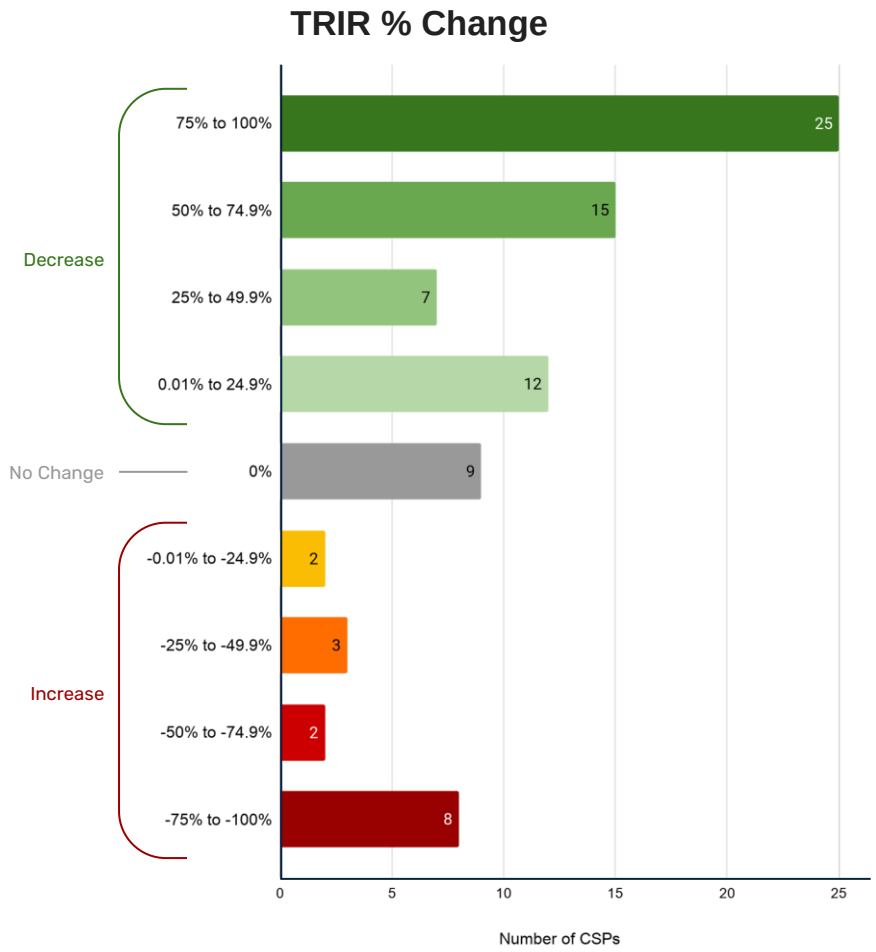
TRIR **IMPACTS**

Of the **83** CSPs with pre- & post-TRIRs above 0…

71.08%
have observed a **decrease**

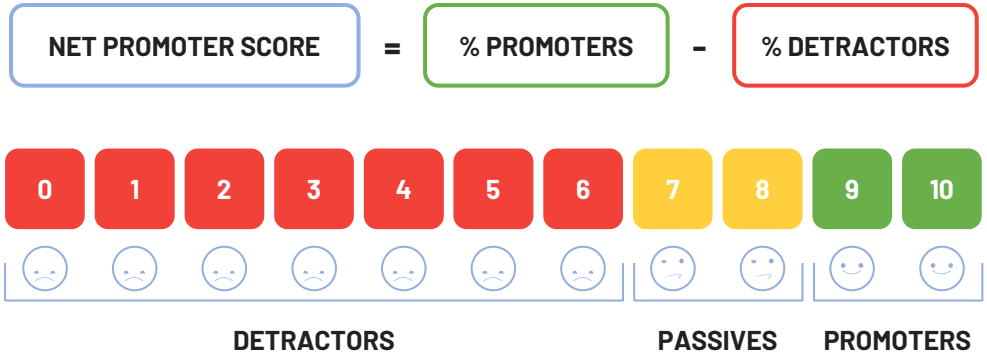
10.84%
have observed **no change**

18.07%
have observed an **increase**



NET **PROMOTER SCORE**

*“On a scale of 0-10, **how likely are you to recommend** the SafeStart suite of services to a friend or colleague?”*



Net promoter score is a way of measuring **the quality of the experience that your customers have with your organization**.

Chris Palin
Manager, Voice of Client, BDC

Palin says achieving +20 is a favourable score, with **+50 being excellent** and anything above 80 being “world class.”

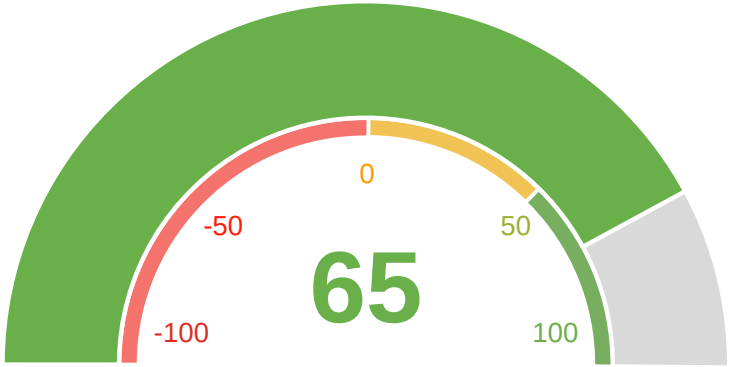
NET **PROMOTER SCORE**

82 Total NPS scores recorded

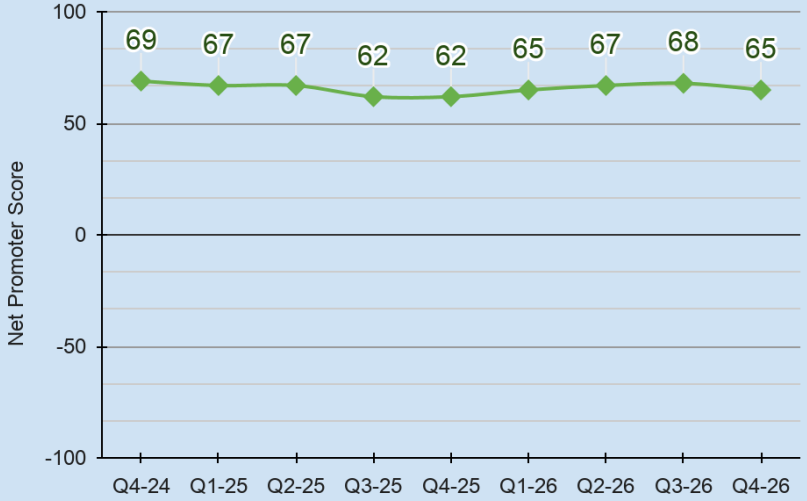
5 New NPS scores recorded this quarter (**4 passive, 1 promoter**)

With scores above 50 being considered excellent, our **consistent range of 62–69 over two years shows strong customer advocacy and satisfaction**.

Current Net Promoter Score



NPS by Fiscal Quarter



SAFESTART® NOW

Thank You

