

## The ShawCor Culture

ShawCor is committed to maintaining a safe and healthy workplace for our employees, improving the communities in which we operate and conducting our business in accordance with the highest standards of environmental responsibility.

### Commitment to Workplace Safety

ShawCor is a multi-national company with seven operating divisions, more than 70 manufacturing and service facilities and over 5,000 employees around the globe. No matter where we are located, all of ShawCor's operations share an unwavering commitment to the health and safety of our employees.

Through the ShawCor Incident and Injury Free (IIF) Program, we continue to make progress toward the elimination of workplace accidents and injuries. From the shop floor to the ranks of senior management, all employees are continually involved in the IIF process and regularly engage in activities that contribute to a safer workplace. Maintaining the safest possible working environment isn't just the right thing

to do; it's also right for business. A safe work environment reduces costs, raises productivity and earns the confidence and respect of our customers and other business partners.

All ShawCor personnel work diligently to reduce the occurrence of incidents and injuries at each of our facilities. This is evident in the 80% decline in the annual number of recordable injuries per million person hours worked since 2000. Although the rate of recordable injuries per million person hours worked increased slightly to 7.3 in 2010, ShawCor continues to maintain a recordables rate that is well below industry metrics such as the average rate of 21.5 that was reported by the Occupational Health and Safety Administration (OHSA) in the United States in 2009.

### Incident and Injury Free (IIF) in Action

At ShawCor, being an Incident and Injury Free (IIF) organization means placing a high value on people through a culture that is caring and doesn't accept that incidents or injuries are an inevitable outcome of work. ShawCor's IIF Program is focused on people's intentions, values and beliefs regarding safety and is committed to building a critical mass of employees who declare that it is unacceptable for anyone to be injured at work. An internal Request for Action (RFA) system provides a vehicle for all employees to report identified safety issues that they believe require attention. The program encourages and rewards positive personal intentions and beliefs regarding safety and is characterized by leadership which understands that it creates the workplace conditions that lead to safe outcomes. To this end, over 15,000 Advance Safety Audits (ASA) were conducted last year providing leadership an opportunity to observe and discuss safety in the workplace with all employees.



## OUR ACHIEVEMENTS

### 1. HONOURING THE BEST

Employee recognition is an important part of our efforts to promote and reward superior job performance. Alfredo Andrenacci, a research chemist with seven patents and 29 years of distinguished service at the Company, was the winner of this year's highest honour, the ShawCor MVP award.

### 2. 180 MILES FOR A CURE

This year, employees from Bredero Shaw's Houston office teamed up for a two-day, 180-mile bike ride to Austin, Texas and raised \$12,100 in support of the Multiple Sclerosis Society.

### 3. HAVING A HEART

On November 6, 2010, employees from three ShawCor divisions competed with themselves and other businesses in the Montgomery County Heart Walk to raise more than \$34,000 for the American Heart Association.

## Protecting the Environment

Reducing our impact on the environment is another important long-term goal and we continued to make progress in 2010. ShawCor monitors and tracks its global greenhouse gas emissions with the aim of minimizing our carbon footprint over time. Carbon emissions across ShawCor have been reduced by almost 12% since we began to monitor them in 2007. This reduction represents a significant achievement, given that ShawCor has added additional emission sources through the acquisition of new businesses, construction of new facilities and expansion of existing businesses. As the primary carbon emission sources arise from electricity consumption, ShawCor's businesses are taking steps to reduce electricity use through the installation of modern, low-consumption lighting and participation in local community energy saving programs.

We have also made great progress in eliminating the use of hazardous chemicals in our manufacturing processes as well as minimizing waste. All divisions employ ShawCor's comprehensive chemical management system which tracks the use of approximately 6,500 chemical compounds throughout our operations. This system plays a central role in ensuring regulatory compliance, meeting our own

stringent health and safety requirements and reducing the risks presented by the handling of hazardous materials. A key feature of the system includes an approval process that screens new incoming chemicals to ensure that only the safest alternatives are selected for use.

## Helping Our Communities

One of ShawCor's most important assets is the reputation we have earned over the years for respecting and helping the communities in which we operate.

ShawCor is an equal opportunity employer with manufacturing and service facilities in over 20 countries on five continents. We value the richness and diversity of our global workforce and are committed to maintaining a strong local presence wherever we operate. This includes the employment of local personnel at the operating and management levels in all of our operating locations worldwide.

We also do our best to bring other tangible benefits to our communities through corporate financial support for The United Way, the Multiple Sclerosis Society and many other important social causes. In addition, many ShawCor employees volunteer their time and raise funds for charitable causes that benefit the lives of people in need in their communities.