



THE FRIESENS WAY





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Special



WELCOME MESSAGE

If you are new to the company, we're happy to have you join the team. If you are a long-term employee, thank you for being an Employee-Owner of Friesens.

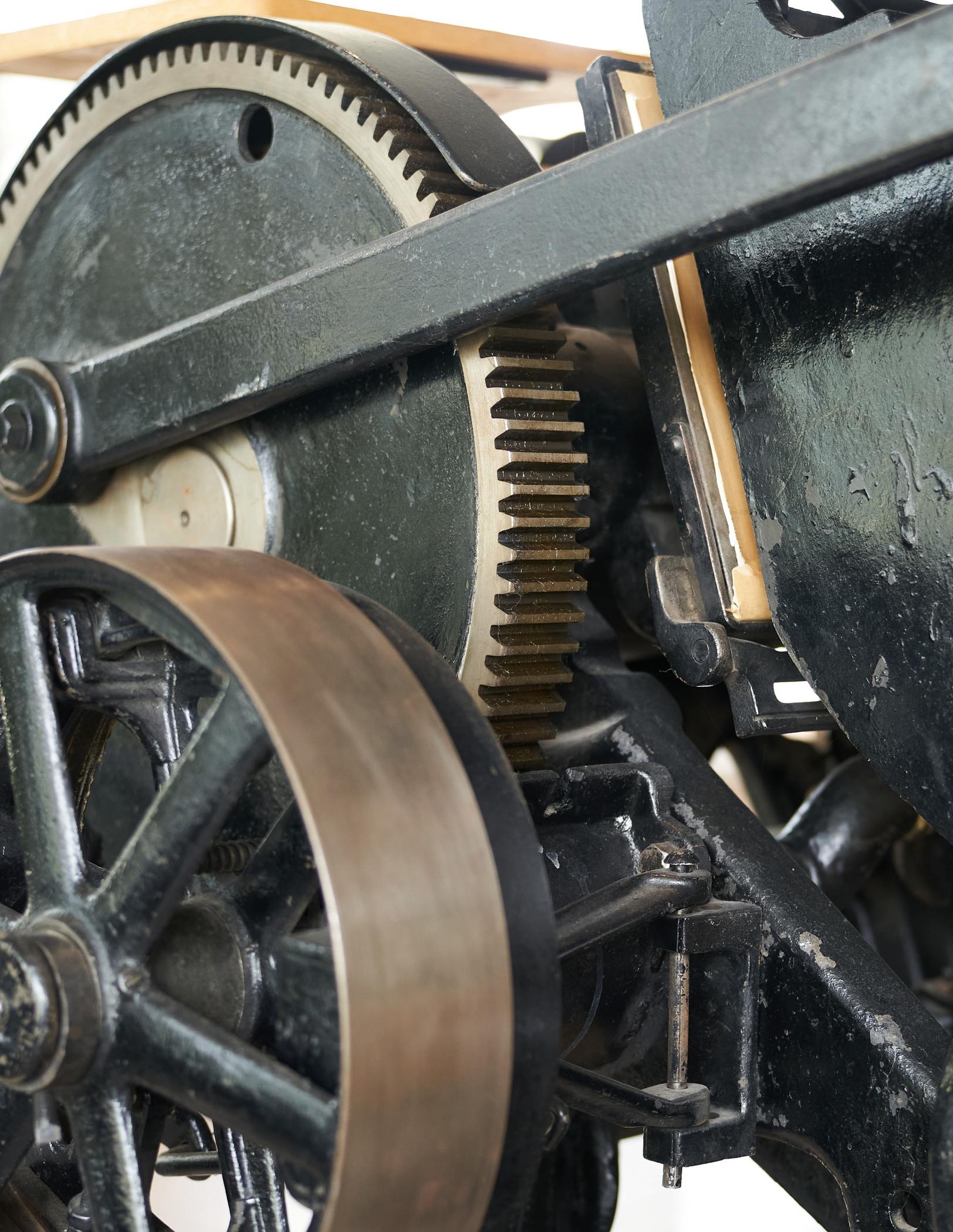
It's an exciting time for Friesens as we continue to grow. We are a special company in that we help people share their Best Story with the world...and that includes you! We help each other write our best story through Employee-Ownership and the shared benefits it provides.

The purpose of our *Culture Book* is to outline the many aspects of working at Friesens. We've tried to present the information in a way that offers you a quick overview of various benefits, resources, and expectations, but you also have the option to click the numerous links to access more information.

If you have any questions that can't be answered by this guide, please feel free to ask.



Chad Friesen, CEO

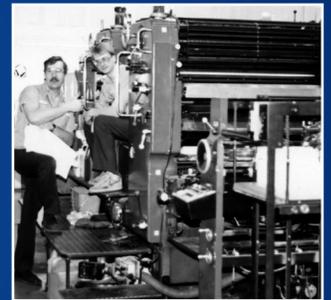
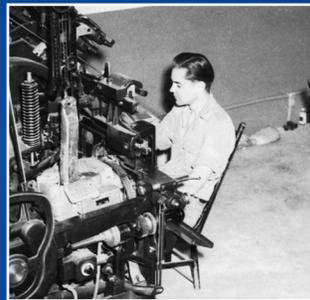


OUR STORY

Friesens was started in 1907 by D.W. Friesen. The company has grown many businesses since then, all based on the philosophy of serving others, fine craftsmanship, and community building.

You are part of a company with a very special story. A story that has been written for over 115 years and continues to be written today. We are more than just a business, we are a group of employee-owners that work together to build each other up, to build a company, and to build a community. How much or how little you participate in this mission is up to you...you have a chance to write your own great story here at Friesens.

The way we accomplish our mission is by focusing on what we do, how we do it, and why we do it...



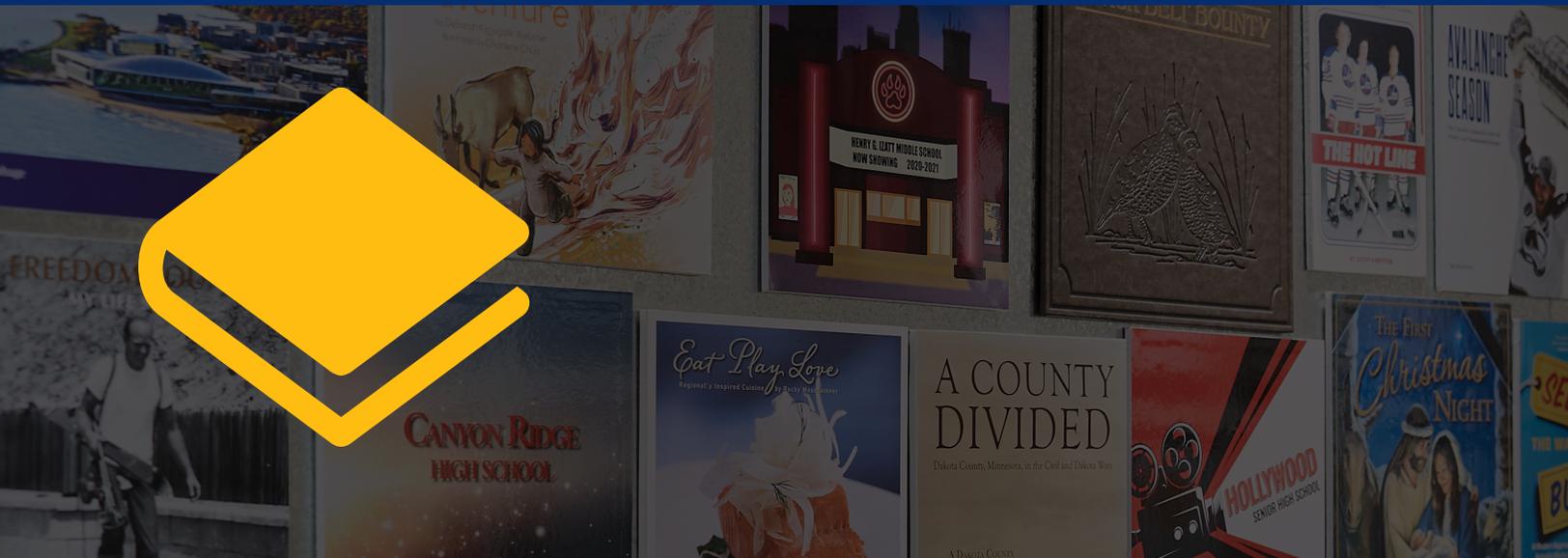
WHAT WE DO

We **HELP** others
share their **BEST**
STORY with the world!

Who are the others we help?

Our customers have a story to tell; whether a new concept, an historical perspective, a school memory, or a brand promise. We help our customers share their best story with the world through the power of print.

Our employee-owners are also each writing their own life story. Our collective success at work helps each of us improve our personal stories.

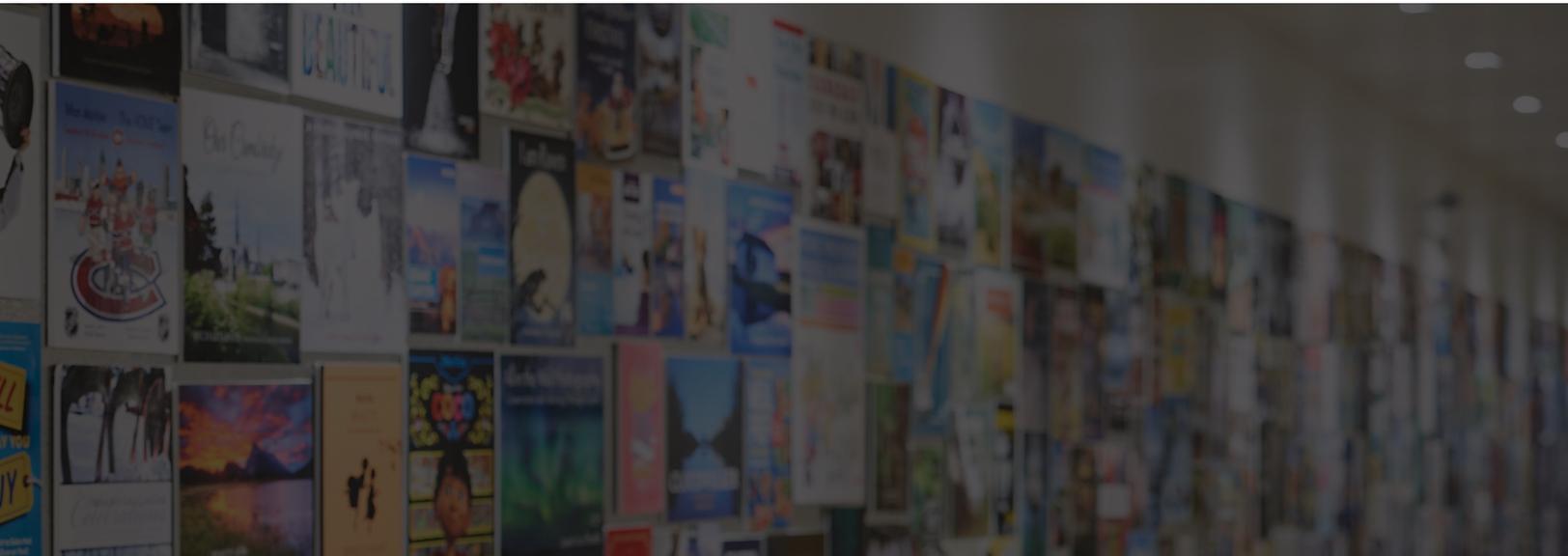


HOW WE DO IT

- **Find** good people
- **Motivate** through employee-ownership
- **Train** in the craft of great print, binding, and packaging
- **Enable** everyone with a relentless reinvestment in technology
- **Instill** a focus on customer success
- **Implement** ideas to improve the company

**CARING PEOPLE
+ LATEST TECHNOLOGY**

GREAT PRINT



OUR "WHY"



THESE ARE THE REASONS WE COME TO WORK EVERY DAY:

TO SERVE OTHERS

Service to others and servant-leadership are ingrained in the local Mennonite culture and a fundamental value in our corporate culture.

TO BUILD PRODUCTS THAT HELP IMPROVE LIVES

We have a chance to improve lives every day. Every single day we help authors realize their dreams, help publishers achieve their goals, help schools capture memories, help brands share their values, and help readers experience new knowledge.

TO COMPETE AND WIN

We are competitive, we like to win, but we mostly compete against our own previous achievements. If we keep outdoing ourselves, our competitors don't stand a chance!

TO GROW AND PROSPER TOGETHER

Inherent in our employee-ownership model is a common desire to grow and prosper together. Everyone at Friesens shares in the proceeds of the company. While we enjoy serving others, we do so in a way that creates value for both the customer and our employee-owners—it is a win/win strategy with a long-term focus.

TO CREATE OPPORTUNITIES FOR EMPLOYEE-OWNERS AND OUR FAMILIES

The better the company performs, the more opportunities we create for each other.

As employee-owners tackle these new opportunities, their success opens new doors for their families.

OUR EXPECTATIONS OF YOU

Although your manager will share the expectations, they have of you in the role you will be filling at Friesens, the following are the expectations we have of every Friesens Employee-Owner.

USE GOOD JUDGEMENT

Overall, we just ask you to use good judgement as you operate within the business. Yes, that will lead to some mistakes, which will require some coaching, but you'll learn and grow more if you follow good judgment rather than a rigid set of rules.

RESPECT OTHERS

We believe that every employee is entitled to work free of both harassment and violence. Friesens is committed to building and preserving a safe, productive and healthy working environment for all employees based on mutual respect.

HAVE GOOD ATTENDANCE

Often, your team counts on you to be ready to work when they are. As such, you are expected to arrive on time for your shift; 5-10 minutes early is considered on time so that you can take over from staff on the previous shift. Be mindful of your schedule. We can, with advance notice, make exceptions for occasions that prevent employees from following standard working hours or days. But, generally, we expect employees to be punctual when coming to and leaving from work.

HAVE FUN

We work hard for each other and for our customers, but that doesn't mean we can't have fun together. We encourage fun but remember to be inclusive and fun may look different to different people. Please be mindful of this as well.

COMPLY WITH THE LAW

All employees must protect our company's legality. They are expected to comply with all environmental, safety and fair dealing laws. We expect employees to be ethical and responsible when dealing with each other, Friesens property, our company's finances, products, partnerships and public image.

PROTECT COMPANY PROPERTY

All employees should treat our company's property, whether material or intangible, with respect and care and protect company facilities and other material property (e.g. company cars) from damage and vandalism, whenever possible.

BE PROFESSIONAL

All employees must show integrity and professionalism in the workplace. This includes:

- Personal appearance
- Follow the dress code and personal appearance guidelines

PERFORM YOUR JOB WELL

All employees are expected to fulfill their job duties with integrity and respect toward customers, stakeholders and the community.



RESPECT AUTHORITY

Managers must not abuse their authority. We expect managers to delegate duties to their team members considering their competencies and workload. Likewise, we expect team members to follow their manager's instructions and complete their duties with skill and in a timely manner.

COLLABORATION

Employees should be collaborative and seek a "We before Me" approach to work.

COMMUNICATION

Employees must be open for communication with their colleagues, managers or team members.

PERFORMANCE THROUGH "TOUCH BASE"

At Friesens we don't do formal performance appraisals. Instead, managers hold regular Touch Base Meetings with each staff member throughout the year. The manager's focus is to foster a culture of coaching and continuous improvement.





OUR CULTURE

SAFETY FIRST

There is nothing more important to the company than your safety. We continuously invest in safety measures, training, resources, and support to help you be as safe as possible at work. Our objective is to look after each other so that we all can go home from work healthy.

THE VALUES OF AN EMPLOYEE-OWNER

Employee-ownership is about more than just sharing profits. It is a mindset, an attitude that if we think and act like owners, we will outperform other companies where employees don't share in the success of the business. As employee-owners, we lead by example, we're driven to continuously improve, and we enjoy serving others.

OUR LEADERSHIP STYLE

At Friesens, leadership is about ensuring the well-being and performance of people.

Great leadership starts with good communication, clear expectations, and consistent accountability. Our goal is to create an environment where people can perform to the best of their abilities and produce the highest quality work most efficiently and effectively.

CONTINUOUS IMPROVEMENT MIND-SET

We believe in making incremental improvements every day. We have a culture of continuous improvement, we encourage innovation, foster collaboration, and empower every employee to contribute to the betterment of the company. You will learn about the tools, methodologies, and opportunities available to participate in and make continuous improvements to processes, products, and services.

EQUAL OPPORTUNITY EMPLOYMENT

We celebrate and welcome the diversity of all employees and stakeholders. It is our policy to foster an environment that respects people's dignity, ideas and beliefs thereby ensuring equity and diversity in employment.

COMMUNICATION

As an Employee-Owner, we want you to be informed about what is happening in your company. We use several communication tools including huddles, touch base meetings, department meetings, newsletters, digital displays, the annual general meeting, and the Staff Council.

OPEN DOOR POLICY

An 'Open Door Policy' means that everyone is approachable at Friesens. You can pose questions or concerns to anyone on the team (from the CEO to your manager to your fellow team members). We aim to treat every Employee-Owner fairly, respectfully, and equitably. If you ever feel that you have not been treated this way, you have the right to approach a senior leader to share your situation.

ACCELERATE YOUR CAREER

Education unlocks the potential of people. Therefore, it is our objective to provide educational opportunities for all employee-owners to unlock their own potential.

