

# SOCIAL & RELATIONSHIP CAPITAL

MATERIALITY  
ASSESSMENT

GOVERNANCE

MANUFACTURING  
CAPITAL

NATURAL  
CAPITAL

HUMAN  
CAPITAL

INTELLECTUAL  
CAPITAL

SOCIAL & RELATIONSHIP  
CAPITAL

## Social & Relationship Capital

L.B. Foster understands the importance of our many social relationships and interactions. Our social connections influence our business success, employees, and the communities where we live and work. We expect our Company and employees to have a meaningful and positive impact on our stakeholders.

### STAKEHOLDER ENGAGEMENT

We believe it is necessary to communicate and collaborate with our stakeholders to keep lasting relationships. Engaging our various stakeholders is an iterative effort to assure that everyone is gaining value from the relationship. Our stakeholders include employees, customers, suppliers, investors, and the communities supporting our operations. Our method of engaging stakeholders can vary, but exists around common themes of mutual priorities, benefits, and values.

### EMPLOYEES

We use various forms of media to inform our employees of Company activity. Our primary tool for delivery is our intranet site called HIVE, which is typically used for recognition, new hires, retirements, anniversaries, organizational and policy changes, promotions, EHS updates, wellness and financial updates.

Other ways we communicate with our employees include:

- Companywide CEO livestreams, executive updates, email messages and informal question & answer (Q&A) sessions with leaders;
- Training and development programs;
- Wellness programs;
- Open-door programs;
- Recognition events;
- CEO-Employee "huddles;"

- Ethics hotline;
- Yearly performance and development feedback; and
- Small group employee huddles with the CEO and the EVP, HR and Administration.

### SUPPLIERS

Globally, we engage with more than 1,000 partners and suppliers. We conduct supplier reviews based on risk assessments following our ISO requirements. Supply chain team members with Tier 1 & 2 vendors have regular one-on-one meetings, undertake corrective action incident reporting for non-conforming products or services, and participate in industry and trade shows to stay abreast of technological advances.

### CUSTOMERS

We communicate regularly with our customers through formal and informal channels via daily business operations. Additionally, we collaborate through the requests-for-proposals process and inquire to identify key customer issues. We provide them with extensive product and services information, training, and, where appropriate, various systems to address questions and concerns.

We also communicate with customers through:

- Customer satisfaction surveys;
- Customer voice surveys;
- Internal / external sales team interaction (quoting activity, periodic visits);
- Industry conventions, exhibitions, and gatherings;
- Training sessions and workshops;
- Advertising and marketing communications;
- Trades journals & publications;

- Technical, application and warranty support; and
- Active participation in various industry associations including as members, committee, and working group participants and in other leadership positions such as Board members.

Finally, with the advent of supply chain sustainability, we respond to many customer questionnaires, whether directly or managed by 3rd parties such as EcoVadis.



**In June 2022, L.B. Foster opened its doors to more than 80 representatives from 20 countries in the global rail industry at our Pueblo, CO, plant outside of Denver.**

Delegates attended the 14th International Level Crossing Awareness Day (ILCAD) which showcased Grade Crossing Technology and other Total Track Monitoring™ products that improve rail safety. A series of demonstration stations were created around the Pueblo plant, including anti-trespass panels, Wheel Impact Load Detection (WILD) Mk-IV, and an immersive Rockfall Monitoring experience.

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## INVESTORS & ANALYSTS

We communicate with our investors and the financial community via:

- Quarterly earnings announcements, conference calls, and presentation materials;
- News releases and periodic, quarterly, and annual U.S. SEC filings;
- L.B. Foster Company Annual Report;
- Annual Meeting of Shareholders and Proxy Statement;
- Presentations by L.B. Foster executives at financial and industry conferences;
- L.B. Foster Investor Relations Website; and
- Investor Day presentations.

Also, with a growth in investors assessing ESG practices, we respond to questionnaires from rating agencies such as ISS and S&P Global.

## COMMUNITY ENGAGEMENT

We have approximately thirty facilities in six countries, based in communities that our employees, their families, our customers, and their stakeholders call home. We want these communities to be inclusive, sustainable, and prosperous places to live and work.

Our Social Responsibility Program allows employees to request corporate charitable donations to non-profit organizations with which they are active or where the Company operates, encouraging them to volunteer in their communities.

We participate in volunteer days at our various locations, offering support to non-profit organizations.

Historically, we have raised money for charitable causes requested by employees or supplied corporate support for community organizations, including:

- United Way Day of Caring;
- United Way Fund Raiser;
- Daffodil Days for the American Cancer Society;
- Race for the Cure, Susan G. Komen Breast Cancer Research;
- Company sponsored volunteer days;
- Bluebell Wood Children's Hospice (UK);
- Rumbletums Café (UK); and
- The Passage (UK).

## LOCAL ECONOMIC CONTRIBUTION

We receive great benefits from the communities where we operate and make important contributions in return. In addition to our social contribution, our commitments to our local communities include the taxes we pay which help fund community initiatives and projects. We benefit from the use of taxpayer-funded infrastructure (e.g., roads, wastewater, security, local emergency), without which our market value would be impacted. We believe we have good relations with our local communities and that civic leadership optimizes our income and property tax revenue for mutual benefit.

**Below is a list of principal properties and approximate workforce size. Collectively, these locations contributed approximately \$4.1 Million in state/local/provincial/county, property, personal, income, payroll, school, and other worker-related taxes.**

Location	~Workforce	Location	~Workforce
Hillsboro, TX	115	Niles, OH	30
Nampa, ID	80	Pueblo, CO	25
Waverly, WV	75	Dublin, OH	20
Loudon & Lebanon, TN (VanHooseCo)	100	Burnaby, BC, Canada	40
Bedford, PA	20	Sheffield, UK	45
Birmingham, Al	50	Nottingham, UK	75
Willis, TX (Coatings)	30	Telford, UK	20
Magnolia, TX	10	Pittsburgh, PA (HQ)	140
Columbia City, IN	10		