



# 2024 Supply Chain Transparency Report



**Mattr**

Infrastructure Technologies



This Report is being submitted by Mattr Corp. ("Mattr") and relates to the financial year ending December 31, 2024. This Report was approved by the Mattr Corp. Board of Directors on March 13, 2025, in compliance with: (i) Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act (the "Act"); and (ii) the UK Modern Slavery Act 2015.



## WHO WE ARE

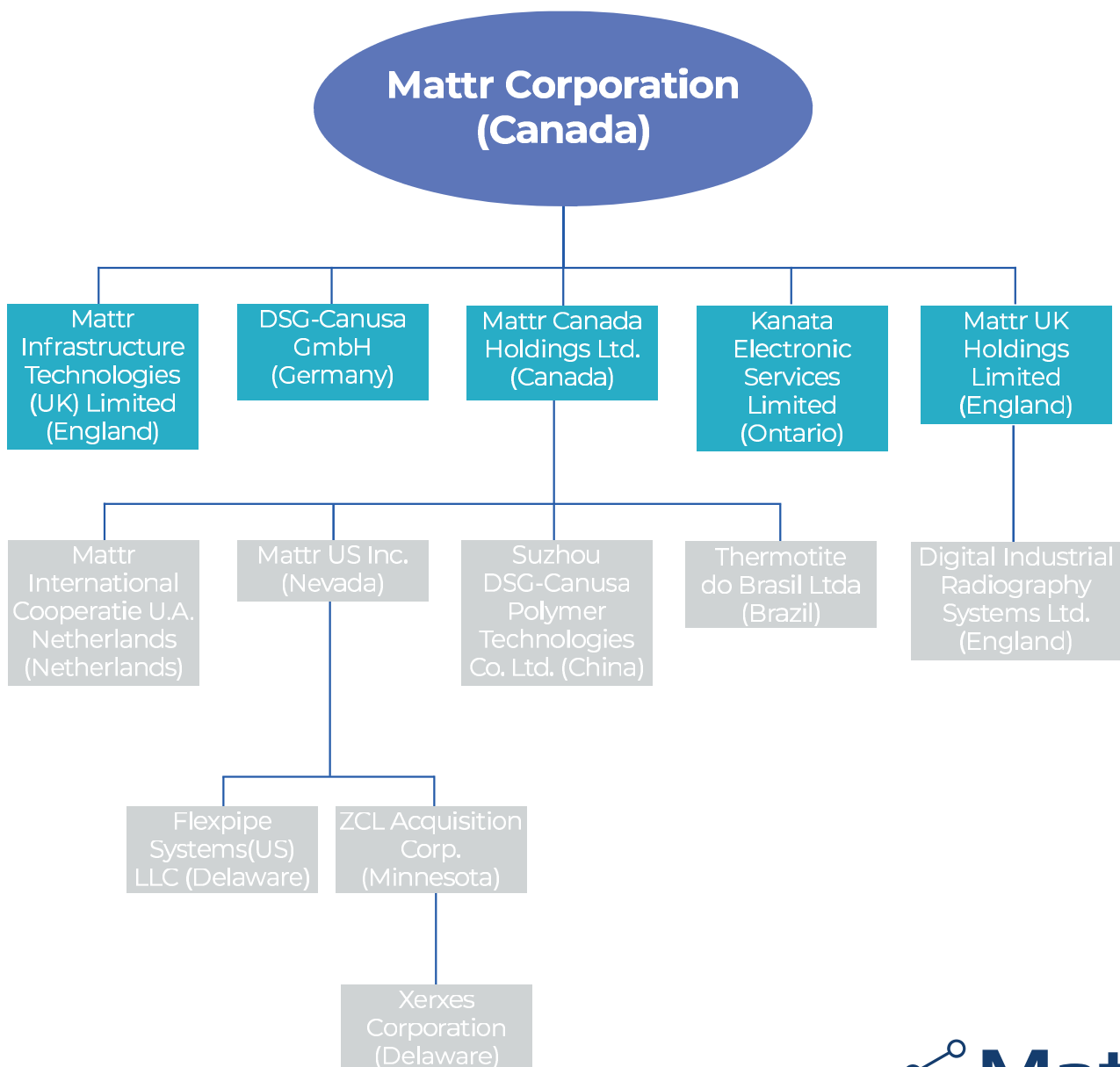
Mattr is a growth-oriented, global materials technology company broadly serving critical infrastructure markets, including electrification, transportation, communication, water management and energy. Its two primary business segments, Composite Technologies and Connection Technologies, operate a global network of manufacturing and technology centers, delivering differentiated, high-value products which enable renewal and enhancement of critical infrastructure. These manufacturing and technology centers are located in Canada, the United States, the United Kingdom, Germany, the Netherlands and China.

On November 30, 2023, Mattr completed the sale of a substantial part of its Pipeline Performance Group (PPG), whose product offering included specialized, proprietary internal and external corrosion protection systems, thermal insulation coating systems and concrete weight coating systems for onshore and offshore pipelines. This sale did not include certain elements of the PPG business, only one of which has substantive operations, the PPG pipe coating business in Brazil. In September 2024, the Company entered into an agreement to sell its Brazilian pipe coating business. The transaction is subject to customary closing conditions, including regulatory approvals, which the Company anticipates will be completed by the middle of 2025. As the Brazilian operations were owned by the Company during the reporting period, they are covered by this Report.

Mattr is a corporation incorporated under the Canada Business Corporation Act and is listed on the Toronto Stock Exchange. Mattr’s headquarters are located at 25 Bethridge Road, Toronto, Ontario.

As at December 31, 2024, the Company employed 1,810 permanent and contract personnel, of which 805 were based in Canada and 1005 were based outside of Canada.

The following chart illustrates the ownership structure of Mattr and its principal subsidiaries and affiliates as at December 31, 2024:



# Our Business and Supply Chains

For over 50 years Mattr has delivered highly engineered technologies and solutions to support infrastructure projects around the world. From the lab to the field, we develop solutions that have generational impact. You can find our brands in energy, automotive, communication, water management, utilities and transportation markets to name a few of the industries we serve.

Mattr delivers advanced materials technologies and complex manufacturing expertise. Our two primary business segments, Composite Technologies and Connection Technologies, operate through a portfolio of brands to offer highly engineered solutions, technology and products to support infrastructure projects and markets worldwide, helping to build a better tomorrow.



**XERXES**

Xerxes delivers market-leading, composite underground liquid fuel storage tanks and stormwater management systems.



**FLEXPIPE**

Flexpipe is a world leader in non-metallic composite spoolable pipe.



**SHAWFLEX**

Shawflex provides highly engineered wire, cable and assemblies across industrial and infrastructure markets.



**DSG-CANUSA**

DSG-Canusa is globally respected for innovative heat-shrink and cold-applied tubing and sleeve products.

In addition to the Composite Technologies and Connection Technologies business segments, Mattr's PPG operations in Brazil specialize in providing thermal insulation coating solutions for the oil & gas industry in Brazil.

Mattr sources the materials and components it needs to manufacture the advanced materials solutions it provides to its customers globally, from suppliers located predominantly in North America but also in South America, Europe, Africa and Asia. Major items include polyolefin and other polymeric resins, iron ore, cement, adhesives, sealants, copper, fiberglass and other ferrous and non-ferrous wire. These materials and components are then imported into the country where the manufacturing will ultimately occur (see discussion under "Who We Are" above for a summary of manufacturing and technology center locations). A number of our suppliers located in North America are subsidiaries of parent organizations having their headquarters in other parts of the world.

# Our Commitment to Human Rights

Mattr is committed to maintaining a corporate culture that respects the principles aimed at promoting, protecting and supporting all internationally recognized human rights. We recognize our responsibility to respect human rights and avoid complicity in human trafficking, worker exploitation, child labor, forced labor or other human rights abuses (“Human Trafficking,” “Worker Exploitation,” “Forced Labor” and “Child Labor” are collectively referred to herein as “**Human Rights Abuses**”). The individual terms that comprise the defined term, Human Rights Abuses, are terms used to describe situations where one person is exploited by another person for profit. These are broad terms that cover many types of exploitation that use force, fraud, coercion, deception, discrimination, or abuse of power. The following sections of this Report describe efforts taken, and being undertaken, by Mattr to prevent and reduce the risk that Human Rights Abuses are involved at any step in the production or importation of goods by Mattr.

## Governance Framework: Preventing/Reducing the Risk of Human Rights Abuses

The following governance documents have been developed to clearly articulate Mattr’s values, as well as the expectations it places on both its employees and its suppliers, relating to protecting against Human Rights Abuses. Hyperlinks to our externally-hosted policies are included below.

### Global Human Rights Policy

establishes Mattr’s commitment to protecting against Human Rights Abuses within its own operations

*Click [here](#) to review the Policy.*

### Mattr Code of Conduct

establishes ethical and behavioural standards which Mattr’s employees and contractors are expected to abide by in their conduct of business on behalf of Mattr, including protecting against Human Rights Abuses within Mattr’s operations

*Click [here](#) to review the Policy.*

### Supplier Code of Conduct

establishes ethical and behavioural standards which Mattr’s suppliers are expected to abide by in their conduct of business with Mattr, including protecting against Human Rights Abuses within their operations and supply chain

*Click [here](#) to review the Policy.*

### Mattr Contracting Requirements

establish an obligation for our suppliers to comply with our Supplier Code of Conduct and to satisfy our information and audit requests or be subject to having their contract with Mattr terminated

### Supplier Onboarding Protocol

establishes a clear, consistent and auditable protocol to be used across business units for the onboarding of new suppliers and includes the imposition of a supplier due diligence obligation

### Whistleblower Hotline

externally hosted hotline, available 24 hours/day, 7 days/week, for web-based or telephone reporting in numerous languages. Details on making a whistleblower report are included in our Whistleblower Policy which is available here.

*Click [here](#) to review the Policy.*

## Parts of our Supply Chain Carrying Higher Risk of Human Rights Abuses

We are aware that certain regions and countries are generally known to carry a higher risk of Human Rights Abuses in specific sectors. Notably, we have consulted open-source intelligence on this issue such as information available from the International Labour Organization, among other information. Our critical, first-tier suppliers of materials and components that are inputs in our manufacturing process (**Manufacturing Inputs**), including those based in countries having a higher risk of Human Rights Abuses, have been included in Phase 1 of our Supplier Onboarding Enhancement Project (see discussion under “Due Diligence” below for more information).

## Our Action Plan for Enhancing Supplier Onboarding Processes

Over the course of 2023 (and continuing throughout 2024), Mattr undertook a review of its existing policies and processes related to preventing and reducing the risk that Human Rights Abuses are engaged at any step of the production or import of goods by Mattr. While we are confident that our own operations are being conducted in accordance with all applicable laws and that Human Rights Abuses are not occurring within our own operations, the results of that review caused us to recognize the need to better understand the risk that Human Rights Abuses may be occurring within our supply chain. As a result, the Company embarked on a project to enhance our supply chain onboarding protocol (**Supplier Onboarding Enhancement Project**) to provide for consistent and more rigorous onboarding processes across our different business units with the goal of identifying and mitigating risks of Human Rights Abuses within our supply chain. Specifically, the Supplier Onboarding Enhancement Project involves implementation of:

- **A partnership with an external vendor to undertake enhanced due diligence screening as a critical component of our supplier onboarding protocol**
  - Mattr has partnered with Assent Compliance (Assent) to conduct a two-stage screening process on existing and new suppliers (see additional details below under the heading Due Diligence)
- **A requirement that our suppliers declare compliance with Mattr’s Supplier Code of Conduct at the time of onboarding and annually thereafter**
  - requires our suppliers to conduct their operations in a manner that demonstrates the same respect for human rights as Mattr has committed to, including by confirming the following:
    - no use of child labour or forced labour or participation in human trafficking;
    - no payment of recruitment fees by workers;
    - a safe and healthy workplace free from discrimination and harassment;
    - compliance with all applicable laws, including those relating to working hours, and regulations on freedom of association and collective bargaining; and
    - providing wages and benefits that meet or exceed the national legal standards.
- **Contractual provisions requiring compliance by our suppliers with Mattr’s Supplier Code of Conduct and satisfaction of our information and audit requests, breach of which provisions gives rise to a right to terminate the contract**
- **An approved supplier database available to all business units to ensure satisfaction of the supplier due diligence requirement**
- **Training and audit programs to ensure consistent application of the Supplier Onboarding Protocol and to assess the efficacy of the Protocol in identifying risks of Human Rights Abuses within our supply chain.**

# Due Diligence

Assent offers a supply chain sustainability management solution which helps us gain transparency into our supply chains in order to mitigate the risk of Human Rights Abuses. Assent's supply chain sustainability platform offers in-depth screening services and facilitates the collection of data from our supply chain by handling all supplier engagement, in multiple languages, on our behalf and collects information from suppliers by issuing surveys on the following topics (**Human Rights Surveys**):

- Human Trafficking and Slavery
- Labor Rights
- Human Rights
- Organizational Commitment

These surveys are designed to collect data in a manner that aligns with internationally recognized standards: i.e. the Global Reporting Initiative (GRI), Organization for Economic Co-operation and Development (OECD), and Sustainability Accounting Standards Board (SASB).

Assent's Enhanced Supplier Screening (**ESS**) process offers an in-depth, contactless solution for vetting suppliers for forced labor and other compliance risks, including sanctions, using ongoing monitoring of internet-accessible media and government-managed denied parties lists for potentially problematic mentions of suppliers, including ultimate beneficial owners. The reports generated through the ESS process allow Mattr to quickly formulate and implement a mitigation plan in the event it learns of a high-risk situation within its supply chain.

While our goal is to achieve an adequate level of supply chain transparency to ensure that the manufacture of our products is not inadvertently contributing to Human Rights Abuses through our supply chain, we recognize that achievement of this goal will be a journey over the next few years. In recognition of that reality, we have adopted a phased approach to achieving our goal.

## Phase 1 of Supplier Onboarding Enhancement Project

Over the course of 2023 and the first quarter of 2024, Mattr implemented the first phase of its Supplier Onboarding Enhancement Project. Specifically, we developed the blueprint for the Supplier Onboarding Enhancement Project and completed certain key components of that program by:

- engaging Assent to conduct a two-stage supplier screening process on our behalf
- working with Assent to complete the first stage of such two-stage supplier screening process – the ESS screening - of our critical, first-tier suppliers of Manufacturing Inputs
- working with Assent to launch the second stage of our two-stage supplier screening process - a campaign seeking completion, by our critical, first-tier suppliers of Manufacturing Inputs, of the Human Rights Surveys
- developing the Governance Framework referenced above

This first phase was focused on critical, first-tier suppliers of Manufacturing Inputs however we note our Supplier Code of Conduct requires these critical, first-tier suppliers to establish equivalent standards through their own activities and the management of their own suppliers and subcontractors.

## Phase 2 of Supplier Onboarding Enhancement Project

During 2024 and continuing in 2025, Mattr has worked towards the implementation of the second phase of its Supplier Onboarding Enhancement Project which includes the following steps:

- Complete development and roll-out of a New Supplier Onboarding App for the supply chain teams to use to conduct due diligence on new suppliers
- Complete roll-out of the two-stage supplier screening process, through our partner, Assent, to the balance of our suppliers of Manufacturing Inputs
- Implement training and audit programs in respect of the Supplier Onboarding Protocol

On January 2, 2025, Mattr, through its subsidiary, acquired all of the shares of AmerCable Incorporated. As the effective date of this Report is December 31, 2024, this Report does not cover the AmerCable business. As part of its Phase 2, Mattr will also roll-out the two stage supplier screening process, through Assent, to its AmerCable subsidiary.

## **Measures Taken to Remediate Human Rights Abuses within our Supply Chain**

The diligence campaign which we have undertaken has not, to date, disclosed any risk of Human Rights Abuses within our supply chain. As a result, we have not yet had cause to undertake measures to remediate Human Rights Abuses.

## **Measures Taken to Remediate Loss of Income to Families Impacted by Measures Taken to Remediate Human Rights Abuses**

As we have not yet had cause to undertake measures to remediate Human Rights Abuses, we have similarly not had cause to undertake measures to remediate loss of income experienced by families impacted by remedial measures taken to eliminate Human Rights Abuses.

## **Training of Mattr Employees on Protecting Against Human Rights Abuses/Assessment of Effectiveness of Supplier Onboarding Enhancement Project**

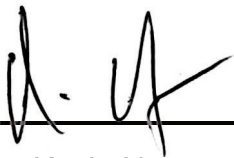
As noted above, implementation of training and audit programs falls within our Phase 2 objectives which were rolled out starting in 2024 and will continue in 2025.

In achieving this goal, during 2024, Mattr conducted mandatory training sessions, based on materials developed internally, with its supply chain teams regarding the need to protect against Human Rights Abuses, as well as the role of the due diligence screening within the Supplier Onboarding process, including the use of the New Supplier Onboarding App. Over the course of 2025, Mattr intends to implement the Audit Program described below.

**Audit Program:** To be comprised of (i) internal audit to confirm adoption of new Supplier Onboarding Protocol; and (ii) tracking reports received either from Assent or directly from our suppliers, notifying us of risks of Human Rights Abuses within our supply chain and confirming the implementation of mitigation measures to remedy any such risks.

**ATTESTATION BY THE BOARD OF DIRECTORS OF MATTR CORP.**

In accordance with the requirements of the Act, and in particular section 11 thereof, I, in my capacity as Chair of the Board of Directors, attest that I have reviewed the information contained in the Report for Mattr Corp. and the Mattr Subsidiaries to which the Report also relates. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the Report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above.



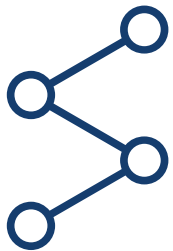
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Name: Kevin Nugent

Title: Chair of the Board of Directors

Date: March 13, 2025

I have authority to bind Mattr Corp.



**Mattr**

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