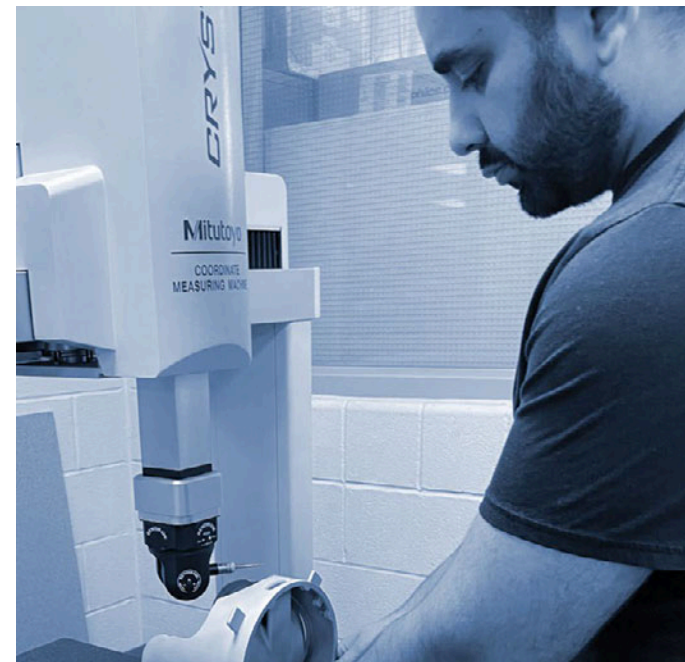
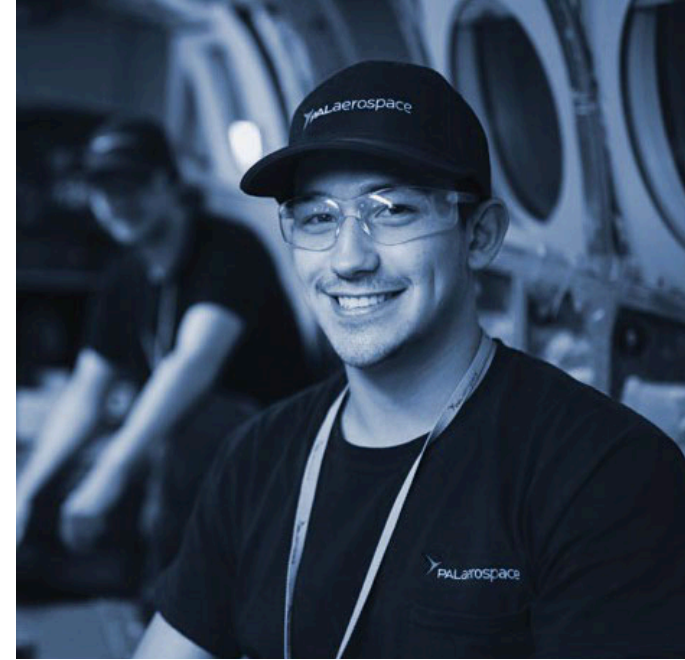


# BUILT TO LAST

2023 Sustainability Report  
Celebrating 20 Years of Success



# Contents



<b>EIC at a Glance</b>	<b>02</b>	<b>Environment</b>	<b>11-20</b>
<b>About this Report</b>	<b>03</b>	<b>Social</b>	<b>21-50</b>
<b>Chairman &amp; CEO Message</b>	<b>04</b>	Workforce Demographics	
<b>Sustainability Governance</b>	<b>05</b>	Training & Development	
<b>Our Policies</b>	<b>06</b>	Diversity, Equity, and Inclusion	
<b>Stakeholder Engagement</b>	<b>07</b>	Health & Safety	
<b>Materiality Assessment</b>	<b>08</b>	Quality & Safety	
<b>Sustainability Priorities</b>	<b>09</b>	Corporate Citizenship & Philanthropy	
<b>Our Progress &amp; Commitments</b>	<b>10</b>	Indigenous Relations	
		<b>Governance</b>	<b>51-60</b>
		Board Structure	
		Governance and Business Ethics	
		Privacy and Cybersecurity	
		Reporting	
		<b>Appendices</b>	<b>61-74</b>



# EIC at a GLANCE



The map shows EIC subsidiary head offices, main bases and manufacturing facilities. Not all EIC properties and locations are depicted in the map.

**\$2.5 Billion**

Total Revenue



**19%**

Average Annual Compounded Return since Inception



**\$1.6 Billion**

Growth Investments made in Subsidiaries



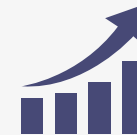
**\$556 Million**

Adjusted EBITDA



**17**

Dividend Increases in 20 years



**\$1.7 Billion**

Acquisition Investments



**~8000**

Employees



**\$870 Million**

Dividends paid since Inception



**19**

Platform Stand Alone Acquisitions



## Celebrating 20 years

of Success for our Shareholders, Employees, and Communities we Serve

At EIC, we have always prioritized making the right choice for the long term over the easy choice for the short term. Effective management of ESG is consistent with our core values, key to long-term success, and essential to defining EIC's future. ESG encompasses how we govern our business, minimize our environmental impacts, invest in and support our employees, serve our customers, engage with our communities, and report on our performance.

EIC'S head office is located on Treaty One Territory, the original lands of the Anishinaabe, Cree, Oji-Cree, Dakota, Lakota, and Dene Peoples, and the birthplace and homeland of the Métis Nation. We acknowledge that our water is sourced from Shoal Lake 40 First Nation. We respect and give honour to the Indigenous Peoples history on this land and recognize First Nations, Métis, and Inuit peoples' ongoing contribution in our neighbourhoods and communities today.

# About this Report

## 20 Years of Accretive Acquisitions

This document serves as an addition to the following publications, all of which are available on SEDAR+ and our website:

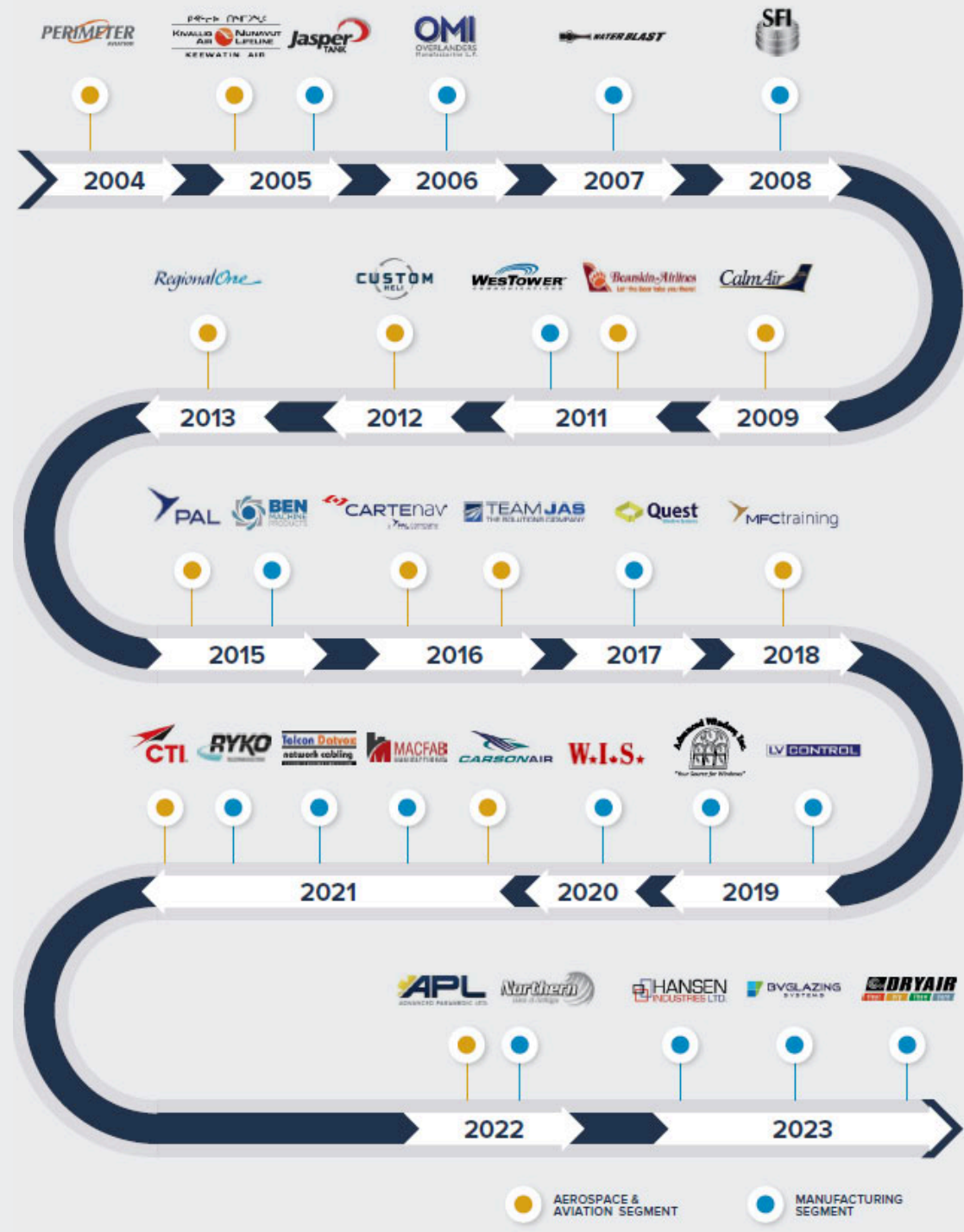
- 2023 Annual Report
- 2023 Modern Slavery Report
- 2023 Annual Information Form
- 2024 Management Information Circular

Within these pages, we offer a summary of EIC's commitment to sustainability and our ESG initiatives. This report aims to showcase EIC's dedication to ESG priorities, detailing our ambitions, strategies, and the progress we've made in alignment with the outcomes of an ESG materiality assessment conducted in 2021 and updated annually thereafter.

The contents cover the 2023 fiscal year, spanning from January 1 to December 31 unless otherwise noted. Financial figures are presented in Canadian dollars, while environmental statistics and additional data are measured in metric units. To facilitate understanding, explanatory footnotes are appended to the document. Future reports will address transactions that occur after December 31, 2023.

Our commitment to transparency and accountability is steadfast; we will consistently report on our performance and advancements through annual sustainability disclosures. Furthermore, we value and maintain open communication with all stakeholders, ensuring their insights inform our journey forward. This report has undergone review by our senior management and internal subject matter experts. The metrics included within have not been subject to external verification at this time.

For inquiries or feedback, please contact Investor Relations at [www.exchangeincomecorp.ca](http://www.exchangeincomecorp.ca).





# Steadfast Focus & Exceptional Results



## Chairman & CEO Message

At EIC, we have always believed in doing the right thing because it's the right thing to do. Staying true to our values and principles, since our inception in 2004 has been core to our ESG strategy and practices today. Being resilient and "Built to Last" is not possible without sustainability being core to what we do and how we do it. This means being diversified, being disciplined, and looking after our people and the communities we serve. These core tenets support our purpose to pay a consistent and growing dividend to our shareholders.

We are proud to report on the progress made in our ESG journey throughout the past year. This included enlisting the support of third-party consultants to recommend additional data points, validate measurement methods, and identify gaps. The process culminated with EIC's first ever ESG summit where we brought together leaders and subject matter experts from across the EIC Family of Companies to plan the next steps in our ESG journey. We expanded training programs including modern slavery; unconscious bias; reconciliation; and several governance topics such as anti-bribery and competition. The Board, and Executive, oversaw EIC's goals in relation to measuring carbon footprint, diversity and other human capital management topics. The Board was updated about external scores and ratings, obtained from various ESG rating agencies, at the November board meetings and considered follow-up actions to be taken. In May 2024, we were proud to have our ESG efforts acknowledged through the receipt of one of Canada's first syndicated social loan facilities granted in alignment with the Social Loan Principles developed by the APLMA, LMA, and LSTA. The Board was also updated and briefed about changes in ISSB reporting and modern slavery legislation. Senior management consistently discussed, with the Board members, the progress made with respect to several human capital initiatives including training, recruiting, collective bargaining, and performance.

In retrospect, 2023 was a year of building upon our foundation. We will continue to execute on the sustainability commitments made and strategies designed to keep us at the forefront of challenges and opportunities impacting our business and the world in general. We highlight those commitments and strategies within this report and we look forward to reporting on our progress and engaging with all our stakeholders on a regular basis. Even though there continues to be a substantial amount of geopolitical uncertainty in the world, we are confident in our business model now more than ever. Looking to 2024 and beyond, our stakeholders can be assured we will continue to be guided by our belief and the importance on doing the right thing because it's the right thing to do. That is the essence of the foundation of our business model being Built to Last and it will guide us through another 20 years of success.

- Don Streuber, Chairman & Mike Pyle, CEO

“

By all accounts, 2023 was a success and entirely consistent with our founding purpose set out in 2004.

” MIKE PYLE  
CEO



# Sustainability Governance

“

In our unwavering commitment to resiliency and growth, ESG topics are more than guidelines. They embody our belief in doing what's right simply because it's the right thing to do.

”



**Melissa Sonberg**  
Chair Governance Committee



## BOARD OF DIRECTORS

The Board fulfills its governance role directly and through committees to which it delegates certain responsibilities. The Board evaluates ESG related matters that affect EIC, such as climate, health and safety, human capital, diversity, equity, and inclusion, and data privacy and cybersecurity, on a regular basis. EIC has multiple levels of oversight and management for ESG matters.

“

By rewarding leaders for their commitment to ESG goals we are nurturing a culture where social responsibility and profitability go hand in hand.

”



**Gary Buckley**  
Chair Compensation Committee



## GOVERNANCE COMMITTEE

Primary responsibility for oversight and coordination of ESG matters rests with the Governance Committee of our Board.

The Governance Committee meets at a minimum two times per year. All members of the Governance Committee are independent.



## AUDIT COMMITTEE

Primary responsibility for oversight and monitoring risk management, including, climate, data privacy and cybersecurity, rests with the Audit Committee of our Board.

The Audit Committee meets at a minimum of four times per year. All members of the Audit Committee are independent.



## COMPENSATION COMMITTEE

The Company's executive compensation program, which rewards executives for successfully executing on our overall strategy, including ESG objectives, is the responsibility of the Compensation Committee.

EIC has voluntarily provided Shareholders the right to cast an advisory vote on the approach to executive compensation.

The Compensation Committee meets at a minimum of two times per year. All members of the Compensation Committee are independent.



## AEROSPACE & AVIATION

The Board's advisory committees meet at a minimum on a quarterly basis. The CEO, President, and various management employees are invited to attend and present regularly. The roles and responsibilities of each committee are set out in formal written charters. These charters are reviewed periodically to ensure they continue to reflect best practices, applicable regulatory requirements, and, in particular, in relation to emerging priorities, including topics such as climate change, diversity, equity and inclusion, health and safety, collective bargaining, and product quality. The advisory committees report quarterly to the Board.

## SECTOR ADVISORY COMMITTEES



## MANUFACTURING



## MANAGEMENT TEAM

Operational responsibility for sustainability and ESG issues has been assigned to a senior member of the Company's executive team, who reports to the CEO. We have engaged an ESG advisory firm to assist in the development and execution of our sustainability strategy.



# Our Policies

We review and update, and provide employee training and support, with respect to our sustainability policies periodically and as necessary to strengthen our ability to manage our most material ESG issues. All our policies include clear and tangible commitments. We hold senior management accountable for compliance with these policies.



## CODE OF ETHICS

[link to policy](#)



## PRIVACY POLICY

[link to policy](#)



## CYBERSECURITY POLICY

[link to policy](#)



## TAX POLICY

[link to policy](#)



## FREEDOM OF ASSOCIATION POLICY

[link to policy](#)



## ENVIRONMENTAL POLICY

[link to policy](#)



## DIVERSITY, EQUITY & INCLUSION POLICY

[link to policy](#)



## HEALTH & SAFETY POLICY

[link to policy](#)



## QUALITY & SAFETY POLICY

[link to policy](#)



## INDIGENOUS RELATIONS POLICY

[link to policy](#)



We recognize the importance of strong policies and ongoing training at EIC. Policies serve not only as pillars of governance but as tools that adapt to evolving landscapes. We are committed to enriching a culture of accountability, fairness, and ethical excellence.



**Steve Stennett**  
Chief Legal Officer

# Stakeholder Engagement

The landscape of ESG priorities is ever-evolving, and EIC is committed to adapting to meet these changing expectations. Our primary stakeholder groups are identified as customers, employees, communities, capital providers (including shareholders), along with policymakers and regulators. We actively engage with these groups annually to reassess our initiatives and stay aligned with their priorities. This engagement helps integrate their perspectives with EIC's vision and strategy, thereby shaping our goals to ensure they are both impactful and credible.

To pinpoint the issues of greatest importance to each stakeholder group, EIC employs a materiality assessment that utilizes multiple engagement techniques. We have recently updated our materiality matrix to reaffirm the most critical priorities for EIC. Initially, we selected a broad array of ESG topics that reflected the principal concerns within the industries we operate and the focal points reported by our peers. For the issues most pertinent to our customers, employees, communities, and policymakers, we gather insights from relevant internal experts. Additionally, EIC has conducted benchmarking analyses with a variety of capital market participants and shareholders to further refine our focus.



STAKEHOLDER GROUP	WHY	HOW DO WE ENGAGE
<b>Customers</b>	EIC provides essential services and niche products safely to its customers.	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Websites</li> <li>• Conferences</li> <li>• Customer meetings/interactions</li> <li>• Satisfaction surveys</li> </ul>
	Recognizing the positive impact employees make at EIC and for its customers and communities, EIC maintains a safe and healthy work environment, attracts and develops talent, creates growth and development opportunities, and drives a diverse and inclusive culture.	<ul style="list-style-type: none"> <li>• Town halls</li> <li>• Employee engagement surveys</li> <li>• Performance reviews</li> <li>• Mentorship programs</li> <li>• Safety opportunity submissions</li> <li>• One-on-one meetings</li> <li>• Intranet &amp; newsletter stories</li> <li>• Employee exit interviews</li> <li>• Social media</li> </ul>
<b>Communities</b>	EIC is committed to helping create positive social and economic impact in the communities where it operates and plays an essential role in the areas of the environment, diversity and inclusion, inclusive economic growth and prosperity and building a more sustainable economy.	<ul style="list-style-type: none"> <li>• Media relations</li> <li>• Town halls &amp; round tables</li> <li>• Community events</li> <li>• Engagement with Community representatives</li> </ul>
<b>Shareholders Capital Providers Insurers</b>	Through strong governance, EIC enhances shareholder value and delivers a robust capital position and balance sheet.	<ul style="list-style-type: none"> <li>• Quarterly &amp; Annual Reports</li> <li>• Annual General Meeting</li> <li>• Earnings conference calls</li> <li>• Investor conferences &amp; events</li> <li>• Analyst Day &amp; tours</li> <li>• Meetings with Insurers</li> </ul>
	<b>Policy Makers Regulators</b>	Policy makers and regulators set the standards and rules that ensure the marketplace is safe, consistent and fair to everyone.



# Materiality Assessment

## 1 STEP 1 - EXTERNAL ENGAGEMENT

Identified material ESG topics based on analysis of disclosures made by peer companies, ESG rating firm's assessment frameworks, and ESG disclosure standards. This represents the external perspective of stakeholders, such as employees, investors, communities, customers, and governments.

## 2 STEP 2 - INTERNAL ENGAGEMENT

Solicited internal feedback on these topics from EIC's executive team, subject matter experts within the Company, and leaders from our operating subsidiaries.

## 5 STEP 5 - REASSESSED REGULARLY

Through ongoing engagement with stakeholders across the organization and review of leading standards and frameworks, we identify the most material ESG issues facing our businesses and adjust our priorities and strategies accordingly.

## 3 STEP 3 - ANALYSIS OF RESULTS

Plotted the results on a materiality matrix, which positions each ESG topic according to its importance to internal and external stakeholders.

## 4 STEP 4 - PRIORITIES & STRATEGIES

Used the materiality matrix to prioritize our sustainability efforts with an understanding of the material topics that are critical for our business activities and most significant to our stakeholders.



As leaders of both financial stability and social responsibility we were pleased to see our dedication to the communities we serve recognized through the distinction of receiving one of Canada's first syndicated social loan facilities granted in alignment with the Social Loan Principles developed by the APLMA, LMA, and LSTA. This acknowledgment recognizes our continued integration of sustainability into our financial strategy consistent with positive societal impact and exemplifies who EIC is as a Company today and has been since its inception.



**Richard Wowryk**  
Chief Financial Officer



I want to congratulate you on an excellent AGM. I think one of the most important things I took away from the meeting was your comment that EIC wants to do the right thing as opposed to what might be popular at any particular given time. I am so proud to be a part of EIC not only because it has been an extremely profitable organization but the fact it takes pride in doing the right thing, particularly as it relates to collaborating with and providing education opportunities to First Nations communities in our province.



**Bob Williams**  
Shareholder

# Sustainability Priorities

This report is structured to inform our stakeholders about how we are managing the issues most material to us.

## Climate Change - Page 12

Developing a strategy and action plan to reduce emissions

## Training & Development - Page 25

Developing and supporting our people

## Diversity, Equity and Inclusion - Page 29

Building a diverse, equitable and inclusive workplace

## Health & Safety - Page 33

Improving and maintaining workplace health and safety standards

## Quality & Safety - Page 35

Managing the safety of our customers and our people and providing quality products and services

## Corporate Citizenship & Philanthropy - Page 39

Contributing in a meaningful way to local economic development

## Indigenous Relations - Page 41

Committed to supporting reconciliation in Canada

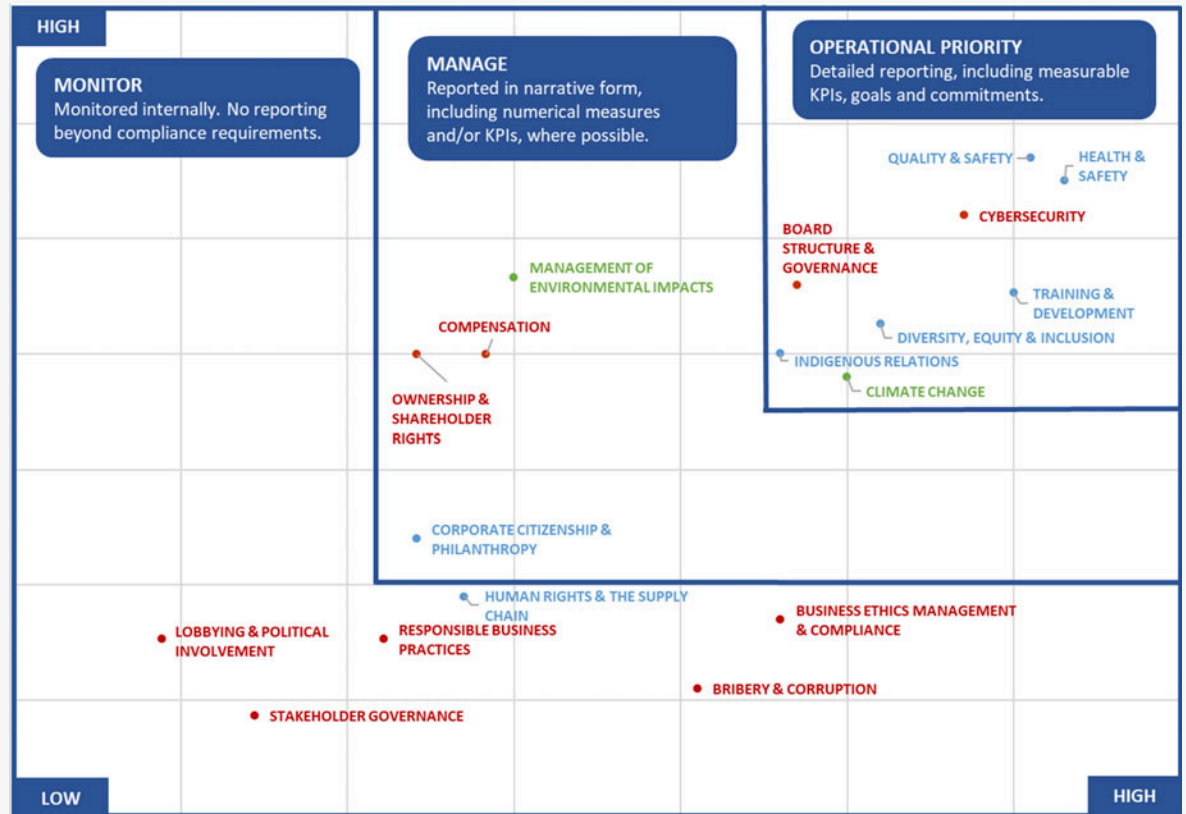
## Board Structure & Governance - Page 52

Holding ourselves to a high standard of governance

## Privacy and Cybersecurity - Page 55

Protecting our customer and Company data

IMPORTANCE TO STAKEHOLDERS



● Environment ● Social ● Governance

“

At EIC we are dedicated to advancing through sustainability priorities that matter to our stakeholders. Our commitment extends beyond words to tangible actions, driving meaningful progress in sustainability, social responsibility, and ethical governance.

”



**Pam Plaster**  
VP Investor Relations  
Senior Leader responsible for ESG



# Our **PROGRESS** and **COMMITMENTS**

EIC made notable strides in its ESG journey over the course of 2023. From expanding the ESG teams at both head office and subsidiary levels, to hosting our first ever ESG summit, we have continued to demonstrate sustainability as core to our values and operations strategy. The initiatives and data in this report demonstrate a steadfast commitment to addressing the most prominent issues facing our global and local communities as seen through the eyes of our stakeholders. EIC is committed to further advancing our sustainability strategy in 2024. A high level summary of our progress and commitments in 2023 is as follows:

- Implemented processes, training, and reporting to identify and prevent forced labour and child labour in operations and supply chains;
- Published additional policies with respect to tax and freedom of association and updated existing policies, mandates, and charters;
- Engaged a climate expert to review, test, and agree upon the methods being used to track and report Scope 1 and Scope 2 emissions;
- Hosted an ESG summit and training session that included leaders and ESG subject matter experts from across the EIC Family of Companies;
- Developed a plan to begin measuring Scope 3 emissions in 2024;
- Expanded unconscious bias and reconciliation training for subsidiary employees;
- Commitment to the PAR program;
- Delivered anti-bribery and competition, and modern slavery training to identified individuals;
- ETS achieved ISO 27001 certification; and
- Further refined data collection and reporting processes for more complete and accurate data that will inform wins and actionable insights as we go forward in our sustainability journey.

# ENVIRONMENT



## 2024 Commitments

- Implement processes to measure material Scope 3 emissions
- Refine emission intensity measurements for each business line



## 2023 Achievements

- Third party expert reviewed our methods and calculations for reporting Scope 1 & 2 emissions
- Hosted ESG summit with subject matter experts
- Conducted analysis of Scope 3 emissions most material to EIC
- Announced investment in a full motion King Air simulator
- Continued to advance discussions with providers of alternative power solutions
- Continued developing intensity-based GHG emission measurements
- Analyzed and considered an appropriate carbon offset program for a certain subsidiary to be net zero as it relates to a specific contract



## ENVIRONMENTAL MANAGEMENT

At EIC, we are committed to reducing the consumption of natural resources, including energy and water, and the generation of emissions and waste. Our environmental policy outlines our commitment to environmental leadership while conducting our operations, both on the ground and in the air.

We are developing baseline resource consumption data for all our subsidiaries, to help us determine where we can most effectively reduce our environmental footprint. Ongoing monitoring of key environmental metrics will provide the basis for more focused improvement initiatives.

## CLIMATE CHANGE

EIC is committed to decarbonizing our operations and supply chain. We are also committed to achieving real reductions in GHG emissions without relying solely on carbon offsets, other than required by certain customers, to meet unrealistic targets.

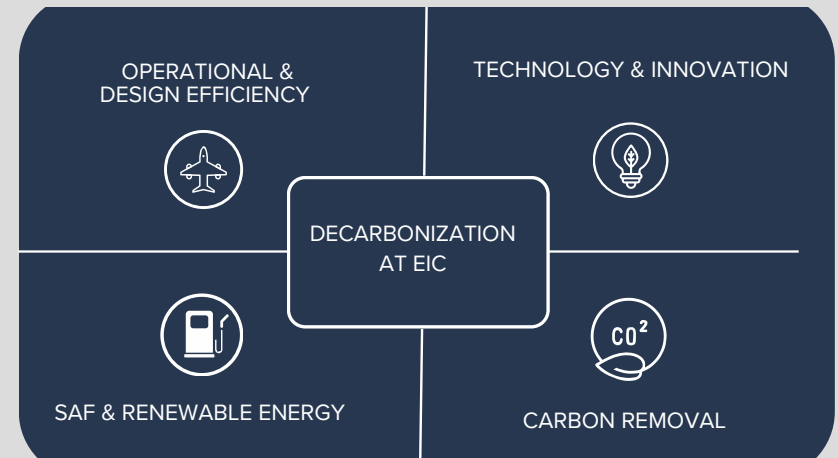
To measure our progress and demonstrate our commitment to increasing our energy efficiency and reducing our GHG emissions, we have set the following goals:

- Further refine our ability to measure Scope 1, Scope 2, and material Scope 3 GHG emissions and report on performance.
- Develop a strategy and action plan to reduce our GHG emissions, taking into account the principles of the 2015 Paris Agreement.
- Assess energy use and management at all our locations and implement programs to maximize our efficiency.
- Continue to advance discussions with our suppliers for transitioning our fleet of aircraft to hybrid and/or SAF to reduce Scope 1 GHG emissions.

The vast majority of our GHG emissions are related to fuel burn.

We are seeing developments in low-carbon technologies and alternative fuels. Unfortunately, there are no readily available forms of low-carbon power for the aircraft and harsh climates we operate in and there is no meaningful supply of SAF, so we must focus on driving efficiency in our operations. Our approach to decarbonization will focus on efficiency and equipment in the short term and the adoption of emerging aircraft and fuel technologies in the medium to long term.

Refer to our TCFD report (Appendix) for more details about our climate change governance, risk management and strategy.



“

Like anything we do at EIC, and any commitment or target we set, it must be meaningful and based on the facts available today. We will continue to work on evaluating and defining our long term decarbonization plan.

”



**Mike Pyle**  
CEO

	Units	2019	2020	2021	2022	2023
<b>GHG Emissions</b> <sup>1</sup>						
Scope 1						
Air Transportation Fuel <sup>2</sup>	tonnes CO2e	207,340	164,280	192,407	224,603	243,754
Ground Transportation Fuel <sup>3</sup>	tonnes CO2e	4,487	3,931	4,393	19,220 <sup>5</sup>	17,975
Heating Fuel <sup>4</sup>	tonnes CO2e	5,833 <sup>5</sup>	5,029 <sup>5</sup>	5,514 <sup>5</sup>	6,973 <sup>5</sup>	7,707
Scope 2						
Electricity	tonnes CO2e	2,735	2,862 <sup>5</sup>	3,163 <sup>5</sup>	4,200 <sup>5</sup>	4,814
<b>Natural Resources</b>						
Water Usage <sup>6</sup>	m3	47,517 <sup>5</sup>	56,868 <sup>5</sup>	51,949 <sup>5</sup>	113,464 <sup>5</sup>	147,063

*EIC's subsidiaries were not cited or penalized for any violations of environmental regulations from 2019 through 2023.*

### SAF

EIC's single most significant emission source is air transportation fuel. It is responsible for approximately 90% of our total GHG emissions. At the moment, SAF usage remains the only viable path for aviation businesses to meet net-zero commitments by 2050, yet Canada currently produces no meaningful quantities of SAF. We are playing a proactive role in the development and commercialization of SAF in Canada, regularly meeting with government bodies, producers, and other airlines to discuss and strategize about bringing SAF to a commercial scale in line with Canada's 2030 target. EIC (Calm Air) is a member with the Canadian Council for Sustainable Aviation Fuels (C-SAF) and has been invited to participate in discussions about the challenges from a producer and consumer point of view. The SAF landscape continues to evolve in Canada and the demand for the product far exceeds the supply. The majority of the locations EIC operators fly to are in the far north where technical challenges still exist using SAF owing to the extreme temperatures and harsh environments experienced in the North.

# CARBON FOOTPRINT

## How EIC Delivers on Commitments

### HYBRID, ELECTRIC, & HYDROGEN TECHNOLOGY

Most of the routes that EIC's airline operators fly are short haul, which makes them ideal candidates for the promising electric, hybrid electric, and hydrogen engine technologies under development. Each design faces technological challenges, but the largest challenge may be the speed at which these technologies can be brought to market and the reliability of operating in harsh environments.

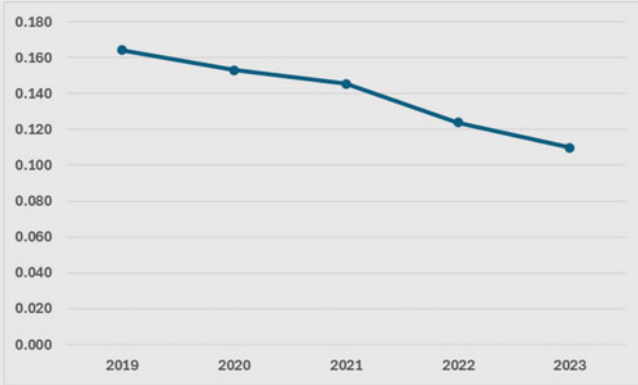


EIC aviation companies consume 95 million litres of jet fuel, representing only 1% of annual domestic market consumption, to primarily provide essential services, not discretionary or business travel. Regardless of the level of our consumption we are committed to reducing our GHG emissions. This will take a range of solutions, including SAF and alternate power sources that are not currently available. EIC will continue discussions with relevant suppliers to advance these solutions.

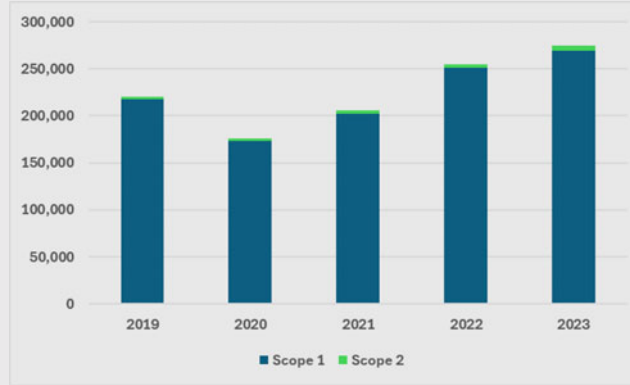


**Dave White**  
EVP, Aviation

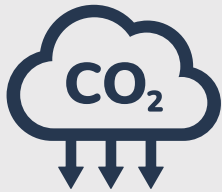
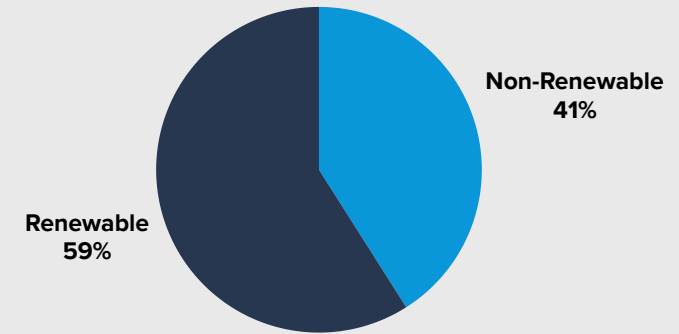
### CARBON INTENSITY (TONNES CO2E PER REVENUE DOLLAR)



### GHG EMISSIONS (TONNES CO2E)



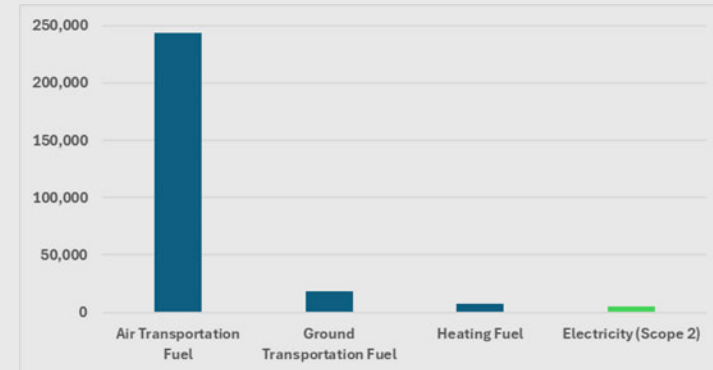
### ELECTRICITY MIX



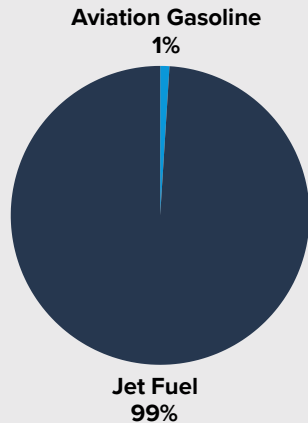
Reduction in emissions will come from:

- Operational and technological improvement
- Greening our supply chain
- Increased use of SAF/new propulsion technologies
- Carbon removal/capture technologies

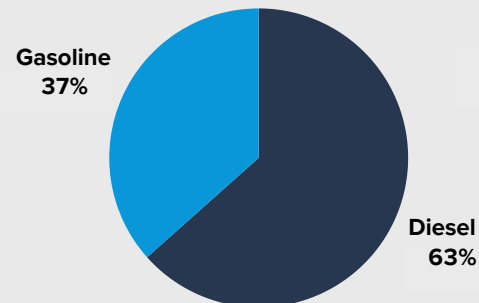
### GHG EMISSIONS (TONNES CO2E)



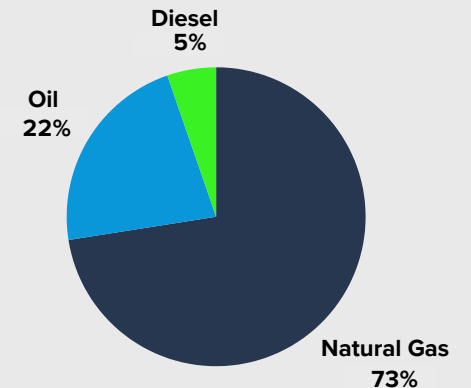
### AIR TRANSPORTION FUEL (TONNES CO2E)



### GROUND TRANSPORTION FUEL (TONNES CO2E)



### HEATING FUEL (TONNES CO2E)





# FLEET MODERNIZATION, TECHNOLOGY, AND OFFSETS

## How EIC Delivers on Commitments

EIC air operators continued to make fleet upgrades and investments in technology as they have over a number of years. The purchase of more efficient aircraft has been a tenet in the strategy to reduce carbon emissions until sustainable aviation fuels are feasible and commercially available.

In 2023 these fleet upgrades included the purchase of De Havilland Dash-8 Q400s to support PAL Airline's awarded contract for operations on behalf of Air Canada in Eastern Canada. These aircraft are 35%<sup>8</sup> more fuel efficient than their Dash-100 and Dash-300 predecessors. They are also equipped with active noise control systems to mitigate wildlife and community disturbances.

Carson Air's announced purchase of twelve King Air 360s, to support its awarded contract for fixed wing medevac in British Columbia, is another example of EIC's fleet modernization.



As part of the British Columbia medevac contract, Carson Air has committed to achieve carbon neutrality in its operation of aircraft in the provision of services under the contract. To accomplish this, in the absence of viable technologies, carbon offsets will be purchased and retired to meet this commitment.



In 2023 EIC announced a \$20 million investment to purchase a King Air full motion training simulator. Facility renovations have commenced and delivery of the simulator is planned in 2024. The simulator will go into service in 2025.

Our pilots increasingly utilize full-motion electronic flight simulators for their training, avoiding fuel consumption yet acquiring the necessary experience to ensure our fleet remains among the safest in the air. A conventional 500-hour training program releases approximately 313 tonnes of CO2.

“

As we strive for operational excellence, we maintain providing timely, reliable, and efficient service is fundamental to our success. By upholding these standards, alongside strategic upgrades and investments, like the King Air 360 fleet, we not only meet stakeholder needs but also fortify the sustainability and resilience of our operations. Through this dedication to excellence we cultivate long-lasting customer relationships, propel growth, and make positive contributions to the communities we serve.

”



**Kevin Hillier**  
CEO & President, Carson Air



“

While we operate within an industry characterized by high carbon emissions, we are steadfast in our commitment to mitigating our environmental impact. Through dedicated efforts such as the recycling of aircraft and tree-planting initiatives we actively reduce our carbon footprint and strive to lead by example in fostering sustainability within our sector.

”



**Hank Gibson**  
President, Regional One

In 2023, Regional One was honored with an acknowledgement of Aviation Environmental Leadership by the North American Aerospace Industries for its exemplary sustainable practices in disposing of three Bombardier CRJ 700 aircraft. The company successfully recycled or repurposed 60,208 kilograms of materials, demonstrating a commitment to minimizing waste and carbon emissions. Adhering to the highest environmental standards set by AFRA and IATA, Regional One's efforts included planting 900 trees to offset carbon emissions. These trees are projected to capture 20.4 metric tonnes of CO2 annually upon maturity while simultaneously aiding in the restoration of natural habitats. This award highlights Regional One's role as an environmental leader in the aviation industry, showcasing its dedication to sustainable and responsible practices.

# RECYCLING AND OFFSETS

EIC Recognized



# PROTECTING BIODIVERSITY

## How EIC Delivers on Commitments

Northern Mat & Bridge works with our customers to ensure access and protection to the highest environmental standard when working on their projects and sites. This responsibility includes developing and following environmental management plans based on respect for the landowner's standards, and adherence to local, provincial and federal regulations.

For over 20 years Northern Mat & Bridge has been focused on initiatives for wood waste management and diverting our products and consumables from landfills. This focus has seen us undertake pilot projects over the past number of years with efforts to grind our mats for end of life uses such as: biofuel feedstock for greenhouses in Ontario and landfill layering in Alberta and British Columbia that aids in a faster degradation of typical refuse materials which in turn lessens the overall emissions from the landfill.

Northern Mat & Bridge is partnered with suppliers who are committed to meeting the highest environmental standards through the application of science-based principles, collaborative approaches, sustainable forest practices and independent certifications. All our domestic suppliers of lumber products hold certifications for forest sustainability and management, including a third-party accreditation in the Sustainable Forestry Initiative and the Programme for Endorsement of Forest Certification. The majority of our supplied lumber includes the required chain of custody for the local areas from which it is harvested. This allows Northern Mat & Bridge to ensure the full life cycle of a mat is managed while limiting our impact on the planet.

“

As custodians of biodiversity, our business plays a pivotal role in preserving and protecting the ecosystems in which we operate.

”



**Shane Stewart**  
President, Northern Mat & Bridge





# ENERGY EFFICIENCY

## EIC Recognized

EIC's subsidiaries in the Multi-Storey Window Solutions business line are recognized in their industry for their outstanding work with regards to product quality and environmental sustainability practices.

Quest Window Systems was honored with the People's Choice Award at the Guardian Glass North America 2024 Commercial Project Awards as the glazier and fabricator for Cumulus Tower in Los Angeles. The project earned a LEED Gold certification within the Building Design and Construction: Multifamily Midrise category. Quest Window Systems contributed to the certification with its energy efficient, thermally broken window wall and high performance glass that is characterized with solar control properties.

This award validates EIC's commitment to promoting and investing in environmentally responsible practices while simultaneously maintaining exceptional product excellence.





When the devastating wildfires struck British Columbia in 2023, one of WesTower Communications' key client sites was severely affected. In a testament to our agility and commitment, our teams swiftly mobilized to ensure uninterrupted connectivity for our customers. In a relatively short period, in difficult circumstances, WesTower Communications erected a temporary tower, providing continuous service to communities despite the challenging conditions.

This swift and efficient action highlights EIC's capability to respond to emergencies and reflects our dedication to maintaining connectivity for clients and their customers even in the most adverse circumstances.

This is a prime example of our commitment to sustainability and resilience, reinforcing the essential nature of our services. It embodies our culture of answering the call and keeping communities connected.

“ Even amidst environmental challenges like wildfires, our services remain essential pillars of support for communities. Ensuring the safety and well-being of our people is a necessity. By implementing vigorous emergency response plans and investing in preparedness initiatives, we stand ready to protect lives, property, and the communities we serve.

”



**Nathan Schauerte**  
CEO & President, WesTower Communications



How EIC Delivers on Commitments

# RESPONDING TO WILDFIRE IMPACTS

# TRAINING

## How EIC Delivers on Commitments



### Emergency Response

We maintain comprehensive emergency response plans for all our sites, tailored to include environmental incident responses where applicable. Our emergency preparedness involves regular training, drills, and exercises that meet regulatory standards and address specific site requirements. These activities range from table-top simulations to on-water training exercises, as appropriate, along with other simulated emergency scenarios. Following these exercises, we evaluate lessons learned and plan subsequent actions to enhance our emergency management continuously.

We collaborate with internal experts, industry peers, and spill-response organizations to exchange knowledge, experience, and resources through mutual aid agreements, optimizing our emergency response capabilities.

In any emergency, safeguarding people and the environment is our priority. In the event of an incident, we promptly take mitigatory and corrective measures. We also conduct thorough investigations of significant incidents to identify their root causes, refine our critical controls, and reduce the risk of future occurrences.

We completed more than 45 emergency exercises and drills across the organization in 2023.



# SOCIAL



## 2024 Commitments



- Introduce and roll out Together Mentorship
- Expand fully funded Indigenous Pilot Pathway program to include base in Rankin Inlet, Nunavut in addition to Thompson, Manitoba
- Zero preventable fatalities and zero preventable incidents
- Continue to expand process for measuring workforce demographics and KPI's

## 2023 Achievements



- Implemented Modern Slavery process and reporting
- Expanded delivery of unconscious bias and reconciliation training
- Committed to PAR program
- Continued to expand process for measuring workforce demographics



# Powered by People



“

The Circle of Excellence awards are a longstanding EIC tradition presented annually at our strategic planning session. The awards recognize exemplary employees at each subsidiary for going above and beyond the call of duty and demonstrating outstanding performance in their role. To date, we have celebrated more than 90 employees since the inaugural ceremony and we look forward to continuing the tradition for many years to come.

”



**Mike Pyle**  
CEO



“

We are working hard to create safe & inclusive work environments while building & maintaining relationships with local communities, Indigenous Peoples & stakeholders.

”



**Darwin Sparrow**  
Chief Operating Officer



“

EIC is uniquely successful in our ability to identify and retain skilled management teams. Our people are our greatest asset, and we are at our best when we are empowering their vision.

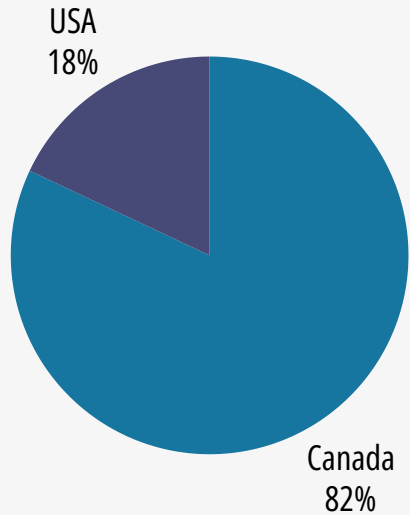
”



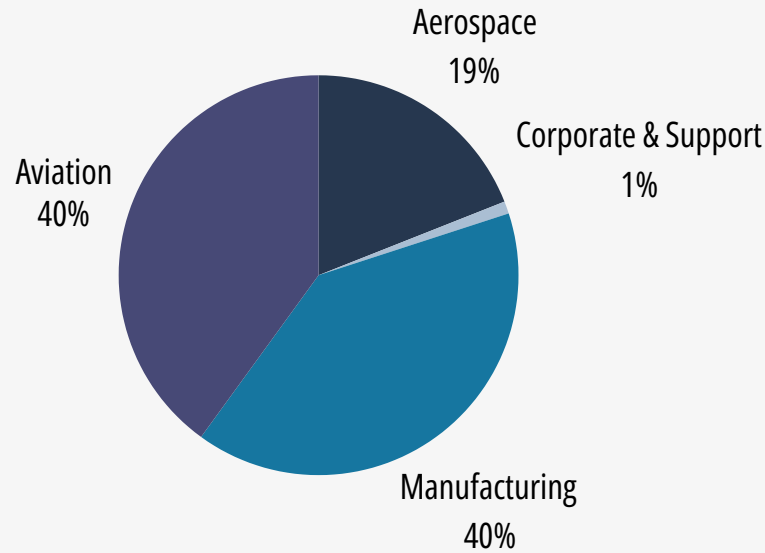
**Carmele Peter**  
President

# Workforce Demographics

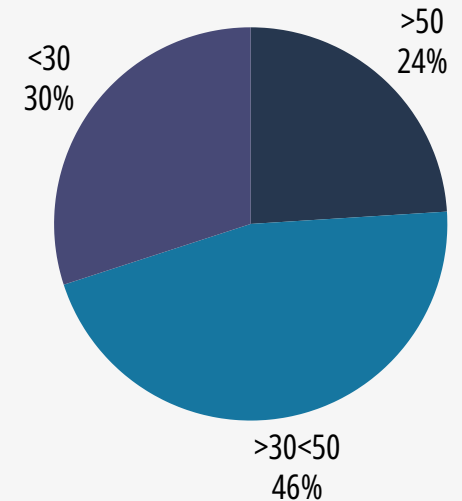
BY GEOGRAPHY



BY SECTOR

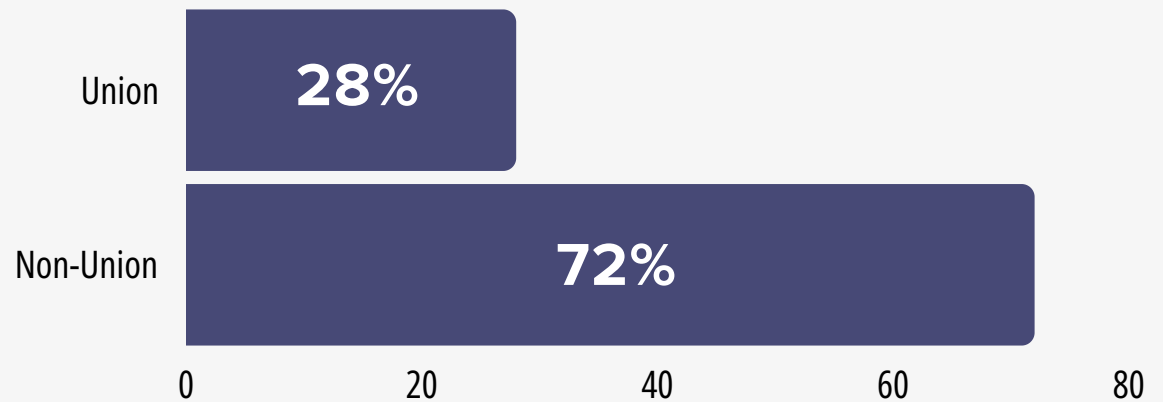


BY AGE



~8,000  
TOTAL # OF EMPLOYEES

## Union Representation





# TOP EMPLOYER

EIC Recognized



Calm Air was named among Manitoba's Top 100 Employers for 2024.



The PAL Group of Companies was recognized as one of Atlantic Canada's Top Employers in 2023.

EIC is proud of our subsidiaries, recognized in their respective markets, as top employers in their communities. These recognitions celebrate companies that offer excellent workplace experiences. Employers are evaluated on criteria such as: work atmosphere and social initiatives; health, financial and family benefits; vacation and time off; employee communications; performance management; training and skills development; and community involvement. Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs.

Our total rewards approach for employees includes components such as competitive compensation, health insurance benefits, career development, pensions and savings plans. Additional programs are also designed to enhance the quality of life for employees and their families such as employee and family assistance programs and an employee share ownership plan.

We are committed to supporting our subsidiaries in being top employers in the communities where they live, work, and play.

# Training & Development

“

A skilled, safe, effective, and committed workforce is essential. Continually supporting our people at every level of EIC helps maintain our high performance and is the main factor in our success. This is why, during the due diligence process for all acquisitions, we evaluate the training and development, as well as health and safety initiatives, of our target companies to ensure they align with the values of the EIC Family of Companies.

”



**Adam Terwin**  
Chief Corporate Development Officer



# COMMUNITY OF PRACTICE

## How EIC Delivers on Commitments



The EIC Human Resource Community of Practice is a cross functional group of leaders from within the EIC Family of Companies who collaborate, via various committees, to support human capital initiatives. It is a hub to share knowledge and ideas.

### Leadership & Retention Strategy

The Leadership & Retention Committee focuses on mentorship and leadership and development programs to ensure the company culture permeates throughout the organization while promoting employee engagement and growth.

The workforce development and retention strategy at EIC, and its subsidiary companies, continues to expand and grow as opportunities are identified to invest in our employees. In 2023, this involved the formation and rollout of a mentorship program. More than 75 high potential employees were matched with mentors. The program is being expanded further in 2024.

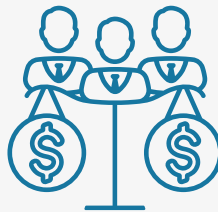
EIC University was another initiative introduced in 2023 to spread the culture of EIC to future leaders. The first “lunch and learn” on the key tenets of EIC’s business model had 30 participants. The hour long session covered the strategies, tactics, and principles that have made EIC successful. In addition, tours of subsidiary operations were conducted for new hires and summer students to gain insight and exposure to day-to-day operations of our businesses.

### Pay Equity Strategy

EIC is committed to the principles of pay equity for all employees. In 2023, applicable subsidiaries established appropriate pay equity committees to: identify different job classes made up of positions in their workplace; determine whether each job class is predominately male, female, or gender neutral; determine the value of work of each predominately female or male job class; calculate

the compensation for each predominately female or male job class; and compare the compensation between the predominantly female and male job classes doing work of equal or comparable value.

The applicable subsidiaries are on track to submit pay equity plans in accordance with the *Pay Equity Act*.



### Labour Resource Strategy

We continue to monitor economic conditions to understand the labour market and EIC subsidiaries are employing recruitment initiatives to diversify their labour sourcing.

To support these efforts, the Labour Resource Committee offered several learning sessions including topics such as LinkedIn recruitment; immigration recruitment; and general recruitment. More than 50 human resource professionals attended these learning sessions.

### Growing our Own Strategy

While we are working to develop the teams we need today, we are also planning for future workforce needs. To build the skills and knowledge needed for careers in trades and operations, we partner with community and non-profit organizations as well as post secondary institutions that offer training for our workforce. We also offer opportunities to students through internships, co-op terms, and an Indigenous student program.

In 2023, the Growing Our Own Committee shared best practices for these various programs and are proud to have supported more than 130 students and/or employees to advance their careers.

These programs have been developed to provide financial assistance for career training, support students along their journey, and provide the opportunity for long and successful careers in their chosen field.





# APPRENTICESHIP PROGRAMS

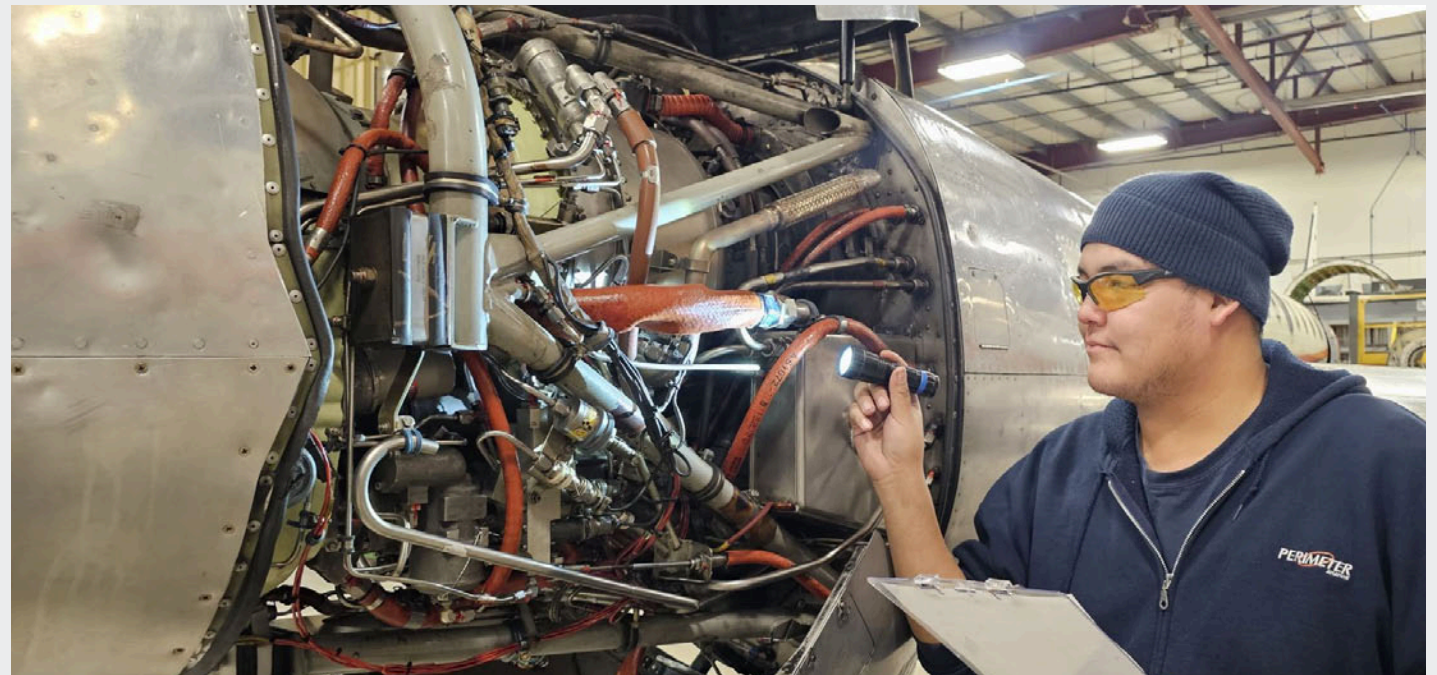
EIC Recognized



In an ongoing commitment to workforce development, SFI has taken proactive steps to address the growing skills gap within the stainless steel tank fabrication industry. This gap has been widening owing to the retirement of experienced fabricators. In response, SFI collaborated with the Department of Labor and Ozarks Technical Community College to launch an innovative apprenticeship program. This initiative is designed to equip individuals who are keen on building a career in this field with comprehensive on-the-job training. The program offers a structured path to mastery in welder/fabricator craftsmanship.

The program is a rigorous three-year journey, accredited by the Department of Labor and culminating in the awarding of a certificate to those who meet its standards. Notably, the apprentices incur no costs for participating in the program, ensuring it is accessible to all eligible candidates. Furthermore, apprentices gain the advantage of full company benefits after just 60 days of full-time work. Through this initiative, SFI not only contributes to the closing of the skills gap but also fosters a sustainable and skilled workforce for the future.

AMS offers an apprenticeship pathway for aircraft maintenance engineers. The program includes an 18 to 20 month college program followed by approximately 2 years of gaining on the job experience. Apprentices who complete the required amount of hours and pass a regulatory exam become certified in their trade.



# TRAINING

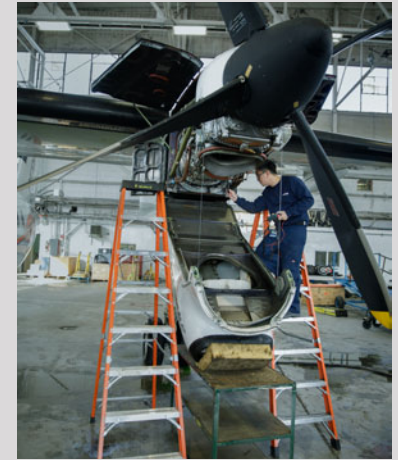
## How EIC Delivers on Commitments

The SFI Welding & Grinding school, along with the newly established AMS Aerotech Training for aircraft maintenance engineers, are shining examples of creating qualified employees by providing them with the necessary knowledge and skills for a career in their industry.



### AMS Aerotech Training

In response to the well-known shortage of qualified aircraft maintenance engineers in the industry, AMS has launched AMS Aerotech Training in 2023. This initiative provides students with equivalent training to the ICS Canada online program while integrating the in-person program with safe work procedures, industry best practices, and aircraft specific content on a multitude of airframe types. Students get paid for eight hours per day while they complete their training and may, pending completion of the program, move into full-time roles, working alongside AMEs who will continue to provide mentorship.



### SFI Welding & Grinding School

SFI offers classes for both welding and grinding. The classes are offered at no cost to students who attend lectures in the mornings and work afternoons in the shop while getting paid for eight hours per day. Enablement of techniques are provided and after successful completion, students may move into full time roles, working alongside experienced welders and grinders who continue to provide mentorship.



### Life in Flight - Pilot

This career pathway program integrates all of the flight training and exams required to become a proficient airline pilot. After earning their commercial pilot licence, multi-engine rating and Group 1 instrument rating from MFC Training, students become flight instructors at MFC Training before transitioning to the flight line at one of EIC's air operators. Members are eligible to apply for special financing, as well as earn a \$25,000 commitment award after 5 years of employment with EIC.

### Life in Flight - AME

This career program integrates all of the training required to become a certified AME. After earning their diploma with any one of several designated institutions and earning their required hours at an EIC operation, members are eligible to earn a commitment award after a designated employment timeframe with an EIC subsidiary as an AME.



# Diversity, Equity and Inclusion

We aim to reflect the communities we serve with a diverse workforce and equitable treatment of our employees by embedding diversity, equity, and inclusion principles into who we are and how we do business.

Our [Diversity, Equity, and Inclusion Policy](#) outlines our commitment to building a more diverse, equitable and inclusive workplace. We also have a Diversity Policy for our Board of Directors.

We believe ongoing education is a critical part of this journey. That is why all Board members, Executives, and Senior Leadership are required to complete unconscious bias training. In 2023, unconscious bias training was also a leadership development requirement for various subsidiary managers.

## GENDER DIVERSITY AT EIC<sup>10</sup>

% Female	2019	2020	2021	2022	2023
Board	30	30	30	30	30
Executive	20	20	20	20	20
Senior Leadership	Not reported	Not reported	Not reported	Not reported	17
Overall	24	22	23	25	25



The crew I work with is what keeps me coming back every day. It's a really difficult and demanding job that I enjoy but it's the people I work with that make it worthwhile. I have the opportunity to learn from so many different people, notably people that have been in the industry for a really long time who have a lot of knowledge they are willing to share.



**Lisa Weklych**  
Foreperson, WesTower Communications



# TRAINING

## How EIC Delivers on Commitments



Exploring  
Unconscious  
Bias



295+  
additional learners  
in 2023

400 employees have completed Unconscious Bias training since it launched in 2022 including 100% of our Board, Executive and Senior Leadership team.



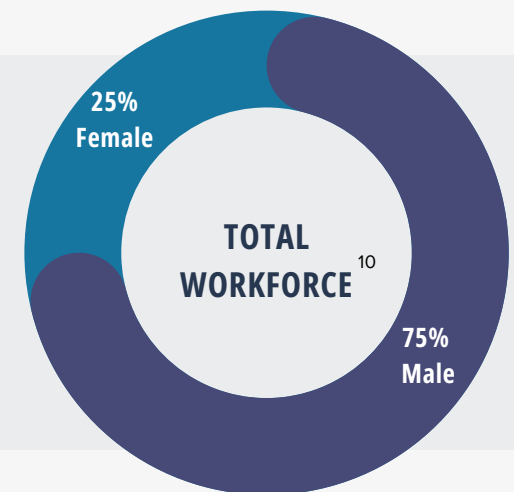
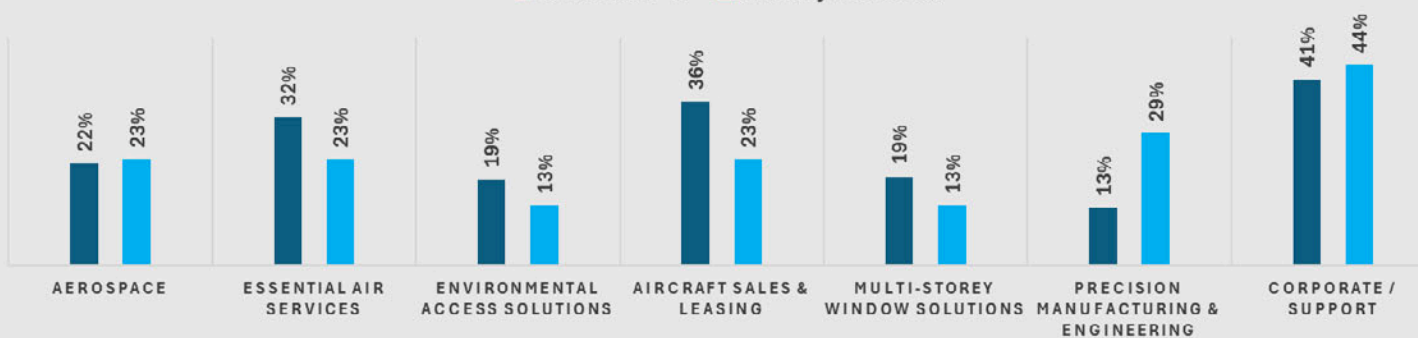
At EIC, it's crucial that we actively support the development of ourselves, our colleagues, and the communities we engage with. Understanding our unconscious biases is imperative in promoting diversity, equity, and inclusion within our organization. By recognizing these biases, we can seize opportunities to foster equity in our operations and find resources and support tailored to the diverse needs of the communities we serve.



**Don Streuber**  
Chairman

### FEMALE REPRESENTATION BY LINE OF BUSINESS AT EIC

■ EIC Female % ■ Industry Female %

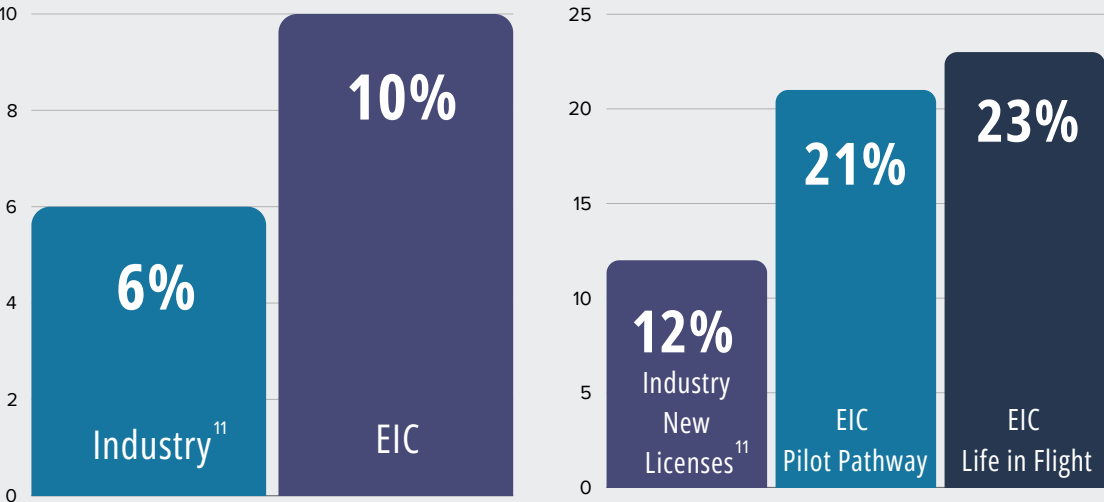


The majority of our business lines exceed industry averages for female representation in the workforce.

# GENDER DIVERSITY

## How EIC Delivers on Commitments

### Female Fixed Wing Pilots - Canada



EIC's record of gender diversity is strong compared to our aviation industry peers.

### Female Manufacturers at EIC

In a significant stride toward dismantling gender barriers in traditionally male-dominated fields, Bryanna Shaffner's journey exemplifies resilience, skill, and the breaking of stereotypes within the workplace. Initially embarking on a career path far removed from welding, Bryanna's life took a series of unexpected turns, leading her to pursue a fresh start and ultimately find her calling in a field where women are notably underrepresented. Her determination led her to enroll in a 20-week intensive welding program at Ozarks Technical Community College, where she honed her skills and prepared for a challenging yet rewarding career ahead.

Bryanna's subsequent employment at SFI as the company's first female welder marks a historic milestone in the company's efforts to foster diversity and inclusion. Her exemplary work ethic and dedication not only earned her the respect and camaraderie of her peers but also paved the way for further female inclusion within the company. Bryanna's progression to a master welder and her role as a lead fabricator on the night shift highlight her significant contributions to the field and her role in mentoring the next generation of welders. The hiring of additional female welders at SFI, encouraged by Bryanna's success, demonstrates a positive shift in workplace dynamics and the dismantling of gender barriers. Bryanna Shaffner's story is not just one of personal achievement but also serves as a beacon for inclusivity and the breaking of traditional gender norms in the workforce, underscoring the importance of skill, determination, and the willingness to challenge the status quo for the betterment of the workplace and society at large.





# HUMAN RIGHTS

## How EIC Delivers on Commitments

At EIC, respecting human rights is at the core of all our policies, procedures, and activities. We acknowledge the inherent dignity of every person and are dedicated to fostering a work environment that is inclusive, equitable, and diverse. At EIC, everyone is treated with fairness and respect, and we do not tolerate discrimination, prejudice, harassment, or violence in any form.

In our interactions with employees, customers, suppliers, and business partners, EIC is devoted to supporting human rights. We recognize our continuous obligation to implement effective measures to prevent modern slavery and human trafficking within our operations and those of our goods and services providers. Our [Modern Slavery Report](#) details our commitments and efforts in addressing these issues.



Across the EIC Family of Companies, promoting ethical practices is a top priority. This means respecting human rights throughout our supply chains.



**Travis Muhr**  
Chief Administrative Officer



**1600**

CERTIFICATIONS TO STRATEGIC & CORE SUPPLIERS



OF IDENTIFIED EMPLOYEES COMPLETED MODERN SLAVERY TRAINING

**90%**

RESPONSE RATE



NO FORCED LABOUR OR CHILD LABOUR WAS IDENTIFIED IN OUR ACTIVITIES OR SUPPLY CHAINS

# Health & Safety



Essential to the success of our operations is health and safety in the workplace, as well as in broader society. Providing a healthy, safe, and secure work environment for all our employees is a top priority. We believe that workplace injuries are preventable and that nothing is more important than making sure our people go home to their families safely and in good health at the end of every day.

	2019	2020	2021	2022	2023
Fatalities	0	0	0	0	0
Lost Hours/ Hours Worked	0.030	0.030	0.002	0.001	0.0004 <sup>12</sup>

“

Creating a culture that empowers individuals to confidently voice concerns, report risks, and inspire one another to take on leadership roles in safety is of paramount importance.

”



**Darwin Sparrow**  
Chief Operating Officer

Our [Health and Safety Policy](#) outlines our commitment to maintaining management and operational systems that provide a safe and healthy work environment for employees, contractors, customers, and the community.

Our subsidiaries have established committees to support the implementation and enforcement of safety practices and procedures. We conduct regular safety audits to verify compliance with our standards and identify potential hazards for mitigation.





“

The health and safety of our employees is not just a priority - it is a prerequisite for our success. Ensuring a healthy and safe workforce is essential for maintaining operational efficiency, reducing costs, fostering employee satisfaction, complying with regulations, and enhancing our reputation. Our commitment to integrating safety into all aspects of our operations is foundational to our Built to Last ethos.

”



**Jake Trainor**  
CEO, PAL Group of Companies



# Quality & Safety

Our [Quality & Safety Policy](#) outlines our commitment to delivering high-quality products and safe and reliable flight operations, as well as fostering a culture of quality and safety throughout our company.

EIC subsidiaries have continued to uphold the highest of standards and operational rigor. This is reflected in the quality of our products and validation from third party recognition and certifications. These recognitions and certifications include, but are not limited to, the following:

- ISO 9001:2015
- ISO 9002
- AS9100-D
- AC00-56B
- ISO 9001:2018
- ISO 27001





# QUALITY - MANUFACTURING

## EIC Recognized

BVGlazing Systems was recognized for outstanding work with regards to product quality. Guardian Glass North America honored BVGlazing Systems with the 2024 Commercial Project Award for the Midwestern U.S. category as the glazier and fabricator for 1000 Michigan project in Chicago.

“

This accolade validates our quality first focus that continues to **“Build Value” (BV)** with our customers for the benefit of all project participants.

More than 60 years ago, our company was founded on the principal of building value for our customers and we are proud to have our efforts recognized.

”



**Mike Cornacchia**  
President, BVGlazing Systems



# SAFETY MANAGEMENT SYSTEMS

## How EIC Delivers on Commitments



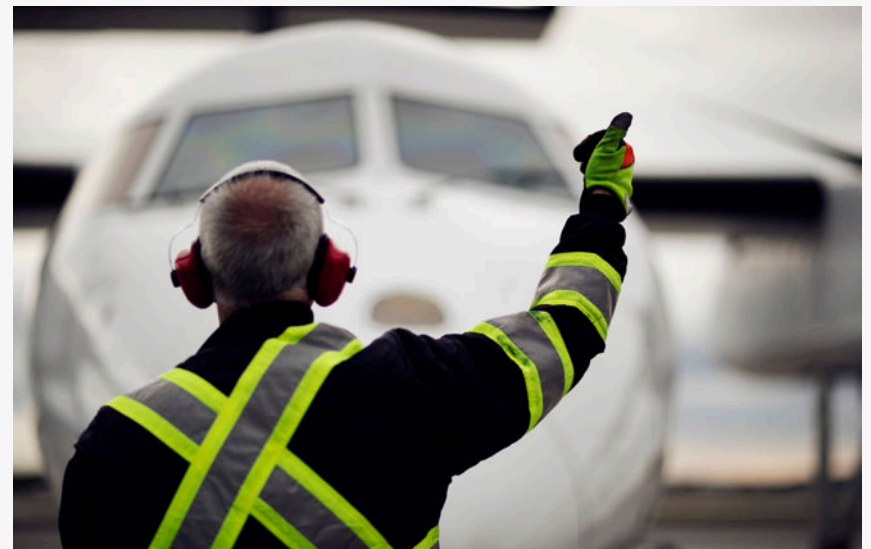
EIC has designed our own SMS with artificial intelligence capabilities to provide predictive information to assist in proactively reducing safety incidents.

All EIC air operators have implemented Safety Management Systems (SMS) that meet or exceed the requirements of applicable regulatory bodies, including Transport Canada, the Federal Aviation Administration, and the European Union Aviation Safety Agency. SMS is a systematic approach to managing safety and serves as a framework where comprehensive processes and procedures for managing risk are developed, applied, and evaluated. Beyond reactive risk management, SMS allows operators to proactively manage safety through activities including Hazard Prevention Programs, Change Risk Management (including identifying and mitigating or eliminating hazards and emergency risks prior to implementing change), Safety Goal Setting, and Quality Assurance Audits. Operators have also utilized their hazard reporting databases to track operational service objectives or targets (including on-time performance and customer care initiatives).

All EIC air operators have a documented Emergency Response Plan (ERP) and applicable training for all employees, to respond to and communicate in the event of an emergency. If an accident or incident occurs, the mission of the ERP is to render aid to injured parties and to prevent or minimize further personal injury or property damage. Each plan outlines emergency management responsibilities and specific communication processes (internal and external) to use in emergency scenarios. These plans are tested regularly, both internally and with the involvement of local emergency service providers and stakeholders.

### Each SMS includes:

- Persons designated as responsible and accountable for the SMS.
- A hazard reporting system that provides timely feedback to all employees.
- Mechanisms for receiving safety reports from external parties/stakeholders.
- Procedures for assessing risk with reported hazards and daily operations, for investigation of incidents, and for development of corrective actions.
- Development, monitoring and improvement of operational and safety performance measurement objectives and targets.
- Initial and recurrent safety and emergency response training and education programs.
- Scheduled internal and external (vendor) audit processes that provide feedback and results with any corrective action.
- A commitment to the communication and promotion of safe work practices and processes.





# QUALITY - AVIATION

EIC Recognized



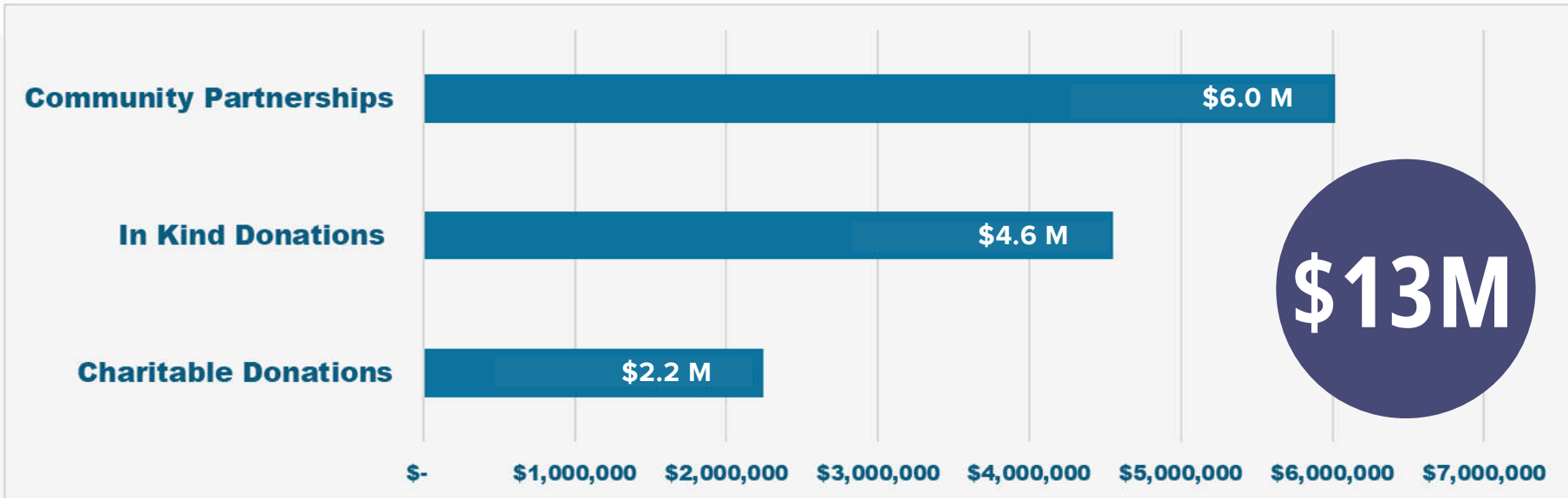
The Flight Safety Foundations (FSF) Basic Aviation Risk Standard (BARS) program is designed to provide organizations that engage contracted aircraft operators with a standard to assist in the risk-based management of aviation activities. It is largely focused on aircraft operators who provide contracted flight services in remote or challenging environments.

All of EIC's passenger and cargo air operators have achieved this standard.

The process to be registered requires full implementation of the BARS standard which impacts all aspects of the operation from flight operations, cabin safety, SMS, and maintenance.



# Corporate Citizenship & Philanthropy



Maintaining active community involvement has been a core focus for EIC companies since our inception. EIC and our subsidiaries are proud to support community, charitable, and not-for-profit initiatives through community partnerships, sponsorships, and charitable donations.

Our program objectives are as follows:

- Promote and enhance community relations
- Promote citizenship and active roles in our communities
- Support corporate objectives and EIC principles
- Promote and enhance customer relations



Several community health, youth organizations and youth programs received support and contributions from EIC in 2023.

For example:

- EIC sponsors educational programs promoting careers in aviation for youth and Indigenous Peoples.
- VIP experiences are hosted, wherein youth from remote Indigenous communities attend professional sporting events as an incentive to stay in school and to support mental health. This initiative also raises awareness about the National Day for Truth and Reconciliation, also known as Orange Shirt Day.
- Through the annual PAL Kite Festival and Kids Eat Smart annual gala, PAL was proud to play a role ensuring more than 9,500 meals were served to children across Newfoundland and Labrador.
- In 2023, employee contributions, to various charities of their choice, were matched by EIC and a shareholder which in total was more than \$120,000.
- WesTower Communications is proud to support youth sports teams in many of the communities it services.
- Custom Helicopter's efforts to support their partner communities include providing prizes for community events and Christmas celebrations and arranging holiday dinners for nursing stations.
- Regional One participates annually in the Lexus Corporate Run as a means to support a fit, healthy lifestyle for employees in addition to enhancing community relations.



# DONATIONS

How EIC Delivers on Commitments

## Driven by a Cause Greater than Ourselves

In alignment with our commitment to enhancing community welfare and supporting impactful social initiatives, AWI was proud to announce the expansion of community outreach efforts through Sleep in Heavenly Peace (SHP), an organization dedicated to providing beds for children in need. This collaboration showcases our dedication to corporate social responsibility and community involvement.

The initiative leverages our resources to make a tangible difference. Our warehouse served a dual purpose, acting as a construction and storage hub for SHP, thereby facilitating monthly bed-building sessions. We are particularly proud of the enthusiastic participation of our employees, who volunteered their time and skills to the cause. Their commitment exemplifies our corporate ethos of giving back to the community and supporting vulnerable groups.



**> 1,100**  
Event Tickets Donated

# Indigenous Relations

EIC's subsidiaries operate within the treaty and traditional territories of Indigenous Peoples across Canada. In connection with these operations, our subsidiaries have longstanding relationships with Indigenous communities across Canada. We are committed to building respectful and mutually beneficial relationships, ensuring Indigenous Peoples have equal access to jobs and training, and developing leadership and workforce intercultural competencies.

We are committed to supporting reconciliation in Canada, guided by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation Commission's (TRC) Calls to Action.

We have examined TRC's call to action 92 (Business and Reconciliation) and our employment practices, and commit to implementing applicable aspects of the calls to action within our business operations and to promote and advance reconciliation with our employee groups and the communities we serve.

Our [Indigenous Relations Policy](#) outlines how we engage with Indigenous individuals, businesses and communities in Canada.





# TRAINING & CERTIFICATIONS

## How EIC Delivers on Commitments

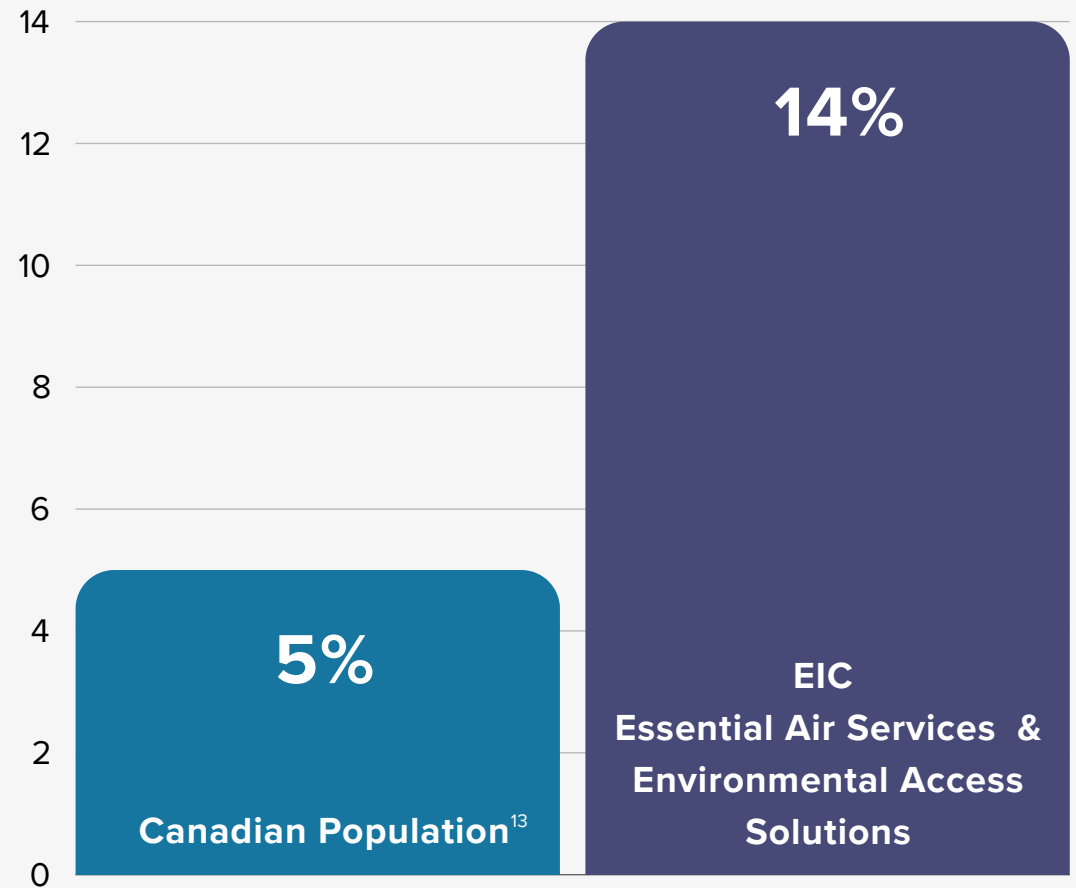
We have engaged First Nations University of Canada to provide reconciliation training, addressing the history and culture of Indigenous communities in Canada and the history of residential schools and treaties around the country, to our Board, executive team, corporate office, and Canadian senior leaders. The innovative online course, called 4 Seasons of Reconciliation, helps learners better understand Indigenous Peoples, Canada's history with Indigenous communities and the importance of truth and reconciliation. In 2023, we were proud to extend the course more broadly to a larger employee group.



One way we measure the effectiveness of our efforts is through the CCAB PAR program. 100% of our Manitoba aviation operators, with scheduled or passenger/cargo service, have committed to the program. PAR is Canada's only certification program focused on best practices in Indigenous relations and is relatively new in Manitoba. The EIC subsidiaries are proud to be engaged in the process.



## Indigenous Representation in the Workforce



# PARTNERSHIPS

How EIC Delivers on Commitments



“

Partnering with First Nations and Inuit communities is foundational to our success and we believe our workforce should reflect the communities in which we operate.

”



**Gary Bell**  
CEO & President, Calm Air

## AIR BOREALIS

Throughout PAL's history, serving destinations in Labrador and facilitating economic development by providing access to the region's important resource sector has been an important priority. PAL's growth in the region has always been built on the principle that the people of Labrador should share in the region's economic success. With that spirit in mind, PAL is a proud partner in Air Borealis, a partnership with the Innu Nation and the Nunatsiavut People built on a connection to the community, respect for the environment and commitment to their way of life in the North.

## SAKKU INVESTMENTS LTD.

Several of EIC's Central Canada air operators have a strategic alliance with Sakku that allows them to better service customers in the Kivalliq and Qikiqtaaluk regions, improve operational reliability, and lease facilities from Sakku to expand and support operations in Northern Canada.

## WASAYA GROUP

In 2018, EIC was proud to invest in and help facilitate the growth of the Wasaya Group, a First Nations-owned aviation company, to extend its First Nations relationships and coverage in Northwestern Ontario. A core principle of EIC is to invest in and partner with First Nations rights holders. The partnership with Wasaya Group is a testament to this principle.

## COMMUNITY PARTNERSHIP AGREEMENTS

Perimeter Aviation, Custom Helicopters, and Northern Mat & Bridge have entered into community partnership agreements with most of the communities and umbrella organizations serviced by their brands. The agreements include investments back into communities through flight benefits and revenue sharing.



# REMOVING BARRIERS

## How EIC Delivers on Commitments

EIC air operators providing passenger service have chosen to exceed Transport Canada requirements by implementing initiatives such as announcements in the predominant languages of the communities we service like Inuktitut, as an example, or translating safety cards into Cree. These actions reflect a commitment to both safety and inclusivity. By offering safety instructions in the region's predominant languages, EIC operators ensure crucial information is effectively communicated to all passengers. This not only eliminates language barriers (thereby enhancing safety awareness) but also demonstrates a deep respect for the linguistic and cultural diversity of the communities we service. Such proactive engagement with local communities not only builds trust but also enhances EIC's reputation as a socially responsible airline, fostering positive public perception and reinforcing its role as a trusted partner in the region's transportation network.



Passenger lounge designed with input from Indigenous leaders

## CONSULTATION & RESPECT

Through investment in our northern airlines, we have seen significant growth in these entities since they were acquired. We have invested in infrastructure over the years to help manage this growth, but to support the continued growth in both passenger and cargo volumes, we needed to build a new terminal in Winnipeg. Construction on the terminal expansion began in 2024 and we are excited for the planned opening in 2025.

Growth could not be possible without consultation with Indigenous community members to ensure our facilities support their needs and address their concerns. This type of consultation has led to inclusion of features in our facilities requested by community members, such as improved boarding ramps, ground transport service between the terminal and aircraft, culturally sensitive areas for elders to wait for their flights, and play areas for children.

# TRAINING

## How EIC Delivers on Commitments

### Atik Mason Indigenous Pilot Pathway

EIC was pleased to introduce the Atik Mason Indigenous Pilot Pathway program (the “Pathway”) in April 2022. The Pathway is a fully funded opportunity for Indigenous community members to learn to fly and build careers as professional pilots. With the support and guidance of Manitoba Keewatinowi Okimakanak Inc. (MKO), the Pathway was designed to remove significant barriers to flight training faced by Indigenous candidates, including cost and location, and honors the importance of retaining connections to Indigenous culture while training. The program was expanded in 2023 from 12 students to 20 students, including 1 rotary wing student. In 2024, EIC is pleased to be expanding the program further to Rankin Inlet, Nunavut.

**>\$1M** INVESTMENT  
PER ANNUM

**2** TRAINING LOCATIONS  
commencing in 2024

**67%** INCREASE  
NUMBER OF  
STUDENTS

**5** Students now employees  
with EIC flight operations



“

Our people are resilient and talented. This shows that, given the opportunity, they can achieve great things and will inspire the next generation of their community members to do the same. This program shows reconciliation in action, equipping participants with skills and confidence that will follow them wherever their paths in life lead.

”

**Grand Chief Garrison Settee**  
Manitoba Keewatinowi Okimakanak





“

It's incredibly rewarding to be involved in the Pilot Pathway program as a mentor. It's such a great way to give back to my community as a whole and to help the students see a path forward, help them overcome whatever obstacles they face on their journey, and get them started in a career where they can continue to make a positive impact for their people every day.

”



**Atik Mason**  
First Officer, Perimeter Aviation

# EMPLOYMENT

How EIC Delivers on Commitments

## FULLY FUNDED TRAINING & EMPLOYMENT

On November 28, 2023 a groundbreaking moment unfolded as Mario Flett, a talented pilot and graduate from the Pathway program, from the St. Theresa Point First Nation, completed his inaugural flight as a First Officer aboard the Custom Helicopter Sikorsky S76C+. This flight was not just a milestone for Mario but a moment of immense pride for the entire Custom Helicopter team and a symbol of progress in our journey towards greater inclusivity and representation within the aviation industry. Mario's journey back to his hometown as rotary pilot within the team providing emergency medical services highlights the profound impact of our initiatives, bridging communities and bringing essential services closer to home.

Mario's achievement stands as a beacon of opportunity, illustrating the potential within our Pathway program to not only uplift individual careers but also to foster a sense of belonging and community. It underscores our commitment to sustainability by nurturing talent from diverse backgrounds, contributing to their personal growth, and ensuring their skills and perspectives enrich our company and the communities we serve.

“

We worked with the Chief and Council of Mario's community to identify a candidate for the Pathway program that not only showed the strong desire to be a helicopter pilot but had the aptitude, energy and dedication to succeed. We are committed to what we do, the people we work with, and the communities in which we operate. We not only provide an essential service in these communities, we want to be a valuable part of them.

”



**Jed Hanson**  
CEO & President, Custom Helicopters



“

I hope to inspire a lot of people doing this. Coming back home, seeing all these people, I was already tearing up flying in on my first approach to the nursing station.... It somewhat feels like a healing for the community.

”

**Mario Flett**  
First Officer, Custom Helicopters



# EDUCATION

## How EIC Delivers on Commitments

The future of sustainability encompasses educational empowerment. In 2023, we were proud to launch the [ETS Academy](#).

In partnership with the Manitoba First Nations School System, ETS hosted the inaugural Code Camp 2023. This program brought together 21 students from 11 northern Manitoba communities to our headquarters in Winnipeg for a transformative week of learning and exploration in the field of technology.



The ETS Academy is more than just a coding bootcamp; it is a launchpad for inspiring Manitoba's youth to realize their potential and explore careers in the rapidly evolving tech industry. Through this initiative, we aim to reduce educational barriers and foster a diverse generation of tech leaders who are equipped with the skills needed to succeed in a digital world.

Our commitment to immersive and experiential learning was evident throughout the week. We employed Indigenous-inspired educational methods, ensuring that the learning experience was not only effective but also culturally enriching.



# BUILDING AWARENESS

## How EIC Delivers on Commitments

In 2017, EIC and the Winnipeg Blue Bombers started bringing members of Indigenous communities throughout Manitoba to Winnipeg Blue Bomber football games at Princess Auto Stadium. It started with 40 guests in 2017 but for the 3rd year in a row, more than 1,000 Indigenous community members, from all over Canada, were invited to the game against the Toronto Argonauts to recognize Orange Shirt Day.

Both teams wore orange jerseys during pre-game warmup and the practice jerseys were auctioned off online after the game, with proceeds going to each team's Indigenous charity of choice. EIC covered the cost of flights, transportation and hotels for everyone in the program. We also provided guests with orange sweaters to wear on game day.



\$1M INVESTMENT



30% of PURCHASES from INDIGENOUS SUPPLIERS



VOLUNTEERS COMPLETED RECONCILIATION TRAINING



25% GUESTS WERE YOUTH



> 150 FLIGHTS



TRADITIONAL SMUDGE LEARNING for VOLUNTEERS







## When we Cheer we Cheer as One

EIC expanded this partnership in 2024, working with the Blue Bombers to bring their Coaches, Managers, and Players to Indigenous communities across northern Manitoba.



“

It is all about the experience, memories and doing something they normally would never of had an opportunity to do. Respecting the communities where we operate is fundamental to EIC. At the same time, we have been able to raise awareness for the need for Truth & Reconciliation, nationally.

”



Mike Pyle  
CEO





# GOVERNANCE



## 2024 Commitments



- Annual review and updates, where necessary, of policies
- Report peer comparison group

## 2023 Achievements

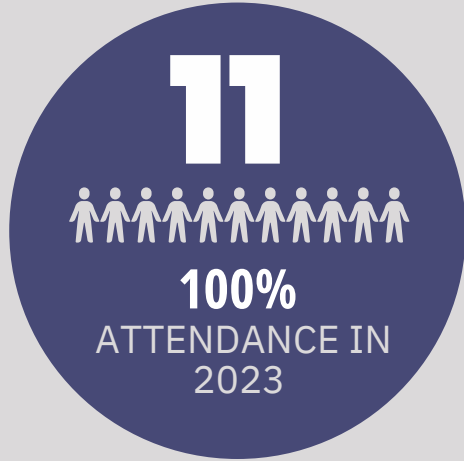


- Employee sign off of Code of Ethics & governance policies
- Reviewed and updated several policies and introduced new policies
- ETS earned ISO 27001 certification

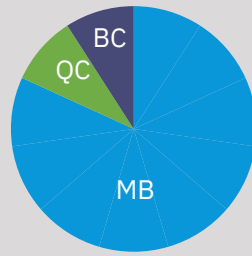


# Board Structure

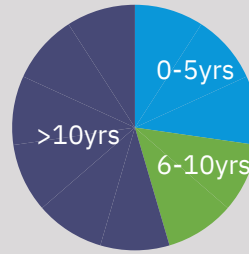
## NUMBER OF DIRECTORS <sup>14</sup>



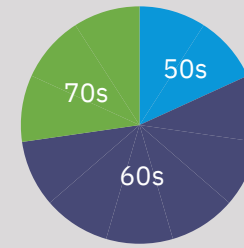
### GEOGRAPHY



### TENURE



### AGE



### INDEPENDENT DIRECTORS

73%

### GENDER DIVERSITY

36%

### MINORITIES

9%

## BEST PRACTICES & POLICIES

- Separate Chair & CEO
- Independent Board Chair
- 100% of all Board committee members are independent
- Hold regular in-camera meetings (Independent Directors only)
- Code of Ethics, an Insider Trading Policy and a Disclosure and Competition Policy
- Annual, individual Director elections
- Limit the number of outside other public company directorships
- None of the nominees serve together on the same board of another public company
- Say on Pay Advisory Vote on executive compensation

## WHAT WE DO NOT ALLOW

- No Directors and management are allowed to engage in hedging or derivative trading in the Company's securities
- No loans to any Directors
- No slate voting for Directors
- No staggered voting for Directors
- No unequal voting structure

## STRONG OVERSIGHT

- ESG matters and climate risk
- Management succession planning
- Cybersecurity
- Part of CEO, executive and senior leadership annual incentive compensation is linked to ESG goals
- Annual Board, committee, and Director performance evaluations including one-on-one meetings between individual directors and the Chair of the Board
- Ongoing Director education, training and support

## ENGAGED AND DIVERSE BOARD

- 73% Independent Directors
- 36% of Directors identify as women, meeting the 30% target
- One Director identifies as being a member of a visible minority or Indigenous Peoples, meeting the target for diversity other than gender diversity
- Share ownership guidelines for Directors and executives
- New Director orientation and mentoring
- Regular review of Board and committee mandates
- Rigorous Board and executive succession planning
- On site meetings and tours of operations



# Governance and Business Ethics

We hold ourselves to a high standard of governance and are continually taking steps to strengthen our performance and accountability.

As sustainability and ESG matters continue to rise in importance, we aim to have all employees, from leadership roles to frontline employees, understand the importance of ESG, its relevance to our performance, and how we manage and hold ourselves accountable. We continued to provide ESG education to all members of our leadership team in 2023.

The establishment of ESG metrics and measurements is a high priority. We are committed to making annual progress in this focus area, and as such have established a baseline against which to track and review key ESG metrics. We intend to use this baseline to improve our ESG performance and strengthen our disclosure practices.

We know that compensation and incentives tied to ESG performance are important ways to ensure transparency and accountability. We will continue to refine our framework for incorporating ESG-linked incentives and compensation.

We are committed to conducting all aspects of our business with the highest levels of ethics and integrity. The relationships and trust with our employees, suppliers, customers, clients, investors, and communities are of utmost importance to us.

We define our values and expectations for ethical behaviour in our [Code of Ethics](#). The Code is intended to promote the highest standards of integrity and accountability in the conduct of our business and guides how we put our principles of transparency, ethics, and professionalism into practice each day.

“

Our strategies and tactics are designed around long-term thinking and perspective. Through sound governance and effective committee leadership, we have established a solid foundation for resilient and sustainable operations.

”

**Don Streuber**  
Chairman



The Code includes topics such as conflicts of interest, confidentiality, and anti-bribery and anti-corruption (ABC).

We review the Code periodically and update as required. All employees are required to review the Code at commencement of employment. Annually, the Code and related policies such as our ABC and Whistleblower policies are communicated or brought to the attention of all employees of EIC and our subsidiaries. In addition, all Directors, Executives, Senior leadership and management are required to complete an annual acknowledgement form and to take all reasonable measures to ensure the employees under their supervision comply with the Code. Employees are encouraged to ask questions or raise concerns when they are unsure if a behaviour or activity conforms to our values or our Code, and our Whistleblower policy protects employees, reporting in good faith, from any retaliation. If preferred, concerns can be raised anonymously through our Whistleblower hotline. Reports of potential breaches of our Code are investigated with the oversight of the appropriate committee.

For more details about our governance practices, refer to the Sustainability Governance section of this report and our most recent [Management Information Circular](#).

In 2023, EIC was not the subject of regulatory investigation or penalties under any of the following laws: anti-corruption, competition, or anti-trust; or money laundering or terrorist financing.

## Political Contributions

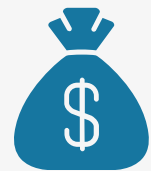
EIC works constructively with all levels of government across its network, regardless of political affiliation. EIC believes in the right of individuals to engage in the democratic process; however EIC itself does not make any political donations and does not incur any political expenditures.



>1,000  
TRAINING HOURS



0  
COMPETITION LAW  
VIOLATIONS



0  
ABC FRAUD REPORTS



“

Acting with integrity is a fundamental principle that guides our operations and decision-making processes. It is deeply ingrained in our corporate culture and shapes the way we conduct all aspects of our business. Upholding this value ensures that our actions are ethical and transparent, reflecting true honesty and fairness in every transaction and interaction.

”



**Duncan Jessiman**  
Executive Vice-Chairman

“

To be truly “Built to Last” we understand longevity is not just about enduring - it’s about thriving amidst challenges. Our belief in solid enterprise risk management underscores our drive to build operations that are not only resilient against threats but also equipped with the foresight to navigate uncertainties.

”



**Bruce Jack**  
Chair Audit Committee

## Enterprise Risk Management

EIC assesses and mitigates risks through its risk management processes. Key risks are continually monitored and reported through our Enterprise Risk Management (ERM) program. EIC’s formal ERM program is a continuous process, with a dedicated risk leader and a supporting risk committee, to ensure key risks and their associated mitigation strategies remain relevant and timely, including consideration for emerging risks. Overall risk information is reviewed by the Board or the relevant Board committee on a quarterly basis, or more frequently when required. In addition, Board committees review and discuss with management, on a regular basis, key enterprise risk exposures based on their respective terms of reference set out in committee charters and the steps taken to monitor, control, and mitigate those exposures to effectively manage risk.

Risks that may be material to EIC are identified and monitored on an ongoing basis through EIC's ERM framework, which supports governance and oversight over the Company's strategic, financial, and operational risks, including external, human capital, and integrity risks. ERM risk reporting is maintained by the Internal Controls and Risk Department, which provides an update to the Audit Committee as to the state of each enterprise risk on a quarterly basis, or more frequently as required. Insight is provided on a regular basis to the Board of Directors through the Audit Committee, which has specific oversight responsibilities of the Company's enterprise risks.

The formalized framework applies a systematic approach to managing conditions of uncertainty by applying policies, procedures, and practices in the analysis, evaluation, control, and communication of key risks and, where possible, integrating risk management into strategic, financial, and operational objectives. This ongoing process includes an assessment of current risk exposures, risk mitigation activities currently in place to address such exposures, and additional risk mitigation activities to consider going forward.

# Privacy and Cybersecurity

EIC has established [Privacy](#) and [Cybersecurity policies](#) that include guidelines and provisions for preserving the security of our data and technology infrastructure. EIC's Chief Technology Officer reports on our cybersecurity strategy to the EIC Audit Committee and the EIC Board on an annual basis, at minimum. Updates on the strategy are provided periodically to the Audit Committee and/or the Board and to EIC's executive team as necessary.

In an age of constant technological advancement and an ever-changing threat landscape, it is essential we keep up with the latest in security management and proactively improve. We have established a robust data privacy and cybersecurity strategy, which enables us to further strengthen our cybersecurity measures while remaining agile in identifying and responding to new developments and threats as they arise.

We understand the more we rely on technology to collect, store and manage information, the more vulnerable we can become to security breaches. For this reason, we have outlined considerable security measures in our mobile device, social media and email/Internet usage policies to inform EIC team members on how to protect personal and company devices, safely use email, manage passwords and transfer data securely.

EIC's [Privacy Policy](#) outlines our commitment to protect and respect the privacy of personal information in accordance with all applicable privacy laws. We have taken additional measures to implement a Cybersecurity Incident Response Plan that outlines workforce responsibilities and how to report any suspected incidents. Regular training is provided to employees regarding how to detect scam and phishing emails, and we encourage our employees to reach out to EIC's legal and IT departments with questions or concerns.



Nil Privacy Breaches

100%

of employees with access to company issued assets received security and phishing training. This represents 81% of total employees.<sup>15</sup>



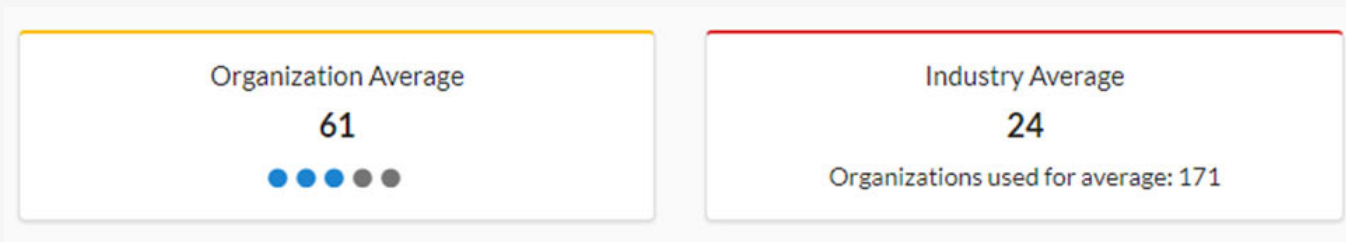
# CENTER FOR INTERNET SECURITY

## How EIC Delivers on Commitments

### CIS

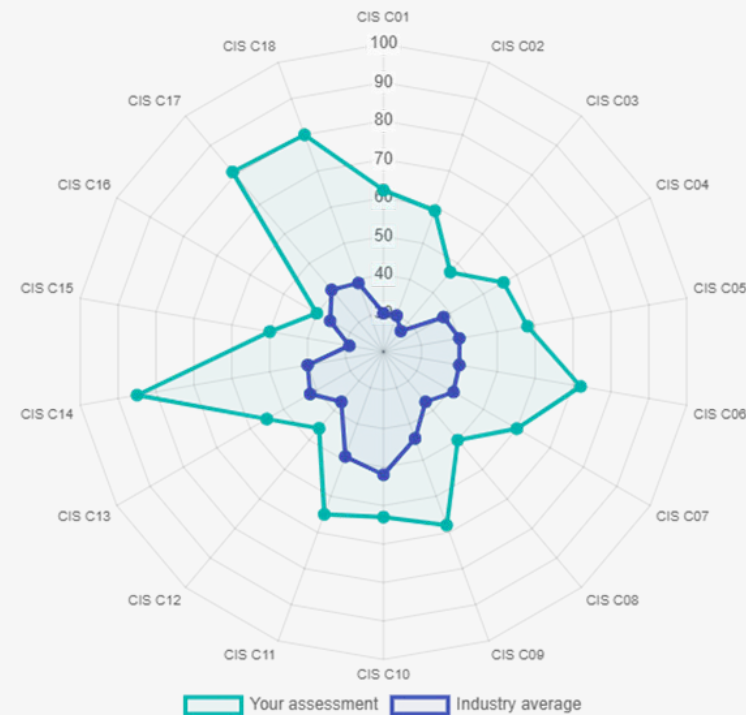
As part of the Risk & Compliance program, ETS has adopted the Center for Internet Security (CIS) as the main framework for internal audits and established a roadmap to audit EIC subsidiaries and ensure that cyber risks are identified and treated appropriately.

EIC has achieved a score of 61 on the CIS, compared to the industry average of 24. All control areas measured in the system were better than the industry's average as depicted in the chart below. These assessments are part of a life cycle where weaknesses are identified and improved upon.



### Control Areas with a score better than the industry's average:

- C01 - Inventory and Control of Enterprise Assets
- C02 - Inventory and Control of Software Assets
- C03 - Data Protection
- C04 - Secure Configuration of Enterprise Assets and Software
- C05 - Account Management
- C06 - Access Control Management
- C07 - Continuous Vulnerability Management
- C08 - Audit Log Management
- C09 - Email and Web Browser Protections
- C10 - Malware Defenses
- C11 - Data Recovery
- C12 - Network Infrastructure Management
- C13 - Network Monitoring and Defense
- C14 - Security Awareness and Skills Training
- C15 - Service Provider Management
- C16 - Application Software Security
- C17 - Incident Response Management
- C18 - Penetration Testing



## COMMITMENTS

ETS has recently achieved significant milestones, marking commendable advancements in its commitment to data security and operational excellence. Foremost among these accomplishments is the renewal of the SOC2 Type II attestation, underscoring the Company's adherence to stringent standards for security, availability, processing integrity, confidentiality, and privacy. This certification reaffirms ETS' dedication to safeguarding client information and ensuring the reliability of its systems and services.

Additionally, the ISO 27001 certification further demonstrates the organization's proactive approach to information security management, highlighting its ability to identify, assess, and mitigate risks effectively.

These achievements not only validate ETS' ongoing efforts to uphold the highest standards of data protection but also reinforce our commitment to applying security best practices in all EIC subsidiaries concerning information systems.



## KEY INITIATIVES

The Governance, Risk, and Compliance (GRC) Department at ETS plays a pivotal role in ensuring the integrity and security of the organization's IT infrastructure. With a primary focus on risk management, the department conducts thorough IT risk assessments to identify, prioritize, and mitigate potential vulnerabilities within the technological landscape.

This proactive approach enables ETS to safeguard its systems and data against emerging threats effectively. Moreover, the GRC team also oversees vendor risk assessments, particularly concerning third-party entities. Recognizing the significance of external partnerships in today's interconnected business environment, ETS diligently evaluates the security posture of its vendors to uphold stringent standards of data protection and regulatory compliance.

By conducting comprehensive assessments and implementing robust risk mitigation strategies, the GRC Department fortifies ETS's resilience against evolving cybersecurity challenges while fostering trust and reliability across its operational ecosystem.



Prioritizing data security isn't just an obligation - it's our pledge to uphold the trust our customers place in us. We understand safeguarding data is integral in building resilience in our operations.



**Curtis Anderson**  
Chief Technology Officer





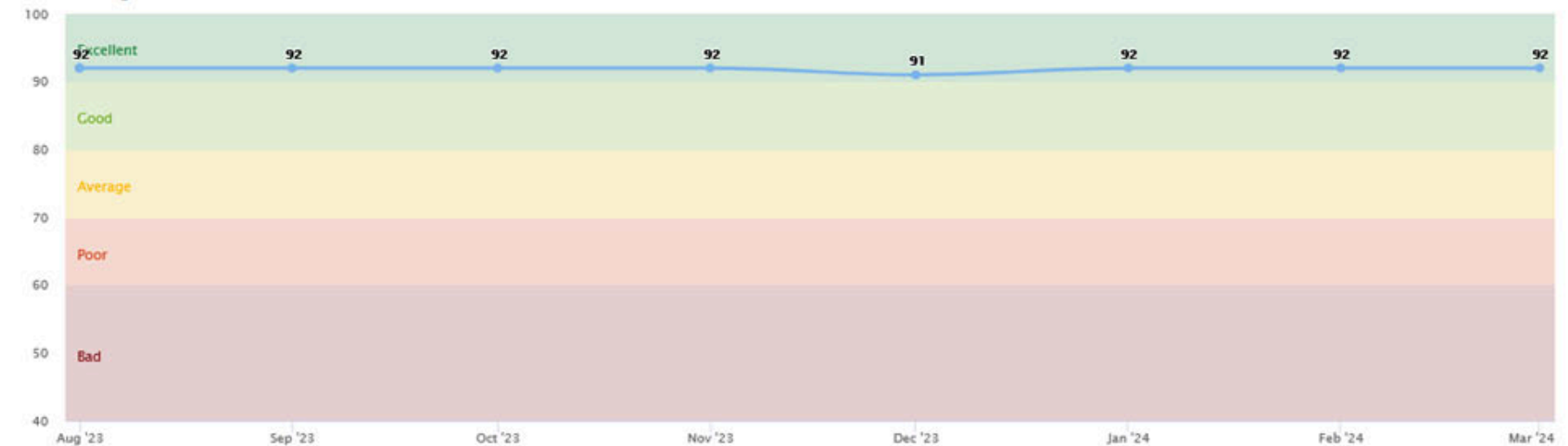
# PRIVACY AND CYBERSECURITY

EIC Recognized



EIC has scored an A- on the Black Kite Technical rating.<sup>16</sup> Black Kite follows and applies commonly-used frameworks developed by the MITRE Corporation for scoring software weaknesses in a consistent, flexible, and transparent manner, converting highly technical terms into simple letter grades. The platform leverages MITRE and NIST to further confirm the criticality of each cybersecurity threat.

Technical Rating Trend



# Reporting

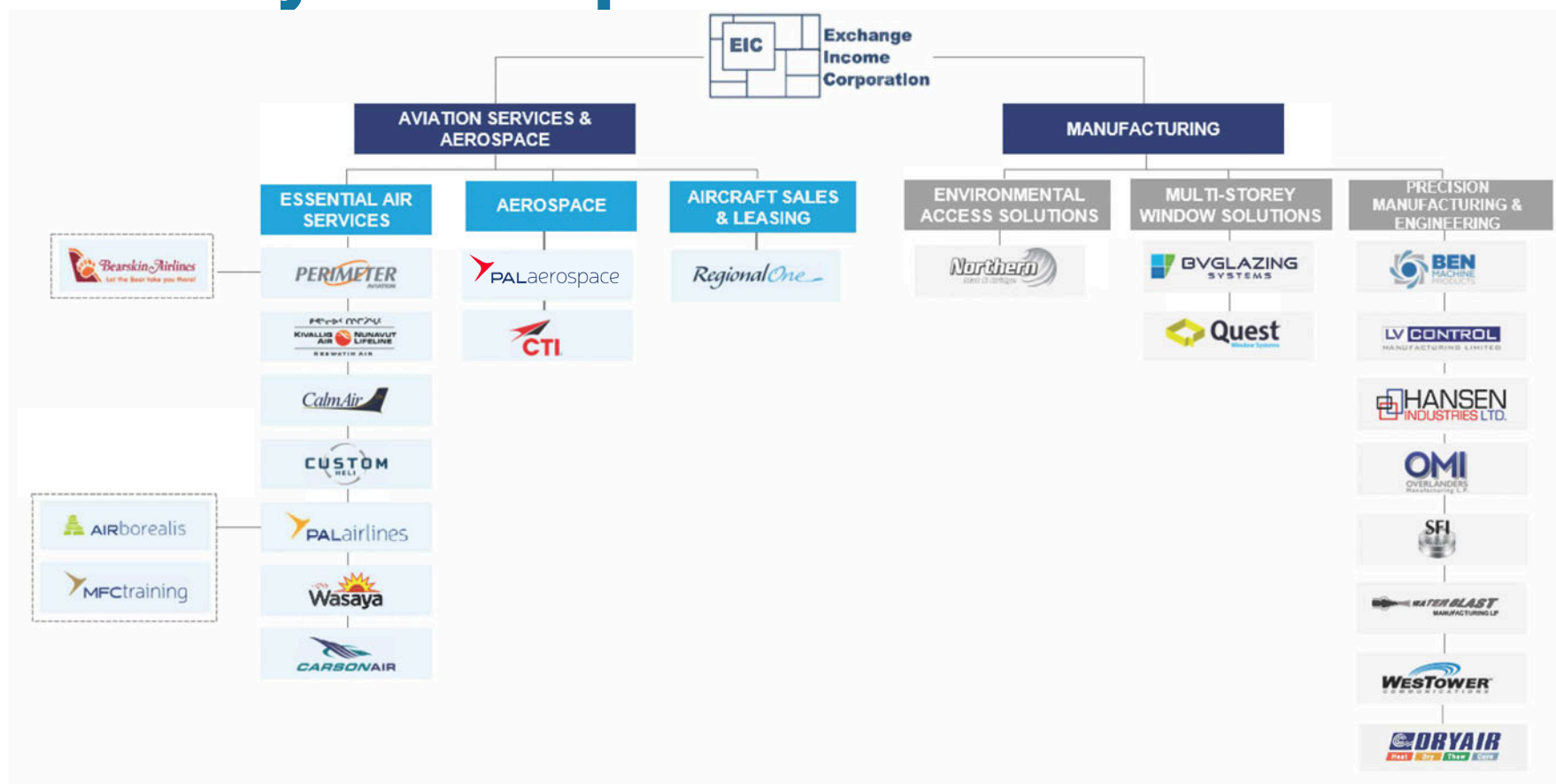
We are committed to continuous improvements in transparency and reporting on our sustainability progress.

- In 2023, we continued to disclose and expand relevant ESG metrics, where available, according to SASB and TCFD frameworks. We will continue to work with subsidiaries to improve the availability of material ESG data and provide alignment with relevant ESG reporting standards, including SASB, TCFD, and the GRI.
- We will continue to engage with internal and external stakeholders to identify opportunities to improve our ESG reporting and disclosures.
- Organizational boundaries - as per the GHG Protocol for Corporate Accounting and Reporting Standards
  - EIC's chosen reporting boundary is operational control. Under the operational control approach, EIC accounts for 100% of emissions from all operations under which it or one of its subsidiaries has operational control, which means it has the authority to introduce and implement its operating policies.
  - Data is limited to entities for which EIC owns 100% of as of December 31, 2023. Acquisitions subsequent to this date will be captured in future reporting. Partnerships with Wasaya Airways and Air Borealis are not included in the data.
- Carbon footprint - operational boundaries
  - Scope 1 and Scope 2 CO2 emissions are emissions EIC can control. Scope 1 emissions are linked to sources we own, lease or control, whereas Scope 2 emissions relate to purchased energy. EIC calculates CO2 emissions using the location-based method, as per the GHG Protocol's Scope 2 guidance.

*As a result of data coverage and quality improvements, a limited number of past performance figures published in previous reports have been restated, and these are clarified in our footnotes. The reported data include some estimates, none of which are believed to be material. Because of the effects of acquisitions, organic growth, the COVID-19 pandemic, and continuing data refinement, year over year numbers should not be interpreted as representative trends.*



# EIC Family of Companies



1. Perimeter Aviation Ltd. ("Perimeter") purchased May, 2004
2. Keewatin Air Limited ("Keewatin") purchased July, 2005
3. Overlanders Manufacturing, Inc. ("Overlanders") purchased Oct, 2006
4. Water Blast Group ("Waterblast") purchased March, 2007
5. Stainless Fabrication, Inc. ("Stainless") purchased January, 2008
6. Calm Air International Ltd. ("Calm Air") purchased April, 2009
7. Bearskin Airlines, a division of Perimeter purchased January, 2011
8. WesTower Communications Ltd. ("WesTower") purchased April, 2011
9. Custom Helicopters Ltd. ("Custom Helicopters") purchased February, 2012
10. Regional One, Inc. ("Regional One") purchased April, 2013
11. PAL Group of Companies ("PAL") purchased January, 2015
12. Ben Machine Products Ltd. ("Ben Machine") purchased July, 2015
13. CarteNav Solutions Inc. ("CarteNav") purchased August, 2016
14. Team J.A.S. Inc. ("Team Jas") purchased November, 2016

15. Quest Window Systems Ltd. ("Quest") purchased November, 2017
16. L.V. Control Manufacturing Ltd. ("LV Control") purchased October, 2019
17. Advanced Window, Inc. ("AWI") purchased October, 2019
18. Window. Installation Specialists, Inc. ("WIS") purchased July, 2020
19. Carson Air Ltd. ("Carson") purchased July, 2021
20. Macfab Manufacturing Inc. ("Macfab") purchased August, 2021
21. Telcon Datvox Inc. ("Telcon") purchased November, 2021
22. Ryko Telecommunications Inc. ("Ryko") purchased December, 2021
23. Crew Training International, Inc. ("CTI") purchased December, 2021
24. Northern Mat & Bridge Ltd. ("NMB") purchased May, 2022
25. Advanced Paramedics Ltd. ("APL") purchased May, 2022
26. Hansen Industries Ltd. ("Hansen") purchased April, 2023
27. BVGlazing Systems Ltd. ("BV") purchased May, 2023
28. DryAir Manufacturing Corp. ("DryAir") purchased October, 2023

# Appendices





# TCFD REPORT



## GOVERNANCE

- EIC's Board understands that effective management of sustainability matters is both consistent with our core values and critical to our long-term success. We also believe it is our responsibility to understand how climate change will affect our business and actively respond to manage climate-related issues. Accordingly, oversight and management of climate-related issues are embedded within our governance structure and risk management processes.
- The Board provides supervisory oversight and has placed primary responsibility for oversight and coordination of climate-change matters with the Governance Committee.
- Overall risk information is reviewed by the Board or the relevant Board committee on a quarterly basis, or more frequently when required. In addition, Board committees review and discuss with management, on a regular basis, key enterprise risk exposures based on their respective terms of reference set out in committee charters and the steps taken to monitor, control, and mitigate those exposures to effectively manage risk. A formal ERM program is in place, with a dedicated risk leader and a supporting risk committee, to ensure key risks and their associated mitigation strategies remain relevant and timely, including consideration for emerging risks.
- Our CEO has responsibility for climate-related issues because this position is responsible for the overall administration and management of the Corporation and its subsidiaries. We have assigned operational responsibility for ESG issues, including climate change, to a senior member of our executive team, who reports to the CEO, and engaged an ESG advisory firm to help develop and execute a strategy to improve processes, performance and reporting on ESG and climate change issues.
- EIC's executive compensation program rewards executives for successfully executing on our overall strategy, which includes ESG objectives, some of which encompass climate change topics.

# TCFD REPORT



## STRATEGY & RISK MANAGEMENT

Risks that may be material to EIC are identified and monitored on an ongoing basis through EIC's ERM framework, which supports governance and oversight over the Company's key risks. ERM risk reporting is maintained by the Internal Controls and Risk department, which provides an update, to the Audit Committee, as to the state of each enterprise risk on a quarterly basis and more frequently as required. Insight is provided on a regular basis to the Board of Directors through the Audit Committee, which has specific oversight responsibilities of the Company's enterprise wide risks.

The formalized framework applies a systematic approach to managing conditions of uncertainty by applying policies, procedures, and practices in the analysis, evaluation, control, and communication of key risks and, where possible, integrating risk management into strategic, financial, and operational objectives. This ongoing process includes an assessment of current risk exposures, risk mitigation activities currently in place to address such exposures, and additional risk mitigation activities to consider going forward.

### Climate-related Risks

#### **Weather and natural disasters**

- Severe weather conditions and natural disaster conditions can significantly disrupt service by impeding the movement of goods or disruptions with landing and take-offs, which could have an adverse effect on EIC's business, results of operations, and financial condition. This disruption could also impact EIC's ability to maintain its flight training schedules, leading to fewer flights being flown.
- In addition, increases in frequency, severity, or duration of severe weather events, including changes in the global climate, could result in increases in fuel consumption to avoid such weather, turbulence-related injuries, delays, and cancellations, any of which would increase the potential for loss of revenue and higher costs.
- Some of EIC's operations are impacted by the length of winter road season, which is impacted by the weather during the first few months of the calendar year. The colder the winter season, the longer the winter roads are available for customers to use as an alternative to flying with these operators.
- Similarly, some of EIC's operations can also be affected by shifting climate variables such as length of the winter season or precipitation levels, which can impact the potential need for the use of its services and rental of mats and bridges.
- The effects of climate change could create further operational and financial implications indirectly through supply chain disruptions that could impact the availability and/or cost of materials. This could further impact our decision to maintain existing facilities or expand into new geographies where physical climate risks are becoming more volatile.



# TCFD REPORT



## STRATEGY & RISK MANAGEMENT

- Any of these factors can result in increased pricing for our products/services, the resources needed to obtain and/or manufacture/ service, or their related insurance costs. As climate change initiatives and regulations continue to evolve at varying degrees, the continued lack of consistent legislation could create economic and regulatory uncertainty. This uncertainty could affect the methods in which we manufacture, our ability to operate at current services levels or schedules, or associated costs. Furthermore, as we operate in multiple jurisdictions, our ability to ensure compliance could create unexpected exposure or additional costs, particularly if different regulations are adopted.

### Environmental liability

- As owners of real property, and in particular fuel farms, fuel storage containers, and other fuel transportation equipment, the Subsidiaries are subject to various federal, provincial, state, and municipal laws relating to environmental matters. Such laws provide that the Subsidiaries could be liable for the costs of removal of certain hazardous substances and remediation of certain hazardous locations. The failure to remove or remedy such substances or locations, if any, could potentially result in actions, penalties, and/or claims against the Subsidiaries.
- Future environmental regulatory developments related to climate change could adversely affect the operations of the subsidiaries, particularly in the aviation industry, increase operating costs and, through their impact on customers, reduce demand for the products and services of the subsidiaries. In addition, the precise nature of future agreements to regulate the emissions of GHGs are difficult to predict, but the impact on the aviation industry could be significant, including the potential for increased fuel costs, carbon taxes or fees, and/or a requirement to purchase carbon credits.

### Strategy

We are developing baseline resource consumption data for all our subsidiaries to help us determine where we can most effectively reduce our carbon footprint. The majority of our GHG emissions are related to fuel burn and heating, cooling and ventilating our facilities. Ongoing monitoring of key metrics will help us provide the basis for more focused improvement initiatives.

To measure our progress and ultimately reduce our GHG emissions, we have set the following goals:

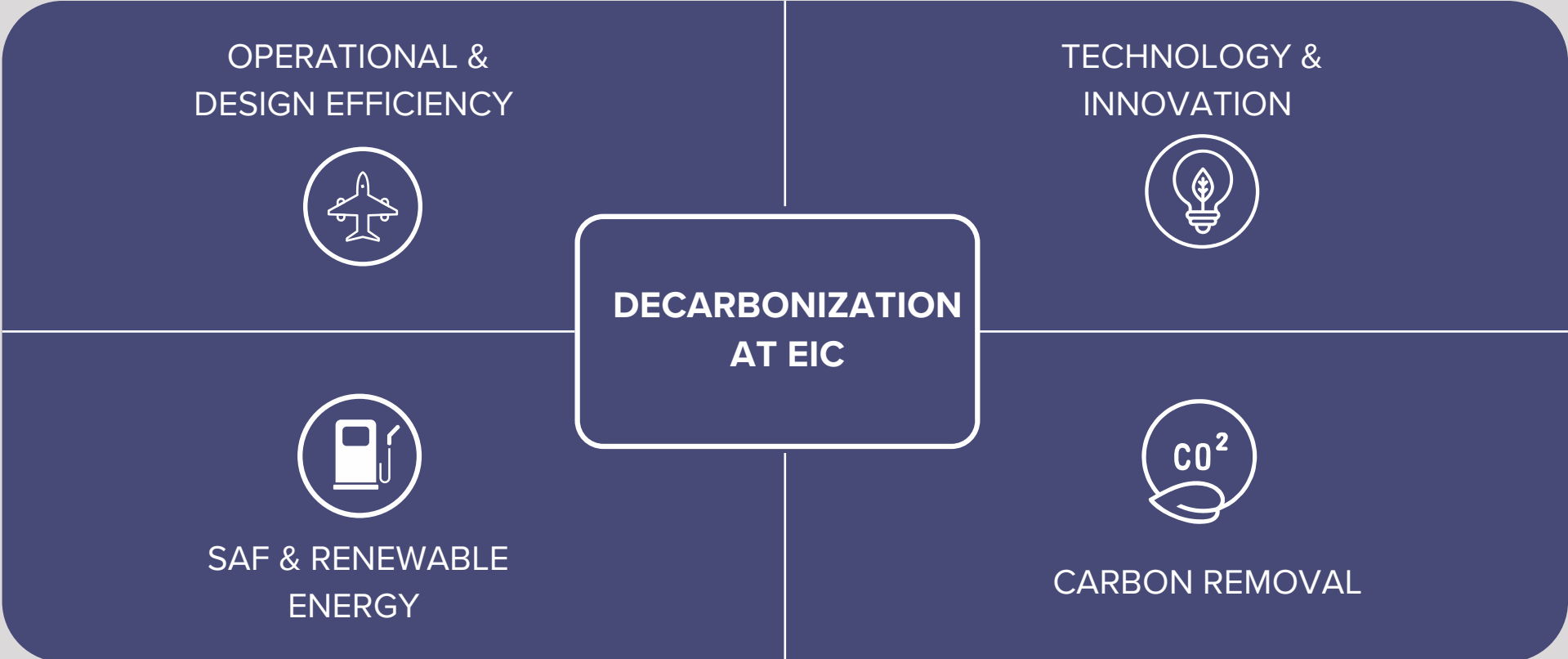
- Further refine our ability to measure Scope 1, Scope 2, and material Scope 3 GHG emissions and report on performance.
- Develop a strategy and action plan to reduce our GHG emissions, taking into account the principles of the 2015 Paris Agreement.
- Assess energy use at all our locations and implement programs to maximize our efficiency.
- Continue to advance discussions with our suppliers for transitioning our fleet of aircraft to hybrid and/or SAF to reduce our Scope 1 GHG emissions.

# TCFD REPORT



## STRATEGY & RISK MANAGEMENT

Decarbonization at EIC is based on four key pillars:



# TCFD REPORT

## STRATEGY & RISK MANAGEMENT

### Focus Areas

We are seeing exciting developments in low-carbon technologies and alternative fuels. Unfortunately, there are not yet readily available forms of low-carbon power for the aircraft we operate, so we must focus on driving efficiencies in our operations. Our approach to decarbonization will focus on processes and equipment in the short term and the adoption of emerging technologies in the medium to long term.

#### *Short term*

- Operational efficiency - such as removing non-value added redundancies
- Design efficiency - such as looking for opportunities to better streamline or lean out processes
- Transition to renewable energy - continue to evaluate and implement such alternatives where feasible

#### *Medium to long term*

- Fleet renewal - continue to deploy more energy efficient aircraft where available and practical
- SAF /alternative fuels - continue to participate in discussions to advance the procurement of SAF
- Emerging technologies - continue to evaluate the viability, safety, and performance of new electric, hydrogen, or hybrid power sources
- Carbon removal - explore carbon negative emission technologies and other direct emission reduction and removal strategies in addition to further developing regulatory carbon offset compliance actions and customer requirements
- Reduce GHG emissions in our supply chain



# TCFD REPORT



## STRATEGY & RISK MANAGEMENT

Current GHG emission reduction initiatives:

### Equipment

- Utilize turbo prop equipment, which is generally more fuel efficient than jet engine alternatives
- Invested in more efficient propeller systems and upgraded avionics for our fleet of turbo prop aircraft
- Increased the gauge of aircraft operated where practical and available
- Fleet upgrades from Dash 8-300s to the more efficient Dash 8-400s, where appropriate

### Efficiency

- Completed projects to increase the horsepower of our engines, increasing the amount of product that can be transported, and thereby increasing fuel efficiency
- Designed and installed multi-blade propellers on our aircraft to further increase their operating efficiency
- Utilize full-motion electronic flight simulators for pilot training

# TCFD REPORT

## METRICS & TARGETS

EIC is committed to decarbonizing our operations and supply chain. We are also committed to achieving real reductions in GHG emissions without relying on carbon offsets. We may, however, utilize offsets when no other options are available or required by contract, but offsetting does not play a significant role in our overall decarbonization strategy.

As previously noted, we are developing baseline resource consumption data for all our subsidiaries to help us determine where we can most effectively reduce our carbon footprint. During 2024, we will collect and analyze data related to energy use and Scope 1, Scope 2, and material Scope 3 GHG emissions and establish a strategy and action plan to reduce our GHG emissions, including setting goals and targets.

Scope 1 emissions: 269,436 tonnes CO<sub>2</sub>e<sup>1</sup>

Scope 2 emissions: 4,814 tonnes CO<sub>2</sub>e<sup>1</sup>

# SASB CONTENT INDEX

Activity Metrics	RT-AE/EE/IG/AF-000.B/C: Number of employees	2023 Sustainability Report, page 23
Greenhouse Gas Emissions	TR-AF/AL-110a.1: Gross global Scope 1 emissions	2023 Sustainability Report, pages 13, 14
	TR-AF/AL-110a.2: Strategy for management of Scope 1 emissions	2023 Sustainability Report, page 12; 2023 TCFD Report, pages 63-67
	TR-AF/AL-110a.3: Fuel consumption	2023 Sustainability Report, pages 13, 14
Energy Management	RT-AE/EE/IG-130a.1: Energy consumption	2023 Sustainability Report, pages 13, 14
Data Security	RT-AE-230a.1: Data breaches and details	Nil or no matters of significance to report
	RT-AE-230a.2: Identifying and addressing data security risks	2023 Sustainability Report, pages 55-58
	RT-AE-250a.1: Number of recalls issued, total units recalled	Nil or no matters of significance to report
Product Safety	RT-AE-250a.3: Airworthiness Directives received	Nil or no matters of significance to report
	RT-AE/EE-250a.2/4: Monetary losses due to issues associated with product safety	Nil or no matters of significance to report
	RT-EE-250a.1: Number of recalls issued, total units recalled	Nil or no matters of significance to report
Labour	TR-AF-310a.2: Monetary losses due to issues associated with labor law	Nil or no matters of significance to report
	TR-AL-310a.1: Coverage of collective bargaining agreements	2023 Sustainability Report, page 23
	TR-AL-310a.2: Work stoppages and idle days	Nil or no matters of significance to report
Employee Health and Safety	RT-IG/AF-320a.1: Incidents, fatalities and near misses	2023 Sustainability Report, page 33
Business Ethics	RT-AE-510a.1: Monetary losses associated with corruption, bribery, and illicit trade	Nil or no matters of significance to report
	RT-EE-510a.1: Preventing corruption, bribery, and anti-competitive behavior	2023 Sustainability Report, page 53
	RT-EE-510a.2: Monetary losses due to bribery and/or corruption	Nil or no matters of significance to report
	RT-EE-510a.3: Monetary losses due to anti-competitive behavior	Nil or no matters of significance to report
Competitive Behaviour	TR-AL-520a.1: Monetary losses due to issues associated with anti-competitive behavior	Nil or no matters of significance to report
SASB Accident and Safety Management	TR-AF/AL-540a.1: Safety Management System	2023 Sustainability Report, pages 37, 38
	TR-AF/AL-540a.2: Number of aviation accidents	Nil or no matters of significance to report
	TR-AL-540a.3: Government enforcement actions	Nil or no matters of significance to report



# GRI CONTENT INDEX

GRI 2: General Disclosures	2-1 Organizational details	2023 Sustainability Report, pages 3, 59, 60; Annual Information Form; MD & A
	2-2 Entities included in the organization's sustainability reporting	2023 Sustainability Report, pages 3, 59, 60; Annual Information Form; MD & A
	2-3 Reporting period, frequency and contact point	2023 Sustainability Report, page 3
	2-7 Employees	2023 Sustainability Report, page 23
	2-9 Governance structure and composition	2023 Sustainability Report, pages 5, 52; 2024 Management Information Circular, pages 41-47
	2-10 Nomination and selection of the highest governance body	2024 Management Information Circular, page 39
	2-11 Chair of the highest governance body	2024 Management Information Circular, page 35, 36
	2-12 Role of the highest governance body in overseeing the management of impacts	2023 Sustainability Report, page 5; 2024 Management Information Circular pages 41-47
	2-13 Delegation of responsibility for managing impacts	2023 Sustainability Report, page 5; 2024 Management Information Circular pages 41-47
	2-14 Role of the highest governance body in sustainability reporting	2023 Sustainability Report, page 5; 2024 Management Information Circular pages 41-47
	2-15 Conflicts of interest	2024 Management Information Circular, page 37, A-5
	2-18 Evaluation of the performance of the highest governance body	2024 Management Information Circular, page 40
	2-19 Remuneration policies	2024 Management Information Circular, page 50
	2-20 Process to determine remuneration	2024 Management Information Circular, pages 51-68
	2-22 Statement on sustainable development strategy	2023 Sustainability Report, pages 2 and 4
	2-23 Policy commitments	2023 Sustainability Report, page 6
	2-29 Approach to stakeholder engagement	2023 Sustainability Report, page 7; 2024 Management Information Circular page 47
	2-30 Collective bargaining agreements	2023 Sustainability Report, page 23
GRI 3: Material Topics	3-1 Process to determine material topics	2023 Sustainability Report, pages 8, 9
	3-2 List of material topics	2023 Sustainability Report, page 9
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	2023 Sustainability Report, page 53
	205-3 Confirmed incidents of corruption and actions taken	Nil or no matters of significance to report
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Nil or no matters of significance to report
GRI 302: Energy	302-1 Energy consumption within the organization	2023 Sustainability Report, pages 13, 14
GRI 303: Water and Effluents	303-5 Water consumption	2023 Sustainability Report, page 13
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	2023 Sustainability Report, pages 13, 14
	305-2 Energy indirect (Scope 2) GHG emissions	2023 Sustainability Report, page 13, 14
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	2023 Sustainability Report, pages 33, 37, 38
	403-9 Work-related injuries	2023 Sustainability Report, page 33
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	2023 Sustainability Report, pages 29-31 and 52; 2024 Management Information Circular, pages 38, 39
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	Nil or no matters of significance to report
GRI 416: Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Nil or no matters of significance to report
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Nil or no matters of significance to report

# ADDITIONAL DATA TABLES

## HEAD COUNT CANADA

Province	Employee Count
AB	492
BC	542
MB	1,901
NB	208
NL	926
NS	224
NT	1
NU	123
ON	1,718
QC	164
SK	209
YT	2
<b>TOTAL</b>	<b>6,510</b>

## HEAD COUNT USA & OTHER

State	Employee Count
AZ	33
CA	101
FL	216
GA	14
MD	45
MO	171
NC	44
NE	26
NM	128
NV	97
OR	11
PA	14
TN	31
TX	351
VA	42
WA	57
Other - USA	77
Other	30
<b>TOTAL</b>	<b>1,488</b>

## TAXES PAID

Tax Jurisdiction	Income Taxes Paid \$'000s
Canada	10,813
Ireland	1,589
USA	7,328
Other	425
<b>Total</b>	<b>20,155</b>

## ECONOMIC VALUE GENERATED & DISTRIBUTED

For EIC, generating and distributing economic value is about how we fulfil our obligations to the economy and promote the wellbeing of society at large. It is a simple equation: we generate revenue from the products and services we sell; we then distribute a portion of that revenue – or economic value – to those we rely on for our success. That distribution is seen in the compensation and benefits we provide our employees, in the dividends paid to our shareholders, in meeting our tax obligations at all levels of government and in the investments we make in our communities. For more information on our revenue, operating expenses, cash dividends, tax expense, and return to shareholders consult our [2023 Annual Report](#). For more information on our community investment activities, see page 39 and 49. According to the GRI, “economic value generated and distributed” is defined as measuring the impact of a company on the economy. We are committed to showcasing our substantial role in generating and distributing economic value throughout the areas where we operate. EIC provides employment to 8,000+ people. The compensation and benefits we provide have both a direct impact and an indirect ripple effect on the economy. Our employees’ compensation and benefits are redirected into their communities, which generates demand for local business and support for charitable and not-for-profit sectors. In turn, this demand sparks increased economic activity and hiring in other industries.

# FOOTNOTES

1. Trend in data is impacted by: i) acquisitions; ii) organic growth; iii) COVID-19 pandemic; and iv) refinement of our data collection process. Data has not been adjusted retroactively. The data does not include estimated consumption for leased properties. We will continue to refine the data.
2. Air Transportation Fuel includes aviation gasoline and jet fuel.
3. Ground Transportation Fuel includes diesel, gasoline, and propane.
4. Heating Fuel includes natural gas, oil, propane, and diesel.
5. Some historical data has been restated as a result of improved data collection and corrections.
6. The year over year increase from 2021 to 2023 can largely be attributed to acquisitions and improved data gathering. The data does not include estimated consumption for leased properties. We will continue to refine the data.
7. Source: [Table 23-10-0267-01 Civil aviation fuel consumption, Canadian air carriers, Levels I to III, annual \(x 1,000\)](#)
8. Per seat mile.
9. Source: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410002301>
10. 100% of employees were invited to participate in EIC's workforce demographic survey. 94% of employees voluntarily participated and the data reported is based on those responses and in some instances information sourced from legacy systems.
11. Source: <https://www.avweb.com/aviation-news/women-account-for-12-percent-of-new-canadian-pilots/>.
12. Excludes DryAir that was acquired in October, 2023.
13. Source: <https://www150.statcan.gc.ca/n1/daily-quotidien/220921/dq220921a-eng.htm?indid=32990-1&indgeo=0>.
14. As of Annual General Meeting on May 8, 2024.
15. Does not include three Subsidiaries who will be onboarded in due course.
16. ETS use of the Black Kite technical rating commenced in August 2023.



# GLOSSARY

The acronyms and other capitalized terms used in this Report have the corresponding meanings set out below.

<b>Term</b>	<b>Definition</b>
AFRA	Aircraft Fleet Recycling Association
APLMA	Asia Pacific Loan Market Association
AME	Aircraft Maintenance Engineer
AMS	Alliance Maintenance Services LP (an EIC subsidiary)
AWI	Advanced Window, Inc. (an EIC subsidiary)
CCAB	Canadian Council for Aboriginal Business
CIS	Center for Internet Security
EBITDA	Earning before Interest, Taxes, Depreciation, Amortization
EIC	Exchange Income Corporation
ESG	Environmental, Social, Governance
ETS	Exchange Technology Services (an EIC subsidiary)
Executive	C-suite and Executive Vice Presidents at EIC head office
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
IATA	International Air Transport Association
ISSB	International Sustainability Standards Board
IT	Information technology
LEED	Leadership in Energy and Environmental Design
LMA	Loan Market Association
LSTA	Loan Syndications and Tracking Association
NIST	National Institute of Standards and Technology
PAL	PAL Group of Companies (an EIC subsidiary)
PAR	Progressive Aboriginal Relations
SAF	Sustainable Aviation Fuel
SASB	Sustainability Accounting Standards Board
Scope 1	Direct emissions that occur from sources controlled or owned by an organization.
Scope 2	Indirect emissions associated with purchased electricity, steam, heat, or cooling.
Scope 3	Indirect emissions resulting from activities upstream and downstream in an organization's value chain.
Senior Leadership	Non-Executives, in charge of a principal business unit (Subsidiary), or function, including sales, finance, or production and anyone who performs a policy making function within EIC (such as Safety, Finance, Risk, ESG, Tax, Insurance)
SFI	Stainless Fabrication Inc. (an EIC subsidiary)
SOC2 Type II	System and Organizations Control framework that ensures data privacy and security in addition to effectiveness of systems
TCFD	Task Force on Climate Related Disclosure

# FORWARD LOOKING STATEMENTS

This report and the documents incorporated by reference herein contain forward-looking statements. All statements other than statements of historical fact contained in this report and the documents incorporated by reference herein are forward-looking statements, including, without limitation, statements regarding the future financial position, business strategy, completed and potential acquisitions and the potential impact of such completed and/or potential acquisitions on the operations, financial condition, capital resources and business of Exchange Income Corporation (the "Corporation") and/or its subsidiaries, the Corporation's policy with respect to the amount and/or frequency of dividends, budgets, litigation, projected costs and plans and objectives of or involving the Corporation or its subsidiaries or any businesses to potentially be acquired by the Corporation. Prospective investors can identify many of these statements by looking for words such as "believes", "expects", "will", "may", "intends", "projects", "anticipates", "plans", "estimates", "continues" and similar words or the negative thereof.

Forward-looking statements are necessarily based upon a number of expectations or assumptions that, while considered reasonable by management at the time the statements are made, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Readers are cautioned to not place undue reliance on forward-looking statements which only speak as to the date they are made. Although management believes that the expectations and assumptions underlying such forward-looking statements are reasonable, there can be no assurance that such expectations or assumptions will prove to be correct. A number of factors could cause actual future results, performance, achievements, and developments of the Corporation and/or its subsidiaries to differ materially from anticipated results, performance, achievements, and developments expressed or implied by such forward-looking statements. Such factors include, but are not limited to: economic and geopolitical conditions; competition; government funding for Indigenous health care; access to capital; market trends and innovation; general uninsured loss; climate; acts of terrorism, armed conflict, labour or social unrest; pandemic; level and timing of defence spending; government funded defence and security programs; environmental, social and governance; significant contracts and customers; operational performance and growth; laws, regulations and standards; acquisition risk; concentration and diversification risk; maintenance costs; access to parts and relationships with key suppliers; casualty losses; environmental liability risks; dependence on information systems and technology; international operations risks; fluctuations in sales prices of aviation related assets; fluctuations in purchase prices of aviation related assets; warranty risk; performance guarantees; global offset risk; intellectual property risk; availability of future financing; income tax matters; commodity risk; foreign exchange; interest rates; credit facility and the trust indentures; dividends; unpredictability and volatility of prices of securities; dilution risk; credit risk; reliance on key personnel; employees and labour relations; and conflicts of interest.

The information contained or incorporated by reference in this report identifies additional factors that could affect the operating results and performance of the Corporation and its subsidiaries. Assumptions about the performance of the businesses of the Corporation and its subsidiaries are considered in setting the business plan for the Corporation and its subsidiaries and in setting financial targets. Should one or more of the risks materialize or the assumptions prove incorrect, actual results, performance, or achievements of the Corporation and its subsidiaries may vary materially from those described in forward-looking statements.

The forward-looking statements contained herein or contained in a document incorporated by reference herein are expressly qualified in their entirety by this cautionary statement. The forward-looking statements included or incorporated by reference in this report are made as of the date of this report or such other date specified in such statement. Except as required by law, the Corporation disclaims any obligation to update any forward-looking information, estimates or opinions, future events or results, or otherwise.





**ADDRESS**

101 - 990 Lorimer Blvd  
Winnipeg, Manitoba  
R3P 0Z9



**WEBSITE**

[www.exchangeincomecorp.ca](http://www.exchangeincomecorp.ca)



**PHONE**

204-982-1857

**SOCIAL** X 