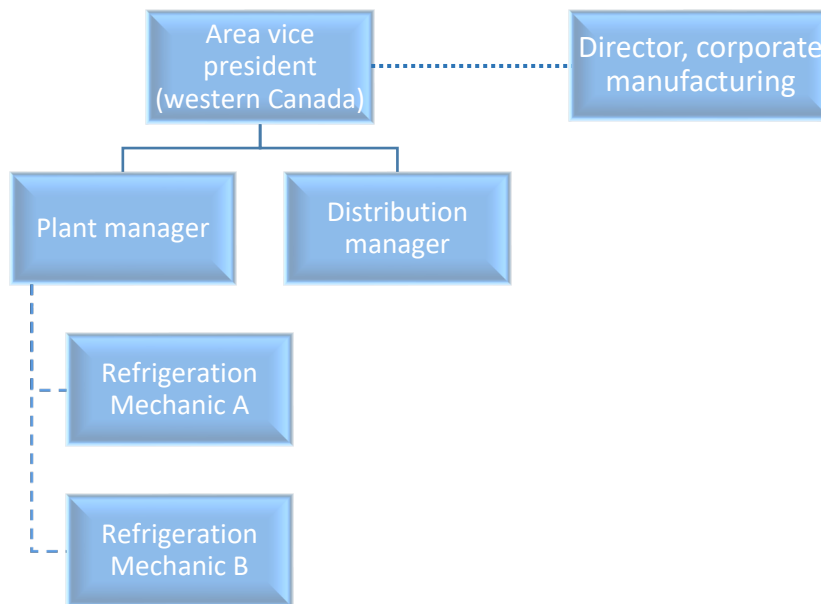


Appendix C – Roles

The following roles of individuals both internal and external to Arctic Glacier were relevant to the investigation:

- I. Area vice president
- II. Plant manager
- III. Distribution manager
- IV. Director, corporate manufacturing
- V. Refrigeration Mechanic A
- VI. Refrigeration Mechanic B



I. Area vice president (AVP):

- In charge of overall operations for western Canada (Winnipeg to Vancouver Island).
- Oversees all of operations including distribution, production, sales, and administration.
- The AVP's direct reports include plant managers, distribution managers, sales teams, and administrative staff.
- Worked with director, corporate manufacturing to initiate ice making equipment removal.
- Communicates with distribution managers 1-2 per week.

II. Plant manager (Kamloops facility):

- Manages operations including planning, production, warehouse, quality, maintenance, safety, and labor relations.
- Manages equipment mechanical repairs and maintenance working with third party refrigeration contractors or other third-party contractors.
- Ensures compliance with safety and quality standards.
- Responsible to create and maintain a safe plant environment with tools, machinery, and equipment in good working order.
- Manages budgets and financials of the equipment and facility.
- Reports to the AVP.

III. Distribution manager (Kamloops facility):

- Responsible for managing the distribution of packaged ice to customers on a scheduled route basis.
- Manages day to day operating activities of the distribution department.
- Manages, supervises, hires and trains distribution staff.
- Oversees, plans, and monitors the distribution budget.
- Oversees operations dealing with customers, trucks, drivers, and hiring.
- Reports to the AVP, check-in calls 1-2 times per week.

IV. Director, corporate manufacturing

- Based in United States.
- No direct reports.
- Internal consultant to the plants and plant managers.
- Works with internal facilities and has expertise on improving throughput on bagging, automation, high speed packaging, and palletizing equipment.
- Referred broker contractor to Kamloops facility management.

V. Refrigeration Mechanic A

- Operated as a licensed refrigeration contractor in the Kamloops Area. Held a certification of qualification as a refrigeration mechanic.
- Was the primary contractor working on the ammonia equipment for Arctic Glacier at the Kamloops facility for several years prior to 2016.
- Retired in 2016.

VI. Refrigeration Mechanic B

- Operated as a licensed refrigeration contractor in the Kamloops Area. Held a certification of qualification as a refrigeration mechanic.
- Was engaged by Arctic Glacier to remove a portion of one of the ammonia refrigeration systems at their Kamloops facility in 2018.
- Quoted on the removal of the remaining components in 2022 but was ultimately not engaged to complete the work.