

A MESSAGE FROM OUR PRESIDENT AND CEO

FWS is committed to being a responsible corporate citizen by operating in an economic, social and environmentally sustainable manner. We achieve this goal by developing strong relationships and engaging with people impacted by our activities in a transparent, timely and respectful way.

We believe that part of being a great company is being a responsible corporate citizen. At FWS, this means honoring our Mission, Vision and Values by making sound business decisions for present stakeholders without compromising the interests of future generations.

To do our part in creating a sustainable future, we take great pride in reducing our impact on the environment, creating a safe and rewarding workplace, supporting the communities in which we live and work, and following good governance practices guided by a strong ethical compass. We also commit ourselves to working in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

Over the coming years, we will continue to develop and execute on our Environmental, Social and Governance strategy to become a more sustainable company. Thank you to all of our employees, clients and business partners for helping FWS in becoming an industry leader.



BRENT CLEGG, PRESIDENT & CEO

ABOUT FWS

The FWS Group of Companies is a leading provider of integrated project development, design, engineering, construction, construction management, commissioning and maintenance services to a variety of industry sectors including agriculture, food processing, mining, energy and forestry. Headquartered in Winnipeg, Manitoba and with offices in Calgary, Alberta, Vancouver, British Columbia and St. Thomas, Ontario, FWS provides services over the full lifecycle of industrial facilities across Canada and the United States.

Proud of its heritage dating back to 1953, FWS has a proven history of delivering successful projects and maintenance services to clients who demand uncompromising safety, quality, timely and on-budget execution underscored by a business relationship built on trust.

OUR MISSION

To create and service the best industrial facilities in the world

OUR VISION

To be a global leader in industrial project development and maintenance services

OUR VALUES - "THE FWS WAY"

Fundamental, non-negotiable principles that constitute "The FWS Way":

- Safety First
- Honesty & Integrity
- Customer Focus
- Quality & Continuous Improvement
- Creative Solutions
- Corporate Social Responsibility
- Entrepreneurial Spirit
- Employee Empowerment

LAND ACKNOWLEDGEMENT

FWS acknowledges the need and purpose of land acknowledgements in all locations where we do business. Since FWS operates in multiple locations, the particular land acknowledgement will vary by territory. With respect to all territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

ESG SCORECARD

Anchored by our mission **To Create the Best Industrial Facilities in the World**, the next phase of our ESG journey will build on our long-standing sustainability commitments and practices by monitoring progress against established targets. In 2023, we began the process of benchmarking data across several ESG factors with a view to developing meaningful goals and targets in the coming years. While our ability to measure and report on success quantitatively is at a formative stage, we will in the meantime continue to execute on a strong ESG strategy towards sustainability.

OUR ESG STRATEGY

At FWS, we remain focused on doing our part to build a better world that is more inclusive, equitable and sustainable. Our ESG Strategy leverages our long-standing commitment to corporate social responsibility to affect change on pressing environmental, social and governance challenges. We believe that ESG is a strategic business imperative to creating enduring value for all of our stakeholders.

ENVIRONMENTAL

Environmental Stewardship

FWS is committed to operating in an environmentally sustainable manner by minimizing its environmental footprint for present and future generations. Our Environmental Protection Program is applied across our group of companies to conduct business that is in compliance with applicable environmental laws and regulations, as well as industry standards. The program provides a management framework for responsible environmental stewardship by focusing on five key priorities:

- Air emissions and noise minimization
- Water and Waste protection
- Land management for soil and groundwater protection
- Hazardous materials, waste and spill response
- Biodiversity through habitat protection

FWS continues to make business decisions aimed at conserving energy and reducing GHG emissions. We integrate technology into our processes to streamline operations during both the design and build phases of a project thereby increasing efficiency and reducing our carbon footprint. To that end, we use LiDAR scanning which allows us to capture accurate as-built data on projects with minimal site visits, leading to fewer adjustments in the field and reducing waste caused by rework.

We also adhere to the 3Rs of environmental protection (reduce, reuse and recycle) at all our offices and project sites by actively implementing practices and guidelines which divert materials from the landfill. Both hazardous and non-hazardous forms of waste are generated in the normal course of providing construction and maintenance services. All hazardous waste is handled, stored and disposed of in accordance with applicable laws and regulations. All non-hazardous materials are reused or recycled where local recycling facilities are reasonably available.

SOCIAL

Health & Safety

FWS is committed to a strong Health & Safety program. We work diligently with all stakeholders including our employees, clients, business partners and visitors to ensure our worksites are as safe as possible through the promotion of accountability, responsibility and participation. Our mantra is “*Everybody Goes Home Safe*” and our goal is to complete projects with **ZERO** incidents and lead the industry in safety performance. We have established a strong safety culture supported and promoted by all levels of the organization. We invest heavily in safety training and compliance with all local occupational health, safety and environmental laws and regulations. Additionally, all staff are trained in *SafeStart*, a behaviour based safety program that focuses on identifying, measuring and changing behaviours to increase personal safety awareness. We also maintain COR certification with the Safety Construction Associations in the principal jurisdictions in which we work. FWS intends to remain an industry leader through a continued emphasis on Health & Safety.

Employee Relations

FWS prides itself on being an “*Employer of Choice*” by investing in its people. We follow an “*8 Pillars*” human resource strategy aimed at maintaining a highly driven and engaged workforce. Total compensation, engagement, talent acquisition, professional development and performance management are key areas of focus.

We continue to enhance our performance management program to further develop our human capital and build a culture of strong performers. Personal and professional development programs tailored to the individual, combined with mentoring and a bias for promoting from within, forms the cornerstone of our succession plan to ensure the sustainability of our organization.

Our relationship with employees is strengthened by our industry leading employee benefits program, personal wellness incentives and scholarship program for students. As part of a well-balanced home and work environment, FWS strongly encourages and financially supports the initiatives of FWS’ employee driven Social Committee.

FWS remains committed to creating an environment that enables flexibility, innovation, health and wellness, and the enhancement of productivity and organizational success. To that end, FWS has implemented a Flexible Working Arrangement Policy enabling employees a broader range of working arrangements to improve work-life balance and enhance their overall contributions to the company.

We consider employees to be our most valuable resource and enable them to share in our success through profit sharing and participation in the Employee Share Ownership Program.

Making a Difference in our Community

FWS has long been committed to making a difference in the communities where we live and work. Our long-established Corporate Donations Program is governed by a Donations Committee which focuses on three principal causes: health and wellness, children, and local communities. In addition to

our corporate donations, FWS matches dollar for dollar personal charitable donations made by our employees each year, up to \$200 per charity per person.

In addition to our Corporate Donations Program, we are fortunate to have an active Employee Giving Committee comprised of employee volunteers from our offices across Canada. These employees come together to lead one large annual campaign each year, along with several smaller initiatives throughout the year. Since its inception, the program has proudly raised significant funds in support of many exceptional local organizations. In addition to generating financial support for charitable causes, the Committee strives to promote employee involvement in their communities by volunteering time and spreading awareness as additional alternatives to giving back and making a difference.

Indigenous Relations

FWS acknowledges the need and purpose of treaty land acknowledgements in all locations where we do business. Since FWS operates in multiple locations, the particular treaty land acknowledgement will vary by territory. With respect to all territories, we also acknowledge the harms and mistakes of the past, and we dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration. In recognition of our four regional Canadian offices, we make the following Land Acknowledgements:

Winnipeg - We acknowledge that our head office is located on Treaty 1 Territory, the original lands of the Anishinaabe, Cree, Ojicree, Dakota and Dene Peoples, and on the homeland of the Métis Nation. We acknowledge that our water is sourced from Shoal Lake 40 First Nation.

Calgary - We acknowledge the traditional territories of the peoples of the Treaty 7 region in Southern Alberta, which includes the Blackfoot First Nation tribes of Siksika, the Piikuni, the Kainai, the Stoney Nakoda First Nations tribes of Chiniki, Bearspaw, and Wesley and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3.

Vancouver - We acknowledge the traditional and unceded territory of the xʷməθkʷəy̓əm (Musqueam), Skwx̱ wú7mesh Úxwumixw (Squamish), sə́ilwə́taʔt (Tsleil-Waututh), QayQayt First Nation, Kwantlen, q̓ íc əy̓ (Katzie), Semiahmoo, Tsawwassen First Nations, kwikwə́ł əm (Kwkwetlem), and Stó:lō Nation.

St. Thomas - We acknowledge that our office is located on lands where Treaty 2, The McKee Treaty was signed by the Wyandot and Anishinaabe peoples, including

the ancestors of the Chippewas of the Thames First Nation. It is also the traditional territories of the Anishinabek, Haudenosaunee, Attiwonderonk (Neutral) and Mississauga Nation. We also recognize that this land is now home to the Munsee- Delaware Nation, Chippewas of the Thames First Nation and Oneida Nation of the Thames.

FWS recognizes the importance of building strong relationships with Indigenous communities which are based on trust, transparency and mutual respect. FWS has recognized the calls to action by the Truth and Reconciliation Commission unique to Indigenous Peoples in Canada and the rights that must be considered in our relationships and activities with Indigenous Peoples. We are focused on

deepening our understanding of the history, customs, beliefs and traditions of First Nations, Métis and Inuit Peoples on a path to reconciliation. This leads us to consult and partner with Indigenous groups in a manner that generates long term social and financial benefits for their people and the community at large.

We achieve this objective in part by adhering to a “4 Pillars” Strategy focused on Employment and Training, Indigenous Business Engagement, Profit Sharing and Social Investment. FWS shares the view that attention to these four pillars is an essential element for any meaningful working relationship. FWS will act with integrity and remains committed to increasing Indigenous participation and procurement in our business so that local Indigenous communities, businesses, and people can share in our success. We will continue to dedicate our time and resources required to advance the interests of Indigenous Peoples to build and maintain stronger communities, a priority we should all aspire too.

FWS has partnered with Indigenous groups by establishing memorandums of understanding and joint ventures to execute on its “4 Pillars”. It has also established long term labour relations with certain Indigenous groups creating employment opportunities as projects come on stream. We will continue to promote an inclusive corporate culture by developing and implementing corporate practices, driven by policy, to support a workforce that is representative of the Indigenous population of Canada.

GOVERNANCE

Business Ethics

FWS conducts business with the highest standard of integrity and business ethics and abides by a Code of Conduct. In conducting its business and affairs, FWS complies with all applicable laws and regulations. The executive team leads by example and champions “**The FWS Way**” by building strong relationships with stakeholders and conducting business in an open, honest and ethical manner.

Board of Directors

The Board of Directors follows best practice in corporate governance and discharges its responsibilities with the assistance of an Audit Committee and a Governance and Nominating Committee. The Board counts amongst its membership directors who are independent from management and seeks to maintain a board comprised of talented and dedicated directors with a diverse mix of skills, experience and backgrounds collectively reflecting the strategic needs of the business and the nature of the environment in which FWS operates.

The Board has adopted a Composition Guideline to formalize its commitment to fostering an inclusive culture and diversity in its membership, recognizing that promoting diversity within all levels of the organization starts with the tone at the top. We continue to take steps to better understand our internal demographic and how to improve and promote a diverse and inclusive future.

Employee Owned

FWS believes that its people are its most valuable resource and that the sustainability of our business hinges on a highly motivated and dedicated workforce. Our Employee Share Ownership Plan has been a key element in our ability to drive strong employee engagement by nurturing a culture of passion and inherent sense of pride.

A significant number of employees (over 50%) have chosen to become shareholders in FWS which has led to responsible decision making and further personalizes our commitment to building a sustainable company. This broad and diversified employee ownership model has encouraged an inclusive and high-performance culture by aligning individual performance with the organization's strategic and operational goals. In turn, this has contributed to a positive and energetic working environment focused on operational excellence which delivers outstanding value to our clients, business partners and the communities in which we live and work.

Employer of Choice



Platinum member

The FWS Group of Companies has been recognized as one of “*Canada’s Best Managed Companies*” since 2013, achieving the Platinum Club status in 2020. For the past several years, FWS has also been named one of Canada’s Top 40 Contractors published by On- Site Construction Magazine. These achievements are a reflection of our proven excellence in management capabilities, business performance and sustainable growth further strengthening our commitment to corporate social responsibility. We have deepened our presence in the business community and firmly established our reputation in the marketplace as an Employer of Choice.