About Fiera Foods

The story of Fiera is the story of immigrants. Two refugee engineers from the former Soviet Union started Fiera Foods in 1987 with only five employees in 5,000 square feet. Thirty years later, we continue to contribute to Ontario's economic wellbeing with more than 1,200 people working at our facilities in the GTA and maintaining our commitment to being a starting point for newcomers to Canada and the province of Ontario.

We are proud to be one of Canada's fastest growing food companies. We specialize in bagels, pastries, croissants and artisan breads and rolls.

Leading By Example

In addition to providing opportunities for work, Fiera Foods believes that giving back, especially to emerging communities, and supporting their development and integration into Canadian society is important. We strive to make long-lasting positive impacts.

- Fiera Foods has supported more than 80 festivals and programs within the realm of healthcare and immigrant communities;
- We have donated almost \$1.5M to these communities over the past decade;
- Our support ranges from employee volunteering to financial donations;

Our Dedicated and Diverse Workforce

Fiera Foods was founded by two immigrants, so we believe strongly in helping new immigrants find work and build their futures in Canada.

- We value the 1,200 people who make up our workforce and we know that our diversity would not be possible without our ongoing relationships with temporary work agencies.
- We are a family company and we appreciate how hard our employees work to support their families.
- Many of our employees, some of whom started as temporary workers, have been with us 10, 20, 30 years and many have moved into management positions.
- We employ strict criteria when choosing which temporary work agencies to work with and work closely with our Human Resources department to regularly assess these agencies based on:
 - The training materials used by agencies for their new hires, covering Health and Safety compliance, Worker Awareness and WHMIS (Workplace Hazardous Materials Information System);
 - o In person interviews with representatives of each temporary work agency;

- The existence of up to date WSIB clearance certificates and we will suspend our work with an agency if we find their certificate has lapsed while a contract is in place;
- Proof of liability insurance;
- Articles of incorporation; and
- HST & GST registration.

Strong Relationships with Temporary Work Agencies

We have a long and positive history of working with temporary work agencies because they play a vital role in helping us to ramp up quickly to meet fluctuating customer demands and they provide people with an opportunity to enter the workforce and have flexible working arrangements to accommodate family and other life obligations.

We employ several senior and administrative staff who began their careers through temporary work agencies. The agencies gave them the opportunities, but their hard work and dedication allowed them to grow and earn full time roles. Examples:

- o Plant Manager Bagel
- Four of our Production Supervisors

Health and Safety is Key to Our Operations

At Fiera Foods, we prioritize Health and Safety as a foundation of our operations and a core principle. We employ a dedicated Health and Safety manager who, in conjunction, with the expertise of external consultants, focuses on continuous improvement in Health and Safety. We focus on enhancing our workers' Health and Safety through defined goals, policies and practices that are regularly reviewed and updated, training initiatives led by both internal and external experts and communicating information with all to ensure our workplace participants understand their respective rights and obligations.

Health and Safety information is placed in highly visible, easily accessible areas.

- All machines and pieces of equipment have safety stickers explaining proper use and safety information;
- All workers are provided with instruction and hands on training specific to their own work areas;
- Health and Safety communication boards are located throughout the plant and are updated regularly;
- Safety Alerts are sent to Supervisors on a weekly basis to inform them about Health and Safety topics to address with line workers during weekly meetings;
- Closed circuit monitors in lunchrooms include safety messages;
- 40 of our workers are trained in Standard First Aid and CPR/AED; and
- Three automated external defibrillators (AED) are located throughout our plant.

Equal Training for All Employees

Every employee, whether fulltime or temporary, receives the same in-depth training.

- All new workers are provided with instruction and hands on training specific to their own work areas under the supervision of our Manager of Health and Safety and the worker's immediate supervisor;
- Our Health and Safety materials use visual depictions to help accommodate our diverse workforce;
- Each employee also receives training through our Orientation Program;
- We provide annual Good Manufacturing Practices (GMP) and Health and Safety training to all employees;
- Daily operations meetings with management include Health and Safety topics;
- We conduct formal Safety Talks every two months with all employees; and
- We have weekly meeting for all workers led by our front line supervisors, which always include Health and Safety topics.

Sound Manufacturing Operations

We operate a sound business with good manufacturing practices.

- BRC A the British Retail Consortium is a quality certification program used by thousands of suppliers to the food industry across the world to help protect consumers by standardizing quality, safety and operational activities. All of Fiera Foods facilities are audited at the A rating (the highest possible achievable result).
- Homeland Security we are prescreened to meet the requirements of our U.S. customers including audits for all aspects of production, from ingredient sourcing to product delivery.
- All facilities are externally audited and use food safety standards from the American Institute of Baking International, Silliker Incorporated, American Sanitation Institute, Guelph Food Technology Centre and the Canadian Food Inspection Agency.
- HACCP Hazards Analysis and Critical Control Points is a systematic preventative
 approach to food safety from biological, chemical and physical hazards in production
 processes that can cause the finished product to be unsafe, and designs measurements
 to reduce these risks to a safe level. Fiera Foods follows and enforces all requirements
 and specifications.

Continuous Improvement

We believe in continuous improvement. To that end, we employ a dedicated Health and Safety Manager who is responsible for our policies, procedures and training. His team is constantly evaluating our policies and procedures against changes in the industry, our workforce demographics and society to ensure they reflect the dynamic needs of our workforce.

We have invested more than half a million dollars in Health and Safety initiatives over the past two years including:

- Re-enrolled in the Workplace Health and Safety Prevention Services (WSPS) safety group
 Safety Groups Advantage Program (SGAP);
 - WSPS (Workplace Safety and Prevention Services) designed and delivered training for Company leadership, management and supervisors;
 - o Ran a WSPS audit
 - Conducted a Joint Health and Safety Certification Training through WSPS for team members;
 - Working with WSPS to conduct Ergonomic Assessment for Dough Mixer Operators and Helpers;
- Retained external experts to assist us with improving our Pre-Start Health and Safety Reviews on all new lines;
- Retained an external expert to perform an overall Machine Guarding Assessment throughout our facilities;
- Provide ongoing WSIB Claim Management to prevent lost time injuries and bring employees back to work earlier;
- Engineering and other specialty consultant assessments throughout our facilities;
- Developed machine specific procedures for all operating equipment in our facilities;
- Reconfigured our entrance;
- Provided more speed bumps in our parking lots and delivery pathways;
- Hired additional Health and Safety staff to help manage activities that reduce potential risk of accidents to reach our goal of zero incidents;
- Hired a third-party to conduct occupational industrial hygiene tests throughout our main facility;
- Carried out mold assessment samples, a noise survey and a wheat flour dust air quality assessment to maintain a safe working environment;
- Developed new safety brochures for supervisors to communicate with workers at regular meetings;
 - Created Health and Safety talk binders to assist with discussions;
- Increased the availability of safety resources (OHSA / OSHA safety signs) to increase plant safety;
- Developed job task specific Standard Operating Procedures for all job titles. Regular training is provided on an ongoing basis for each job;
- Provided forklift and scissor lift training through a reputable third party (Source Services);
- Installed forklift stop signs for forklift trucks to improve pedestrian safety;
- Updated clothing/uniform requirements to reduce related safety issues;
- Implemented six-month Air Duct Cleaning to improve safety in fryer roo;
- Trained more than 40 employees in Standard First Aid and CPR/automated external defibrillator (AED);
- Purchased three AEDs and positioned them strategically throughout the facilities;

• Conduct annual fire drills for production staff.

Ongoing Auditing

Continuous auditing helps us achieve our Health and Safety goals because it presents opportunities for improvement.

- We are audited by the Ministry of Labour (MOL) every five years under the Employment Standards Act. In 2012 we received an Order to Comply with six items for rectification, all of which were made within the designated timeframe. In 2017, we improved our performance, only receiving two items for rectification.
- We have no outstanding orders with the MOL.
- We are voluntarily part of the Workplace Safety and Prevention Services (WSPS).
- We conduct standardized Health and Safety audits that identify gaps. From this analysis, we introduce changes to enhance safety around our facilities.

Three Significant Tragedies

We were shocked and saddened when three separate but significant tragedies happened at or near our facilities. Despite these tragedies, we remain steadfast in the belief that the safety of our workforce is our highest concern. In each instance, we worked quickly to comply with the MOL's orders and initiated our own review of policies, procedures and safety systems such that these incidences could never happen again.

According to the Ministry of Labour, manufacturing and construction are two sectors with high workplace hazards, given the nature of these work environments. [i]

In September 1999 a 17-year-old temporary worker employed as cleaning staff became trapped in a large mixer when another temporary worker accidentally pressed the wrong button while trying to help him out, starting the machine. The 17-year-old was pronounced dead upon arrival at the hospital.

In order to avoid another such tragedy, Fiera Foods undertook the following:

- Additional review of safety protocols with all workers
- Confirm and enforce lockout procedures with workforce

Fiera Foods also organized a fund with employees to provide the victim's younger brother with a donation towards his future education. Fiera Foods provided 10 times what employees fundraised.

In December 2011 Fiera Foods shared a portion of building space with a contract freezer supplier, Marmora Freezing Corporation. A 69-year-old security guard was struck while walking in the parking lot by another worker's car, who left the scene, but returned shortly thereafter.

While lying unconscious on the ground after being struck, the security guard was caught under the mud flap of a reversing tractor/trailer and pushed nearly 100 metres. The driver who initially hit the man was sentenced based on the charges of failing to remain at the scene of accident and conviction for criminal negligence causing death. The MOL concluded that the tractor/trailer driver would have had sight-line difficulties for an area behind the trailer. The outside cameras used by Fiera Foods assisted the police in identifying the perpetrator.

In September 2016 Ms. Diaby was employed by a temporary work agency at our facility. She received health and safety training from her employer before she was placed at Fiera Foods. On her first day at Fiera Foods, she also received additional health and safety training and instruction from Fiera Foods before beginning to work. Her training at Fiera Foods included specific instructions about how to work safely around conveyor systems, the requirement to wear a lab coat at all times when working and not to wear loose clothing or jewelry.

Ms. Diaby was instructed to stand on a work platform beside a conveyor to monitor progress of dough moving along the conveyor. The conveyor motor and drive shaft was appropriately guarded. The accident occurred when Ms. Diaby left her work platform and moved along the conveyor where it appears she leaned over. She had removed her lab coat without permission, which is against our policy about loose clothing, and was wearing a hijab. Her hijab became entangled in a machine guard on the adjacent conveyor.

Fiera Foods prides itself on providing flexible work opportunities for thousands of new Canadians. It supports and accommodates the diverse religious beliefs of its workers by providing breaks and a safe location to pray.

Future Efforts for Health and Safety

We believe that with the ever-changing demography of Canada through immigration, companies need clarity around standards. We advocate for the creation of a working group to create resources for companies to reference when creating or updating their Health and Safety policies.

- We want to work with other industry leaders as well as the government to improve and add to best practices in Health and Safety.
- We want to maintain the safest possible working environment for our employees, while still adhering to the human rights code and respecting our individuality.
- Canada is a country of immigrants and Fiera Foods is steadfast in its commitment to
 provide opportunities for these immigrants as they integrate into Canadian society.
 Immigrants come from various ethnic, cultural and religious backgrounds. Fiera does the
 outmost to provide accommodation for these people. Many other countries have had
 experiences in making accommodations while maintaining the integrity of health and

safety in manufacturing. We hope to work with different organizations and government bodies in bringing more of that knowledge to Canada.

- When the European Court of Justice ruled in March 2017 that companies could ban employees from wearing hijabs as part of broader prohibitions that include other religious and political symbols, companies were left on their own to try and make sense of this ruling and apply it to their own workforces, without guidance.
- Clarity and guidance from the Federal and/or Provincial governments would help Canadian manufacturers in these unchartered waters.

[[]i] https://www.labour.gov.on.ca/english/open/injury_trends.php