

An aerial photograph of a train with three grey and blue cars on a track, surrounded by lush green trees and grass. The train is positioned horizontally across the upper half of the image.

# 2023 SUSTAINABILITY REPORT

# LETTER FROM OUR CEO

In 1902, L.B. Foster Company started as a pioneer in the circular economy. Our initial business recycled used rail track from urban transit systems and abandoned or replaced railroads, and then repurposed them to supply local mines, logging camps, and quarries. At the time, truck transportation was limited, so permanent and temporary rail spurs were needed to deliver basic resources.

For more than 120 years we have solidified our standing in the rail industry while diversifying into other infrastructure-related markets, and we continue a journey towards next-level performance and growth. As L.B. Foster Company cements its status as a technology-focused global solutions provider of engineered, manufactured products and services that builds and supports critical infrastructure, we must also demonstrate our operation's interconnectivity with the environment, society, and the economy.

We are committed to being a good corporate and community citizen and take both roles seriously. We know that our success is measured not only by our financial performance, but also by our ability to do what is right, today and in the future. We have disclosed high-level sustainability activities in our Annual Report on Form 10-K and Proxy Statement and also throughout our Company website. However, we recognize the compilation of this information will serve our communication efforts more efficiently. And with that, I deliver our first disclosure of sustainability practices.

This report is a baseline and highlights our commitment to our SPIRIT culture and values. It reports on employee practices and our environmental footprint and also provides insight into where we deliver a positive sustainable benefit for our customers' operations. Our goal is simply to create long-term value for our employees, shareholders, customers, and the communities we serve.

As we build-out our program, we will measure how our strategy creates value, where:

- Employees are engaged and enabling contributors to our SPIRIT (Safety, People, Integrity, Respect, Innovation, Teamwork) model,
- Customers consider us to be an innovative, responsible, and low-risk partner supportive of their performance and sustainability goals,
- Suppliers recognize us as a long-term collaborator in their operations,
- The communities where we operate appreciate our presence, and
- Investors are rewarded for their stake in our Company.

This is our inaugural sustainability report, and we look forward to your feedback and influence on a sustainable future for our Company and our stakeholders.

Interestingly, today's tenets of sustainability are not much different than our beginnings, i.e., minimizing environmental and social impacts while creating commercial value.

Thank you for taking time to explore L.B. Foster's sustainability activities.



**JOHN F. KASEL**  
Chief Executive Officer



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## Materiality Assessment

In 2022, L.B. Foster Company retained the Governance & Accountability Institute (“G&A”) to perform an independent third-party ESG materiality assessment.

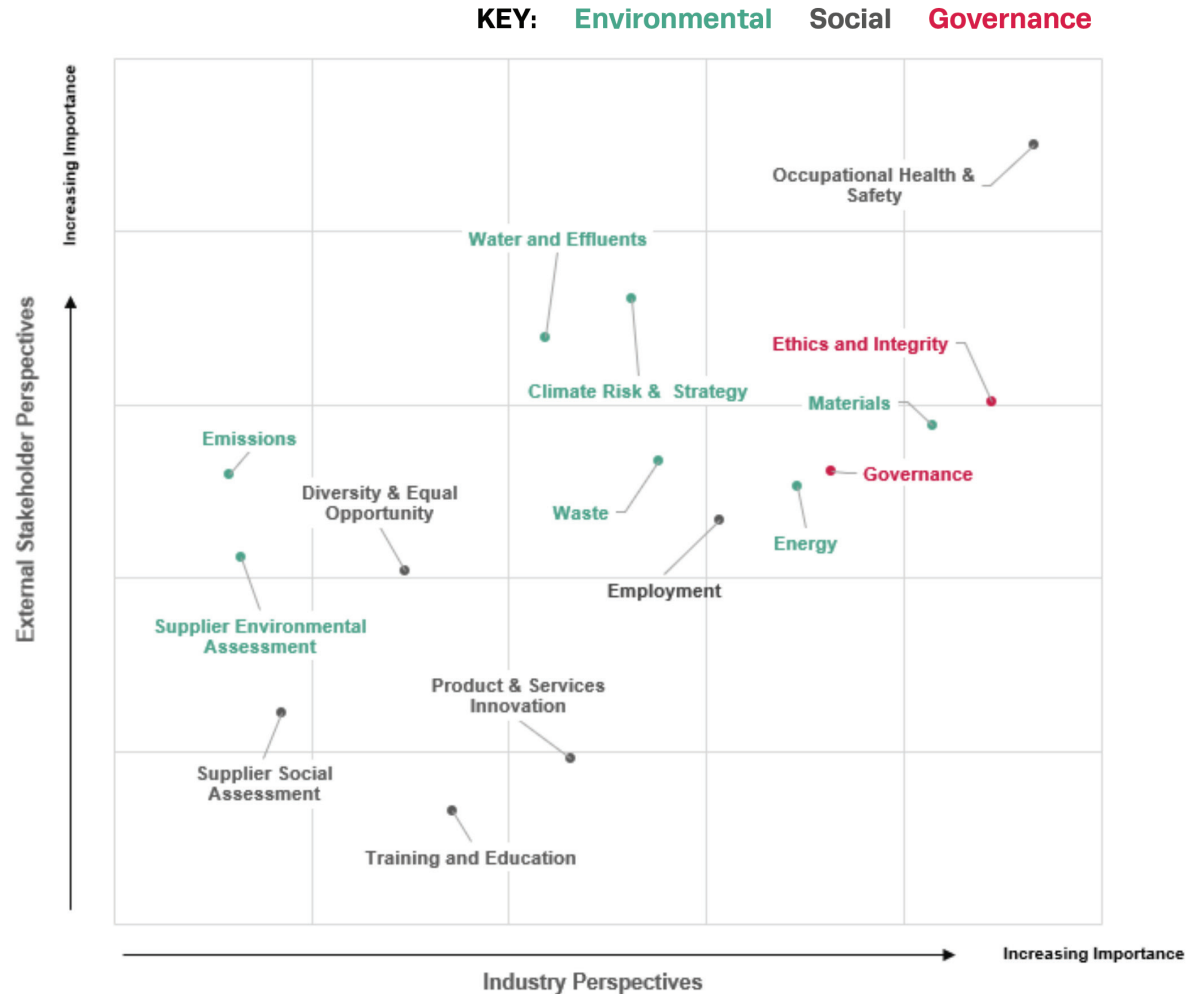
The assessment compiled a list of ESG topics by examining a range of key stakeholders including investors, customers, employees, and ESG rating organizations, as well as analyzing industry peers. Topics included each of the GRI 2021 Standards material topics, multiple SASB 2018 Sustainability Accounting Standards topics that represented the industries where we operate, and trending ESG topics of interest to stakeholders. This assessment produced a list of forty topics of interest.

G&A prioritized these issues including an evaluation of topics deemed most material by stakeholders, as informed by their inclusion of topics in sustainability disclosure, rating methodologies, investment decision-making, goal setting, and strategy.

From this research, G&A scored each ESG topic to help focus our strategy and disclosures. The fifteen highest-scoring topics were selected as those that are most material to the business and external stakeholders.



L.B. Foster Stakeholder Materiality Matrix



Reporting Material Topics: Although not all material topics are disclosed in this report, the assessment allows us to set the foundation for sustainability strategy development and future reporting.

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## Governance

Our corporate governance structure is disclosed in our Annual Reports and Proxy Statements. Specifically pertaining to corporate responsibility, the Board is responsible for the oversight and monitoring of management’s assessment of major risks and strategy for risk management, including performing periodic reviews of the Company’s environmental and safety programs and practices, Corporate Governance Guidelines, and Legal and Ethical Conduct Policy. The Board is regularly briefed on such matters and visits Company operations at least annually.

In 2022, the Board of Directors established the select, *ad hoc* Corporate Responsibility Committee to assist with and coordinate oversight of sustainability/ESG strategies and practices.

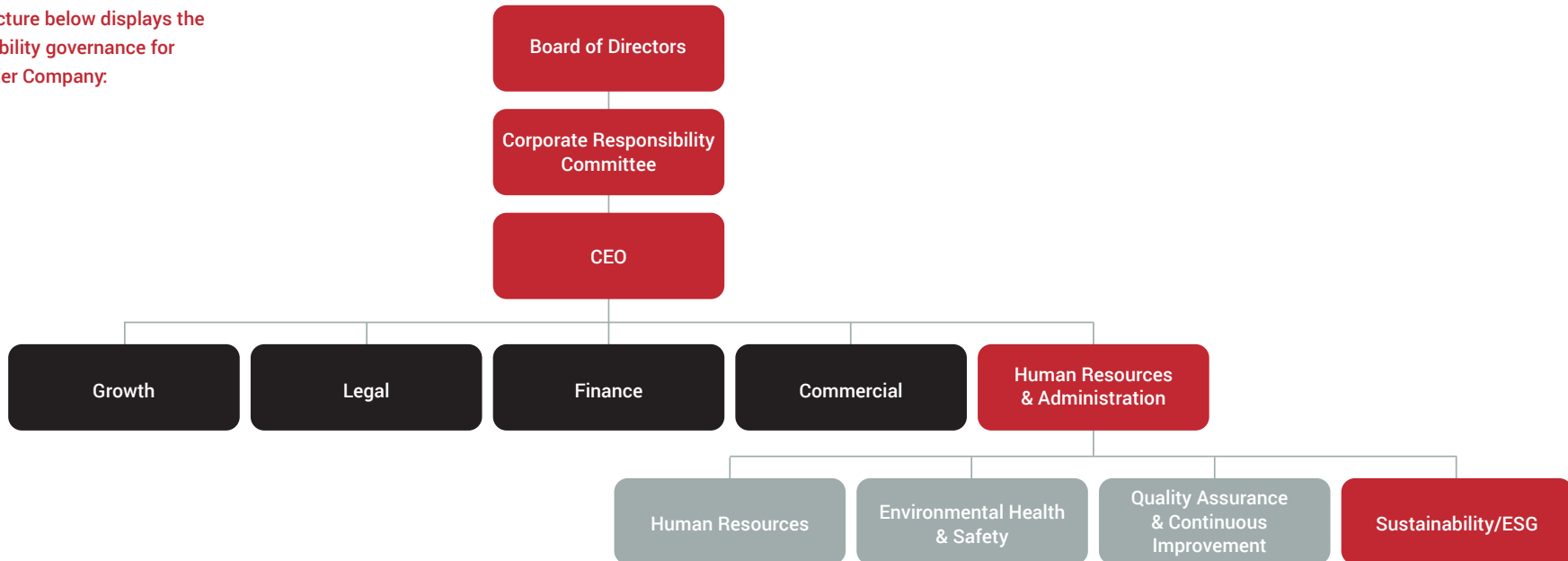
Our focus in our sustainability efforts requires collaboration with:

- **HR for managing Human Capital:** Establishing a highly effective workforce including employee practices and retention rates, Company demographics across business functions, and training & development;
- **EHS for managing Natural Capital:** Minimizing air, water & waste impacts; and creating a culture of safety performance;
- **Our SPIRIT Model:** Our focus is Safety, People, Integrity, Respect, Innovation, Teamwork. We believe that what we achieve and how we achieve it are of equal importance;

- **QA/CI for optimizing Manufacturing Capital:** Optimizing plant and process operations to realize efficient and productive work environments; and
- **Other cross functional collaboration** occurs with R&D, marketing & communication, commercial business leaders, and plant/manufacturing management.

Collectively, with guidance from the Board, these stakeholders develop sustainability-related governance, strategy, risk management, metrics, and targets for disclosure and financial value.

The structure below displays the sustainability governance for L.B. Foster Company:



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## ETHICS & BUSINESS CONDUCT

L.B. Foster's Legal and Ethical Conduct Policy (the "Ethics Policy") is posted on [Corporate Governance | L.B. Foster Company \(investors.lbfoster.com\)](#) and sets forth the guiding principles by which we operate our Company and conduct our daily business with our shareholders, customers, vendors, and each other. The Office of the General Counsel and Corporate Secretary oversees compliance with the Ethics Policy.

We require employees to review and refamiliarize themselves with the Policy, and the Company provides ongoing employee training on ethics and compliance, including regularly online via a third-party provider and in-person as needed for new hires and functional groups. Training is focused on key legal and ethical topics, including anti-bribery, conflicts of interest, insider trading, the U.S. Foreign Corrupt Practices Act, and the U.K. Bribery Act. Customized training is also provided for finance and sales, which addresses the United States Securities and Exchange Commission (SEC) and other regulatory compliance and contract formation, and HR-related matters such as harassment and hiring practices. Employees and directors certify compliance with the Ethics Policy on an annual basis.

## ETHICS REPORTING

L.B. Foster Company offers our employees an outsourced reporting service for anonymous and confidential use in reporting complaints or concerns about our business practices. We have established the L.B. Foster Ethics and Compliance Line (available at 855-219-7327) and an internet reporting system (EthicsPoint) accessible through the Company website and intranet. These resources provide a completely anonymous way to report any concern about unethical, illegal, or questionable business activity. They are available to employees around the world 24/7 to confidentially report

any concerns or complaints, and it is illegal for the Company to retaliate on the basis of reporting. It is also available to the Company's suppliers and customers.

## HUMAN RIGHTS

We believe in responsible and ethical business practices and consider respect for human rights to be an integral component of business behavior. Our Company's employment practices are designed to comply with all applicable labor regulations where we operate. Our policy on human dignity and rights contains prohibitions against forced labor, human trafficking, and child labor. Other aspects of our policy include Diversity & Inclusion, Harassment in the Workplace, Freedom of Association, Health & Safety, Work Hours, Wages & Benefits, and Employee Conduct. Additionally, we have supplemental policies that are applicable to where we operate, such as:

- **Modern Slavery Policy (Europe)** [Modern Slavery Policy | L.B. Foster \(lbfoster.com\)](#)
- **California Transparency in Supply Chain** [Disclosure](#)

## CONFLICT MINERALS

L.B. Foster Company is committed to the highest standards of ethics and business conduct. Accordingly, we comply with Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act which aims to prevent the use of certain "Conflict Minerals" that directly or indirectly finance, or benefit armed groups in The Democratic Republic of the Congo (DRC) and adjoining countries (as defined in the Act). Via the Responsible Minerals Initiative, we complete the Conflict Minerals Reporting Template (CMRT) and submit on an annual basis to the United States SEC under Form SD: Specialized Disclosure Report.

*In the 10+ years since the adoption of our Ethics Reporting Service, more than 85 percent of calls have been related to human resources and employee relations issues rather than ethics. Management investigates and responds to every call. Regarding employee relations matters, our HR professionals follow up to address reported issues. In situations where complaints involve ethics concerns, legal, financial, accounting, and high-level operational matters, our executive personnel undertake fact-finding and remedial actions where appropriate.*

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*“Security is not about closing doors at L.B. Foster, it’s about safely and responsibly fostering productivity and innovation long-term. Our security program ensures that our business is sustainable through responsible decision making, appropriate controls, and a top tier educational program that creates shared responsibility at all levels of L.B. Foster.”*

VP, Information Technology

## CYBERSECURITY AT L.B. FOSTER

We view our cybersecurity strategy as an evolving tool to protect our Company and defend our business from harm. We also know that our cybersecurity strategy is vital in ensuring our business is sustainable and that our digital platforms can be trusted and depended upon by our employees, customers, and suppliers, therefore, giving our investors confidence in our strategy.

We believe that cybersecurity is a shared responsibility throughout all levels of our organization. One of the most important lines in our cybersecurity defense is to have a well-educated workforce, and one of our primary goals is to inform and educate our people and to validate that training through our cybersecurity awareness program. We are proud to be able to demonstrate that our people are consistently performing above industry-peer average when identifying threats such as phishing.

In addition to our people, we operate next generation cyber detection and response technologies that work 24/7 to identify threats – both known and unknown – and stop them in their tracks, and to isolate any issue that could harm our wider environment. We have tools that hunt for vulnerabilities in our environment before they can be used to compromise our network.

Our cybersecurity program includes a documented incident response plan that outlines our process for responding to cybersecurity incidents as an organization. We validate our security strategy by conducting vulnerability scans and also engage third parties to perform penetration testing. Our Vice President of IT and Director of Security and Enterprise Architecture oversee our cybersecurity program. The full Board receives periodic briefings on cyber threats and our cybersecurity program to enhance director literacy on cyber issues.

With regard to acquisitions, we focus on cybersecurity to mitigate adverse third party actions. Our efforts include third party penetration testing of all new entities for threats before integration.

### Industry Benchmark Data

L.B. Foster Average Phish-prone %

**2.6%**

*Average Phish-prone percentage refers to a third-party metric used to assess a company's vulnerability to a phishing attack.*

Industry Phish-prone %

**5.9%**

*Industry Phish-prone percentage is representative of mid-sized manufacturing organizations with a similar size user base and maturity of their cybersecurity educational program.*

### Cybersecurity Incidents

|  | 2022 | 2023 |
|--|------|------|
| Cybersecurity breaches   | 0    | 0    |
| Evidence of ransomware, propagation of malware, or cyber extortion                   | 0    | 0    |
| Data loss through theft or leaks, and no customer data was affected by theft or leak | 0    | 0    |

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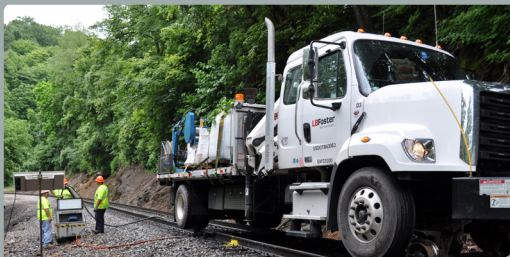
## Manufacturing Capital

L.B. Foster Company is a technology-focused global solutions provider of engineered, manufactured products and services that builds and supports infrastructure. Our organization's activities can be found in various Standard Industry Classifications such as Concrete (32739), Steel Manufacturing from Purchased Steel (3312), Metal Coating (332812), Fabricated Metal Product Manufacturing (332999), Other Fabricated Metal Product Manufacturing, Electrical Contractors and Other Wiring Installation Contractors (23821).

### MANUFACTURING FOOTPRINT

Our footprint includes operational control of 17 production facilities comprising approximately 1 million square feet of space and 360 acres. We also have 11 support facilities including warehouses, R&D centers, yard space, and sales offices. These are foundational assets that deliver the value of products and services to the customers and markets we serve. A summary of our assets includes:

**Additionally, with approximately 200 service vehicles, we deliver products to construction sites or travel to customer locations to maintain their equipment and assure operational performance.**



| Location   | Material Suppliers                                     | L.B. Foster Production   | Market & Customers   |
|--|--|--|--|
| Hillsboro, TX<br>Nampa, ID<br>Waverly, WV<br>Loudon, TN<br>Lebanon, TN | Aggregate, Cement, Rebar                               | Mixture design for various reinforced precast products                                   | Federal, state and local governments supporting infrastructure projects. Also, building construction systems and components for recreation, residential and commercial markets |
| Bedford, PA  | Steel  | Fabricate bridge components (forms, rails)   | Federal, state and local governments supporting infrastructure projects  |
| Birmingham, AL<br>Willis, TX   | Steel pipe, Coatings                                   | Apply protective coating to steel products   | Energy and water extraction and distribution   |
| Magnolia, TX   | Steel pipe   | Cut, weld and thread steel pipes   | Water extraction and distribution for agricultural, municipal, and industrial  |
| Columbia City, IN  | Steel rail stock                                       | Distribution of stock rail   | Transit authorities and industrial plants  |
| Niles, OH<br>Pueblo, CO  | Steel rail, Epoxy, Lubricants                          | Fabricate insulated rail joints and friction management application systems              | Freight operators and transit authorities  |
| Burnaby, BC, Canada  | Lubricants, Hardware equipment                         | Assemble friction management application systems   | Freight operators and transit authorities  |
| Dublin, OH   | Hardware equipment, Software development               | Assemble rail friction management, impact detection & environmental monitoring equipment | Freight operators and transit authorities  |
| Sheffield, UK  | Steel track components, Lubricants, Hardware equipment | Fabricate rail & track products and friction management applications systems             | Rail and Transit Authorities   |
| Nottingham, UK   | Electrical components                                  | Digital communication and display equipment  | Airport and rail terminals, control rooms, consumer point of sale.   |
| Telford, UK  | Electrical components                                  | Digital communication and display equipment  | Consumer point of sale   |

Above is a list of our manufacturing locations only and not inclusive of other support facilities. This list includes both owned and leased facilities. For either, the facility/plant manager has autonomy to budget efficiency and optimization projects; or during lease renewal, negotiate improvement projects to optimize facility and production assets.

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*“We are extremely proud to announce that all LBF manufacturing locations now have Quality Management Systems that are certified to ISO9001 and/or industry-specific quality standards such as PCI, NPCA, and AAR M-1003.”*

VP, Operational Administration

## QUALITY

At L.B. Foster, we take quality seriously. Our quality management system (“QMS”) is designed around meeting the needs of customers, creating value, and ensuring they remain satisfied with the products and services we provide. Our system encompasses all processes and personnel. QMS covers the design of our products, order reviews, supplier quality, production, inspection, shipping, and post-delivery support. Quality is the responsibility of all L.B. Foster employees and is driven by our leaders throughout all locations. Our manufacturing location plant managers, supervisors, and team leads perform monthly quality and safety-focused audits to proactively identify concerns before they impact our customers. Each audit consists of 20-25 basic safety/quality questions that are reviewed at each workstation every month. These questions focus on a variety of categories such as employee training, work instructions and criteria, record keeping, equipment maintenance, product compliance, and employee awareness. The audits have become a valuable tool to identify and reduce safety and quality risks at LBF.

We check the success of our quality program by tracking the Cost of Poor Quality (“COPQ”). We started baselining these costs across all manufacturing locations throughout 2020-2021. The costs include, but are not limited to:

- Scrap and rework;
- Repair costs;
- Re-inspection / Retesting of rework;
- Downgrading;
- Additional freight costs (returns, replace, expediting);
- 3rd party costs / penalties;
- Added field service costs;
- Complaint investigation/resolution costs; and

The tracking of poor quality costs allows us to set reduction goals and drive improvement projects to reduce these costs.

In 2023, we estimated these costs to be ~0.43% of cost of goods sold (“COGS”). Many of these projects will carry over into 2024 to further cut costs associated with defective products.



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*"CI is our overall approach to improving performance across the enterprise. It becomes a philosophy of continuous improvement with a playbook for driving efficiency and quality, and streamlining processes that take service levels to new heights."*

Continuous Improvement Manager

## CONTINUOUS IMPROVEMENT (CI)

We engage continual improvement of our manufacturing facilities in recognition of their role in value creation and to optimize production and processes. We use leading methods for continuing and sustainable process improvement, and in 2023 we had various CI efforts in the form of CI/Lean Training, 5S training, 5S audits, and CI project execution. Furthermore, we have an Operational Excellence scorecard that is published monthly to provide internal transparency regarding financial, quality, safety performance, and customer centrality.

## SUPPLY CHAIN PARTNERS

L.B. Foster expects business to be conducted honestly and responsibly, with integrity and transparency. Our Global Vendor Code of Conduct applies to all suppliers, contractors, consultants, agents, and others that provide goods and services to our Company, subsidiaries, and affiliates. This Code has been developed to clarify our global expectations in the areas of business integrity, employee health and safety, environmental management, legal compliance, and labor practices.

Globally, we engage with half or approximately 1,000 partners and suppliers. We have dedicated supplier management teams that are responsible for maintaining healthy, collaborative

relationships focused on cost, quality, service levels, and continuous improvement of processes. We conduct supplier reviews based on risk assessments following our ISO requirements. Supply chain team members, with Tier 1 & 2 vendors, have regular one-on-one meetings, corrective action incident reporting for non-conforming products or services, and take part in industry and trade shows to remain abreast of technological advances.

## RECOGNITION

Over time, we have been acknowledged for our manufacturing efforts, such as:

- Winner of Pittsburgh HR Association's "People Do Matter" Award
- Pittsburgh Business Times Finalist: Manufacturer of the Year
- Recognized as an Industry Week Best Plant:
  - Pueblo, CO
  - Vancouver, BC
  - Magnolia, TX
- Noted for manufacturing excellence in New York Times' bestselling book Five Key Principles of Corporate Performance Management

L.B. Foster has a vendor network of **>1,900 suppliers** and an annual spend of **appx. \$240M.**

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## Natural Capital

L.B. Foster Company's Environmental, Health, and Safety ("EHS") policy sets the expectations under which we manufacture, market, and distribute products in a manner that protects our employees, business, community, customers, and the environment.

Our physical manufacturing footprint, as well as sales, service, and delivery vehicles contribute to our environmental and carbon footprint, which is based on the following:

- Fuels we consume in production, heating our plants and buildings, and mobilizing our fleet of sales, delivery, and service vehicles;
- Electricity we draw from the local utility energy grid;
- Air emissions from our production facilities;
- Water we withdraw and discharge from facility operations; and
- Waste generated by and disposed from facility operations.

### ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Although not all environmental impacts are material to our organization, we are committed to using resources efficiently and reducing our footprint.

By implementing our corporate environmental management system ("EMS") across the organization, we aim for consistent execution of our EHS standards and strategies. Our EMS requires each location to conform not only to environmental regulatory requirements, but also to improve on our methods to minimize our footprint. Where applicable, we pursue ISO 14001 accreditation.

**In 2023, the following businesses and administration centers were compliant with the ISO 14001:2015 standard for environmental management systems.**

Corporate Office – Pittsburgh PA

Rail Technologies Office & Plant – Burnaby, BC, Canada

Automation & Materials Handling – Nottingham, UK

Control & Display – Nottingham, UK

Telecoms – Nottingham, London & Essex, UK

Precast Concrete Plant – Hillsboro, TX

Rail Technologies – Sheffield & Nottingham, UK

TEW Engineering Ltd – Nottingham, UK

L.B. Foster GmbH – Herne, Germany

## ENVIRONMENTAL DATA COLLECTION

We record our operations data to optimize production. The metrics we track include energy consumption and accompanying greenhouse gas emissions, water consumption, and waste generation. We expect that our recently conducted materiality assessment may evolve and influence our collection methods, reporting metrics, and targets. Our current method for collecting data is summarized as:

### SOURCE:

Accounts payable, utility bills, vendor payments, plant managers, fleet management tools

### DATA COLLECTION:

All types of energy and fuel use, water consumption & reuse, and waste generation & recycling collected and consolidated

### FOOTPRINT:

Third party consultant aggregates and converts data to environmental and carbon footprint in accordance with the Greenhouse Gas Protocol

*We aim for continuing improvement in data collection, extrapolation, and auditing.*

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## ENVIRONMENTAL IMPROVEMENT AND IMPACT REDUCTION STRATEGIES

To improve operational performance, we engage in various efficiency projects across energy, water, materials, and waste. Currently, we are formalizing a tracking process regarding development of quantitative improvement project measures. Below are examples of recent project success stories:



### CXT Hillsboro LED Upgrade

CXT-Hillsboro collaborated with PEC Texas, a lighting engineering company, to upgrade lighting fixtures to accommodate a safe working environment and to reduce energy consumption. With current LED lighting technology, a lighting analysis identified that 27 fixtures could be eliminated while still producing a more illuminated workspace. Having fewer fixtures will require less maintenance with an additional benefit of reducing the plant's energy consumption and carbon footprint. Expected performance outcomes include \$17,061 annual cost savings, 208,094 annual kWh savings, and 126.5 tons of CO2 avoided as well as other air pollutants from the source of electricity generation.



### Protective Coatings Material Optimization

The L.B. Foster pipe coating facility in Willis, TX identified an opportunity to make an economical and environmentally positive impact.

Prior to coating of metal products, the facility uses an abrasive material for surface preparation. Historically, the blast media was used once and then disposed even though the material could be reused multiple times. The Willis team developed and built a simple recovery system that was capable of screening and bagging the abrasive material for reuse.

Recycling the abrasive optimized its use and led to a reduction in material procurement costs of approximately \$16,000 since mid-2022. The team was able to reduce over 100 tons of abrasives sent to landfills.



### Water Conservation at Burnaby

The Burnaby facility started in May 2017 with the intention of capturing storm water to reduce municipal water usage by 75%. Hardware and valves were purchased and installed on existing building downpipes and gutters, and 3,000 L of storm water were collected. This meant that not only was the original target met, but dependence on municipal water was eliminated, allowing the plant to shut off municipal water supply and operate using storm water only. Since implementation of this initiative, the plant has saved over 15,000 L of processed municipal water.

*In photo: Plant Supervisor, Friction Management*

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## Human Capital

Since 1902, we have been providing superior products and services to our customers. That same level of commitment extends to our employees, who experience firsthand a culture of respect, value, and pride in the accomplishments we achieve together as an organization. The Company strives to create and promote a culture that makes L.B. Foster a wonderful place to work. It is not just about “what” you do every day, but “how” you do it. The expectation of every employee across the globe is to not only execute our business strategy, but to do so in a manner that adheres to our core values displayed in our SPIRIT model. We use these six principles to guide us every day.

*“We seek to attract and retain employees who embody and demonstrate our values, which are summarized in our SPIRIT model, focusing on Safety, People, Integrity, Respect, Innovation and Teamwork.”*



### HEALTH AND SAFETY

SPIRIT is led by Safety. We promote a culture of Health & Safety excellence to protect our employees, and we strive towards a “Zero Injury Safety Culture.”

Our leadership team focuses on continuous improvement for advancing workplace safety. Our management strategy is designed to have active engagement of all employees to proactively identify, control, and eliminate high-risk conditions/ actions that could result in a severe injury or incident. We invest in management systems that set standards and expectations for performance. We utilize a digital reporting platform to enable near real-time analysis of performance trends and leading indicators. Using this system-based approach facilitates prompt responses to potential workplace hazards.

#### Safety Awareness

We reinforce our commitment during monthly company-wide meetings where we engage employees to discuss safety incidents, mitigation actions, and reporting safety metrics. These meetings include executive leadership who relay the importance of safety and further endorse our SPIRIT culture and values.

**The following businesses and administration centers in North America and Europe have safety management systems compliant with the requirements of ISO 45001**

Corporate Office – Pittsburgh PA

Rail Technologies Office & Plant –  
Burnaby, BC, Canada

Automation & Materials Handling –  
Nottingham, UK

Control & Display – Nottingham, UK

Telecoms – Nottingham, London & Essex, UK

Precast Concrete Plant – Hillsboro, TX

Rail Technologies –  
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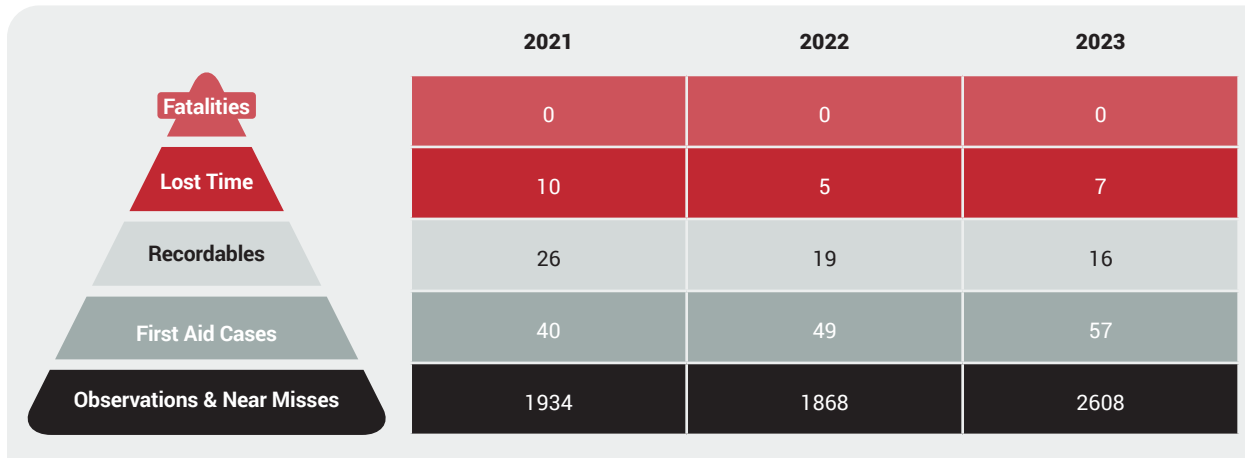
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## Total Safety Events:

We communicate the safety pyramid for observing events and near misses to aid in minimizing more significant safety incidents. All employees are empowered and expected to report all health and safety concerns immediately. We enable all employees to prevent incidents and to stop work at any time.



## Safety Performance:

To normalize safety performance, we track various metrics and compare to industry averages to ascertain the success of our safety program, i.e., total recordable incidence rate (TRIR), days away/restricted/transfers (DART), and lost time incident rate (LTIR). Our annual safety performance is used as a modifier for executive compensation. Year over year performance is:

| Safety Metric | 2021 | 2022 | 2023 | Ind. Avg. |
|---------------|------|------|------|-----------|
| TRIR          | 2.08 | 1.43 | 1.18 | 3.6       |
| LTIR          | 0.77 | 0.38 | 0.52 | 1.0       |

Company safety metrics are better than the industry average, but we strive to continuously improve results.

Industry average was referenced from the most conservative SIC/NAICS aligned to our businesses (Bureau of Labor Statistics, Incidence rates of nonfatal occupational injuries and illnesses by industry and case types, 2022).



L.B. Foster rail field services team was awarded the RAVS Plus® recognition by ISNetworld (ISN), one of the largest global safety compliance groups. RAVS® is a safety compliance standard that stands for “Review and Verification Services” and is used to verify and audit the effectiveness of health & safety programs.

L.B. Foster representatives participated in an intensive audit with ISN with zero deficiencies identified. The audit consisted of a deep dive into safety policies, procedures, compliance, and training. Our results were a combination of administrative internal controls, training, procedures, and policies, as well as health & safety knowledge of our in-field rail service technicians.

Participation in the RAVS Plus® program recognizes a company for outstanding commitment to safety. Serving as an on-site contractor for Class I rail and several industrial customers, earning RAVS Plus® illustrates that L.B. Foster is creating value beyond our products, and attests that we have undergone a higher level of scrutiny for the site safety of our contracting services which reduces customer risk.

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## EMPLOYEE DEMOGRAPHICS

Our workforce consists of approximately 1,100 contributors. The following information contained in this section provides a profile and an inventory of our Human Capital assets, as well as programs and initiatives that foster an effective and high performing workforce and culture.

**Company-wide employment:**  
**1,065 employees**

*End of year 2023. Excludes contract employees.*

|                             | 2021 | 2022 | 2023       |
|-----------------------------|------|------|------------|
| <b>Region of Employment</b> |      |      |            |
| United States               | 73%  | 77%  | <b>78%</b> |
| Europe                      | 20%  | 19%  | <b>18%</b> |
| Canada                      | 7%   | 4%   | <b>4%</b>  |
| <b>Employee Type</b>        |      |      |            |
| Full Time                   | 98%  | 99%  | <b>99%</b> |
| Part Time                   | 2%   | 1%   | <b>1%</b>  |
| <b>Wage Type</b>            |      |      |            |
| Hourly                      | 43%  | 47%  | <b>47%</b> |
| Salary                      | 57%  | 53%  | <b>53%</b> |

## Freedom of Association:

L.B. Foster Company respects the labor rights of employees in accordance with all applicable laws. We have respectful communication with employees. We publicly report union employees in our Annual Report. We have not suffered any major work stoppages during the past five years and the Company considers its relations with its employees to be satisfactory.

## Generational Breakdown

| Age & Generation: | Birth Year     | Ages         | 2022       |             | 2023       |             |
|-------------------|----------------|--------------|------------|-------------|------------|-------------|
|                   |                |              | % of total | # new hires | % of total | # new hires |
| Baby Boomers      | 1946 – 1964    | 77 – 59      | 16%        | 17          | <b>13%</b> | <b>16</b>   |
| Generation X      | 1965 – 1979    | 58 – 44      | 35%        | 87          | <b>35%</b> | <b>53</b>   |
| Millennials       | 1980 – 1995    | 43 – 28      | 38%        | 115         | <b>40%</b> | <b>132</b>  |
| Generation Z      | 1996 – present | 27 & younger | 11%        | 67          | <b>12%</b> | <b>66</b>   |

## Employee Turnover / Retention

| Year | Employees | Involuntary | Voluntary   | Retention |
|------|-----------|-------------|-------------|-----------|
| 2020 | 1,130     | 452 (40%)   | 166 (14.7%) | 85.3%     |
| 2021 | 991       | 108 (10.9%) | 166 (16.8%) | 83.2%     |
| 2022 | 1,131     | 140 (13.3%) | 245 (23.3%) | 76.7%     |
| 2023 | 1,065     | 259 (23.7%) | 217 (19.9%) | 80.1%     |

*Retention was calculated based on total of voluntary termination compared to total employees at year end. Our involuntary rates have been influenced by COVID-19, the sale of business units, or reducing redundancies from acquisitions. Fluctuating employee levels reflect divesting businesses, i.e., IOS (2020), Piling Division (2021), Trackwork (2022); and acquisitions of Skratz, Intelligent Video Ltd, and VanHooseCo (2022).*

# HUMAN CAPITAL

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**HUMAN CAPITAL**

INTELLECTUAL CAPITAL

SOCIAL & RELATIONSHIP CAPITAL

## WORKPLACE DIVERSITY

We are dedicated to equal employment opportunity and a workplace free from discrimination and harassment; and, we aim to employ and advance in employment qualified women, minorities, individuals with disabilities, covered veterans, and other classes at all levels of employment.

|                    | 2022       |            | 2023       |            |
|--------------------|------------|------------|------------|------------|
|                    | Female     | Male       | Female     | Male       |
| Employees          | 14%        | 86%        | 15%        | 85%        |
| Median Age         | 43.4 years | 43.6 years | 44.2 years | 42.9 years |
| Executives         | 0          | 10         | 0          | 10         |
| Sr. Mgmt.          | 10         | 48         | 12         | 38         |
| Mgrs./ Supervisors | 16         | 127        | 22         | 120        |
| Exempt             | 85         | 189        | 72         | 156        |
| Non-exempt         | 33         | 529        | 36         | 518        |
| Sales              | 15         | 69         | 15         | 66         |

| Ethnicity Demographics         | FY 2022 |     | FY 2023 |      |
|--------------------------------|---------|-----|---------|------|
|                                | White   | 649 | 75%     | 587  |
| Hispanic/Latino                | 132     | 15% | 128     | 16%  |
| Black/African American         | 56      | 6%  | 74      | 9%   |
| Multiple Races                 | 11      | 1%  | 12      | 1%   |
| American Indian/Alaskan Native | 4       | 1%  | 3       | 0.5% |
| Hawaiian / Pacific Islander    | 6       | 1%  | 2       | 0.5% |
| Asian                          | 9       | 1%  | 9       | 1%   |
| Not Specified/answered         | 0       | 0   | 0       | 0    |

*Above numbers represent U.S. only due to employee data privacy laws across our global operations.*

As part of our commitment to diversity and inclusion, when conducting recruitment efforts, we utilize eQuest and their Global Diversity Network services to gain access to diverse candidates and influence Company demographics. Also, we developed the Spark initiative, which is an employee resource group targeting all employees interested in furthering the empowerment and professional growth of women in the workplace.

### Board of Director diversity

*Our Board of Directors represents our commitment to diversity. Of the six independent directors, 50% are represented by gender and ethnic diversity.*

| 2022   |      | 2023   |      |
|--------|------|--------|------|
| Female | Male | Female | Male |
| 2      | 7    | 2      | 5    |

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*"The mission of this initiative is encouraging and empowering the development and growth of women while navigating through the unique challenges they may experience in their career, enhancing our position as an employer of choice."*

VP, Human Resources

## Spark

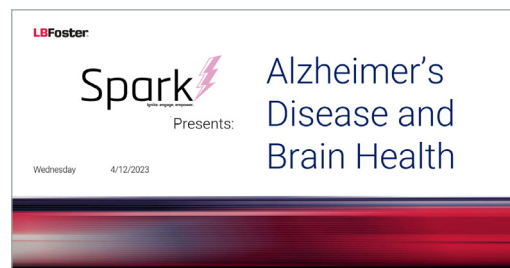
Spark is the Company's growth initiative that empowers and supports women in challenges they may experience throughout their career. The group sponsors formal events and meetings, networking and mentorship efforts, a platform for ideas, and resource exchange.



In 2022, International Women's Day (IWD) was recognized with a collective effort to make change. L.B. Foster Europe provided purple ribbons (the recognized color for IWD) across the sites for people to wear to show their support.



Spark also hosted a panel discussion with female Board members where they shared the work life balance and women's workplace experience.



Spark hosted a company-wide webinar regarding Alzheimer's disease and the resources and tools that can be used for caregivers to navigate through this life-changing diagnosis.



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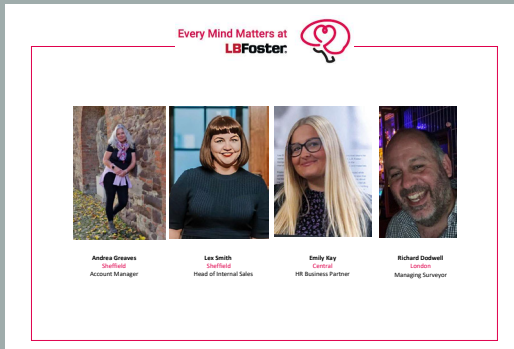
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## Every Mind Matters at L.B. Foster

*As a result of completing Mental Health Awareness training, employees across the L.B. Foster Europe sites formed a working group to promote mental health awareness, share resources, and plan relevant events throughout the year.*

## EMPLOYEE BENEFITS

L.B. Foster recognizes the importance of offering programs that provide security and well-being for both our employees and their families. As we operate on a global scale, benefits and programs may vary based on the country or employment status (i.e., full-time vs. part-time). Despite these differences, we strive to provide consistent employee experience across our various locations, ensuring that regardless of location or position, employees feel like valued members of the L.B. Foster family. Examples of the benefits and programs that provide a positive employee experience include, but are not limited to:

- Excellent medical, dental and vision benefits including various disability and life insurance options
- Flexible Spending Accounts
- Sick Pay
- Wellness Program
- Paid Holidays, including Veteran's Day for those who served
- Paid Vacation
- Parental Leave and Adoption Benefits
- Employee Assistance Program
- Employee Referral Bonus Program
- Career Pathing
- Paid Training
- Succession Planning and Employee Development Programs
- Generous Tuition Reimbursement & College Loan Payback Program
- Hybrid Work Schedule
- Leading retirement plans with immediate eligibility and company match
- Social Responsibility Program

## TALENT MANAGEMENT

We believe the best way to grow as an organization is to develop our workforce by providing career advancement opportunities and employee training initiatives that encourage the personal growth of our workforce. L.B. Foster provides learning opportunities throughout the year for employees across the organization.

- Corporate-wide development initiatives
- Succession planning
- Tuition reimbursement program
- Lunch and learning seminars



Recently, we implemented a learning management system. LBF University was created based on the Pervasive Learning Model which meets the varying preferences for learning (i.e., formal, informal or social). LBF University prepares courses to orient and educate our workforce in behavioral, technical, leadership, and relationship practices.

Talent Management remains at the forefront as we continue to focus our Human Capital as an enabler for achieving our strategic plan. In addition to internal development, we offer market-leading tuition reimbursement program, where we cover 100% of tuition. This program yields mutual benefits to both employee and employer. What is special about these employees is that they are all pursuing a bachelor's degree, indicating a desire to build on their work experiences while advancing their academic credentials.

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## Ongoing Employee Development

L.B. Foster values the importance of ongoing employee development and continuing education. In 2023 we made enhancements to our Education Benefits programs. These enhancements encourage and support our employees on their educational and career journeys; everything from skilled trades to professional certifications, to degree programs. These enhancements include:

1. Waived the six-month waiting period to take advantage of our 100% tuition reimbursement.
2. Covering certificates, professional certification and continuing education courses/classes.
3. Technical schools and skilled trades are now part of the tuition reimbursement program.
4. Repayment of up to \$10,000 maximum (\$2,000 annually) to aid in the repayment of student loans (US-only; based on educational loan repayment administration in other countries).

## PERFORMANCE MANAGEMENT

Additionally, we cultivate and empower talent through performance management, career planning/development, and succession planning. We set a goal to have all performance reviews finalized within the first quarter each year with accompanying pay increase, if warranted, to be in effect immediately.

### Performance Reviews:

In 2023, 100% of salaried employees received a performance review\*.

*\*Per the policy, anyone hired prior to October 1 receives a performance review.*

### Promotions:

Following are percentages of employees promoted to a new or an elevated position:

|        | Hourly |       | Salary |      |
|--------|--------|-------|--------|------|
|        | 2022   | 2023  | 2022   | 2023 |
| Male   | 16.8%  | 17.9% | 14.2%  | 6.2% |
| Female | 6.1%   | 1%    | 15.1%  | 2.8% |

*In 2022, ~ 15% of our total workforce received promotions, and in 2023, ~ 14% of our total workforce received promotions.*

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## RECOGNITION

Valuing our employees is what drives our success as an organization. We aim to recognize our employees for their contributions, provide the opportunity to broaden their skills with job training, and promote a safe working environment. We internally recognize successes, and key milestones, and demonstrate our appreciation for every employee. Recognizing and rewarding employee contributions comes in many forms at L.B. Foster. We support and acknowledge our employees through the following:

- **Comprehensive on-boarding process**
- **Focus on safety**
- **Employee appreciation initiatives**
- **President's award (quarterly and annually)**
- **Service award program with unique alternatives**
- **Employee referral program**
- **Scholarships for children of employees**  
*(company executives are excluded)*
- **Pay linked to performance**
- **Noted with a dedicated chapter in World at Work's book Innovative Excellence recognizing employee practices.**



### L.B. Foster's Louisa Stanlake Receives Women in Railroad Engineering Award

[LBFoster US | News](#)

For the first time, Railway Track & Structures magazine has announced the top 10 list of Women in Railway Engineering. We are thrilled to announce that our very own Louisa Stanlake, Consumables Technology Manager, is on the list.



### Birmingham Celebrates 30 Year Anniversary

L.B. Foster's Birmingham facility celebrated its 30th year of operation, including three employees that have been with the Company since the first pipe was coated in Birmingham. They have been with us through all the changes and upgrades that the plant has gone through and helped us persevere through the up and down years.

Thank you Tommy Robbins, Jerry Holmes, and Darryl "Doc" Perry



### Congratulations to Dr. Xin Lu!

Dr. Xin Lu, GM of Friction Management Asia Pacific, located in our Burnaby, BC office, who is celebrating 20 years at L.B. Foster and has received a Service Award in celebration of his anniversary.

Xin was hired as Consumables Lead in 2002, and since has been promoted to Technical Director, Asia Pacific in 2015, promoted to GM, Asia Pacific in 2020.

"The consistency of good people in our organization is what makes us great. We all appreciate your efforts and your loyalty to our company. Thank you for being a valued member of the L.B. Foster Team," said Jason Bowlin, VP of Global Friction Management.

Thank you for your years of service, Xin!

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## Intellectual Capital

We are pioneering new advances in technologies, products, and services that define L.B. Foster Company as a solutions leader in our served markets. We specialize in supplying a unique combination of products and solutions to transportation and infrastructure industries. Our innovative engineering and product development solutions inspire safety, reliability, and performance.

Technology and product development teams operate within L.B. Foster business units from three countries: the U.S., Canada, and the U.K. These teams are aligned internally to realize synergies among them and also are tightly integrated into our commercial teams for successful identification of market needs and effective commercialization of innovative technology and products. We have state-of-the-art development laboratories and facilities which host our teams of engineers, specialists in electrical hardware and software design, mechanical design and analysis, and chemistry, among others.



**Continuously welded rail (CWR): L.B. Foster and our key partner, offers an innovative approach to lowering the cost of ownership.**

Offering rail lengths that are rolled 4x longer than industry average lengths, and with 78% fewer welds for the same length of track, results in a safer and smoother track that requires less maintenance at a lower installed cost. Additionally, we deliver CWR on our rail cars to customer sites, supplying a unique combination of product and service resulting in faster unloads and installs.



*“Specific to rail technologies, we have leading R&D and engineering centers. Our laboratories, test equipment, and protocols are aligned with industry and ISO standards to facilitate product development and testing. Our technology and product development teams work with an array of external collaborators from academic institutions to supply chain partners.”*

Director of Technology



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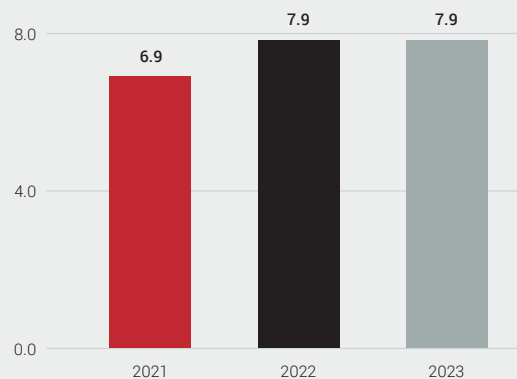
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## INVESTMENT IN TECHNOLOGY

Investment in technology funds initiatives to maintain our businesses' competitiveness, drive continuous improvement, increase operational efficiency, and reduces our risk profile. Within those categories include investments in our new product offerings and developing new-to-the-business or new-to-the-industry products and solutions.

### Technology Expenditures (\$ millions)



Investment in the technology sector was \$7.9m and includes expenditures in product technology, cloud-based customer solutions, back-office technology platforms, cybersecurity tools, and technology infrastructure focused on driving revenue growth and efficiency. Priorities include product offerings such as friction management and monitoring systems in the Rail segment. This specific example influenced an 11.5% increase in new orders by delivery value for some of the most pressing customer issues such as locomotive fuel efficiency, improved rail operations, track monitoring, and transportation safety.

In this report, we highlight technology spend across L.B. Foster with a focus on R&D for product and services that anticipate customer demand, provide energy efficiency, optimize the use of technology, or substitute materials to minimize adverse social or environmental effects. These are summarized in new product develop and products with a sustainability benefit.

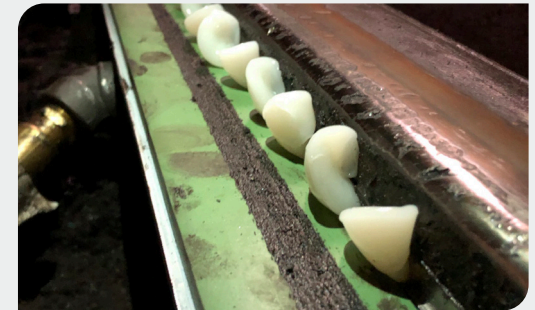
## NEW PRODUCT DEVELOPMENT

Across our businesses, we develop solutions and products in an evolving global marketplace, concerns regarding climate, technology and supply disruptions, addressing increasing population, and urbanization.

Our product development is facilitated by a cross-functional gated process to realize market value for both our customers and ourselves. Our customer-facing sales and commercial teams identify market needs. Our engineering and product teams work together to develop products and solutions to address those needs. Our product launches can be newly developed, improved revisions to current offerings, or deployed in new or adjacent markets where our offerings supply benefits.

L.B. Foster selectively uses all forms of intellectual property protection including trade secrets, patents, copyrights, and trademarks. We own and maintain more than 140 domestic and international patents and have many other patent applications globally that are in various stages of the patenting process in different jurisdictions.

Average  
technology spending  
in 2023 and 2022  
increased over 14%  
versus 2021.



### L.B. Foster's MC-5 Gauge Face Applicator Bar: Next Generation Product Release

L.B. Foster has released an improved, next generation MC-5 Gauge Face (GF) Applicator Bar as a replacement to the widely used MC-4 GF applicator bar.

Combined with L.B. Foster's patented GREASEGUIDE™, MC-5 bars maximize grease pick-up and carry-down while reducing waste.

#### Key Design Features:

- New manifold design eliminates port-to-port output variability. By equalizing the flow of grease to each dispensing port, bar clogging is significantly reduced and the optimal application of grease to the rail gauge side surface is maintained.
- Weight reduced by approximately 40% per bar assembly, for a per bar saving of approximately 6.5 lbs. (3kgs).
- New aluminum manifolds eliminate corrosion which can affect bar performance.
- 'Plug-and-play' replacement for existing MC-4 applicator bar installations.

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## PRODUCTS HAVING SUSTAINABILITY BENEFIT

Among our core values of safety, teamwork, and innovation, we aim to create more advanced solutions around sustainability. Many of our solutions have market value by aligning our product attributes with the customer's sustainability interests. In 2023, a majority of our revenue was generated from technologies and products & systems that had an environmental or social benefit for our customers. Examples of product applications and their value can be categorized as follows:

| Business Unit                  | Application of Products & Services  | Sustainability Benefit   |
|--------------------------------|---|--|
| Rail, Technologies, & Services | <ul style="list-style-type: none"> <li>• Wheel Condition &amp; Safety Monitoring</li> <li>• Wheel/Rail Friction Management products and services</li> <li>• Wayfinding &amp; Information Exchange</li> <li>• Railroad track infrastructure products used in passenger rail transit systems</li> </ul> | <ul style="list-style-type: none"> <li>• Tracking train wheel condition performance for operational efficiency, safety, and cost savings</li> <li>• Fuel efficiency &amp; reduced carbon footprint</li> <li>• Travel efficiency, and safety alerts about travel conditions for passengers</li> <li>• Noise reduction in urban areas</li> </ul> |
| Precast Concrete               | <ul style="list-style-type: none"> <li>• Highly customized, multifunctional buildings</li> <li>• Above and below ground infrastructure products</li> </ul>  | <ul style="list-style-type: none"> <li>• Resilience &amp; durability</li> <li>• Speed of site construction</li> <li>• Reduced carbon footprint</li> </ul>  |
| Steel Products & Measurement   | <ul style="list-style-type: none"> <li>• Steel fabrication solutions for bridges</li> <li>• Commercial water well irrigation systems</li> <li>• Transportation and measurement of liquids and gas within steel pipe metering systems</li> </ul>   | <ul style="list-style-type: none"> <li>• Recycled content</li> <li>• Corrosion protection &amp; durability</li> <li>• Speed of site construction</li> <li>• Accessing &amp; delivering water</li> <li>• Solutions for a transitioning energy economy</li> </ul>  |

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**L.B. Foster delivered 40 rechargeable, mobile digital customer information totems in Terminals 2 -5 of London's Heathrow Airport and around the Central Bus Station.**

Inform Totems provide efficient communication to airport customers with information about public health, security, FAQs, and other relevant Heathrow information, including train departure and arrival times, onward journey planning and local walking routes, inside and outside the terminals.

Heathrow Airport will be trialing British Sign Language messaging with a 'Welcome to Heathrow' video.



**The 447 feet long Fern Hollow bridge received national attention when it collapsed, without significant personal injury, on the day President Biden arrived in Pittsburgh, PA to discuss investments in infrastructure.**

Manufactured at our Bedford, PA plant, 14,300 square feet of stay-in-place metal deck forms were delivered for the reconstruction project. These forms were selected due to speed of design and on-site construction, as well as being vital material for the circular economy.

The bridge collapsed January 28, 2022, and was reopened to traffic on December 22, 2022, substantially faster than a typical construction schedule of up to three years.



**L.B. Foster's Insight Rockfall Monitoring is a revolutionary system that actively monitors the right of way and protects rolling stock in rockfall prone areas.**

This safety critical system comprises multiple light detection and ranging units known as LiDAR. If a rock of size sufficient to pose a threat to a train is detected on the track, LiDAR technology remotely alerts controllers about the size and location of the obstruction without an engineer ever needing to visit site.

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## TRADEMARKS

In addition to the intellectual property and patents produced by our R&D and innovation efforts, we control the branding rights of various trademarks. We manage thirty-three trademarks in eleven countries and regions. These trademarks enhance recognition and brand awareness with our customers and have an intangible value in the markets we serve.

## ACQUISITIONS

Where market opportunities or technologies exist but are external to our Company, identifying acquisitions with accretive value to L.B. Foster is a strategy designed to enhance our innovative offerings or allow us to enter new market sectors. Revenue from recent acquisitions totaled approximately \$38M in 2023.

*In 2022, L.B. Foster acquired three companies with innovative technologies.*



Skratz services include design, prototyping and proof of concept, hardware & software, logistics & warehousing, installation, maintenance, Content Management, and managed monitoring. Prior to the acquisition, L.B. Foster has collaborated with Skratz on digital solutions for the retail sector, including the first digital signage application using British Sign Language interpreters.



Intelligent Video ("IV") is a developer of high-quality surveillance, security, and safety solutions. IV's innovation enhances our Remote Condition Monitoring and Inform Visual Communications solutions, among others.



With the acquisition of VanHooseCo, L.B. Foster gained access to infrastructure and building construction projects in the southeastern United States. The innovative design of EnviroKeeper® water retention and management and Envirocast® pre-insulated wall systems adds to our portfolio of products offering sustainability market value.



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## Social & Relationship Capital

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

### STAKEHOLDER ENGAGEMENT

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

### EMPLOYEES

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

Other ways we communicate with our employees include:

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

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

### SUPPLIERS

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

### CUSTOMERS

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

We also communicate with customers through:

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

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

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



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

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

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## INVESTORS & ANALYSTS

We communicate with our investors and the financial community via:

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

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

## COMMUNITY ENGAGEMENT

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

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

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

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

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

## LOCAL ECONOMIC CONTRIBUTION

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

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

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

# GRI CONTENT INDEX

**Statement of use:** L.B. Foster (FSTR) has reported the information cited in this GRI content index for the period January 1, 2023 – December 31, 2023 with reference to the GRI Standards.

**GRI 1 used:** GRI 1: Foundation 2021

| GRI Standard                    | Disclosure   | FSTR Location / Reponse   |
|---------------------------------|--|---|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details   | <a href="#">Corporate website</a><br><a href="#">Annual Report on Form 10-K</a> , including:<br>Item 1, Business pages 2 – 8<br>Item 2, Properties, page 24<br>Exhibit 21: Subsidiaries of L.B. Foster Company  |
|                                 | 2-2 Entities included in the organization's sustainability reporting             | <a href="#">Annual Report on Form 10-K</a> covers all entities with operational control included in its consolidated financial reporting, minimally covering:<br>Item 2, Properties, page 24<br>Exhibit 21: Subsidiaries of L.B. Foster Company.  |
|                                 | 2-3 Reporting period, frequency, and contact point                               | L.B. Foster Annual Report on Form 10-K and the Sustainable Report period is for calendar year January 1, 2023 to December 31, 2023.<br>This is our inaugural Sustainability Report (released May 2023) and reporting frequency is being determined.<br>Contact is Brian H. Kelly, Executive Vice President, Human Resources & Administration, Sustainability/ESG <a href="mailto:BKelly@lbfoster.com">BKelly@lbfoster.com</a> |
|                                 | 2-4 Restatements of information  | Restatements are not applicable, i.e., inaugural Sustainability Report  |
|                                 | 2-5 External assurance   | No external assurance   |
|                                 | 2-6 Activities, value chain and other business relationships                     | 2023 Sustainability Report, <a href="#">Manufacturing Capital</a> section<br><a href="#">Annual Report on Form 10-K</a> covers in more detail the sales of products and services, pages 2 – 8   |
|                                 | 2-7 Employees  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|                                 | 2-8 Workers who are not employees  | To be considered in future reporting  |
|                                 | 2-9 Governance structure and composition   | <a href="#">Corporate Governance   L.B. Foster Company</a><br><a href="#">Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section   |
|                                 | 2-10 Nomination and selection of the highest governance body                     | <a href="#">Corporate Governance   L.B. Foster Company</a><br><a href="#">Proxy Statement</a> , Nomination and Governance, starting on page 31  |
|                                 | 2-11 Chair of the highest governance body  | <a href="#">Corporate Governance   L.B. Foster Company</a><br><a href="#">Proxy Statement</a> , starting on page 25   |
|                                 | 2-12 Role of the highest governance body in overseeing the management of impacts | <a href="#">Corporate Governance   L.B. Foster Company</a><br><a href="#">Proxy Statement</a> , page 25<br>2023 Sustainability Report, <a href="#">Governance</a> section   |
|                                 | 2-13 Delegation of responsibility for managing impacts                           | <a href="#">Proxy Statement</a> , Select Ad Hoc Corporate Responsibility Committee, page 33<br>2023 Sustainability Report, <a href="#">Governance</a> section   |
|                                 | 2-14 Role of the highest governance body in sustainability reporting             | <a href="#">Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section   |

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| GRI Standard                | Disclosure  | FSTR Location / Reponse   |
|-----------------------------|---|---|
|                             | 2-15 Conflicts of interest  | The Company's written Legal and Ethical Conduct Policy addresses the topic of conflicts of interest located on <a href="#">Corporate Governance</a> website       |
|                             | 2-16 Communication of critical concerns                           | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 26, 28, & 34<br>2023 Sustainability Report, <a href="#">Governance</a> section |
|                             | 2-17 Collective knowledge of the highest governance body          | <a href="#">Proxy Statement</a> , Director Education, page 34   |
|                             | 2-18 Evaluation of the performance of the highest governance body | <a href="#">Proxy Statement</a> , Board Assessment, page 34   |
|                             | 2-19 Remuneration policies  | <a href="#">Proxy Statement</a> , see Director and Executive Compensation sections  |
|                             | 2-20 Process to determine remuneration                            | <a href="#">Proxy Statement</a> , see Director and Executive Compensation sections  |
|                             | 2-21 Annual total compensation ratio                              | <a href="#">Proxy Statement</a> , page 62   |
|                             | 2-22 Statement on sustainable development strategy                | <a href="#">Annual Report on Form 10-K</a> , page 4<br>2023 Sustainability Report, <a href="#">Letter from Our CEO</a>  |
|                             | 2-23 Policy commitments   | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section      |
|                             | 2-24 Embedding policy commitments                                 | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section      |
|                             | 2-25 Processes to remediate negative impacts                      | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section      |
|                             | 2-26 Mechanisms for seeking advice and raising concerns           | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 26, 28, & 34<br>2023 Sustainability Report, <a href="#">Governance</a> section |
|                             | 2-27 Compliance with laws and regulations                         | <a href="#">Corporate Governance   L.B. Foster Company Proxy Statement</a> , pages 25 – 35<br>2023 Sustainability Report, <a href="#">Governance</a> section      |
|                             | 2-28 Membership associations                                      | 2023 Sustainability Report, <a href="#">Social &amp; Relationship Capital</a> section   |
|                             | 2-29 Approach to stakeholder engagement                           | 2023 Sustainability Report, <a href="#">Social &amp; Relationship Capital</a> section   |
|                             | 2-30 Collective bargaining agreements                             | <a href="#">Annual Report on Form 10-K</a> , page 10<br>2023 Sustainability Report, <a href="#">Human Capital</a> section   |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics                          | 2023 Sustainability Report, <a href="#">Materiality Assessment</a> section  |
|                             | 3-2 List of material topics                                       | 2023 Sustainability Report, <a href="#">Materiality Assessment</a> section  |
|                             | 3-3 Management of material topics                                 | 2023 Sustainability Report, <a href="#">Materiality Assessment</a> section  |

# GRI CONTENT INDEX

| GRI Standard                      | Disclosure  | FSTR Location / Reponse   |
|-----------------------------------|---|---|
| GRI 301: Materials 2016           | 301-1 Materials used by weight or volume  | This material topic will require planning for future reporting      |
|                                   | 301-2 Recycled input materials used   | This material topic will require planning for future reporting      |
|                                   | 301-3 Reclaimed products and their packaging materials                                | This material topic will require planning for future reporting      |
| GRI 302: Energy 2016              | 302-1 Energy consumption within the organization                                      | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 302-2 Energy consumption outside of the organization                                  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 302-3 Energy intensity  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 302-4 Reduction of energy consumption   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 302-5 Reductions in energy requirements of products and services                      | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
| GRI 303: Water and Effluents 2018 | 303-1 Interactions with water as a shared resource                                    | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 303-2 Management of water discharge-related impacts                                   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 303-3 Water withdrawal  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 303-4 Water discharge   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 303-5 Water consumption   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
| GRI 305: Emissions 2016           | 305-1 Direct (Scope 1) GHG emissions  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 305-2 Energy indirect (Scope 2) GHG emissions   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 305-3 Other indirect (Scope 3) GHG emissions  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 305-4 GHG emissions intensity   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 305-5 Reduction of GHG emissions  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|                                   | 305-6 Emissions of ozone-depleting substances (ODS)                                   | This material topic will require planning for future reporting      |
|                                   | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | This material topic will require planning for future reporting      |

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| GRI Standard                                    | Disclosure  | FSTR Location / Reponse   |
|---|---|---|
| GRI 306: Waste 2020                             | 306-1 Waste generation and significant waste-related impacts  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|   | 306-2 Management of significant waste-related impacts   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|   | 306-3 Waste generated   | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|   | 306-4 Waste diverted from disposal  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
|   | 306-5 Waste directed to disposal  | 2023 Sustainability Report, <a href="#">Natural Capital</a> section |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria   | This material topic will require planning for future reporting      |
|   | 308-2 Negative environmental impacts in the supply chain and actions taken  | This material topic will require planning for future reporting      |
| GRI 401: Employment 2016                        | 401-1 New employee hires and employee turnover  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees            | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 401-3 Parental leave  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
| GRI 403: Occupational Health and Safety 2018    | 403-1 Occupational health and safety management system  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-2 Hazard identification, risk assessment, and incident investigation  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-3 Occupational health services  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-5 Worker training on occupational health and safety   | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-6 Promotion of worker health  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-8 Workers covered by an occupational health and safety management system  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-9 Work-related injuries   | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |
|   | 403-10 Work-related ill health  | 2023 Sustainability Report, <a href="#">Human Capital</a> section   |

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| GRI Standard                                  | Disclosure   | FSTR Location / Reponse  |
|---|--|--|
| GRI 404: Training and Education 2016          | 404-1 Average hours of training per year per employee  | 2023 Sustainability Report, <a href="#">Human Capital</a> section  |
|   | 404-2 Programs for upgrading employee skills and transition assistance programs  | 2023 Sustainability Report, <a href="#">Human Capital</a> section  |
|   | 404-3 Percentage of employees receiving regular performance and career development reviews   | 2023 Sustainability Report, <a href="#">Human Capital</a> section  |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees   | <a href="#">Proxy Statement</a> , pages 27 & 28<br>2023 Sustainability Report, <a href="#">Human Capital</a> section |
|   | 405-2 Ratio of basic salary and remuneration of women to men   | 2023 Sustainability Report, <a href="#">Human Capital</a> section  |
| GRI 414: Supplier Social Assessment 2016      | 414-1 New suppliers that were screened using social criteria   | This material topic was recently identified and will require planning and engagement for future reporting.           |
|   | 414-2 Negative social impacts in the supply chain and actions taken  | This material topic was recently identified and will require planning and engagement for future reporting.           |
| Non-GRI / Other Topics                        | Climate Risk & Strategy  | This material topic will require planning for future reporting   |
|   | Product & Service Innovation: Sustainable market value [Product Footprint; Opportunities in Clean Tech; Opportunities in Green Building] | 2023 Sustainability Report, <a href="#">Intellectual Capital</a> section   |

Although not currently material, other GRI sustainability topics will be monitored and considered for future reporting if the business climate changes.