

# Company Overview

Headquartered in Victoria, and with offices in Richmond and Courtenay, Kinetic Construction Ltd. began in 1984 with fewer than 15 employees working out of a converted single-family residence in Victoria. From these humble beginnings, the company has grown into a successful employee-owned business employing close to 200 people, whose simple mission is “to deliver a great construction experience”. Using a Lean, collaborative, respectful, and customer-centric approach, we have completed hundreds of projects ranging from simple to extremely complex for a broad spectrum of private and public clients, and have worked in close collaboration with world-class architects, engineers, trade contractors, and developers to provide homes, schools, healthcare facilities, and commercial and community spaces to millions of people across British Columbia.

For the past 37 years in the construction industry, Kinetic has successfully completed hundreds of projects, employing General Contracting, Construction Management, and Design-Build delivery methods and our expertise resides in undertaking complex projects, including tenant improvements, civil structures, new buildings, seismic upgrades, and renovations to government, institutional, and commercial facilities.

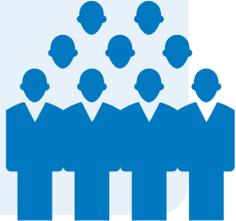
At Kinetic, we have a passion for quality, integrity, and customer service, and for the communities in which we work. We see every project as an opportunity to build strong and lasting relationships, enhance and improve processes, and provide living and working spaces for our diverse client communities of which we and they can both be proud. For over 35 years, we have worked to build a company culture that embraces innovation, diversity, teamwork, employee empowerment, and respect.

Through our unwavering commitment to quality, service, operational excellence, customer satisfaction, and community engagement our business has grown steadily, and in the last five years alone our revenue has doubled.



**3** Offices in  
Victoria,  
Courtenay,  
and Richmond

**200**  
Employees



**37** years of  
building  
in BC



**\$144M**  
Annual Revenue of  
construction work  
in 2021



## Recruitment and Hiring Methods and Retention Strategies

At Kinetic, we want to attract and retain the very best talent available, so we hire with retention in mind, focusing on providing barrier-free employment opportunities and actively encouraging applications from people with diverse backgrounds. We have established objective and transparent standards for recruiting, use structured tools to ensure equity in our hiring process, and we take advantage of a variety of recruitment methods including participating in networking and hiring events, and looking for untapped pools of talent outside of Canada.

Kinetic has a robust and structured onboarding program that introduces all new employees to our company and culture as well as supports their safety and success through technical orientation and training. In addition, we provide additional specialized training to supervisors and managers, which includes guidance on supportive performance management, so that from the very beginning we can set everyone up for success.

We offer a competitive compensation package, merit increases based on performance, career mentorship and development opportunities, succession planning programs, milestone recognition, and ongoing training and education.

## Growth Opportunities for Employees and/or In-House Mentorship Programs

Kinetic currently offers an internal mentorship program that is open to all employees who have passed their probationary periods. We currently have 25 percent of our employees with career development and succession plans that range from site safety to executive positions. In total, we have teamed up 43 employees with mentors from all levels in the company, so that we are well positioned to show our ongoing commitment to the success of our people by developing them and promoting from within.

## How the Company Ensures Remuneration is Fair and Competitive

Kinetic is committed to compensating our employees fairly and competitively.

This year, Kinetic Management Ltd. (KML) is engaged in a full compensation review, which includes examining our complete remuneration package, including wages, benefits, and our RSP program. This project involves purchasing industry market surveys, performing comparative analyses, and benchmarking our remuneration framework in order to position ourselves competitively and to provide us with a future-focused compensation strategy.

Every year our Kinetic Employees Association (KEA) independently reviews our wage bands in light of industry conditions and trends. This year, in response to this analysis, we established two different compensation regions: Vancouver Island and the Lower Mainland, which allows us to be more competitive in each area.

# Equal Opportunity Employment, Equity, and Diversity in Your Workforce

Kinetic is committed to providing a workplace that is respectful, safe, diverse, and inclusive; where all employees respect the worth and dignity of each other, embracing diversity and respecting our differences.

Our commitment is reflected in our recruitment, hiring, and compensation policies. For example, Kinetic actively seeks out women and other groups not traditionally well-represented in the construction industry; and we ensure we use inclusive language in all our job advertisements and marketing communications to ensure women in the trades feel that we are the kind of company that can support their career in a welcoming, safe, and productive way.

Similarly, Kinetic has a longstanding commitment to providing opportunities for Indigenous peoples. Through our extensive work with First Nations communities, we have gained an appreciation for the many benefits (both tangible and intangible) that can be brought to a project by those with deep historical and cultural knowledge; so that when working in and for First Nations communities, we seek to employ as many local Indigenous people as possible; including those who bring traditional, cultural, and environmental expertise, and not just those with construction, trades, or technical backgrounds.

In addition to our own initiatives, we have collaborated with the BladeRunners employment program as a way to provide opportunities for Indigenous people and have hired individuals through the Inter-Cultural Association and through the Global Management Program at Royal Roads University.



## Commitment to Apprenticeships and Training Skilled Workers

Every year Kinetic supports the development of skilled workers through our support of trade apprenticeship programs. Kinetic currently has 21 apprentices who we support by reimbursing them for tuition and books for each level of the program they complete, pairing them with sponsors in the field, providing study resources and guides, and tracking and reporting their workplace hours.

In addition to our direct apprenticeship support, we have established the Kinetic Academy, which offers more than 50 courses in two fundamental education streams: comprehensive professional development and Lean training. The first stream contains many courses that are Gold Seal Certified, and the second stream includes courses in the application of the Last Planner System and Lean Project Delivery. We offer Lean 101 courses to all our new staff, and we have also sponsored numerous employees pursuing formal Lean Six Sigma accreditation including both green and black belt designations.

This year, Kinetic has worked hard to increase the skill level of our workers in other areas as well. We have certified four people as Personnel Hoist Operators—a certification that costs thousands of dollars and requires training that only occurs off Vancouver Island. We have also supported three people to earn a micro credential in Mass Timber through BCIT.

Additionally, we have collaborated with Serious Labs, which manufactures training simulators for Mobile Elevated Work Platforms (MEWP) including scissor and boom lifts. These state-of-the-art simulators include physical controls and an actual, step-in basket, which are enhanced by virtual reality goggles and software. Workers drive through virtual, 3D courses to meet training objectives, receiving real-time feedback as they do. By bringing a simulator to several of our sites, we were able to train and certify 20 people as MEWP Operators.

In our office, we currently have an initiative through which all office workers, superintendents, managers, and the entire Talent and Development team will complete Indigenous Awareness training—something we plan to expand to our people in the field in the second half of 2022.

Kinetic encourages trades excellence and is proud to support apprentices on their journey to achieving Red Seal Certification. Employees are assessed annually in regards to providing sponsorship and continuing training both on-the-job and in the classroom to achieve the ‘Journeyman Carpenter’ designation.



# Social Procurement Practices

At Kinetic, we believe that the way we do business is as important as the work we do, and that we all have a responsibility for the quality of life in the communities in which we live and work. For that reason, we are committed to building with a long-term sustainable perspective that is both good for the planet and good for business. We also believe that care for the social environment is as important as care for the physical environment. Our communities are filled with people with diverse circumstances, backgrounds, needs, and abilities. We believe our workplaces should reflect this diversity, so we are committed to creating a welcoming, inclusive, and caring environment that is built on and rewards the kind of responsible empowerment, respect, and trust that we want to see in the world around us.

Kinetic’s reputation is built on quality, customer service, and trust, and we strive to attract and retain talented people who value these things in their own lives and reflect them through a strong work ethic and good corporate governance.

Kinetic works with local WorkBC branches and trades schools to seek potential candidates. We have a rotating schedule of Co-op Students in both Projects and Estimating that we hope will provide us with a pool of candidates once their schooling is complete. Kinetic also has relationships with various industry partners including:

- Vancouver Island Construction Association - Construct Your Future where we seek to hire labourers who have an interest in pursuing apprenticeships.
- BC Centre for Women in the Trades – where we work with women interested in pursuing apprenticeships.

Kinetic is also committed to providing opportunities for Indigenous people. We have trained our entire executive management team on engaging with Indigenous peoples and communities and have an established approach which involves reaching out to First Nations to engage them, proactively. We actively look for opportunities to employ Indigenous workers and tradespeople, either directly or through a subtrade, and we provide them training, mentorship, and the opportunity to follow a career path in the construction industry with us.





## The Company's Dedication to Bettering the Construction Community

Kinetic uses its industry position and passion for innovation and collaboration to help build a better industry. A long-standing leader in the construction industry, Kinetic believes in providing assistance, advice, and expertise on issues critical to the industry's continued success and development and will continue to support and encourage staff to volunteer time with construction industry associations.

In 2019, Kinetic formally implemented the Builders Code and its associated policies and signed the Builders Code pledge to provide a supportive, equitable work environment for all employees. These commitments mean Kinetic is dedicated to fostering an industry that is diverse and free from discrimination.

Kinetic is also a committed advocate for Lean methodologies in construction, which benefit the industry by fostering continuous improvement, minimizing waste, and maximizing value for our clients.

We also dedicate time, talent, and money to HeroWork, an industry charity that supports other charitable organizations through radical renovations of existing buildings, and which raises the profile of the industry and its members by showcasing their capability and community focus.

The senior management team at Kinetic endeavours to set an example through active participation in industry organizations and committees. Kinetic representatives serve on the boards of directors for the Vancouver Island Construction Association (VICA), the Greater Victoria Chamber of Commerce (GVCC), and Women in Construction (WIC). We are also current members of the Vancouver Regional Construction Association (VRCA), Independent Contractor's and Businesses Association (ICBA), the BC Construction Association (BCCA), the BC Construction Safety Alliance, and Lean Construction Institute of Canada (LCIC). Kinetic also has employees working with the BC Centre for Women in the Trades (BCCWITT).

## Harm Reduction program or Other Employee Mental Health Assistance

Kinetic's benefits program includes both short-term access to counseling and financial aid for those needing long-term assistance. We have also engaged with the Vancouver Island Health Authority (VIHA) and the Vancouver Island Construction Association (VICA) to offer employee mental health support and promote harm reduction. The VICA has worked with us to provide on-site safety talks at 10 of our job sites; and because these talks were delivered by a third-party, our workers had the opportunity to get access to confidential support. In addition to the talks, three Kinetic employees participated in 16-hour leadership training sessions, which included training on harm reduction, offering support, mental health first aid, and more.