



Protecting Your Future





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Our Team

BOARD OF DIRECTORS

Board Chair

Aileen Naismith
IGM FINANCIAL INC.

Board Vice-Chair

Neil Richard
DUCKS UNLIMITED CANADA

Board Past Chair

Ken Dufault
INNOVAIR GROUP

Board Members

Rhys Fraser
TRANSCONA ROOFING

Brent Fowler
ST. JOHN'S AMBULANCE

George Junkin
RETIRED

Tracy Hancocks
GOVERNMENT OF MANITOBA

Bryan Luce
RETIRED

Bev Mehmel
ILLUMIND CONSULTING

Randy Roller
NORTHWEST COMPANY

Rafe Vogel
RAFE VOGEL SALES

STAFF

Ron Janzen
PRESIDENT & CEO

Melissa Tannahill
EXECUTIVE ASSISTANT TO THE PRESIDENT & CEO

Lyn Stienstra
CHIEF FINANCIAL OFFICER

Rowena Mangell
FINANCE COORDINATOR

Joel Ramos
FACILITIES & EQUIPMENT COORDINATOR

Doug Kit
DIRECTOR OF BUSINESS DEVELOPMENT

Joshua Guardado
BUSINESS DEVELOPMENT REPRESENTATIVE

Adam Paoletic
DIRECTOR, SAFETY SERVICES & TRAINING

Terris Baran
MANAGER OF ROAD SAFETY PROGRAMMING

Dave Dyck
LEAD INSTRUCTOR / QUALITY AUDITOR

Bradley Boehm
OCCUPATIONAL HEALTH & SAFETY TRAINER/
CONSULTANT

Miranda Deline
OCCUPATIONAL SAFETY & HEALTH CONSULTANT

July Milosevic
TRAINING COORDINATOR

Rebecca Cetkovski
CLIENT SERVICES COORDINATOR

Anita Zubricki
DIRECTOR OF MARKETING & CLIENT EXPERIENCE

Kaitlyn Lee
CLIENT SERVICES SUPPORT MANAGER

Kristina Suban
CLIENT SERVICE - TEAM LEAD

Lynda Shaw
CLIENT SERVICE REPRESENTATIVE

Vannessa Odufa Iyere
OFFICE ADMINISTRATIVE ASSISTANT



Diversity is factored into our strategy and business development, i.e. looking for ways to better serve Indigenous communities and businesses. Our participation in the CODE initiative also reflects our commitment to diversity, equity, inclusion and anti-racism.

- 2025 DEI Survey

Thank you to management for making SSM the best company I've worked for in my career.

- 2025 DEI Survey

I am proud to be a member of the board with SSM. A diverse, community focused organization with Manitoba at the core of its vision.

- 2025 DEI Survey

SSM has consistently shown its commitment to DEI through our active participation in DEI programs like CODE as well as an active DEI committee that meets regularly.

- 2025 DEI Survey

Under the leadership of Ron and the rest of the Leadership team, they have made SSM a great place to work. To be recognized for being a valued employee and the easy vibe of the workplace is fantastic!

- 2025 DEI Survey



SSM has helped our newcomer employees become familiar with safety laws and safe work on our sites.

-- 2025 Client Satisfaction Survey



Our Story



Message from the Board Chair



On behalf of the Board of Directors, I am pleased to present this year's Annual Report for Safety Services Manitoba (SSM). This past year reflects the continued strength, relevance, and impact of our organization as we work toward a shared purpose: ensuring that every Manitoban returns home safely every night by reducing risks and injuries at work and on the road.

Guided by our mission - to build safer workplaces and roads across the province, helping people return home safely every day - SSM continues to deliver on five clear and interconnected strategic outcomes: **Business Growth, Community Leadership, Customer Experience, Operational Excellence, and Great Place to Work**. Together, these outcomes provide a strong framework that supports sustainable growth while keeping safety, service, and people at the centre of everything we do.

SSM's role as a trusted community leader remains vital. Through education, training, inspection, and certification, the organization continues to partner with employers, workers, and communities to foster a culture where safety is a shared responsibility. At the same time, ongoing investments in operational excellence and customer experience ensure that Manitobans receive high-quality, responsive, and modern services that meet evolving needs.

This year also marks an important milestone for SSM with the purchase of a **3.3 acre property at 80 Bergen Cutoff, CentrePort Canada**. This significant capital project is a strategic investment in the future of the organization. It provides added stability, flexibility, and opportunity, positioning SSM to expand services, strengthen infrastructure, and continue to support Manitobans for decades to come.

None of this progress would be possible without strong leadership and an engaged, committed team. On behalf

of the Board, I wish to extend sincere thanks to **Ron Janzen, President and CEO**, and to his leadership team for their continued dedication to SSM's vision and mission. Their focus on people, safety, and long-term sustainability has been instrumental in advancing the organization's strategic priorities and in fostering a workplace where employees can thrive.

The Board of Directors continues to be a source of strength for Safety Services Manitoba. As I complete my first term as Board Chair, I am grateful for the high level of engagement, collaboration, and commitment demonstrated by my fellow Board members throughout the year. The Board brings a diverse range of perspectives, experiences, and professional expertise, enabling thoughtful oversight, constructive challenge, and sound governance. This diversity of thought strengthens decision-making and ensures that SSM remains focused on its mandate, responsive to change, and well positioned for long-term success. I would also like to recognize and thank **Ken Dufault**, our outgoing Board Chair, for his years of dedicated service, leadership and guidance which have contributed meaningfully to SSM's success and direction.

As Board Chair, I am proud of the work being done at Safety Services Manitoba and confident in the organization's direction. With a clear strategy, strong leadership, and an unwavering commitment to safety, SSM is well positioned to continue protecting Manitobans - at work, on the road, and at home - today and into the future.

Aileen Naismith
SSM Board Chair



Message from the President & CEO



As I reflect on 2025 and look ahead, I am struck by both the resilience of our organization and effectiveness of our organization. This year represents the first chapter of our 2025–2027 Strategic Plan and we launched a calculated risk of reducing our margins, investing in our team, and giving back to the community. In this first year it has worked out as planned.

By the Numbers

In 2025, total revenue reached approximately \$5.88 million, representing continued growth over 2024, while gross margins remained strong at 51%. Net income exceeded budget expectations, reflecting disciplined cost management and operational efficiency. Our balance sheet is strong, with total assets exceeding \$8.0 million and reserves that position us for future investment and innovation.

Operationally, occupational safety revenue grew by 9%, with gains in consulting services driven by major industrial projects. At the same time, we continued to diversify revenue streams across road safety,

community safety, and conference programming, reinforcing the strength of our business model.

Strategic Progress

1. Growing the Business

We introduced bundled services, subscription-based models, and customized training solutions and flexible schedules with smaller class sizes. These changes allowed us to grow while meeting the evolving needs of clients. We also expanded our presence in key sectors, including healthcare, Indigenous communities, and community-based organizations, all of which exceeded revenue expectations.

2. Operational Excellence and Customer Experience

We continued to strengthen our internal systems and service delivery. Key achievements included expansion of endorsed training programs and the development of a centralized course materials library. Our Net Promoter Score increased to 63, reflecting improvements in customer experience. Investments in technology—including new VoIP systems and the launch of chatbot functionality—are enhancing accessibility and responsiveness.

3. Community Leadership

Community impact remains at the heart of our mission. In 2025, we deepened relationships with First Nations communities and explored innovative approaches to community-based safety programming, including potential social impact investment models. While progress was slowed by the wildfires in northern Manitoba, we recruited an experienced First Nations liaison trainer who also has extensive road safety experience and anticipate further progress in 2026/27.

4. A Great Place to Work

Our people are our greatest strength. In 2025, we added an Employee Wellness Committee, enhanced

our benefit plans, revised salary structures and prepared to make a submission to Canada's Top 100 Employers in 2026.

Looking Ahead

We are entering the next phase of our strategic plan with confidence. Opportunities to expand road safety programming, deepen partnerships with Manitoba Public Insurance, and extend our reach into northern and Indigenous communities will shape our work in the years ahead.

We are so excited to have closed a deal to purchase a 3.3-acre property for development of a permanent site for our motorcycle, ATV/UTV, and other road safety training programs. This major capital project will be a key focus for 2026 and into 2027.

As I write this report, we are in the process of recruiting new board members and saying farewell to others. We are sincerely grateful to Ken Dufault, past Chairperson, Rafe Vogel, and Randy Roller for their service on the board and for always guarding and advancing the SSM mission. I am particularly grateful for their support and encouragement to me through the years.

We remain grounded in what has sustained us for more than 60 years: a clear purpose, strong relationships, and an unwavering commitment to making Manitoba safer.

In closing, I want to thank our staff, instructors, partners, and Board of Directors for their dedication and leadership. Together, we are building a stronger, more adaptive organization—one that is not only responding to change but helping to lead it.

It is a privilege to be part of this work and this team.

Ron Janzen
President & CEO



Our Team





Vision

SSM is Manitoba's premier strategic safety partner. We successfully guide and inspire individuals and businesses to embrace a culture of safety. Protecting Your future!



Core Purpose

Make Manitoba safer with innovative, responsive safety services.



SSM has elevated our level of safety awareness and formalized our Safe Work Procedures.

-- 2025 Client Satisfaction Survey





Strategic Outcomes





Business Growth

- In 2025, SSM committed to grow sales with potential lower margins through flexible pricing models, smaller class sizes, bundling of services, increased discounts for dedicated classes and “subscription” based pricing models for training contract clients. SSM will also continue to work strategically with industry-based safety providers and continue to attend safety industry trade shows. This strategy was successful with our gross profits being 2% over budget while our overall margin dropped to 51% from 56%.
- SSM continues to grow its large project safety consulting presence in Manitoba with organizations including Hudbay, UNC, Long Plain First Nation, University of Winnipeg, Parks Canada, McCain Foods (Portage and Carberry), and the multi-year Forks Renewal construction project.
- New Training/Consulting opportunities are being generated through MASH (Manitoba Association for Safety in Healthcare Inc.) including WRHA, Prairie Mountain Health and Southern Regional Health Authority.
- We are also exploring new partnership opportunities with Immigrant Centre Manitoba Inc. for safety training translation services, as well as exploring expansion of road safety services with MPI including school bus training, class 2 air brake and child seat safety.
- In 2025, SSM partnered with ATV Manitoba to start providing ATV/UTV training for individual ATV Manitoba Clubs and First Nations.
- Our key metric of 10% occupational safety sales growth, over the three years of 2025-27, is well on track with growth for 2025 at 9% total or 7% net after price increases.





Community Leadership

- During 2025 we focused on building relationships and services with rural First Nation clients, appreciating that First Nation culture is strongly based on community and relationships. This approach is in preparation for establishing a community-based road and occupational safety program as a pilot project. Several contracts were successfully delivered, and we are optimistic that a pilot community will be identified in 2026.
- Our third occupational safety student bursary award was made in partnership with Red River College Polytechnique. An internal Safety Services Manitoba bursary was also awarded in our Health Safety Practitioner program.
- Our community engagement continues to expand. As an example, long-term support for Operation Red Nose was significantly strengthened in 2025 with SSM sponsoring the ORN National fees of \$22,000. This resulted in direct additional donation support by communities to their local youth and children's sport programs. Our support for Motorcycle safety was significantly strengthened with SSM adding our own \$50 rebate to the Gearing Up Program for 2025 (for a total \$250 rebate). This represented an additional \$50,000 investment in encouraging riders to sign up for the 20-hour safety program and maintains our program as the most affordable motorcycle license training program in Canada.
- In 2025 we additionally supported community events with Habitat for Humanity, Ride for Dad, Manitoba Possibilities, Winnipeg Sports Car Club, Manitoba Theater Centre, Steps for Life, The Jubilee Fund, CMMG (Coalition of Manitoba Motorcycle Groups), and Manitoba Coalition for Safe Waters.
- After several years of planning, the Manitoba Justice Impaired Driving/Restorative Justice program was launched in 2025. Client participation was positive. We continue to build capacity and awareness for the program in the road safety enforcement community.



Customer Experience

- SSM is expanding student manuals and presentations converted to over 130 languages. We are also providing translated captions of instructor speech on PowerPoint slides upon request.
- SSM launched our Charlie the Chatbot in late 2025.
- SSM completed phase 1 of accessibility of the SSM website.
- We upgraded our phone system to VoIP technology.
- Our 2025 Net Promoter Score is 63, up 4 points from 2024.



Operational Excellence

- In 2025, SSM started to pursue SAFE Work Certifications through S2SA (Sales and Service Safety Association). We also continue to expand on our SAFE Work endorsed course offerings and currently have five SAFE Work programs endorsed with one more nearing submission.
- We have created a new course material library where each course will have reusable course manuals while still giving students access to the manual electronically for personal reference.
- In 2025, SSM became ISNetworld certified.





Great Place to Work

- Staff psychological safety, DEI and Health & Wellness surveys continue to be sent out and completed. Many DEI and Wellness events were held in 2025.
- We have a contract HR professional working on a project basis including a review of SSM's Employee Handbook.
- A focus on succession planning continues with ongoing professional development for staff which includes one staff starting the PACE HR program.
- A benefit review was completed with our group insurance broker which indicated that SSM's benefits exceed comparable organizations.
- As part of SSM's commitment, as of October 2025, the mental health coverage from \$500 per year, has increased to \$1,000 per year.
- We anticipate making application for Manitoba's Top 100 Employers in 2026 with the objective of achieving the award in 2027.



SSM's approach and focus areas has positively influenced our safety culture.

-- 2025 Client Satisfaction Survey





The 2025 Story

SSM continues to evolve to meet the needs of our partners, clients and stakeholders in 2025.



2025 SSM OHS Conference

The SSM OHS Conference celebrated 40 years in 2025! The conference brought together delegates who play a role in health and safety every day from Manitoba and beyond. The Assembly of Safety Professionals kicked off the 3-day conference with advanced level content for dedicated safety professionals. Delegates attended to see world-class speakers, take part in interactive sessions, enjoy networking opportunities, and hear about emerging trends in safety.

Our 40th Annual Conference was attended by 506 delegates! Over the 3 days we had 29 speakers, 39 exhibitors and 11 sponsors.

SSM in the Community

Operation Red Nose

In 2025, Operation Red Nose's road safety campaign ran in 7 host communities across Canada, from November 28th to December 31st. In Manitoba, 1,345 people braved winter conditions to provide 1,549 safe rides to their fellow citizens. These numbers demonstrate the relevance of Operation Red Nose and its mission still today, and the attachment of the population to the program. In addition to the safe rides provided, Operation Red Nose is proud to directly support the communities where the service is deployed with donations raised during the campaign being redistributed to local youth and amateur sports organizations. "Operation Red Nose is an important community program for Manitoba's road safety every holiday season and we are proud to facilitate this on behalf of Manitoba Public Insurance and our supporting partners," said Ron Janzen, President and CEO of Safety Services Manitoba.

Steps for Life

SSM is also proud to support and participate in the annual Steps for Life: Walking for Families of Workplace Tragedy. The 17th annual walk was held on Sunday, April 27th at Lower Fort Garry National Historic Site to help kick start 2025's North American Occupational Safety and Health Week. The event was Emceed by Ron Janzen, Safety Services Manitoba President & CEO. Steps for Life is the primary fundraising event for Threads of Life, a national charity dedicated to supporting families who have suffered from a workplace fatality, life-altering injury, or occupational disease.





Online Presence



X
2,822 followers



Facebook
1,645 followers



Instagram
1,456 followers



LinkedIn
4,157 followers



YouTube
61 subscribers



Newsletter
8,026 Subscribers



Website
116K Active Users
334K Page Views



Top pages
1. Occupational Safety Home
2. Home (safetyservicesmanitoba.ca)
3. Next Gear Motorcycle Training





SSM equipped our staff with the knowledge and skills to do their jobs safely and efficiently.

-- 2025 Client Satisfaction Survey



Our Reach

23,346 students trained

8,460 participants in Road Safety

10,615 participants in Occupational Safety

4,271 participants in Mature Driver, ATV and Snowmobile presentations

86% motorcycle testing pass rate

914 client companies trained



Our Impact

What our clients are saying about SSM





Financial Statements

Manitoba Safety Council o/a Safety Services Manitoba
Financial Statements - December 31, 2025





Independent Auditor's Report

To the Directors of Manitoba Safety Council o/a Safety Services Manitoba:

Opinion

We have audited the financial statements of Manitoba Safety Council o/a Safety Services Manitoba (the "Organization"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be

materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

MNP LLP

Chartered Professional Accountants



Statement of Financial Position

As at December 31, 2025

| | Operating Fund | Capital Fund | Investment Fund | 2025 | 2024 |
|--|----------------|--------------|-----------------|-----------|-----------|
| Assets | | | | | |
| Current | | | | | |
| Cash (Note 3) | 976,986 | - | - | 976,986 | 1,018,570 |
| Investments (Note 4) | - | - | 6,064,780 | 6,064,780 | 5,028,976 |
| Accounts receivable | 404,935 | - | - | 404,935 | 464,030 |
| Goods and Services Tax receivable | 24,629 | - | - | 24,629 | 21,697 |
| Prepaid expenses | 281,239 | - | - | 281,239 | 118,271 |
| | 1,687,789 | - | 6,064,780 | 7,752,569 | 6,651,544 |
| Investments (Note 4) | | - | - | - | 104,111 |
| Capital assets (Note 5) | | 452,686 | - | 452,686 | 492,727 |
| | 1,687,789 | 452,686 | 6,064,780 | 8,205,255 | 7,248,382 |
| Liabilities | | | | | |
| Current | | | | | |
| Accounts payable and accruals (Note 6) | 308,280 | - | - | 308,280 | 233,918 |
| Deferred grant revenue (Note 7) | 137,866 | - | - | 137,866 | 150,171 |
| Deferred revenues (Note 8) | 370,473 | - | - | 370,473 | 299,588 |
| | 816,619 | - | - | 816,619 | 683,677 |
| Net Assets | | | | | |
| Unrestricted | 871,170 | - | - | 871,170 | 938,891 |
| Invested in capital assets | - | 452,686 | - | 452,686 | 492,727 |
| Internally restricted (Note 9) | - | - | 6,064,780 | 6,064,780 | 5,133,087 |
| | - | - | - | 7,388,636 | 6,564,705 |
| | 1,687,789 | 452,686 | 6,064,780 | 8,205,255 | 7,248,382 |

Approved on behalf of the Board


Director


Chair, Audit Committee



Statement of Operations

For the year ended
December 31, 2025

| | Operating Fund | Capital Fund | Investment Fund | 2025 | 2024 |
|---|------------------|------------------|-----------------|------------------|------------------|
| Revenues | | | | | |
| Occupational safety | 2,921,977 | - | - | 2,921,977 | 2,691,455 |
| Road safety | 2,441,843 | - | - | 2,441,843 | 2,462,867 |
| Occupational health and safety conference | 342,485 | - | - | 342,485 | 327,801 |
| Community safety | 125,750 | - | - | 125,750 | 121,950 |
| Other income | 14,568 | - | - | 14,568 | 37,988 |
| Total revenues | 5,846,623 | - | - | 5,846,623 | 5,642,061 |
| Service delivery expenses | | | | | |
| Occupational safety | 1,466,692 | - | - | 1,466,692 | 1,237,002 |
| Road safety | 1,095,032 | - | - | 1,095,032 | 961,112 |
| Occupational health and safety conference | 190,701 | - | - | 190,701 | 186,737 |
| Community safety | 127,618 | - | - | 127,618 | 112,463 |
| | 2,880,043 | - | - | 2,880,043 | 2,497,314 |
| Administrative expenses | | | | | |
| Advertising | 153,486 | - | - | 153,486 | 166,750 |
| Amortization | - | 134,106 | - | 134,106 | 140,797 |
| Communications | 22,327 | - | - | 22,327 | 23,221 |
| Computer service | 128,942 | - | - | 128,942 | 129,769 |
| Occupancy | 408,580 | - | - | 408,580 | 414,293 |
| Operating | 118,891 | - | - | 118,891 | 146,731 |
| Salaries and benefits | 1,428,118 | - | - | 1,428,118 | 1,309,741 |
| | 2,260,344 | 134,106 | - | 2,394,450 | 2,331,302 |
| Total expenses | 5,140,387 | 134,106 | - | 5,274,493 | 4,828,616 |
| Excess (deficiency) of revenues over expenses before other items | 706,236 | (134,106) | - | 572,130 | 813,445 |
| Other items | | | | | |
| Gain on disposal of capital assets | - | 24,378 | - | 24,378 | 6,596 |
| Unrealized gains on investments | - | - | 227,423 | 227,423 | 311,744 |
| | - | 24,378 | 227,423 | 251,801 | 318,340 |
| Excess (deficiency) of revenues over expenses | 706,236 | (109,728) | 227,423 | 823,931 | 1,131,785 |



Statement of Changes in Net Assets

For the year ended
December 31, 2025

| | Operating Fund | Capital Fund | Investment Fund | 2024 | 2023 |
|--|-------------------|------------------|--------------------|------------------|-----------|
| Net assets, beginning of year | 938,891 | 492,727 | 5,133,087 | 6,564,705 | 5,432,920 |
| Excess (deficiency) of revenues over expenses | 706,236 | (109,728) | 227,423 | 823,931 | 1,131,785 |
| Purchases of capital assets | (94,065) | 94,065 | - | - | - |
| Proceeds on disposal of capital assets | 24,378 | (24,378) | - | - | - |
| Transfers (Note 10) | (704,270) | - | 704,270 | - | - |
| Net assets, end of year | 871,170 | 452,686 | 6,064,780 | 7,388,636 | 6,564,705 |



Statement of Cash Flows

For the year ended
December 31, 2025

| | 2025 | 2024 |
|---|------------------|-------------|
| Cash provided by (used for) the following activities | | |
| Operating | | |
| Excess of revenues over expenses | 823,931 | 1,131,785 |
| Amortization | 134,106 | 140,797 |
| Gain on disposal of capital assets | (24,378) | (6,596) |
| Unrealized gains on investments | (227,423) | (311,744) |
| | 706,236 | 954,242 |
| Changes in working capital accounts | | |
| Accounts receivable | 59,095 | (51,582) |
| Goods and Services Taxes receivable | (2,932) | 26,596 |
| Prepaid expenses | (162,968) | (25,444) |
| Accounts payable and accruals | 74,362 | (50,666) |
| Deferred grant revenue | (12,305) | 141,641 |
| Deferred revenues | 70,885 | 27,275 |
| | 732,373 | 1,022,062 |
| Investing | | |
| Purchase of capital assets | (94,065) | (65,080) |
| Proceeds on disposal of capital assets | 24,378 | 10,103 |
| Purchases of investments | (704,270) | (1,000,000) |
| | (773,957) | (1,054,977) |
| Decrease in cash resources | (41,584) | (32,915) |
| Cash resources, beginning of year | 1,018,570 | 1,051,485 |
| Cash resources, end of year | 976,986 | 1,018,570 |



Notes to the Financial Statements

For the year ended December 31, 2025

1. Incorporation and nature of the organization

Manitoba Safety Council o/a Safety Services Manitoba (the “Organization”) is a charitable, non-profit, non-political organization established in 1964 that is a registered educational institution with Canada Revenue Agency. Through the offering of courses and seminars and publication and distribution of safety information, the Organization aims to prevent accidental injury or occupational illness in Manitoba by providing effective transportation and workplace safety programs. The Organization qualifies as a charitable organization as defined in the Income Tax Act of Canada and, as such, is exempt from income tax.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

Fund accounting

The Organization follows the deferral method of accounting for contributions and reports using fund accounting, and maintains three funds: Operating Fund, Capital Fund and Investment Fund.

The Operating Fund reports the Organization’s unrestricted revenues and expenses related to program delivery and administrative activities.

The Capital Fund reports the Organization’s assets, liabilities, revenue and expenses related to the Organization’s capital assets.

The Investment Fund reports the Organization’s assets, liabilities, revenue and expenses related to the Organization's investments. The fund is intended to

serve as a reserve to sustain operations for a period in the event of detrimental economic conditions and for strategic initiatives.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue in the Operating Fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. .

Investment income is recognized as revenue when earned.

Program revenue is recognized when the related courses are delivered.

Membership revenue is recognized in the fiscal year to which it relates when collection is reasonably assured.

Conference and fundraising revenue is recognized when the event takes place.

Operation Red Nose revenue is recognized when the program services are delivered.

Grants are recognized when the related expenses are incurred.

Cash

Cash includes balances with banks. Cash subject to restrictions that prevent its use for current purposes would be included in restricted cash.

Contributed materials and services

Contributions of materials and services are recognized both as contributions and expenses in the statement of operations when a fair value can be



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reasonably estimated and when the materials and services are used in the normal course of the Organization's operations and would otherwise have been purchased. No amount has been included where fair value could not be reasonably determined.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization for leasehold improvements is recorded over the term of the lease. Amortization for all other capital assets is provided using the straight-line method over five years, which is intended to amortize the cost of assets over their estimated useful lives.

Long-lived assets

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

When the Organization determines that a long-lived asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. Write-downs are not reversed.

Leases

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on a straight-line basis, over their

estimated useful lives. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

An arrangement contains a lease where the arrangement conveys a right to use the underlying tangible asset, and whereby its fulfillment is dependent on the use of the specific tangible asset. After the inception of the arrangement, a reassessment of whether the arrangement contains a lease is made only in the event that:

- there is a change in contractual terms;
- a renewal option is exercised or an extension is agreed upon by the parties to the arrangement;
- there is a change in the determination of whether the fulfillment of the arrangement is dependent on the use of the
- specific tangible asset; or
- there is a substantial physical change to the specified tangible asset.

Accounting for Cloud Computing Arrangement

The Organization has applied the simplification approach to account for expenditures in a cloud computing arrangement. Under the simplification approach, the Organization recognizes expenditures related to the elements in the cloud computing arrangement as an expense as incurred. In the current year, expenses of \$128,942 (2024 - \$189,696) have been recognized as computer service expense.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.



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Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in which they become known.

Financial instruments

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Organization has not made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance

or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess (deficiency) of revenues over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

The Organization assesses impairment of all its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group. Management considers whether the issuer is having significant financial difficulty; in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

The Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year excess (deficiency) of revenues over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an



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event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess (deficiency) of revenues over expenses in the year the reversal occurs.

3. Cash

The Organization has an authorized, operating line of credit with Assiniboine Credit Union, of up to \$48,000 (2024 - \$48,000), bearing interest at prime plus 2.75% per annum (2025 - 7.20%, 2024 - 8.20%), secured by a general security agreement providing first charge on all assets of the Organization. As at December 31, 2025, no amount of the line of credit had been expended (2024 - \$nil).

The Organization earns interest at a variable rate depending on the balance in the account, for the month of December 2025 interest was earned at a rate of 0.92% (2024 - 1.56%) on its High Rate Savings account. The balance of this account at December 31, 2025 was \$597,842 (2024 - \$539,526).

The Organization earns interest at a variable rate depending on the balance in the account, for the month of December 2025 interest was earned at a rate of 0.157% (2024 - 0.174%) on its Community Builder account. The balance of this account at December 31, 2025 was \$140,922 (2024 - \$122,952). This balance reflects the impact of cheques and deposits outstanding at year-end.



Notes to the Financial Statements

For the year ended December 31, 2025

4. Investments

| | 2025 | 2024 |
|---|------------------|-----------|
| Mutual funds - cost | 5,274,102 | 2,387,070 |
| Cumulative market value adjustment | (29,874) | 71,355 |
| Mutual funds - Cost of Canada Life | 712,172 | 2,515,935 |
| Cumulative market value adjustment of Canada Life | - | 54,616 |
| Guaranteed investment certificates - bear interest at 4.10% per annum maturing in November 2026 | 108,380 | - |
| | 6,064,780 | 5,028,976 |
| Guaranteed investment certificates - bear interest at 4.10% per annum maturing in November 2026 | - | 104,111 |
| | 6,064,780 | 5,133,087 |

During the year, the Organization internally restricted an additional \$108,380 (2024 - \$104,111) for the Jubilee Fund, which is a fund for socially responsible investment to support the community engagement strategy.

5. Capital assets

| | Cost | Accumulated amortization | 2025 Net book value |
|-------------------------------|------------------|--------------------------|---------------------|
| Computers and video equipment | 229,683 | 149,085 | 80,598 |
| Leasehold improvements | 556,093 | 359,651 | 196,442 |
| Motorcycles | 307,137 | 163,520 | 143,617 |
| Office equipment | 216,471 | 213,955 | 2,516 |
| Safety equipment | 48,026 | 30,167 | 17,859 |
| Forklift | 27,413 | 27,413 | - |
| Signage | 23,229 | 16,909 | 6,320 |
| Vehicle | 77,803 | 72,469 | 5,334 |
| | 1,485,855 | 1,033,169 | 452,686 |
| | | | 2024 |
| | Cost | Accumulated amortization | Net book value |
| Computers and video equipment | 163,168 | 139,324 | 23,844 |
| Leasehold improvements | 539,200 | 302,375 | 236,825 |
| Motorcycles | 375,957 | 181,197 | 194,760 |
| Office equipment | 235,979 | 232,624 | 3,355 |
| Safety equipment | 43,688 | 25,895 | 17,793 |
| Forklift | 27,413 | 21,930 | 5,483 |
| Signage | 16,909 | 16,909 | - |
| Vehicle | 77,802 | 67,135 | 10,667 |
| | 1,480,116 | 987,389 | 492,727 |



Notes to the Financial Statements

For the year ended
December 31, 2025

6. Accounts payable and accruals

| | 2025 | 2024 |
|---------------------|----------------|---------|
| Accounts payables | 192,835 | 139,830 |
| Accrued liabilities | 12,119 | 7,996 |
| Accrued payroll | 67,975 | 58,963 |
| Vacation payable | 35,351 | 27,129 |
| | 308,280 | 233,918 |

7. Deferred grant revenues

| | 2025 | 2024 |
|---|----------------|----------|
| All Terrain Vehicles and Snowmobiles Presentations | | |
| Balance, beginning of year | - | 7,500 |
| Amount received during year | 38,931 | 28,800 |
| Less: Amounts recognized as revenue during the year | (38,931) | (36,300) |
| | - | - |
| Restorative Justice Program | | |
| Balance, beginning of year | 150,171 | - |
| Amount received during year | 15,100 | 206,000 |
| Less: Amounts recognized as revenue during the year | (27,405) | (55,829) |
| | 137,866 | 150,171 |
| Mature Driver Presentations | | |
| Balance, beginning of year | - | 1,030 |
| Amount received during year | 15,706 | 14,480 |
| Less: Amounts recognized as revenue during the year | (15,706) | (15,510) |
| | - | - |
| | 137,866 | 150,171 |

Consistent with prior years, the Organization anticipates that the funders will allow contributions to be applied to continuing program costs in future years; however, this is at the option of the funder.

8. Deferred revenues

| | 2025 | 2024 |
|--------------------|----------------|---------|
| Prepaid training | 105,037 | 52,714 |
| Prepaid conference | 265,436 | 246,874 |
| | 370,473 | 299,588 |



Notes to the Financial Statements

For the year ended December 31, 2025

9. Internally restricted net assets

| | 2025 | 2024 |
|------------------------|------------------|------------------|
| Operating reserve | 1,250,000 | 1,150,000 |
| Community leadership | 59,000 | 60,000 |
| Capital reserve | 650,000 | 650,000 |
| Social enterprise fund | 109,000 | 105,000 |
| Major capital reserve | 3,996,780 | 3,168,087 |
| | 6,064,780 | 5,133,087 |

10. Transfer of net assets

During the year the Board of Directors approved transfers of \$704,270 (2024 - \$1,000,000) from unrestricted net assets as follows:

\$704,250 (2024 - \$1,000,000) transferred to the Investment Fund to increase the reserve to sustain operations for a period in the event of detrimental economic conditions and for strategic initiatives.

During the year, the Organization used \$nil (2024 - \$nil) of prior year transfers to the Capital Fund towards the purchases of new capital assets.

11. Commitments

The Organization has entered into various lease agreements with estimated minimum annual payments as follows:

| | |
|------|------------------|
| 2026 | 443,000 |
| 2027 | 422,200 |
| 2028 | 422,200 |
| | 1,287,400 |

12. Subsequent event

On February 6, 2026, the Company completed the purchase of land located at 80 Bergen Cutoff Road, RM of Rosser, Manitoba, for use as a motorcycle licensing training lot, for total consideration of \$2,600,000. Deposits of \$90,000 were made prior to December 31, 2025 and are included in prepaid expenses and deposits.



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