



Pattison Sign Group
Powering Your Brand

**CORPORATE
SUSTAINABILITY
REPORT**

2022

PATTISON SIGN GROUP

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SCOPE OF THE REPORT

Pattison Sign Group (PSG) is proud to present its sixth (6th) Corporate Sustainability Report (CSR).

Building on the experiences of our previous CSR, this report was prepared in accordance with the best available reporting principles and practices. A list of the material disclosures and their locations in the report are provided at the end. The period covered by this report corresponds to the calendar years 2021 and 2022.

As for our five previous CSRs, this report was prepared with the active involvement of internal PSG personnel and with the support of an external advisor.

**PERIOD
COVERED BY
THIS CSR:**

**CALENDAR YEARS
2021 AND 2022**

STATEMENT FROM THE ASSURANCE PROVIDER

Dr. Yves Gagnon, Professor of Engineering and former Research Chair in Sustainable Development at the Université de Moncton, is an external Sustainable Development Advisor to Pattison Sign Group. He acted as an external assurance provider in the preparation of this report.

Dr. Gagnon supported Pattison Sign Group with its review of the reporting principles and practices, the identification of the material aspects for the company, and the content and materiality of the report. This review included interviews with PSG management and staff at all significant locations of operations, discussion of management systems and internal processes used to generate and report on data, document review on a sample basis, and assessment of the information provided for reliability, clarity, balance, comparability, accuracy and timeliness. Nothing has come to the attention of Dr. Gagnon that causes him to believe that the report's content is not, in all material respects, presented fairly in accordance with the best available reporting principles and practices.

MESSAGE FROM THE CHAIRMAN



With these acquisitions and the greenfield investments, along with continued investments in our manufacturing and operational facilities, we are positioning Pattison Sign Group for the future. ”

JIM PATTISON

Vancouver, British Columbia

The global pandemic created opportunities for our sign division. We continued to expand by not sacrificing our core values and maintaining a relentless pursuit of excellence in everything we do. We warmly welcome BestWorth Rommel, Provincial Sign Systems, and Teksign to the Pattison Sign Group family. We are also proud of the greenfield investment in Albuquerque, NM, which enhances our facility branding capacity, as well as the investment in DEX, PSG’s new digital division.

With these acquisitions and the greenfield investments, along with continued investments in our manufacturing and operational facilities, we have better positioned Pattison Sign Group for the future.

While we continued to deal with the impacts of the global COVID-19 pandemic, the last two years brought its share of additional challenges, notably in supply chain disruptions, labor markets, and inflation.

Despite these challenging times, we are proud of the accomplishments of Pattison Sign Group during the reporting period of this sixth Corporate Sustainability Report (CSR). Once again, our employees upheld our values of quality, integrity, and commitment to excellence, while prioritizing total customer satisfaction.

A heartfelt thank you goes out to all PSG employees for their exceptional work during these extraordinary times.

This CSR marks the retirement of our long serving president, Don Belanger. Honest, trustworthy, and hardworking, Don’s efforts in recent years helped stabilize the company for the growth we have seen over this past period. Don was responsive to the changing dynamics of the sign industry, and he executed on several restructurings to keep the company successful and thriving. His ability to engage the entire company in these periods of change is a testament to his leadership abilities. Don leaves behind a legacy of a successful and nimble company.

I remember the first time I met Marco Calabretta-Duval at one of our quarterly executive meetings. I saw an enthusiastic, intelligent young man willing to roll up his sleeves to understand the role of corporate management and to advance the company. Following a thorough multi-year succession plan, and well supported by the Leadership Teams and the employees, Marco seamlessly integrated into the position of President and is now bringing new leadership to the company.

The COVID-19 pandemic has shown that we cannot fully predict the future. However, at Pattison Sign Group, we have come through this period very well, and we have positioned ourselves for continued growth and success in the years to come.

JIM PATTISON

Chairman & Chief Executive Officer
The Jim Pattison Group

MESSAGE FROM THE PRESIDENT



More than ever, sustainable development principles will guide our actions, not only because it is good for the planet, but also because it is good for our company, our customers, our employees, and the communities where we operate.



MARCO CALABRETTA-DUVAL
New York, New York

With immense pride and enthusiasm, I am delighted to contribute for the first time as President to the sixth Corporate Sustainability Report (CSR 2022) of Pattison Sign Group.

Beyond leading a remarkable team and company, I am honored to head a division of Mr. Jim Pattison, an entrepreneur studied in Business Schools.

I had the privilege of collaborating with Don Belanger, our president for 16 years, who recently retired. Since joining Pattison Sign Group in 2011, Don facilitated my understanding of various aspects of the company, including finance, HR management, operations, and sales. He remains a dependable mentor to me.

During the reporting period, we strategically expanded despite the COVID-19 pandemic. We acquired Canada-based Teksign and Provincial Sign Systems, along with US-based BestWorth Rommel. Additionally, we invested in an Albuquerque, NM greenfield project to bolster our facility branding capacity to serve the North American market. We also invested in a new digital division, DEX, serving customers across North America with exterior and interior digital signage, content management, support and monitoring.

These acquisitions amplify our expertise, operational capacity, and manufacturing processes. Beyond just employee and square footage growth, the synergy from these additions and the greenfield investments transcends individual parts, underscoring Pattison Sign Group's substantial expansion.

I am grateful for the warm welcome and support from PSC's employees as their new president. Their confidence fuels my excitement and enthusiasm for the future of our company.

Total customer satisfaction is our greatest common ground across the company. Total customer satisfaction has always been part of our DNA and will continue to be. We will continue nurturing lasting customer relationships and inspiring their branding goals.

Quality is also part of our DNA. Has always been, will always be. But beyond delivering high quality products, we will ensure customers receive tailored solutions for their branding needs.

Innovation and excellence stem from our skilled workforce. We are dedicated to providing motivating, secure, inclusive, and respectful work environments. Tailored work conditions across locations will persist. Above all, we'll maintain opportunities for all to unleash their creativity, talents, and skills.

More than ever, sustainable development principles will guide our actions, not only because it is good for the planet, but because it is good for our company, our customers, our employees, and the communities where we operate.

While I've toured our sites before, I'm committed to regularly engaging with employees, fostering corporate culture, and sharing the company's vision across locations. Quarterly all-hands meetings will keep communication strong with all PSG employees.

I hope everyone is as excited as I am for the future of our company. I invite everyone to join me in shaping a sustainable environment for growth, prosperity, and happiness while advancing as a premier North American branding solutions provider.

MARCO CALABRETTA-DUVAL
President
Pattison Sign Group

MESSAGE FROM THE SENIOR VICE PRESIDENT, CORPORATE SERVICES



We are proud to affirm that Pattison Sign Group adheres to the principles of equity, diversity and inclusion (EDI) and we take clear actions to walk the talk on these important issues.



JACQUE DUGUAY
Dorval, Quebec

This sixth Corporate Sustainability Report (CSR 2022) covers a period that was still impacted by the global COVID-19 pandemic.

During the reporting period of 2021 and 2022, we aligned our activities with pandemic regulations from local to federal health authorities. Our priority was safeguarding our employees' well-being and the communities where we operate. Our diligent efforts and the professionalism of our employees prevented COVID-19 transmission at our workplaces.

We adapted human resource management by adjusting manufacturing schedules, HR policies, and work conditions. Office employees were offered a hybrid model, allowing up to two days of remote work each week, which continues today. Additionally, one manufacturing facility transitioned to a four-day work week. Throughout these challenges, our strong employee relationships endured through collaboration.

Our new acquisitions and greenfield investments brought new operational challenges. We are currently assessing all operational and administrative procedures, with an objective of streamlining and adopting best practices throughout the company to improve the overall customer and employee experiences.

We are also working on moving our Canadian headquarters from Scarborough, an eastern district of Toronto, to the location of the newly acquired Provincial Sign Systems, in Pickering, a suburb city east of Toronto. Because of the relative proximity of the two sites, we are working on minimizing the impacts on our employees, who will benefit from working in a new location offering an enhanced work environment.

We are proud to affirm that PSG adheres to the principles of equity, diversity, and inclusion (EDI) and we take clear actions to walk the talk on these important issues, notably by expanding the actions of our EDI Leadership Council and by implementing socially progressive measures in the management of our human resources.

Along with my colleagues on the Executive and Senior Management Teams, we were delighted with the appointment of Marco Calabretta-Duval to the position of president. Highly respected and appreciated throughout the company, and committed to sustainable development principles, Marco brings new levels of energy and enthusiasm that engage and empower people.

I also want to express my gratitude to Don Belanger, who has been a mentor, a coach, and a friend with the ability to gently push us to our limits. I wish him all the best as he embarks on the next chapter of his life with increased focus on family.

Covering the calendar years of 2021 and 2022, this sixth CSR was prepared in accordance with the best available reporting principles and practices, and with the same methodology as our previous CSRs.

As a leader in the sign industry, PSG will continue to adhere to and implement actions based on sustainable development principles, measure and reduce our greenhouse gas (GHG) emissions, and offer secure, inclusive and respectful work environments for our employees, making us an example employer in all the communities where we operate.

JACQUE DUGUAY
Senior Vice President, Corporate Services
Pattison Sign Group



PATTISON SIGN GROUP

As one of the largest full-service facility branding and visual communication companies in North America, Pattison Sign Group (PSG) manages signage and branding solutions from beginning to end. With roots and operating experience dating back to 1904, our vision and commitment is to provide customers with complete turnkey physical branding solutions that help maximize our customers' brand promises. We achieve this by providing innovative branding products and services of the highest quality through the experience and creativity of our people and our pledge to sustainable development.

PSG's main activities are the design, manufacture, installation, maintenance and marketing of a complete range of signage and branding products and services. Our line of products includes illuminated and non-illuminated signs, LED illumination, LED electronic displays and communication systems, digital signage, awnings, canopies, menu boards, interior signage and décor, LED technology energy saving retrofits, and various on-premises branding and identification elements. In addition, our services help our customers achieve their physical branding strategies by offering design translation into cost-effective products, site development, facility branding, leasing services and sign maintenance.

With over 800 dedicated employees, seven state-of-the-art manufacturing facilities encompassing over half a million square feet of manufacturing floor space and multiple Sales Offices, PSG meets the diverse needs of its customers' exterior and interior branding programs. PSG's employees design, engineer, test, prototype, retest and manufacture products to exacting and rigorous standards that ensure top quality and consistent results.



Whether it's an international rebranding program or a one-of-a-kind large-scale custom project, PSG offers a complete range of innovative branding solutions. Specializing in design, branding solutions, project management, site development, facility branding, digital signage solutions, manufacturing and installation, PSG also supports its customers with innovative leasing services and maintenance programs; we currently have over 29,000 signs under rental and maintenance agreements where we service, repair, and fully insure the products.

PSG's four pillars reflect the scope of our offerings, namely **Signage, Facility Branding and Construction (FBC)**, **Digital Experiences (DEX)**, and **Maintenance Services**, with **Leasing Services**, also known as our Mirror program, being an overarching element available under each pillar.

Our Signage and Maintenance Services pillars are the roots of the company and are the foundation onto which we have built a full-service branding solutions company. We are proud of our past achievements, from which we build for the future. Our Facility Branding and Construction (FBC) pillar, combined with our Digital Experiences (DEX) pillar, propel us beyond being merely a sign company. Leasing Services allows us to propose financing alternatives to our customers who may want to lease signs, rather than committing to the full upfront costs of owning the sign. The pillars that define our company are further developed later in this report (see section “A Leader in the Sign Industry”).

Capitalizing on its robust infrastructure, which includes seven manufacturing facilities and a network of strategic manufacturing and installation partners across North America, our flexible systems can shift manufacturing between plants based upon customer site location, product type, and specific customer requirements.

Our cutting-edge, web-based Project Management Portal, ePattison™ is an accessible and customizable online portal that allows customers, and their project management teams to track jobs, manage inventories, and view photos 24/7, from anywhere in the world.

PSG, and all its legal entities, is a wholly owned division of The Jim Pattison Group, a 100% privately-owned Canadian-based holding company. Except where specifically noted, all financial information in this CSR only pertains to Pattison Sign Group.

PSG has limited activities outside of North America, which basically consists of providing the signage needs for some of our global customers who operate in Mexico and Puerto Rico. At this time, PSG does not actively prospect for customers outside of North America.

PSG strives to manufacture all the products we sell. However, some products are simply more efficiently produced offshore. Notably, PSG has subcontractors located in China, France, Mexico and Vietnam, where certain specialized products,

such as chrome finished logos, drive-through menu boards, and various digital signage hardware, are manufactured. They are done so reliably, efficiently, and more cost effectively, while being relatively easy to ship in bulk.

During the reporting period, PSG made acquisitions that allowed us to increase our manufacturing capacities, diversify our product offerings, and expand our geographical positioning in North America. As documented later in this section, three innovative sign manufacturing companies were acquired¹, while two greenfield investments were made to expand our FBC and DEX offerings. These developments allowed us to incorporate 134 employees to our workforce and add nearly 200,000 of combined square feet of manufacturing floor space. These acquisitions included Teksign (Brantford, Ontario, Canada), Provincial Sign Systems (Pickering, Ontario, Canada), and BestWorth Rommel (Arlington, Washington, USA), while our Facility Branding and Construction manufacturing facility was reconfigured in Albuquerque, New Mexico, USA. Essentially all employees of these newly acquired companies were retained as PSG employees.

These acquisitions and greenfield investments allowed us to move our Canadian headquarters and Sales/Operations offices from Scarborough, Toronto's eastern district, to Provincial Sign Systems in Pickering, an eastern suburb of Toronto. The planning of this move started at the end of the reporting period, and our Scarborough employees were informed well in advance. We are assessing the impacts on our employees and how to minimize their effects. This new Pickering office will have a floor space of 14,000 square feet, which is sufficient to satisfy our needs for office space in the Toronto area. The manufacturing facility in Pickering is maintaining its 87,000 square feet of floor space.

To accommodate new positions in our current Knoxville, Tennessee office, we expanded our floor space by occupying the entire downtown building floor. This upgrade improved the work environment, featuring integrated training rooms with advanced communications technology and enhanced LED lighting.

¹After the end of the reporting period and before the publication of this CSR 2022, another acquisition was concluded with Chandler Signs (Fort Worth, Texas, USA), a vertically integrated provider of sign design, manufacturing, installation, and maintenance for multi-site companies. This acquisition will be documented in our next CSR.

Finally, due to on-going reductions in activities, we decided to close our Calgary, Alberta and Penticton, British Columbia offices, and offer the few remaining employees to work remote. At the end of the reporting period, we had six (6) employees benefiting from this arrangement. In terms of operations, these employees are nonetheless assigned to specific teams in other PSG offices.

Our long-serving president Don Belanger retired at the end of the reporting period. Following a comprehensive succession planning, Marco Calabretta-Duval was confirmed in the president position. Employed at PSG since 2011, Marco has occupied several positions, with increasing levels of responsibilities, in practically all sectors of the company. The seamless integration of Marco to the role of president was well received by our employees.

The global COVID-19 pandemic was still active during most of the reporting period, notably in its first year. Building on the action plans that were implemented in the initial stages of the pandemic, we followed all regulations imposed by applicable local, provincial, state and federal authorities, with an emphasis on protecting the health and safety of our employees and the communities where we operate. We adjusted our manufacturing activities to minimize the impacts on our obligations to deliver finished

products, and our office employees worked mainly from their homes. Essentially, while our activities were disrupted by the global COVID-19 pandemic, we maintained reasonable and safe work environments and planning that ensured critical obligations could be met, and thus minimizing the impacts on our customers.

In the second half of the reporting period, we ramped up our manufacturing activities by reintegrating all manufacturing personnel, along with additional hirings, to meet our obligations to deliver products and services for our customers. This period of new hiring, combined with competitive labor markets in the regions of our larger manufacturing facilities, notably in Heath Springs, South Carolina and in Orillia, Ontario has challenged us to think outside the box to ensure we attracted qualified and committed people. At the end of the reporting period, and currently, we essentially operate at full capacity, while continuing to achieve the levels of quality expected in our finished products.

A section of this report specifically reports on the impacts of the COVID-19 pandemic on our operations, and how we adjusted to this unprecedented period.

No other material changes concerning the size of the corporation, its structure, and its ownership were experienced during the reporting period.

OUR SERVICES

Signage

We guide our customers with leading exterior and interior turnkey signage solutions that enhance spatial identities to enable synergy between you and your customer.

Facility Branding and Construction (FBC)

Places serve as a powerful medium for brand expression. Blending form and function, we are transforming how environments create value and connect audiences to unique experiences.

Digital Experiences (DEX)

Smart technology is essential to the growth and survival of virtually every business today, so we are helping our customers move forward and breaking down barriers between digital and physical spaces with design, integration, and content management programs.

Maintenance Services

With a large network of professionals across North America and flexible sign maintenance and service programs, we ensure meticulous attention is provided to the image of our customers, 24/7.

Leasing Services

ACQUISITIONS AND EXPANSION

During the reporting period, Pattison Sign Group acquired three well-established signage companies, two in Canada and one in the USA. We also expanded our manufacturing capacity and offerings with two greenfield investments: in the USA we started a Facility Branding and Construction facility, and we expanded our offerings with the introduction of DEX.

With these acquisitions and greenfield investments, PSG expanded its manufacturing capacity, diversified its product offerings, and accessed a pool of talented individuals in manufacturing, sales, and management.

Essentially all employees of the newly acquired companies were retained as employees of PSG. We added 134 employees to our workforce, while nearly 200,000 square feet of floor space were added to our manufacturing capacity.

12 / 2021

TEKSIGN

Brantford, Ontario, Canada

Date of acquisition:

December 2021



When he was 10 years old, Chris Mullin wrote a story that he would become a sign manufacturer. Following the footsteps of his father and grandfather, Chris has been actively involved in the family business since he was 16 years old, where he climbed the ladder from installation helping hand, to plant manager, and now General Manager of PSG's Brantford operations.

Established in 1946, Teksign is one of the leading signage manufacturers in Canada, supplying signage for many well-known brands in the automotive, financial, hospitality, retail, and petroleum sectors. Along with their 36,000 square feet manufacturing facility, Teksign brings well-established and proven design and engineering capabilities for signage and branding products to PSG.

Learning from their father Dan, Chris and his brother Andrew, who leads sales for Teksign, are third generation Mullins involved in building the company. Andrew, Chris, and Dan entered into employment agreements to join PSG and lead the Brantford operations, while contributing to enhance our manufacturing capabilities throughout our facilities. Dan remained for several months during the transition period, then took a well-deserved retirement.



Our integration in the Pattison Sign Group family will help us expand our business to the next level and achieve even greater success by leveraging our design and manufacturing capabilities. Along with my father and brother, we are excited by the growth opportunities of being part of the Pattison family.



CHRIS MULLIN

Formerly Plant Manager at Teksign
Currently General Manager, PSG Brantford Operations

10 / 2022

PROVINCIAL SIGN SYSTEMS

Pickering, Ontario, Canada

Date of acquisition:

October 2022



For almost 50 years, Provincial Sign Systems has been serving the Canadian market, supplying a wide range of quality signage, transit shelters, street furniture, billboards, and media spectaculars.

From its modest origins as a sign installer, Provincial Sign Systems sustained continuous growth by expanding its product offerings and by remaining focused on quality, while offering professional and courteous customer service.

With this acquisition and beyond the 87,000 square feet of a state-of-the-art manufacturing facility, Pattison Sign Group is accessing a resolute, talented, and stable workforce that has designed, built, and installed products, in the Greater Toronto area, and elsewhere in Canada.

Like PSG, Provincial Sign Systems has embraced sustainability principles in its operations, both regarding environmental practices and community engagement.

With this acquisition, PSG has retained all of Provincial Sign Systems' employees, both in administration and manufacturing. At the time of the publication of this report, PSG was in the process of moving its Canadian headquarters from Scarborough to Pickering, a move that will be completed by the end of 2023.





Provincial Sign Systems was an excellent company that is about to become a superior sign manufacturer through its integration and synergy with Pattison Sign Group.



KEVIN VAN SICKLE

Formerly President of Provincial Sign Systems
Currently Vice President & General Manager,
PSG Pickering Operations

10 / 2022

BESTWORTH ROMMEL

Arlington, Washington, USA

Date of acquisition:

October 2022



Recognized as architectural metal experts and with over 40 years of experience, BestWorth Rommel, commonly known as BestWorth, is a full-service company specializing in the architectural design, fabrication, and installation of innovative metal solutions. BestWorth designs, engineers and fabricates innovative metal solutions for commercial construction, including structural steel and aluminum, rainscreens, sheet metal components, canopies, ACM wall panels, and interlocking corrugated panels.

As part of its facility branding capacity, BestWorth has successfully designed architectural wall panel systems for the world's leading automotive manufacturers operating in North America and has a deep heritage in the design, manufacture, and installation of canopies for retail petroleum outlets, commercial establishments, and government facilities.

Through this acquisition, and with BestWorth's talented workforce and 33,000 square-foot manufacturing facility, Pattison Sign Group expands its existing solutions and services offerings with the addition of pioneering innovation capacity in engineering and installation of advanced structural metal solutions.





With PSG's acquisition of BestWorth, we immediately had the support needed to expand our product diversification, grow our customer base, and increase our geographical coverage to the entire nation.



KEITH CHANG

Formerly Operations Manager and Vice President of Design and Engineering at BestWorth
Currently General Manager of Design and Engineering at PSG's Arlington facility

2021-2022

FACILITY BRANDING AND CONSTRUCTION FBC

Albuquerque, New Mexico, USA

Year of Investment:

2021-2022



In order to increase our capacity specifically in facility branding, we made a greenfield investment in Albuquerque, New Mexico, where we had access to a pool of talented individuals.

Offering services closely linked to those provided by BestWorth, our FBC division in Albuquerque consists of a team of innovators specializing in the design of building envelopes for the integration of commercial signage. Building on extensive experience in architecture and 3D building modeling, FBC offers advanced design capabilities, combined with a 13,000 square foot state-of-the-art manufacturing facility specialized in the design and manufacture of ACM wall panels.

Using high precision Lidar technology and building information modeling (BIM), we create accurate 3D models of a building, allowing for exact fits of the wall components with the structure. The result is a dovetail of architecture and signage that creates a digital twin of any building, where branding solutions are virtually integrated and optimized before proceeding to manufacturing.

The synergy between BestWorth, and our greenfield investment in FBC resulted in a team of facility branding experts, with significant potential for growth.



Beyond our similar visions of innovation, excellence and quality, Pattison Sign Group enables us to exploit our technical and design capabilities on a North American scale.



SAM JOHNSON

General Manager, Facility Branding

2021

DIGITAL EXPERIENCES DEX

Dorval, Quebec, Canada

Year of Investment:

2021



According to Marshall McLuhan, an important concept in communication is that the medium is the message. Fundamentally, the way in which information is communicated can greatly affect how the information is received, learned, and integrated by an individual.

Digital signage is a powerful and influential tool where information can be changed and adapted in real time, while ensuring consistent branding across multi-site applications.

During the reporting period, building on our substantial experience in the sign and branding industry, we invested in the creation of a new digital signage division, Digital Experiences (DEX).

DEX is a creative strategic digital signage agency of hyper-specialists in digital signage solutions and digital applications. DEX offers customers

a complete digital brand experience, including software, hardware, content management and content hosting in both interior and exterior spaces.

Investing in the creation of a new division is a clear sign of the importance of digital signage for our company, and it strengthens our position in this rapidly evolving sector of the sign industry.



It is with enthusiasm that my DEX team develops solutions and strategies to enhance the digital brand experiences of our customers. We are proud of being part of the creation of a new pillar of development for Pattison Sign Group.



SEBASTIEN LEONARD

Director and General Manager, DEX - North America

PATTISON SIGN GROUP FACILITIES

During the reporting period, Pattison Sign Group has significantly expanded its footprint across North America, particularly in the US. Our Canadian headquarters is situated in Toronto, Ontario, while our US headquarters is situated in Knoxville, Tennessee. With the acquisitions and the greenfield investments, we had seven state-of-the-art manufacturing facilities at the end of the reporting period, four in Canada and three in the United States.

We operate nine Sales and Operations offices, six in Canada, and three in the United States. We also have a home-based sales office in Indianapolis, Indiana. Finally, we have a limited number of employees in Calgary, Alberta, and in Penticton, British Columbia who work from their home since the number of employees in these locations does not justify having formal offices. These locations are not included in the map of our offices and manufacturing plants.

In previous CSRs, we referred to the locations of our facilities under the name of the metropolitan area where they are situated. In this report, we indicate the locations of our facilities under the name of the municipal jurisdiction where they are located. Thus, our Montreal office is now referred to Dorval, and our Vancouver office is now referred to Surrey.



H CANADA HEADQUARTERS

Toronto, Ontario, Canada

US HEADQUARTERS

Knoxville, Tennessee, USA

M MANUFACTURING FACILITIES

- Albuquerque, New Mexico, USA
- Arlington, Washington, USA
- Brantford, Ontario, Canada
- Edmundston, New Brunswick, Canada
- Heath Springs, South Carolina, USA
- Orillia, Ontario, Canada
- Pickering, Ontario, Canada

S SALES AND OPERATIONS OFFICES

- Dorval, Quebec, Canada
- Edmundston, New Brunswick, Canada
- Indianapolis, Indiana, USA
- Knoxville, Tennessee, USA
- Ottawa, Ontario, Canada
- New York, New York, USA
- Pickering, Ontario, Canada
- Toronto, Ontario, Canada
- Surrey, British Columbia, Canada

Note 1: In this report, “significant locations of operations” refer to our manufacturing facilities, and our offices that are situated in formal business environments. Thus, these locations do not include our Indianapolis office, which is home-based office for a Sales representative, nor does it include our Calgary, Alberta, and Penticton, British Columbia locations where we have a limited number of employees working from their homes.

Note 2: Dorval is a city of Greater Montreal; Pickering is a city of the Greater Toronto Area; and, Surrey is a city of Metro Vancouver.

CORPORATE GOVERNANCE

Pattison Sign Group's Leadership Team is structured along both the functional divisions of the company and the US-Canada international border. The Leadership Team includes both the Executive Team, which consists of the six most senior leaders, and the Senior Management Team. Most members of the Leadership Team exercise their mandates and functions at a company-wide level, with some having a regional focus. During the reporting period, as we were expanding our operations, and to recognize the contributions of several long-serving senior managers, new senior management positions of vice president were created, with additional responsibilities added to their portfolio.

The accountability of the company is performed through quarterly meetings with PSG's Executive Team and The Jim Pattison Group's corporate management. During these meetings, the Executive Team is required to report on economic, social and environmental indicators, along with specifically reporting on our key performance indicators of the Sustainable Development Initiative.

Following the departure of our Director of Human Resources, Saher Sayed, due to personal reasons, we continued to organize our human resource management with structured policies and a corporate approach. In parallel to our acquisition of Chandler Signs (after the end of the reporting period), we created a new vice president position responsible of human resource management at a corporate level. We hired Fort Worth-based Deb Wiley, who now serves as Vice President, Human Resources - North America.

Along with the creation of the above position and enhancing executive positions with additional

responsibilities, three new vice president positions were created during the reporting period. Two new vice president positions, having regional responsibilities, were filled by a long serving PSG employee and by the president of an acquired company. The third vice president position is to lead and develop our new Digital Experiences (DEX) division.

The Senior Management Team consists of vice presidents, senior directors, directors and general managers, all reporting to a member of the Executive Team. They are each responsible for either a functional division, or they have a regional leadership role, or sometimes both.

The Executive and the Senior Management Teams remain stable, with positions usually filled by promoting from within. The majority of the Executive and Senior Management Teams are long serving employees of Pattison Sign Group or the companies that were recently acquired by PSG; occasionally, when specific expertise is required, we do hire from outside the company.

FUNCTIONAL DIVISIONS OF PSG

1. **SALES AND OPERATIONS**
2. **CORPORATE SERVICES** – Legal & Risk Management, Corporate Sustainability and Communications
3. **ADMINISTRATION** – Financial Reporting, Planning & Analysis, Leasing and IT
4. **HUMAN RESOURCES**

EXECUTIVE TEAM

With headquarters in Toronto, Canada, and Knoxville, Tennessee (which serve as our Canadian/ Global and US head offices, respectively), the governance of the company is overseen by an Executive Team, composed solely of PSG employees.

During the reporting period, Marco Calabretta-Duval was confirmed as the new, incoming president to replace Don Belanger following his retirement; Robert Corsetti was promoted to Executive Vice President & Chief Operating Officer – Canada; Jacque Duguay was promoted to Senior Vice President, Corporate Services; and Deb Wiley was named in the newly formed position of Vice President Human Resources - North America. All other Executive Team's positions remain unchanged.





MARCO CALABRETTA-DUVAL

President
New York, New York



ROBERT CORSETTI

**Executive Vice President & Chief
Operating Officer – Canada**
Toronto, Ontario



JOEL DAURITY

**President & Chief Operating
Officer – US**
Knoxville, Tennessee



JACQUE DUGUAY

**Senior Vice President
Corporate Services**
Dorval, Quebec



NADIA PALMERINI

**Vice President & Chief
Financial Officer**
Toronto, Ontario



DEB WILEY

**Vice President,
Human Resources - North America**
Fort Worth, Texas

A STRONG AND PROUD EXECUTIVE TEAM

NEW PRESIDENT

MARCO CALABRETTA-DUVAL CPA, CGA President

Raised in Montreal, Canada, Marco Calabretta-Duval honed his corporate finance and business management skills while working at his family-run business in the tourism sector.

Following some time at an innovative airline company where he continued to sharpen his skills in corporate finance, and with recognized accounting credentials, Marco arrived at Pattison Sign Group in 2011. He quickly showed that he had the fabric of a leader, which was leveraged in the various Executive positions that he occupied with the company: in finance, operations, sales, and eventually as Executive Vice President.

When Marco was identified as the replacement for president, PSG engaged in succession planning which allowed him to further understand the various departments, manufacturing facilities, sales and operations offices, and governance of the company. Upon the retirement of our former president, Don Belanger, Marco smoothly and seamlessly integrated into the position of president.



Appreciated by PSG employees and highly respected by the Executive and Leadership Teams, Marco's passion outside of work includes the arts and culture, with a particular interest in Broadway musicals. His creative mind, combined with the rigor of an accountant, allows him to think outside the box, to question the status quo, and to lead teams in the development of strategies and innovation. A strong believer in the principles of sustainable development and in the notions of equity, diversity and inclusion, Marco is a model of progressive and inclusive leadership.

Amongst his community involvements, Marco was a Board Director and Treasurer of The 519, a City of Toronto agency committed to the health, happiness and full participation of the LGBTQ2S communities, along with being a past vice president of the Ontario Sign Association.

Marco and his partner share their lives in New York City, with easy access to our operational locations and the North American marketplace.



I am honored and humbled to have the privilege of leading a great company that is a leader in its industry, while being committed to sustainable development principles, and to the notions of equity, diversity and inclusion.



MARCO CALABRETTA-DUVAL

New York, New York

FORMER PRESIDENT

DON BELANGER

Former President, retired in early 2023

After serving as President of Pattison Sign Group for over 16 years, Don Belanger retired at the end of the reporting period.

Born and raised in a family of humble origins, Don is a natural born leader. During his life and professional career, Don held several leadership positions, ranging from captain of his minor league hockey teams, to Chief Administrative Officer and General Manager of his hometown (Edmundston, New Brunswick, location of one of our main manufacturing facilities), and eventually as an employee of PSG.

Don arrived at PSG in 2000 in the position of Sales Director, and was responsible for our Montreal and Ottawa offices. During the early years, Don held several positions with increasing responsibilities in sales and operations. After gaining extensive knowledge in various departments, Don was named President in 2006, a position he held until his retirement.

An unwavering champion of innovation and a hard-working servant leader who puts people first, Don's hands-on management style, his total team involvement approach, and his focus on clear strategies and directions were key contributors to the company's overall success.



During his mandate as President, Don helped reinvent the company's operations, introducing new revenue streams that have enabled PSG to adapt and evolve to rapidly changing customer demands. He also led the acquisitions of several companies and created a platform for growth in Canada and the United States. Building on his university education in computer science, Don was instrumental in preparing and transforming PSG for the future, harnessing the influence of technologies to deliver digitally enabled solutions for memorable brand experiences.

Active in and a leader of several community initiatives, Don has been awarded a Doctorate in Business Administration (Honoris Causa) by the Université de Moncton to recognize his successes as a business leader.

During a recent visit by our newly appointed president Marco Calabretta-Duval at our Edmundston location, Don took the opportunity to tour the facility with him. Following their tour, they took the time to chat with employees and to reconnect and share a laugh.



Leading Pattison Sign Group for over 16 years, working with world-class colleagues throughout North America, and having the best shareholder and mentor in the world, Mr. Jim Pattison, my experience at PSG has been the most rewarding period of my professional life. I leave Pattison Sign Group with a sense of accomplished duty, and in the hands of a well-prepared new president and a strong Executive Team.



DON BELANGER

Edmundston, New Brunswick

SENIOR MANAGEMENT TEAM

The Senior Management Team consists of various vice presidents, senior directors, directors and general managers responsible for leading key sectors and/or PSG business units, most reporting to a member of the Executive Team. Their respective responsibilities are either within a functional division, or they can have a regional leadership role, or sometimes both. This includes delivering the required balance of operational excellence, product quality, responsiveness, customer service, and new product commercialization in a safe and collaborative working community.

Members of the Senior Management Team are mostly long serving employees, who have progressed in their leadership abilities in different positions at PSG. Occasionally, when specific expertise is required, Senior Management Team members can be hired from outside the company. Finally, some leaders of the newly acquired companies have been integrated into the Senior Management Team. The members of the Senior Management Team listed below are those at the end of the reporting period.

SALES AND OPERATIONS

To deliver upon the promises to our customers, the sales and operations teams work in synergy to ensure that we meet, or surpass, our customers' expectations.

Sales leaders oversee the sales teams across North America with the objectives of developing a world-class sales organization by fostering existing customer relationships, creating new opportunities through our value-proposition, and implementing our go-to-market strategy to ensure continued growth for PSG. The Canadian sales team reports to the Senior Director, Business Development – Canada, while those in the US report to the Vice President, US Sales.

Our operations leaders include the various general managers in every significant location of our operations. They ensure commitments made to our customers are upheld and that products have the highest quality in the industry. The operations function encompasses several disciplines, including estimating, technical design, project management, procurement, manufacturing, managing our network of installation partners and service maintenance. These groups, distributed across our locations, are responsible for making sure promises made to our customers are met consistently.

They are also responsible for ensuring operational excellence at all levels. All operational directors ensure that best practices are shared and used to make our processes more efficient and thereby improve our time to market.

The sales and operations leaders in Canada report to the Executive Vice President & Chief Operating Officer – Canada, while those in the US report to the President and Chief Operating Officer – US.



NIKKI BOECHLER

Director of Operations, Western Canada
Penticton, British Columbia

STEFANO DI GIROLAMO

Director of Sales and General Manager,
Montreal and Ottawa
Dorval, Quebec

CHRISTIAN DUGUAY

Director of Operations & General Manager,
Eastern Region
Edmundston, New Brunswick

BETSY EWART

Vice President, US Sales
Knoxville, Tennessee

REGINA HARMON

Director, Maintenance & Sales Development
Knoxville, Tennessee

SAM JOHNSON

General Manager, Facility Branding
Albuquerque, New Mexico

JOEL KATZBERG

Senior Director, Business Development –
Canada
Toronto, Ontario

KEMBA LARRIER

Director of Operations and General
Manager, Toronto Office
Toronto, Ontario

SEBASTIEN LEONARD

Director and General Manager, DEX
Dorval, Quebec

CHRIS MULLIN

General Manager, Brantford Operations
Brantford, Ontario

WESLEY NOKES

Director of Supplier Management &
Strategic Sourcing
Knoxville, Tennessee

KEITH OTTAVIANO

Director, Facility Branding
Knoxville, Tennessee

BRIAN ROSIER

Director of Operations and General Manager
Heath Springs, South Carolina

ADRIAN SCHINCARIOL

Director of Manufacturing (Central and
Western Canada)
Toronto, Ontario

NATALIE SCOTT

Director of Maintenance
Knoxville, Tennessee

JOHN SPORSEN

Director, Project Management – US
Knoxville, Tennessee

KEVIN VAN SICKLE

Vice President & General Manager,
Pickering Operations
Pickering, Ontario

LISA WILLIAMS

Executive Assistant
Toronto, Ontario

BUSINESS DEVELOPMENT AND INNOVATION

The business development and innovation (BDI) team helps bridge the customer relationship between sales and operations. The BDI Team is predominately made up of research and development, and technical sales support personnel, along with a creative director.

Artists are key to creating the visual renderings, which allow our sales team to showcase how the signage and branding elements will look on our customer's property before manufacturing begins. This ensures our customers know exactly what to expect when they decide to trust PSG with their signage and branding needs.

JAMIE DAVIS

Director of Strategic Initiatives
Heath Springs, South Carolina

CORPORATE SERVICES – LEGAL & RISK MANAGEMENT, CORPORATE SUSTAINABILITY AND COMMUNICATIONS

The corporate services team oversees PSG's legal compliance, safety, risk management, and sustainable development. In the reporting period, the team, including marketing, communication, and legal resources, reported to the Senior Vice President, Corporate Services.

○ **JACQUE DUGUAY**
Vice President, Corporate Services
Dorval, Quebec

ADMINISTRATION – FINANCIAL REPORTING, PLANNING & ANALYSIS, LEASING AND IT

The administration – financial reporting, planning and analysis, leasing and IT team has the mandate of protecting the financial, physical and information assets of the company, along with measuring the financial performance, while actively supporting the other functions within the organization. It also provides the sales team with the necessary information and pricing to be able to offer leasing services and maintenance agreements, along with financial instruments offered uniquely by PSG to the marketplace.

○ **MICHEL SERRY**
Director of IT
Edmundston, New Brunswick

○ **JACQUES MORIN**
Director of Financial Planning & Analysis
Toronto, Ontario

HUMAN RESOURCES

Human resources manage personnel, fostering a productive and harmonious workplace through recruitment, development, policies, and employee well-being. During the reporting period, the team included one director who had a corporate mandate and who reported directly to the President, and HR specialists in each of our significant locations of operations.

○ **SAHER SAYED**
Director, Human Resources
Toronto, Ontario

**A SENIOR
MANAGEMENT TEAM
WHO CAN ADAPT
AND INNOVATE**



2023 Sales & Operations Conference

TOWN HALL MEETINGS



Employees are also part of the governance of a corporation. While they are impacted by the decisions and policies of the company, employees should be involved in providing feedback, ideas, and issues to the various management levels. Town hall meetings facilitate this objective, while providing a direct forum to inform employees about the activities of the company.

We make substantial efforts to hold regular town hall meetings in our significant locations of operations. Town halls aim to provide meaningful information to our employees, to increase their engagement in the company, and to have consistent messaging throughout the company. These town halls, held in informal formats in meeting rooms, manufacturing plants or inside cafeterias, are structured around health and safety, quality assurance, statistics on sales and production, recognition of employees, social committee activities, and production planning. We also shed a spotlight on project and department activities where employees present to their peers a noteworthy project they worked on or the inner workings of their own department.

Post-pandemic, we have continued using all-hands virtual meetings, twice a year, where all employees connect to the single virtual meeting. These all-hands meetings allow us to speak to a large employee audience, thus creating a family feel. All-hands meetings are bilingual (English and French, which is the mother tongue of a big part of our employees in Canada), with our last meeting having live simultaneous translation.

Town halls and the all-hands meetings are used for transparent communication, fostering engagement, and sharing important updates with employees at all levels within the company. They provide a platform for executives to address the entire workforce, discuss strategic plans, highlight achievements, answer questions, and gather feedback. They also help align employees with the company's vision, values, and goals, promoting a sense of belonging and unity.

In consideration of the COVID-19 pandemic, we continued to hold a combination of in-person and Zoom town halls with our office employees, while our in-person town halls with manufacturing personnel were separated into multiple sessions with small groups of employees. In 2022, we have slowly been returning to in-person town halls for our large locations.

AN OVERVIEW OF PATTISON SIGN GROUP

- PSG HAS ROOTS DATING BACK TO 1904.
- PSG EMPLOYS OVER 800 EMPLOYEES.
- PSG HAS HEAD OFFICES IN TORONTO, CANADA, AND IN KNOXVILLE, TENNESSEE FOR ITS US OPERATIONS.
- PSG HAS 7 MANUFACTURING FACILITIES, STRATEGICALLY LOCATED IN CANADA AND THE US TO SERVICE NORTH AMERICA.¹
- PSG HAS OVER 500,000 SQUARE FEET OF MANUFACTURING FACILITIES.
- PSG HAS 9 SALES AND OPERATIONS OFFICES THROUGHOUT NORTH AMERICA.
- THROUGH ITS LEASING PROGRAM, PSG LEASES AND MAINTAINS 29,000+ SIGNS.
- PSG IS ABLE TO OFFER SERVICES IN THREE LANGUAGES: ENGLISH, FRENCH AND SPANISH.
- TWO IMPORTANT WORDS AT PSG: SAFETY AND QUALITY.
- PSG'S CORE VALUES: CUSTOMER SATISFACTION, INTEGRITY, QUALITY, TEAMWORK, AND INNOVATION.

OUR PARENT COMPANY

THE JIM PATTISON GROUP (2023 News Group Data)

Sales: \$15 Billion
Worldwide Locations: 605
Doing Business in Countries: 103
Employees: 49,500

Headquartered in Vancouver, British Columbia, The Jim Pattison Group, which first started in May 1961, is made up of strong and diverse operating divisions, which span the automotive, advertising, media, agriculture equipment, food and beverage, entertainment, exporting, financial, real estate and periodical distribution industries. The Jim Pattison Group is the second largest private company in Canada.

¹An 8th manufacturing facility, Chandler Signs of Fort Worth, Texas, was acquired after the end of the reporting period.

A RICH HISTORY

WHEN THEY STARTED...

- 1904 E.L. RUDDY CO. LTD.
- 1908 MARTEL-STEWART LTD.
- 1928 NEON PRODUCTS OF WESTERN CANADA LTD.
- 1929 CLAUDE NEON
- 1946 TEKSIGN
- 1956 NEON PRODUCTS OF CANADA LTD.
- 1963 ENSEIGNES IMPERIAL SIGNS LTD.
- 1971 CUMMINGS SIGNS OF CANADA LTD.
PROVINCIAL SIGN SYSTEMS
- 1972 DAVIS NEON
- 1983 BESTWORTH ROMMEL
- 1998 BIG ALUMINUM LETTER SIGNS

...WHEN THEY JOINED US

- 1968 **ACQUIRED NEON PRODUCTS OF CANADA LTD.**
This Jim Pattison Group's acquisition launched a new leader in sign and visual communications.
- 1979 **ACQUIRED CLAUDE NEON (WHICH HAD ACQUIRED E.L. RUDDY IN 1929)**
Our segment of the industry grew with the acquisition of this pioneering signage company.
- 1983 **ACQUIRED CUMMINGS SIGNS OF CANADA LTD.**
Growth continued with the acquisition of one of Canada's signage leaders.
- 1987 **ACQUISITION OF MARTEL-STEWART LTD.**
The sign group within the Jim Pattison Industries Ltd. continued its growth through strategic acquisitions.
- 1998 **ACQUIRED ENSEIGNES IMPERIAL SIGNS**
Acquiring this New-Brunswick-based company increased our Canadian footprint from coast to coast.
- 2002 **CONSOLIDATED THESE COMPANIES UNDER THE PATTISON SIGN GROUP**
- 2009 **ESTABLISHED A U.S. BUSINESS UNIT IN KNOXVILLE, TENNESSEE**
Strengthening our position throughout North America solidified Pattison Sign Group as a leader in complete signage and branding solutions.

- 2011 **PUBLICATION OF OUR FIRST CORPORATE SUSTAINABILITY REPORT**
Despite being a privately held corporation, Pattison Sign Group becomes a leader in sustainability practices by publishing its first CSR
- 2012 **ACQUIRED DAVIS NEON, BASED IN HEATH SPRINGS, SOUTH CAROLINA**
Increased our manufacturing footprint with a state-of-the-art 150,000 square feet facility.
- 2021 **ACQUIRED TEKSIGN, BASED IN BRANTFORD, ONTARIO**
This acquisition further expands our manufacturing capacity in support of our North American based customers.
- GREENFIELD INVESTMENTS ESTABLISHED DEX**
Started-up our Digital Experiences division.
- 2022 **ACQUIRED PROVINCIAL SIGN SYSTEMS, PICKERING, ONTARIO**
Expands our market share with the acquisition of a leading signage and media company in Canada.
- ACQUIRED BESTWORTH ROMMEL (ARLINGTON WA) AND MADE A GREENFIELD INVESTMENT IN OUR FBC DIVISION (ALBUQUERQUE NM)**
Increased our capacity in innovative engineering solutions and facility branding.
- PATTISON SIGN GROUP PUBLISHES ITS SIXTH CORPORATE SUSTAINABILITY REPORT**

A HISTORY OF EXCELLENCE. A FUTURE OF INNOVATION.

2020 GLOBAL COVID-19 PANDEMIC
PSG embraces the efforts to fight the global COVID-19 pandemic by temporarily manufacturing personal protective equipment (PPE).



MISSION STATEMENTS AND CORE VALUES

OUR VISION

TO BE THE LEADER IN FULFILLING OUR CUSTOMERS' BRAND.

OUR COMMITMENT

TO PROVIDE OUR CUSTOMERS WITH INNOVATIVE BRANDING PRODUCTS AND SERVICES OF THE HIGHEST QUALITY THROUGH THE EXPERIENCE AND CREATIVITY OF OUR PEOPLE AND OUR PLEDGE TO SUSTAINABLE DEVELOPMENT.

OUR VALUES

- CUSTOMER SATISFACTION**
We are totally committed to exceeding our customers' expectations.
- INTEGRITY**
Truth and honesty are fundamental to who we are and how we conduct our business relationships.
- QUALITY**
We are a recognized leader for quality and high environmental standards.
- TEAMWORK**
We strive to create collaborative workspaces where employees are encouraged to share new ideas, overcome roadblocks and discuss best practices with the end goal of bringing maximum value to our customers.
- INNOVATION**
Cultivating an innovative mindset is critical to bolstering creativity and anticipating changes both internally and in the marketplace.



OUR CUSTOMERS

PSG works with a diverse customer base of internationally recognized brands in many sectors of the economy. We help the world's largest, most well-known companies in North America in implementing their brand promise on time, on budget, and in total compliance with strict standards. Through our international partnerships, we also have the ability to service global clients in Mexico and Puerto Rico.



A LEADER IN THE SIGN INDUSTRY

For more than a century, Pattison Sign Group has been pioneering numerous sign innovations. With a customer-centric and innovative approach, and a comprehensive research and development department to keep us on the leading edge of the industry, we are continuously developing new concepts, notably in lighting, energy consumption and material durability to produce signage and branding elements that consume less energy and have minimal impacts on the environment.

PSG believes that success and sustainability are only possible through continuous innovation, both in the design and the fabrication of signs. It is this belief that has driven us to the forefront of visual communication technology and made us a leader in the industry.



RESEARCH AND DEVELOPMENT

Research and development keeps us on the leading edge of technical innovation, integrating significant benefits to our manufacturing processes and environmental performances. As a result of our constant technology watch and our continuous innovations, we integrate a wide range of manufacturing techniques to produce a variety of finished products.

Our R&D Department has developed specialized materials, tooling, dies, assembly techniques, manufacturing systems and energy saving alternatives to deliver a finished product that exceeds expectations regarding quality and sustainability. By encouraging constant customer feedback, we were able to develop several new product lines, which have helped highlight our customers' brands in the marketplace. From LED cost-saving energy initiatives, to providing our customers with the most environmentally friendly products, our R&D is an important contributor in reaching our sustainability objectives.

Additionally, we are constantly monitoring the standardization of our manufacturing processes in our facilities, including those of our recently acquired companies. This standardization allows for better cost estimates, while reducing the differences in the finished products originating from different facilities.

Signs are now designed in consideration of the total system cost, and the technical possibilities offered by the new LED lighting systems. Amongst its various projects, our R&D Team engages in continuous research and innovation work to optimize lighting configurations to achieve the levels of efficacy and the visual effects desired by our customers. We also continuously build our knowledge on techniques and best practices in the retrofitting of signs, where LED lighting are usually integrated to replace neon and fluorescent lighting.



Increasingly active in assessing 3D printing technologies, our R&D Team is also working on the integration of solar panels in the signs and canopies.

Such innovations reduce the ecological footprint of our products by reducing the amount of material needed and reducing the energy consumption.

SIGNAGE

Pattison Sign Group's foundation, dating back to 1904, is traditional signage. We made excellent signs in the past, and we continue to make excellent signs today and for the future.

Branding is a combination of all the experiences your customers have with your business. Often, this experience starts with your signage. Whether it's exterior or interior, signage is a powerful medium guiding customers and expressing who you are, what you do, and where to find you. With turnkey solutions, we guide our customers with leading exterior and interior architectural solutions that enhance spatial identities.

For nearly 120 years in the sign business, we have been partnering with and transforming world-class brands from automotive to retail, QSR restaurants to financial enterprises. By combining creativity, innovation, and customer service excellence, we have delivered strategic signage, from single custom projects to large corporate programs, across North America.

While signage continues to be a pillar of our company, we build from this extensive experience to expand our offerings into other branding opportunities, namely our Digital Experiences (DEX) division-now an established pillar of PSG.





FACILITY BRANDING AND CONSTRUCTION

Traditionally, signage serves as a conduit for projecting a company's corporate identity and effectively communicating its brand to both prospective customers and the general public. In the realm of facility branding, a company's image is not only articulated through signage but also intricately woven into the very architecture of its edifice, thereby amplifying the potential of the building's exterior as a dynamic canvas for brand representation. Increasingly, the notion of facility branding is expanding in the North American marketplace, and we take immense pride in being a leader in bringing this innovative concept to our customers.

Facility branding is a cost-efficient, environmentally friendly strategic practice of infusing a company's brand identity and messaging into the physical attributes and design elements of its buildings or facilities. Using the existing building structure, facility branding involves incorporating the brand's essence into architectural features, interior design, and the overall aesthetic of the space. At PSG, we use the latest technology to provide turnkey services in facility branding.

Obtaining on-site geometrical data has always been a challenge in the sign industry. Architects, general contractors, engineers, and subcontractors rely on accurate, detailed information to be able to deliver the best architectural design and implementation solutions.

We use the latest 3D laser scanning technology for field measurements and to document existing on-site conditions. Laser scanning offers a safe, accurate, and efficient method to measure the finer details of complex geometries, with a higher definition than traditional survey methods.

The acquisition of BestWorth Rommel during the reporting period, along with our greenfield investment in Albuquerque, enhanced our capacity in facility branding services, canopies and other architectural elements. Combining this expertise to our accumulated experience in these areas is positioning us to be a leader in facility branding and construction in North America.

Basically, in facility branding, we use recyclable materials (mainly aluminum and aluminum composite panels) to repurpose an existing building by transforming its facades and overall aesthetic to convey the image of the company.

Not only does the signage convey the company's branding, but also the building envelope. Components of facility branding are designed and manufactured in our facilities, with the installation done on site, usually within a few days, thus reducing the disruption caused by a major retrofit a building's envelope.

The photos below show before-and-after views of a facility branding project.





DIGITAL EXPERIENCES

Our newly created digital signage division, Digital Experiences (DEX), offers customers a complete digital brand experience, including software, hardware, content management and content hosting in both interior and exterior spaces. With our design, implementation, and content management programs we are providing brands with authentic digital experiences for their customers.

DEX is a creative strategic digital signage agency of hyper-specialists in digital signage solutions and digital applications. We develop custom digital experiences according to our clients' goals and effective solutions to streamline their operations while strengthening the links between the brand and its customers.

Focused on research and development, while being aligned with the reality of each clients' business plan, our solutions are user-friendly, powerful, and functional. With DEX, we use our knowledge of hundreds of major projects and thousands of recognizable digital spectaculars to offer a unique customer experience for North America's leading brands.

Further, during the reporting period, we continued to build our capacity to design and manufacture digital menu boards, drive-thru digital systems, and electronic message centres. We have also continued to develop solid experience in the design and manufacturing of LED digital signage displays for various applications and for indoor and outdoor environments.

By exploiting our ability to manufacture LED digital boards, and by combining our boards with specialized components bought and completing the manufacturing process ourselves, we have gained tremendous efficiencies.



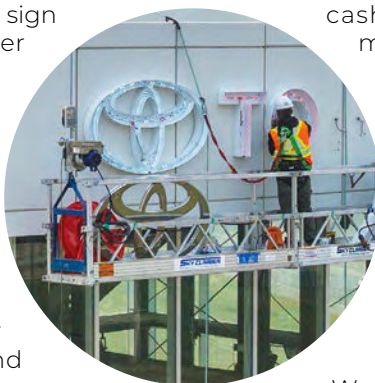
MAINTENANCE SERVICES

Your brand's image is more than its logo. It makes an impression on consumers, it creates recognition, and it builds credibility.

As a pillar of our company, our maintenance services offer comprehensive quality care options to protect the brand image conveyed by a brand's signage. Working with a network of sign professionals, we offer flexible sign maintenance programs that cover preventive maintenance, scheduled and reactive servicing, lamp replacement to energy-efficient upgrades, along with emergency repairs.

The benefits of our maintenance services include protecting your brand, extending the life of your branded assets, minimizing liability due to unreported damages, and identifying non-compliant signage, thus providing a peace of mind regarding your signage. Basically, behind the scenes, we manage the brand assets of our customers and thoroughly take care of them to ensure functionality, safety, and efficiency.

Our maintenance services can be offered to products owned by the customer, or to the leased products owned by PSG but used under lease by the customer.



LEASING SERVICES

A leader in the industry with our all-inclusive leasing services, PSG has a strong, robust portfolio of leased signs in North America; to our knowledge, it is the only program of its kind in the North American sign industry that does not use third party financing. Leasing offers many financial advantages to our customers, including saving on capital expenditures, improved cash flow, reduced operations and maintenance costs, and built-in brand management. Our lease plans include the following potential components: capital financing, maintenance, insurance, and administration. This service can also include US personal property tax fillings and US sales-and-use tax remittances. We currently lease 29,000+ signs throughout North America.

We also offer LED sign financing, as an alternative to bank loans, with no collateral requirements or impact on bank covenants.

Like most outdoor assets, signs can have technical problems, or be the object of vandalism. In addition to our flexible commercial sign maintenance program, we offer a comprehensive insurance coverage option for the digital signage we sell. This includes property and personal injuries insurance, which provides coverage in case of sign vandalism.

IT AND COMMUNICATION INFRASTRUCTURE

We continuously make significant investments in IT and communication technologies. As a North American company operating from several locations and working with many global companies, we extensively use video conferencing in our business operations. Relying on efficient video conferencing services rather than having on-site meetings reduces costs, and materially reduces the carbon footprint of the business operations.

A MODEL OF LEADERSHIP

BETSY EWART

KNOXVILLE, TENNESSEE
VICE PRESIDENT SALES - US

The leadership of a company is only as good as the leadership manifested by its employees.

Betsy Ewart is an example of leadership at Pattison Sign Group.

Betsy was part of the first group of employees hired to establish our Knoxville office in 2009, in the position of Senior Relationships Manager.

2009 was a rough period for car manufacturers, which led to major rebranding exercises of car dealerships in North America. Actively working with brand managers, Betsy has fond memories of those boardroom meetings with executives of major car manufacturers where their brands were reinvented, and eventually deployed in thousands of locations throughout North America.

“They wanted their 6-inch square logo to be presented as jewelry in the sky. Our job was to make it happen”, Betsy reminisces about her early day experiences at PSG.

In 2012, Betsy left PSG to pursue another opportunity in a smaller sign manufacturer, in a position that included sales, but with operations responsibilities as well. Despite her significant contributions in the growth of this company, she realized that her passion was in customer relations and in sales.

She came back to PSG in 2018 in the position of National Sales Executive. “I missed the opportunity of working for a big, stable company, and I wanted to come back home with friends”, says Betsy.

During the reporting period, Betsy was promoted to the position of Vice President Sales – US, where she can express her creativity, dynamism, and passion in working on the branding of Fortune 100 and Fortune 500 companies. Again, through her leadership and teamwork, Betsy allows us to achieve significant growth in the US sign market. Internally, Betsy is a member of our corporate



Serving several of the largest brands in North America, the creativity of our brand experts and the quality workmanship of our manufacturing colleagues are visible in thousands of locations throughout North America. It is a privilege to be part of these successes.



BETSY EWART

Knoxville, Tennessee

Environment Team, where she plays a leadership role and acts as a mentor within the team. Externally, Betsy is involved in the International Sign Association, notably within its Women Leading in Industry initiative.

Betsy devotes her weekends to hiking and enjoying Tennessee’s great outdoors.

A daughter of a musician, and herself a former violinist in her university’s orchestra, Betsy now expresses her love for music by being a devoted fan of her teenage daughter’s rock band. And enjoying every minute of it with the same passion that she manifests in all her enterprises.



PARTNERS

With our network of sign professionals continuously evolving, PSG establishes quality partnerships throughout North America. We have some of the strictest installer qualifications, vetting criteria and policies in the industry, with stringent processes to make sure our partners meet rigorous guidelines. To ensure excellence in customer services, individual install companies are screened on an on-going basis to ensure they possess the right equipment and knowledge to install or service any of our products. Emphasis is placed on our subcontractors having a health and safety program that satisfies or surpasses our requirements. They are also required to submit an inspection report on each completed and installed project.

During the reporting period we received partner feedback on the vetting process documentation. Currently, we are simplifying the process without compromising our industry-leading standards.

In parallel, we have decided to pause our Installation Network Recognition Awards program. This award recognizes our installation partners that have provided consistent commitment, superior quality, and service support. We are currently reassessing the process and criteria for this award, along with defining a new approach to better reach out to our partners regarding this program. It is our intention to re-launch this program in the next reporting period.

Signs integrate different materials and various components. While most materials and components are readily available from global suppliers, some components are specialized to the signs that we manufacture. We have agreements with subcontractors to supply us with specific, specialized components that are integrated in the signs that we manufacture, and we maintain regular contacts, notably through site visits, with these partners. The countries where we subcontract the supply of specialized components are China, France, Mexico and Vietnam.

During the reporting period, we formed a partnership with a large European manufacturing company, for the North American market, to manufacture and install signs for a major car company.

We are committed to continue to work with our partners regarding best practices for the supply of specialized components, the installation of signs, and best practices to achieve sustainability objectives.

A MODEL OF PARTNERSHIP

WINNIPEG'S MAIN SPORTS ARENAS

WINNIPEG, MANITOBA, CANADA

In 2021, True North Sports + Entertainment engaged in a new strategic relationship with Canada Life to rename the home of the Winnipeg Jets of the National Hockey League and the Manitoba Moose of the American Hockey League to *Canada Life Centre*.

Recognized as one of the premier sports and entertainment venues in North America, the *Canada Life Centre*, in downtown Winnipeg, Manitoba, hosts more than 140 events per year.

Pattison Sign Group joined this partnership by providing the exterior signage for the arena, along with signage on the large scoreboard at centre ice.

Natasha Cornwall, Team Lead in our Toronto office, was responsible for this project.

"It's always exciting to work on high-spec projects such as the *Canada Life Centre*", said Natasha. "Our sales and branding teams understood the needs of the customers, and our manufacturing teams in Orillia and Edmundston delivered high-quality products that project a positive image of Canada Life and the sports and entertainment venue."

A year later, in 2022, True North Sports + Entertainment engaged in the rebranding of the training facility of their hockey teams. True North partnered with Scotiabank to rename the four-rink multiplex located outside Winnipeg's west Perimeter Highway to *hockey for all centre*. Scotiabank's positioning is part of their *Hockey for All* platform which is committed to drive diversity, equity and inclusion in the game by breaking down cultural and financial barriers.



I am blessed to work for such an amazing company that allows me the ability to work with such great partners.



NATASHA CORNWALL

Team Lead, Custom and Conversions
Toronto, Ontario

Collaborating with True North and Scotiabank, PSG worked on the branding of the exterior signage for this facility, and our manufacturing teams delivered and installed the new signs, along with a pilon rebrand.

"It is through partnerships built on trust that we can achieve success" Natasha reenforced. "To be able to see your work live and in color is such a magical feeling!"

A mother of twin teenage boys, Natasha Cornwall has built partnerships at PSG since 2004.

AWARDS

In order to recognize the excellence in our employees, and their contributions to the success of the company, we have instituted several prizes at the corporate level. These awards complement the prestigious Personal Achievement Award, a program of our parent company, The Jim Pattison Group, to recognize top performers for each of its divisions. The awards for the reporting period are listed below.

Most of our locations also have *Employee of the Month* and *Employee of the Year* programs, some for both the manufacturing and the office personnel. These awards recognize the contributions of employees at the local level within our significant locations of operations.

PERSONAL ACHIEVEMENT AWARDS – THE JIM PATTISON GROUP

Each year, The Jim Pattison Group recognizes the top performers from each of its divisions who deserve special recognition for their exceptional performance and achievements.

2021	CHRISTIAN MOREL	Edmundston	NB	Team Lead, IT Tech Support
	JOHN SPORSEN	Knoxville	TN	Director Project Management - US
2022	KIM KING	Knoxville	TN	Manager of Procurement
	LUCE LAVOIE	Edmundston	NB	Senior Director, Business Development and M&A

The other nominees to the Personal Achievement Award of the Jim Pattison Group were:

2021	ÉRIC THIBODEAU EDMUNDSTON - MANUF. NB WELDER	SOLANGE ROUSSEAU OTTAWA/MONTREAL RECEPTIONIST/ASSISTANT
	MALIA HELMS HEATH SPRINGS SC PURCHASER	LORETTE FIORE TORONTO ON TEAM LEAD
	NICOLE LARIVIÈRE ORILLIA ON PRODUCTION SCHEDULER	DAREN FILIPENKO WESTERN ON DESIGNER
2022	LEE VELKY ALBUQUERQUE NM ESTIMATOR	CHRISTIE SMITH KNOXVILLE TN TEAM LEAD
	GEORGES LEVESQUE EDMUNDSTON - MANUF. NB CNC OPERATOR	KEVIN MAJURY ORILLIA ON STOCKROOM CLERK
	FRANCE NADEAU EDMUNDSTON - OFFICES NB PROJECT MANAGER	KARINE MALTAIS OTTAWA/MONTREAL KEY ACCOUNT MANAGER
	JENNA MILLER HEATH SPRINGS SC TRANSPORTATION MANAGER	NATASHA CORNWALL TORONTO ON TEAM LEAD, CUSTOM AND CONVERSIONS
	JOSHUA STROUD HEATH SPRINGS SC MOM TEAM LEAD	DOROTA JUREWICZ WESTERN CANADA DESIGNER
	GREG MCMULLEN KNOXVILLE TN SUPERVISOR PROJECT MANAGEMENT	

OPERATIONS PERSON OF THE YEAR – CANADA & US

The award of Operations Person of the Year – Canada & US recognizes the level of operational excellence of our employees at the corporate level.

2021
2022



CHRISTIAN DUCUAY	Edmundston	NB	Director of Operations & General Manager, Eastern Region
RONNIE HARTSELL	Knoxville	TN	Director Project Management - US
PIERRE PELLETIER	Edmundston	NB	Technical Strategies and National Account Manager
STEVIE WEBB	Knoxville	TN	Account Director

VALUES AWARDS

The Values Awards recognize employees who have embodied the values of the company and have made significant contributions that showcase these values.

2021
2022



TEAMWORK

JANICE GLYNN
Toronto | ON
Team Lead

INNOVATION

MICHEL SERRY
Edmundston | NB
Director of IT

CUSTOMER SERVICE

REGINA HARMON
Knoxville | TN
Director, Maintenance & Sales Development

QUALITY

CINDY KING
Knoxville | TN
Management - US

INTEGRITY

NATASHA CORNWALL
Toronto | ON
Team Lead, Custom and Conversions

TEAMWORK

DENNIS COUGHLIN
Knoxville | TN
Supervisor Facility Branding

INNOVATION

JAMES MEYER
Knoxville | TN
Sales And Operations Engineer

CUSTOMER SERVICE

BIANCA POLIQUIN
Dorval | QC
Director, Content And Customer Experience Strategy

QUALITY

JOANNE TADESON
Toronto | ON
Key Account Manager

INTEGRITY

JOHN SPORSEN
Knoxville | TN
Director, Project Management – US

CUSTOMER CHAMPIONS

The Customer Champions award recognizes employees who have gone above and beyond in working with our customers.

2021

MONIQUE CARON
Edmundston | NB | Key Account Manager

DERRICK PESTERFIELD
Knoxville | TN | Account Director

JANICE GLYNN
Toronto | ON | Team Lead

WENDY ZAMBIK
Surrey | BC | Designer

HELENE HAMMOND
Ottawa | ON | Account Director



2022

MONIQUE CARON
Edmundston | NB | Key Account Manager

DERRICK PESTERFIELD
Knoxville | TN | Account Director

HELENE HAMMOND
Ottawa | ON | Account Director

STEVIE WEBB
Knoxville | TN | Account Director

MOISES LOPES
Toronto | ON | Senior Financial Analyst

SALES AWARDS

Every year, PSG recognizes outstanding achievements in sales. In 2022, we introduced the Anthony Hollyoak Memorial Award to recognize the legacy of PSG's most successful salesperson in the company's history, who passed away earlier that same year.

ANTHONY HOLLYOAK AWARD

The Anthony Hollyoak Memorial Award is presented to the Top Sales Executive in dollar volume with at least \$15M in annual volume.



2022

**INAUGURAL
AWARD
RECIPIENT:**

ED MACKLE
Knoxville | TN

LIFETIME ACHIEVEMENT

2021

LUC DUGUAY
Ottawa | ON

ROGER GHANTOUS
Ottawa | ON



2022

GUY FRENETTE
Dorval | QC

SCOTT NEWBY
Knoxville | TN

ED MACKLE
Knoxville | TN

TORY WEBB
Surrey | BC

PRESIDENT'S WINNER CIRCLE – PLATINUM AWARD

2021

GUY FRENETTE
Dorval | QC

ANTHONY HOLLYOAK
Toronto | ON



2022

ROGER GHANTOUS
Ottawa | ON

SCOTT NEWBY
Knoxville | TN

GUY FRENETTE
Dorval | QC

ANTHONY HOLLYOAK
Toronto | ON

ROGER GHANTOUS
Ottawa | ON

SCOTT NEWBY
Knoxville | TN

PRESIDENT'S WINNER CIRCLE

2021
ERIC COLLIN
Dorval | QC

ANTHONY DIMARCO
Toronto | ON

LUC DUGUAY
Ottawa | ON

BETSY EWART
Knoxville | TN

GUY FRENETTE
Dorval | QC

ROGER GHANTOUS
Ottawa | ON

ANTHONY HOLLYOAK
Toronto | ON

ALEX LONG
Penticton | BC

ED MACKLE
Knoxville | TN

CHRIS MCGRATH
Toronto | ON

JONATHAN MCKERCHER
Dorval | QC

SCOTT NEWBY
Knoxville | TN

TORY WEBB
Surrey | BC

2022
ERIC COLLIN
Dorval | QC

LUC DUGUAY
Ottawa | ON

BETSY EWART
Knoxville | TN

GUY FRENETTE
Dorval | QC

ROGER GHANTOUS
Ottawa | ON

ED MACKLE
Knoxville | TN

CHRIS MCGRATH
Toronto | ON

JONATHAN MCKERCHER
Dorval | QC

SCOTT NEWBY
Knoxville | TN

TORY WEBB
Surrey | BC

EMPLOYEES OF THE YEAR / MONTH

PSG sites have programs to recognize “Employee of the Month” and “Employee of the Year”. These programs are appreciated by the employees, and they constitute a source of motivation and engagement for the employees. While being a friendly competition, recognized employees receive token benefits such as a photo in a prominent location; a dedicated parking space for the month; gift cards; extra time off; etc. Regardless of title or role, employees from various sectors of the company have been recognized for their dedication, hard work, and contributions to the quality of the work environment in our various facilities.

EDMUNDSTON | EMPLOYEE OF THE MONTH – MANUFACTURING

	2021	2022
JANUARY	RICHARD ROUSSEL	PAUL DUFOUR
FEBRUARY	FRÉDÉRIC SIROIS	DOMINIK SIROIS
MARCH	LUCIANO ABLAO	JIMMY LANDRY
APRIL	YVES BÉRUBÉ	STEVEN GABOURY
MAY	STEVE R. NADEAU	SERGE ST-ONGE
JUNE	LUCIE THÉRIAULT	STÉPHANE THIBODEAU
JULY	JERRY COUTURIER	MICHEL GUERRETTE
AUGUST	STÉPHANE BOSSÉ	TINA DUGAS
SEPTEMBER	EMMANUEL PICARD	MARIELLE CLAVETTE
OCTOBER	LUCIANO ABLAO	RICHARD ROUSSEL
NOVEMBER	JIMMY LANDRY	RÉMI BEAUPRÉ
DECEMBER	JONATHAN LEMIEUX	RONALD TURGEON

EDMUNDSTON | EMPLOYEE OF THE MONTH – OFFICES

	2021	2022
JANUARY	ÉRIC MOREL	ANNICK BABIN
FEBRUARY	SYLVAIN BOSSÉ	CLAUDIA VOGT
MARCH	BOBBY LAGACÉ	SYLVIE MICHAUD
APRIL	-	SCOTT LULL
MAY	RENÉE BELZILE	PAUL MARTIN
JUNE	PATRICK PICARD	MARIO BLANCHETTE
JULY	KAREN MCCLUSKY	BOBBY LAGACÉ
AUGUST	SCOTT LULL	-
SEPTEMBER	DOREEN PELLETIER	MARC NADEAU
OCTOBER	VICKY BOUCHER	FRANCE NADEAU
NOVEMBER	NATHALIE CHOUINARD	KRISTINE LARADE
DECEMBER	ANDRÉ CHARRETTE	RENÉE BELZILE

HEATH SPRINGS | EMPLOYEE OF THE MONTH

	2021	2022
JANUARY	DAVID BRANHAM	TODD BROUGHTON
FEBRUARY	MALIA HELMS	-
MARCH	GARY DEESE	-
APRIL	GLENDA WILLIAMS	VALENTIN TAPIA
MAY	DANNY RONE	-
JUNE	MICKEY HILTON	CURTIS WILLIAMS
JULY	DEAN GARDNER	-
AUGUST	BAM MARTIN	CHARLES CLARK
SEPTEMBER	RICHARD EVANS	-
OCTOBER	ISAAC THOMAS	JENNA MILLER
NOVEMBER	BARBARA CHURCH	SCOTTIE IZZARD
DECEMBER	MIKE LEE & DAVID BRANHAM	COREY BROWN

KNOXVILLE | EMPLOYEE OF THE MONTH

	2021	2022
JANUARY	-	JASON MOORE
FEBRUARY	-	MORGAN PERFETTO
APRIL	CINDY KING & RONNIE HARTSELL	MANDA PYATT
JUNE	-	KIM KING
AUGUST	-	STEVE SHEIBLEY
SEPTEMBER	DANI COLLINS	RACHEL MILLER & MORGAN ONDREJKA
NOVEMBER	-	SELENA PRICE
DECEMBER	SARA BENSON	EZRAH HOBBY

TORONTO AND WESTERN | EMPLOYEE OF THE MONTH

	2021	2022
JANUARY	LORETTE FIORE	JIM FOSTER
FEBRUARY	NEIL OLIVIER	NICOLE LARIVIÈRE
MARCH	CARA SABATINO	NATASHA CORNWALL
APRIL	JOANNE TADESON	SUSAN MILLER & KIM CERVANTES
MAY	DON BARNETT	GINA CHOI
JUNE	STEPHANIE KELLY	RICK FERRARA
JULY	WIDA PAIKAR	GEORGE JOHN
AUGUST	RAJ OZA	JENNIFER TAIT
SEPTEMBER	LEE-ANN MCMAHON	SANDY ROBATHAN
OCTOBER	ANDREA KOSTECKI	DONNA ESMONDE
NOVEMBER	SHELLY BEREZNICKI	MARIE HALL & NATHAN FRANK
DECEMBER	DIEGO LE	ALECIA WALTERS

Because of the work conditions imposed by the COVID-19 pandemic, not all monthly prizes were awarded.

PSG ACADEMY

As a progressive company, we promote a culture of learning and training for our employees. The PSG Academy is a program we launched to develop our current and future leaders.

The purpose of the PSG Academy was to grow our leaders within the company. Consisting of leadership training spread over an eighteen month to two-year period, the PSG Academy integrated classes of up to 10 PSG employees, from all our sites, who were occupying leadership positions, or who were seeking to develop the abilities needed to be in a leadership position in the future.

The last three active cohorts graduated during the reporting period. Over the last five years, 38 employees have graduated from the program. Some of these employees were promoted in available positions or had their responsibilities expanded since their graduation in the program. Others integrated their newly acquired abilities in their current positions.

At the corporate level, we have implemented several projects that emanated from the PSG Academy, and we are continuously assessing all the ideas and innovations that were generated by the participants of the PSG Academy.

Under our commitment in developing our human resource skills at the leadership level, we are assessing this program and its results, with the intention of continuing to develop our leaders through training and experiences.



GLOBAL COVID-19 PANDEMIC

The reporting period was again characterized by the global pandemic caused by the novel coronavirus (2019-nCoV), otherwise known as COVID-19.

As with all North American corporations, we were also impacted by the COVID-19 pandemic, both in our manufacturing facilities and in our offices. While the post-pandemic period remains challenging, we feel that we have turned a corner, with our activities ramping up more than ever.

While we practically reintegrated all our office and manufacturing employees, we also had to do substantial new hirings, notably in our manufacturing facilities, in Canada and in the US. The competitive labor markets in the areas of our manufacturing facilities, along with increases in labor mobility, brought unexpected challenges in these hirings. Nonetheless, we were receptive to the expectations of the labor forces in these respective areas, and we adjusted accordingly the salaries, benefits and work conditions in our manufacturing facilities.

At the operational level, and with great care, we followed all government regulations, as well as hygiene and sanitation best practices to minimize the probability of transmission of the virus in our facilities and offices. As a result of our diligence in establishing sound and pragmatic protocols to protect our employees, at no time did we have transmission clusters within our facilities and offices.

For most of the reporting period, our office employees continued to mainly work from home, and our sales employees continued to minimize their travels to meet customers in person. Again, our continuous and significant investments in our IT and communications infrastructure, coupled with the support of our IT experts, allowed us to seamlessly transform our administrative operations to a broad-based work-from-home approach.

Currently, our office employees are mostly all on a hybrid work schedule that brings them to the office three days per week. We continued to engage in other forms of social meetings to mimic the hallway and water cooler discussions in the office, which are so vital to a strong and healthy work culture.

With the introduction of a new work-from-home model for our office employees came additional challenges: performance evaluation. All necessary tools were provided to our managers to be comfortable in assessing the performance of employees in a work-from-home model. Nonetheless, we are still having work-from-home options, and we are working on identifying performance metrics that will allow us to have transparent performance assessments of our office employees working from their homes.

Beyond the human resource aspect of these new work conditions, the positive aspect of these measures is a significant reduction in greenhouse gas emissions due to limited travel to the office, the reduced consumption of electricity in the office, and the reduced air travel by our employees.

On a go-forward basis, we intend to assess the efficiency of our work and the acceptance of our work-from-home practices, while assessing the impact that a work-from-home model would also have on our need for office space.

Our COVID-19 response continues to be coordinated by the Leadership Team. With regular, structured meetings, our actions are focused on our obligations to meet, or surpass, the government regulations in the various jurisdictions we operate, while being responsive to the needs of our employees.

TAKING CARE OF OUR EMPLOYEES

At PSG, we strive to offer the best, and safest work conditions for our employees. This has positive impacts, not only on the health of our employees, but also on the quality of our products.

While the processes within our manufacturing facilities are continuously assessed, adapted, and improved to achieve the above goal, each of our facilities have implemented actions that provide good working conditions for our employees.

MANUFACTURING FACILITIES

During the COVID-19 pandemic, we continued to look forward by investing in our manufacturing facilities and offices. The lists below are some of the improvements that were made during the reporting period.



- Manufacturing employees now have a 4-day work week, from Monday to Thursday, leaving them more time for personal obligations and family activities. Every week has a long weekend, allowing more time to enjoy the natural wonders of the Edmundston region.
- On a voluntary basis, office employees can work from home up to two days per week; we ensure that those who benefit from this opportunity have the right tools to be able to work efficiently from home.
- Containers have been installed in our yard to store some materials, allowing for better protection from the weather and making it easier to assess inventories.
- The transformation to LED lighting was completed.
- Promote physical activities and good health by offering an ice hockey rink and a basketball court in our yard.
- Gifts are provided on several occasions, with the gifts coming from local products.

ALBUQUERQUE

- All tooling is 100% electric powered, resulting in zero GHG emissions from within our facility.
- Purchased an electric powered forklift, thus improving the air quality inside the facility, and resulting in zero GHG emissions from within our facility.

ARLINGTON

- A new CNC Table was installed

EDMUNDSTON

- A significant investment has been made in our thermoforming ovens to reduce non-conformity and to increase the possibilities of manufacturing new products.
- Preparation work has been done to integrate a new 5-axis CNC table to prepare thermoforming molds.

HEATH SPRINGS

- Offering 4 days x 10 hours work schedule; approximately 50% of the employees are currently benefiting from these work conditions.
- Continuously develop jigs and tooling to increase productivity and increase the safety of the personnel.
- LED lighting has been installed in the manufacturing plant.
- Organized workshops focused on personal well-being are offered to all employees.
- Biometric screening of employees (on a voluntary basis), and individual coaching.

ORILLIA

- On a quarterly basis, lunch is provided and shared with the employees; local restaurants cater these meals on a rotating basis.

A woman in a pink jacket and a child in a blue jacket are walking away from the camera on a gravel path through a forest. The woman is holding the child's hand. Sunlight filters through the trees, creating a warm, golden glow. The path is covered with fallen leaves and surrounded by dense green foliage.

SUPPORT FOR EMPLOYEE WELL-BEING

All PSG facilities and offices offer Employee Assistance Programs (EAP) through third party organizations. Whether an employee has dependence problems, mental health challenges, or any other symptoms that affects their well-being, they have access to services to help them manage. Information on accessing these services is available throughout the facilities and offices, where information can be noted in full discretion by concerned employees.

Following a successful implementation in our US operations, virtual health care support is now also offered to all employees as part of our existing health care packages. Through this service, employees can consult, in a virtual format, with health care professionals. This service was particularly valued and useful during the COVID-19 pandemic.

EDI LEADERSHIP COUNCIL

EQUITY, DIVERSITY AND INCLUSION

Building on our experiences with the Toronto EDI Leadership Council, reported in our CSR 2020, a corporate level EDI Leadership Council was created during the reporting period. The mandate of the Council is to act as a catalyst and a champion to raise awareness and to promote the importance of equity, diversity and inclusion in the workplace.

Operating under the watchful eye and guidance of our president Marco Calabretta-Duval, the EDI Leadership Council is led by three employees who are recognized as having the abilities to listen, learn, act, and create consensus on delicate topics. **Nikki Boechler**, **Christian Duguay** and **Wendy Webb** represent PSG's three main regions, namely, Central and Western Canada, Eastern Canada, and the US, where they are leading the regional EDI Leadership Councils.

The EDI Leadership Council focuses on employee education activities of various forms. The Council also acts as a voice for all employees regarding EDI issues in the company, or in specific locations. While activities are coordinated at the corporate level, it remains that regions, and even specific locations, have independent actions and activities, which are defined to address issues of interest in these specific locations.

The EDI Leadership Council also acts as a sounding board for adapting the corporate and HR policies to reflect the notions of EDI at PSG.



Nikki Boechler

Nikki Boechler, Director of Operations – Western Canada is based in our Surrey, British Columbia office and works out of Penticton, British Columbia. Nikki has been working at PSG for over 15 years. A proud member of the LGBTQ+ community, Nikki leads the EDI Leader-

ship Council for Central and Western Canada. During the reporting period, the Central and Western Canada EDI council focused on information sessions and activities on topics such as mental health, Black History Month, National Indigenous History Month, and Women History Month.



Christian Duguay

A long serving employee who has occupied several positions in the company since 1999, **Christian Duguay** was recently promoted to Vice President and General Manager – Eastern Canada. Christian is the driving force of the social and community engagements in our Ed-

mundston location, making him an ideal person to lead the EDI Leadership Council for Eastern Canada. During the reporting period, the main EDI activities in the Eastern region were information sessions on mental health, autism, diversity in organizations, and indigenous people. Events were also held to recognize initiatives such as Pride Week and the International Women Day



Wendy Webb

is now Manager, Process Improvement and Training.

With PSG since 2009, **Wendy Webb** is a pillar of our Knoxville office, from where she plays a significant role in all our locations. Leveraging her broad scope knowledge of the company, combined with her pragmatic approach to solving problems, Wendy

The US-based EDI Leadership Council approaches its mandate through a lens of opportunity to learn. Like other regions, the EDI Leadership Council in the US concentrated on information

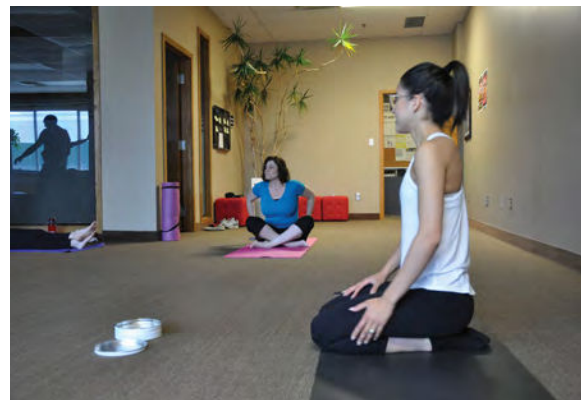
sessions, notably on mental health and embracing equity, and they distributed monthly memos on EDI initiatives, such as Black History Month, Women's History Month, Veterans Pride Month, Juneteenth, and Asian History Month.

The EDI Leadership Council in the US has created an electronic newsletter, entitled *Get To Know Me*. The objective of this initiative is to break down barriers between people, and to expand perceptions in how we see and know our colleagues. Further, under the umbrella of *Get to Know Me*, our Heath Springs facility organized a potluck on the theme of *What I like to Cook Best*. Food was shared, and stories were told, bringing together our employees to learn about different cultures through food.

PSG FIT (EDMUNDSTON, AND OTHER OFFICES)

The PSG Fit initiative continues to adopt innovative approaches to bring employees together in doing physical and well-being activities, thus creating opportunities for colleagues to meet, exchange and discuss outside of the direct work environment. Activities range from social walking and running, yoga classes, and sporting activities.

Our Edmundston facility continues to be particularly active in setting up physical activities for the office employees to enjoy during the day. Along with snowshoeing, the ice rink continues to be a well appreciated infrastructure for our employees, who can take a breath of fresh air by going skating or to play a quick game of hockey. A friendly, 6-team internal hockey tournament was recently held. Further, during the reporting period, the Edmundston facility installed basketball and volleyball courts, for the summer activities. For their part, our manufacturing employees in Edmundston have opportunities to do exercises during the workday.



OUR JOURNEY TO SUSTAINABLE DEVELOPMENT

PSG recognizes that corporations in general, not only in the sign industry, are affected by sustainability trends. We take this very seriously and we strive to remain an industry leader on these issues.

At the corporate management level, we have a senior vice president position who, as part of their purview, tackles sustainability issues. The environmental aspects of our sustainable development initiatives are coordinated with our Environment Team. Acting at the corporate level, the team has the mandate to research, develop, and recommend actions, targets, and goals which will be rolled out to our offices and manufacturing facilities. We also have local environment teams with mandates to provide direction and implement initiatives to reach the objectives and achieve the results expected in our sustainable development initiative.

There is a growing trend to design and manufacture signs with small ecological footprints, both at the manufacturing level (e.g. using materials that have sustainability characteristics) and the operational level (e.g. signs with low energy consumption). The resulting opportunities are guided by both economic and environmental considerations in designing and manufacturing our customers' products. We achieve this balance by being in constant communications and working with our customers and suppliers.

On the other hand, PSG is part of the supply chain of several global companies. Most of these customers have their own sustainability requirements, which affect the design and the manufacturing of our signs. Again, we work proactively with our customers to ensure that we remain ahead of the curve with respect to their sustainability requirements.

The transportation of our products to the installation sites continues to be an opportunity for improvement as we implement sustainability principles in our operations. We have developed a corporate culture of maximizing and optimizing loads when we ship products across the continent. We also make production planning of our manufacturing facilities to minimize the distance of transportation of our products.

As a corporation, we subscribe to several externally developed charters or principles (listed below) and we are member of several industry



organizations and most Chambers of Commerce and economic development agencies where we have manufacturing facilities and offices. We regularly assess our memberships and adherence to external charters and principles.

Addressing our sustainability issues is a strong motivation for us to continue to work with our customers and to engage our employees. Furthermore, it pushes us to be on top of the latest developments and best practices to ensure that we remain a leader in our sector and a good corporate citizen in general.



ENVIRONMENT TEAM

The objective of the Environment Team is to advise and assist PSG Leadership Team and employees on best practices and optimal ways to reduce our impact on the environment, while making PSG a more sustainable company. The Environment Team is composed of 12 employees, representing all levels of the company, and all its regions.

During the reporting period, the Environment Team worked on a new Environmental Policy, and it led several initiatives to increase engagements towards sustainability issues, at work and at home. Initiatives include holding information sessions on environmental issues, publishing a newsletter, and setting targets to reduce our GHG emissions.

The Environment Team focuses on the reduction of our GHG emissions. We have been tracking our GHG emissions for the last decade, and we have achieved significant reductions in our emissions (See the section on Material Aspects for the data regarding our GHG emissions).

Nonetheless, we continue to implement GHG emissions reductions initiatives. In the reporting period, our Heath Springs and Orillia manufacturing facilities and our Knoxville office have been upgraded to LED lighting. We also regularly check the calibration of our HVAC systems to ensure efficient operations.

In preparation for the move to our new office in Pickering, we are changing the lighting of this space to 100% LED. We are also assessing the lighting in the newly acquired facilities, where it is planned to migrate to full LED lighting.

The Environmental Team also focuses on reducing waste in general, and reducing single use plastics in our facilities. This is achieved by sharing ideas and best practices, by hosting information sessions, and by initiating friendly challenges.

GUIDING PRINCIPLES OF THE PSG SUSTAINABLE DEVELOPMENT INITIATIVE

- Commitment by the Executive and Senior Management Teams of PSG;
- Covers the triple bottom line of sustainable development, namely economic prosperity, social considerations and protection of the environment;
- Accountable to customers, employees, communities and owner;
- Builds on a foundation of honesty and integrity to assure the credibility of the initiative;
- Incremental in scope and in time; and,
- Promotes employee engagement.

OBJECTIVES OF OUR CSR

- Provide a framework to document the triple bottom line of PSG (economic, social and environmental performances);
- Provide a framework to analyze the current practices at PSG, to identify areas for improvements and to set goals;
- Inform the various stakeholders of PSG – customers, employees, suppliers, communities, our owner;
- Provide a mechanism to better address the concerns and needs of our customers; and,
- Allow PSG to be a better, more informed, corporate citizen.

STAKEHOLDERS OF OUR SUSTAINABLE DEVELOPMENT INITIATIVE

- Current and potential customers;
- Current and prospective employees;
- Family of employees and the communities where PSG is present;
- Public in general; and,
- Owner.

CHARTERS OR PRINCIPLES ADHERED BY PSG

- International Organization for Standardization (ISO)
- Canadian Standards Association (CSA)
- Underwriters Laboratories (UL)
- International Sign Association (ISA)
- Sign Association of Canada (SAC) and its provincial branches
- Workplace Hazardous Materials Information System (WHMIS)
- Canadian Welding Bureau
- Occupational Health and Safety Acts in various jurisdictions where we operate

MATERIAL ASPECTS

The *Material Aspects* are those that reflect the organization's economic, environmental, and social impacts; or substantively influence the assessments and decisions of stakeholders. Thus, using the best available reporting principles and practices allows us to focus on material aspects that are important for PSG, and our stakeholders, through the process of reporting and the disclosure of significant indicators for the sustainability of the company.

The material aspects reported have been identified in our previous Corporate Sustainability Reports. In the preparation of this current report, a review of the material aspects was performed; it is felt that these material aspects are still relevant as indicators for the sustainability of the company. As we move forward with our sustainability initiatives, we intend to continue and enhance our dialogue with our stakeholders and adjust, as needed and if relevant, the material aspects we will report on in the future.

ECONOMIC

While most of the materials to manufacture signs are supplied by multinational, global corporations, we nonetheless generate significant direct economic benefits in the communities and jurisdictions where we operate. By providing salaries and benefits to employees, by paying taxes, by purchasing a significant portion of our materials and other goods and services from local suppliers, we contribute to the economic well-being of the communities in which we operate.

Most of our hiring is done locally, notably where we have manufacturing facilities and where we have significant locations of operations and sales offices. This is particularly important since two of our manufacturing facilities are in small communities (Edmundston) and in a rural region (Heath Springs), while two manufacturing facilities (Arlington and Orillia) are in small community, but next to large urban centres (Seattle and Toronto), with the others being in large urban areas. Employing mostly local people enhances the quality of our presence in these communities, while having the benefit of employees who are proud to work at PSG.

As much as possible, we call upon local businesses, contractors and suppliers for products and services we need, and which can be supplied locally. Specifically, we have a network of approximately 900 subcontractors who

complete our sign installations and maintenance in the field. Not only do we receive great value in return, but this approach also contributes to generating positive additional economic activity in the communities where we do business.

Designing and manufacturing signs that attract attention and are visually pleasing, durable and energy efficient create an important indirect economic benefit: helping businesses become successful with signs that attract customers. The success of our customers reflects on the long-term success and sustainability of our own company. It is this mutual success that ensures direct, indirect and induced economic benefits to the economies where we do business.

Our manufacturing facilities are significant employers in their respective communities. Some manufacturing facilities, such as in Edmundston and Heath Springs, are in the top three employers in their respective regions.

In the communities where we do business, and in particular in these two communities, our economic activities generate significant direct, indirect and induced economic impacts, making PSG one of the key economic players in these regions.

While our main markets are signs and other facility branding elements purchased by customers, we also provide leasing services options, thus allowing those interested customers to minimize their capital investments. This is an indirect benefit that contributes to the success of our customers.

Understandably, we also have the key goals of being financially successful and of bringing a reasonable return on invested capital to our

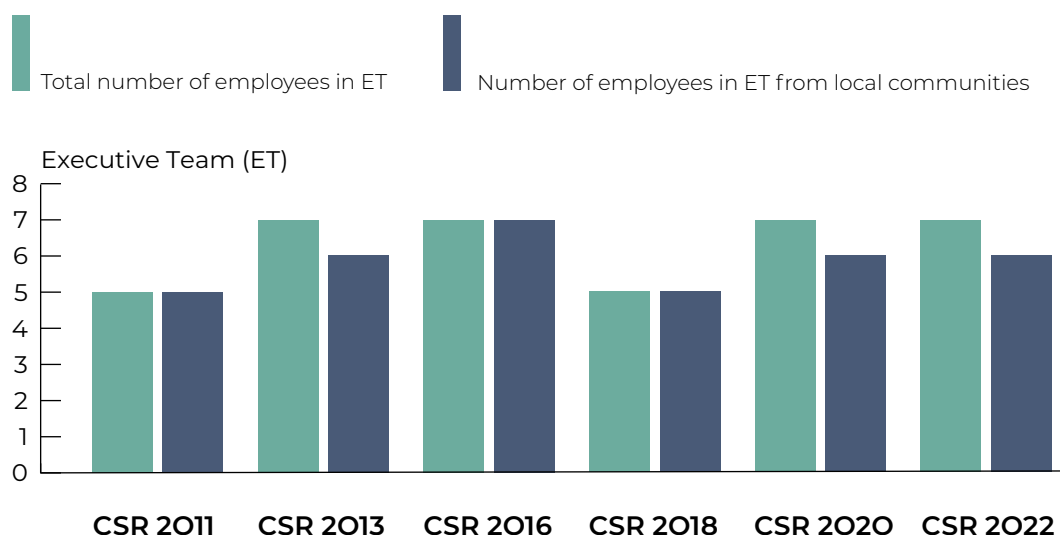
owner, while remaining competitive in our industry. That is how sustainable companies succeed. We intend to maintain this objective on the long term, and thus continue to satisfy the needs of our customers, who do business with a financially stable and sustainable company; to contribute to the prosperity of the communities where we do business; and to continue to provide competitive, dependable, and professional services to our customers.

MARKET PRESENCE

Because of the importance of the role we play in the local communities at our significant locations of operations, we strive to have a large proportion of our Executive Team hired from these local communities.

All PSG locations have hiring practices that tap into the local talent pool, both for manufacturing and for management personnel. With respect to the company's Executive Team during the reporting period, six of the seven members were from the local communities where PSG is present¹.

PROPORTION OF EXECUTIVES HIRED FROM THE LOCAL COMMUNITY AT SIGNIFICANT LOCATIONS OF OPERATIONS



¹During the reporting period, our recently retired president, Don Belanger, a native of Edmundston NB, was a member of the Executive Team, while the position of Director, Human Resources was occupied by Saher Sayed, who was not originally from a location where PSG is present.

ENVIRONMENTAL

At the operational level of our signs, we have made significant improvements in the design of signs that minimize energy consumption. We are committed to work with our employees, our R&D Department, our suppliers and our customers to continue to reduce the ecological footprint of our signs, both in the manufacturing phase and the operational phase of the signs.

We are committed to optimize the usage of materials in the manufacturing of our signs, and to optimize the usage of consumer products in our operations. In the manufacturing of signs, we work to reduce the material intensity by optimum design and waste reduction. At the operational level, we have implemented environmentally friendly business practices where consumer products made from recycled materials are used when available.

Within all of our facilities, whether they are manufacturing plants or office environments, we have recycling programs for all our waste. Basically, anything that can be recycled is recycled. This includes products such as metals, plastics, wood from crating, paint, paint thinners, paper, cardboard, etc.

While most of our waste is non-hazardous, we do work with hazardous material, and we generate some hazardous waste. These include paints and solvents for the manufacture of signs; and mainly waste oils and hydraulic fluids from the operation of our manufacturing equipment. In all cases, we comply, and surpass, local regulations in the handling and in the recycling or disposal of our hazardous waste. Further, our facilities are equipped with specific rooms and ventilation systems for the storage of hazardous products and waste.

In 2018, we abandoned the usage of the corporate jet that we were sharing with other divisions of our parent company, The Jim Pattison Group. This allowed us to significantly reduce our GHG emissions, without compromising our travel efficiencies.

Our goal is to continue to be a model sign manufacturer where environmental issues are considered in the design and the manufacturing of our products. We are committed to continue making our operations and products as environmentally responsible as possible.

Our sites, notably the manufacturing facilities, have clean environments and they integrate well in the communities where we are present. This minimizes the impact of our facilities on the landscape of our communities. Our Sales Offices contribute to the economic activities in their communities.

ENERGY

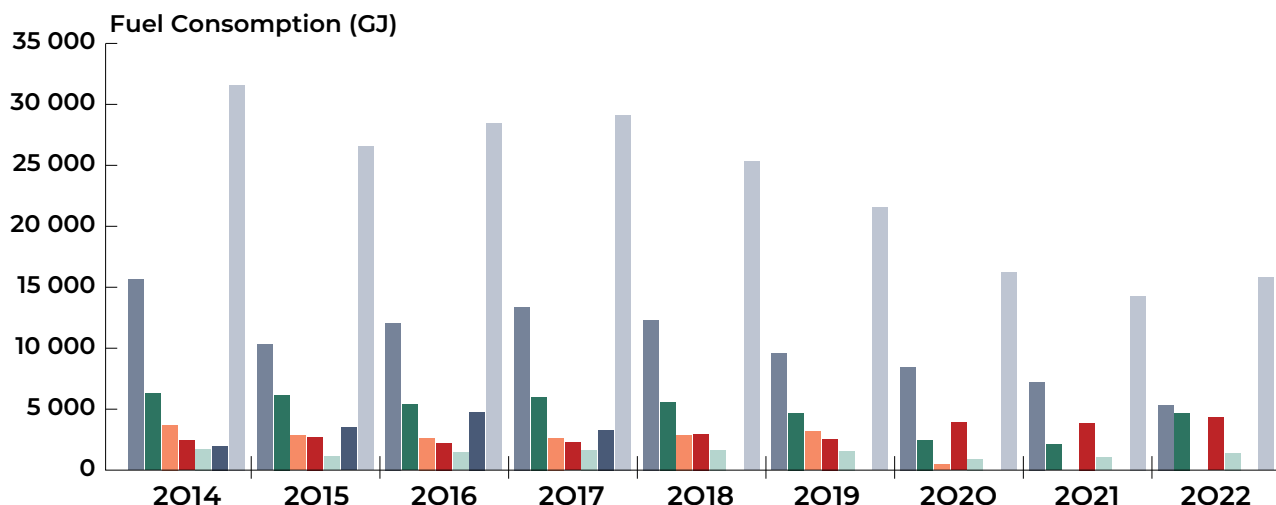
As a manufacturing company where most products consume energy and have an important material intensity, we are continuously innovating to produce signs that have low energy consumption, while reducing the material intensity. Further, we are constantly looking for raw materials that are made from recycled materials or that can be recycled at the end of the useful life of the product. This is achieved by working with our employees, notably our R&D Department, our suppliers and our customers.

At the business operations and manufacturing levels, we execute energy audits in our facilities, and we have a corporate-wide initiative to measure our GHG emissions. We have identified, through a participatory approach with our Environment Teams, lists of GHG sources in our facilities and offices, and we have made significant modifications to our accounting system to be able to better track data that allows us to better monitor our GHG emissions. Our objective is to reduce both our energy consumption and our GHG emissions.

Through our GHG emissions reporting, we have identified the types of energy consumed within the organization. Besides natural gas, propane and heating oil, we monitor the fuels consumed in vehicles owned or controlled by us. Primary data on the consumption of energy, on a volume basis, are detailed in our GHG Inventory Reports; while conversion factors are EPA-based, and they are archived in the same report.

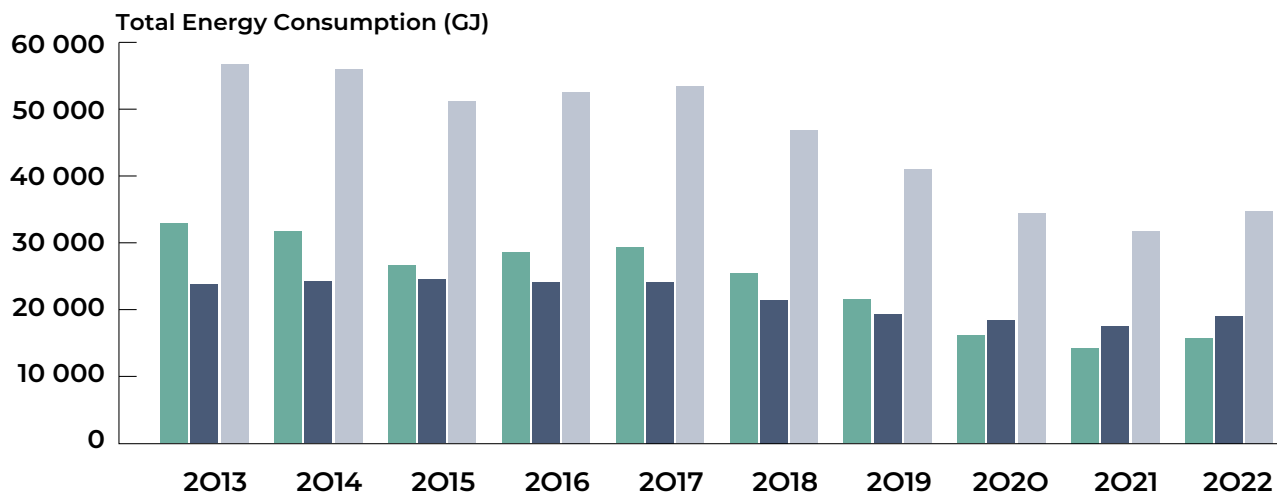
Besides having industrial-grade standby generators at our manufacturing facilities and significant office locations, we do not currently have our own energy generating equipment, and we do not sell energy of any form.

FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES



Note: Our Edmundston facility stopped using heating oil for space heating in early 2020.

TOTAL ENERGY CONSUMPTION



► In general, since the adoption of sustainable development principles in our operations, we see a downward trend in our total energy consumption, and in our fuel consumption from non-renewable sources. The low numbers for the current reporting period are indications of the impact of the global COVID-19 pandemic, where our operations have significantly reduced our total energy consumption.

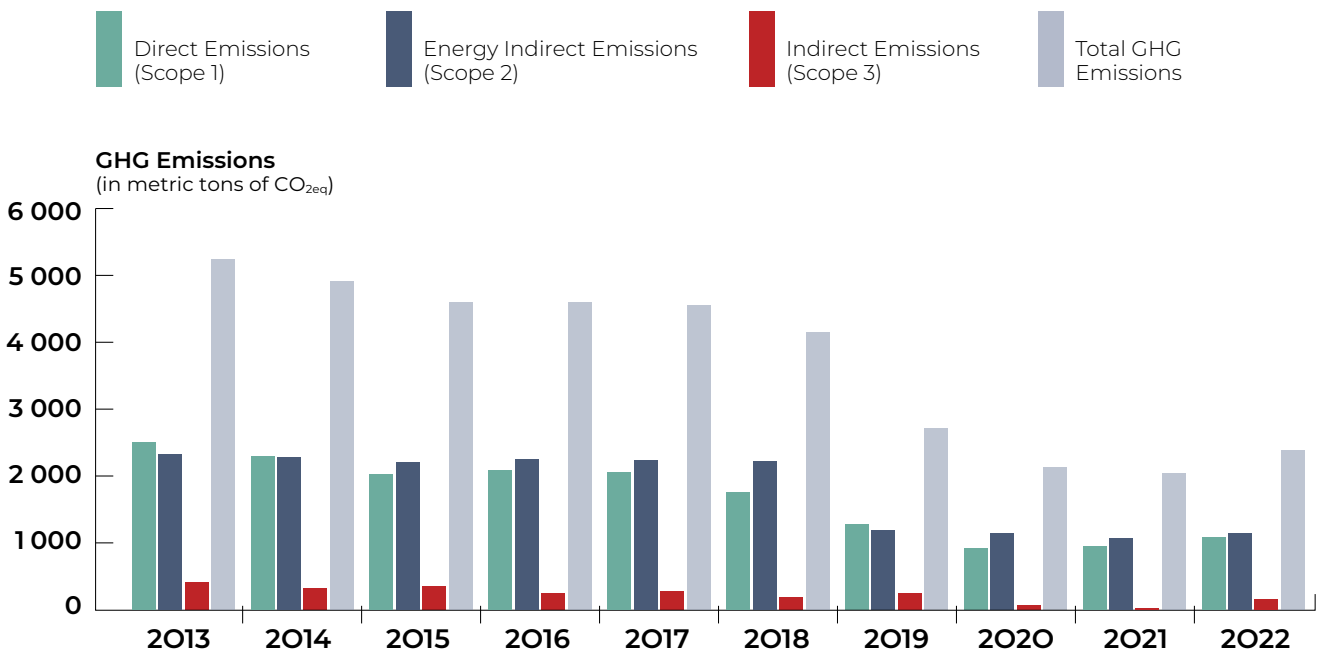
EMISSIONS

While we recognize that climate change is a global and complex problem, we also recognize that local actions must be made to reduce greenhouse gas (GHG) emissions. At PSG, we quantify our GHG emissions from our manufacturing and business operations. This project involves all manufacturing facilities and all Sales and Operations Offices.

The initiative started with training sessions to the Executive and Senior Management Teams, then to management and technical staff who are involved in identifying GHG sources. With the guidance of an external advisor, we identified and validated, through an employee participatory process and site visits, all GHG sources in our facilities and offices. We have also made significant modifications to our accounting system to efficiently track and measure data that allows quantifying our GHG emissions on a continuous basis.

2013 was the first year we quantified our GHG emissions, and it provides a baseline from which we are working to reduce our carbon footprint. PSG is committed to continue to work on reducing its GHG emissions.

GREENHOUSE GAS EMISSIONS



Direct emissions: GHG sources owned and controlled by PSG

Energy indirect emissions: Emissions related to PSG's activities, but where the emissions are from other entities not controlled by PSG (e.g. electricity consumption)

Indirect emissions: Emissions, other than energy indirect, which are a consequence of PSG's activities, but arise from GHG sources that are not owned or controlled by PSG (e.g. emissions due to commercial airline traveling)

▶ As for our total energy consumption, our greenhouse gas emissions have been decreasing in the last years. The continuous downward trend is mainly due to our efforts to optimize or reduce business trips. The low numbers for the current reporting period are indications of the impact of the global COVID-19 pandemic, where our operations have significantly reduced in the early part of the reporting period.

ENVIRONMENTAL COMPLIANCE

We are proud to operate state-of-the-art manufacturing facilities, and we maintain offices that inspire professionalism. These are more than images for us, they reflect the type of company that we are. In recent years, we have invested in our facilities to reduce their ecological footprints, while still providing safe and efficient workplace environments. Notably, we invest in energy-efficient lighting upgrades, energy efficiency assessments and upgrades, video conferencing infrastructure, safety audits and upgrades, and we constantly optimize the workspace of our various facilities and offices.

Over the period covered by this report, PSG was not in breach of any environmental laws or regulations. Thus, we did not receive monetary fines or non-monetary sanctions for non-compliance with environmental laws and regulations.

TRANSPORT

Since we use third-party logistics companies to transport our signs to their installation sites, we do not control the whole value chain for the shipping of our products. Thus, the transportation of signs is not part of the boundaries for this Corporate Sustainability Report. However, through internally developed best practices, we are deliberate in reducing the impacts, financial and environmental, of shipping our finished products. This is achieved through a rigorous planning of production, combining loads destined for specific regions and consolidating freight loads. Further, we are constantly working to reduce the amount of packing material (notably wood and plastic wrapping) for our finished products.

Our business operations, including our sales efforts, have significant impacts, both financial and regarding GHG emissions, on our sustainability as a company. We notably have a

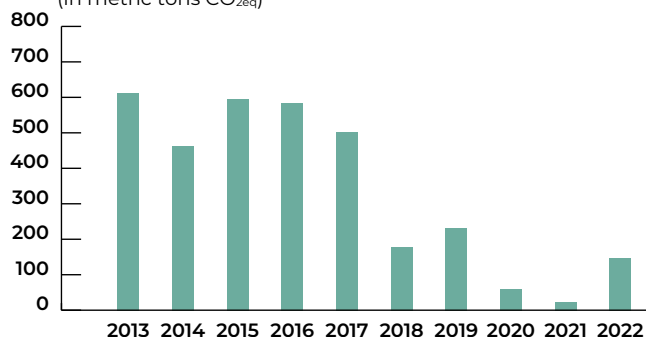
corporate policy to travel in economy class, thus eliminating business class flights which have larger impacts on GHG emissions. Through our annual GHG Inventory Reports, we track the GHG emissions for the transport of our workforce for business operations and sales. We also extensively use an efficient video conferencing system that has significantly reduced the needs of traveling for our employees.

With manufacturing facilities and Sales Offices throughout North America, and with markets that span the continent, air travel constitutes a significant proportion of our GHG emissions (after our direct emissions, mostly due to energy consumption, and the indirect energy emissions from our purchases of electricity). The following figure presents the evolution of our GHG emissions from the air travel of our workforce.

GHG EMISSIONS FOR AIR TRAVEL

GHG emissions for air travel

(in metric tons CO_{2eq})



While we greatly value the personal contacts in business relations, we constantly strive to reduce our air travel in our operations, with the consequence of reducing global greenhouse gas emissions. The sharp decrease reported in 2018 is due to a reduction in commercial air travel and abandoning the usage of the shared corporate jet with other divisions of The Jim Pattison Group. Regarding the current reporting period, the reduction in our greenhouse gas emissions follows the same downward trend as other indicators, which is compounded by the impacts of the global COVID-19 pandemic.

LABOR PRACTICE AND DECENT WORK

Our employees are our greatest asset. We are proud to say that we offer competitive pay and benefits, along with good and safe work environments, and we are committed in continuing to do so. We are also responsive to situations that allows us to improve the work conditions and environments of our facilities and offices.

Human Resources (HR) are managed locally in each of our manufacturing facilities and main offices, under the responsibility of the Vice President, Human Resources - North America that ensures we have consistent HR policies throughout the company. We continuously adjust and improve our HR policies with the aim of providing similar practices and data monitoring approaches in all our facilities and offices.

Our sites, notably the manufacturing facilities, have clean environments and they integrate well in the communities where we are present. This minimizes the impact of our facilities on the landscape of our communities. Our Sales Offices contribute to the economic activities in their communities.

EMPLOYMENT

The global COVID-19 pandemic continued to have important impacts on the labor markets, which affected our human resources management. Incidentally, we were no different than the other employers operating in similar sectors in our significant locations of operations.

A dedicated, well-trained workforce leads to improved productivity, while enhancing quality and innovation; these are important factors for the sustainability of a company. Aside from offering competitive compensation packages (salaries, benefits, health plans, etc.), we have implemented several employee engagement initiatives (annual evaluation, regular meetings with all personnel, training, etc.) to enhance employee engagement in their work and in the company. This, we feel, explains the relatively low turnover rates in our manufacturing and management personnel.

However, since our facilities and offices are situated in regions of strong economic growth, and low unemployment rates, finding good, qualified people is challenging in all our facilities, as much for manufacturing personnel as for administration personnel. However, we are not the only corporation having these challenges. In this context, we strive to provide good working conditions, both regarding salaries and benefits, for our employees. We also develop innovative approaches to attract highly qualified people.

In general, the labor-management relations at PSG are good. The fact that most of the management positions are occupied by employees who grew within the company confirms this. Indeed, employees recognize that management personnel have a good understanding of their contributions to the company.

Three of our Canadian-based manufacturing facilities operate under collective bargaining agreements, and the fourth does not. In the United States, our Heath Springs facility operates under the state legislation of Right to Work. Our Albuquerque, NM and Arlington, WA facilities do not have collective bargaining, nor are they unionized. We are not aware of any situations where the right to freedom of association and collective bargaining has been at significant risk. We diligently treat all complaints and grievances in accordance with our collective agreements and policies, and with due respect of our employees. We do not publicly disclose the number of complaints and grievances, if any, nor the actions taken.

We always internally post job openings, both for manufacturing and management personnel, to allow for internal promotions and job mobility within our company. We proudly support equity, diversity and inclusion in all our facilities and offices. In the communities where cultural

diversity is present, our workforce in these locations reflects this diversity. Further, in this context, we continue to be committed towards equal opportunity for women within PSG and we offer equal remuneration packages for women and men.

We have also developed internal models of projection of workloads, which allows us to be proactive in the recruitment and the training of employees before the start of large projects.

The following Table provides a summary of our full-time employment hires, by region, during the reporting period. The new hires were for a combination of replacing personnel who left the company, and new hires as we expanded our operations post-pandemic. The large percentage of hires in 2022 was due to an important turn-over in our Orillia manufacturing facility (see below) and a large expansion of our Knoxville office.

NEW, FULL TIME HIRES, BY REGION, DURING THE REPORTING PERIOD

REGION	YEAR	TOTAL NUMBER	% OF WORKFORCE
CANADA	2021	71	16
	2022	108	23
USA	2021	60	29
	2022	137	52
TOTAL	2021	131	20
	2022	245	34

Employment turnover rates can be influenced by several factors, some of which are not under the control of the employer. As a company, PSG makes all reasonable efforts to ensure the stability of its personnel, while maintaining a healthy turnover rate in our pool of employees. For the period covered by this report, the turnover rates, as a function of regions, were as follows:

EMPLOYEE TURN-OVER RATE, BY REGION, DURING THE REPORTING PERIOD

REGION	YEAR	% OF TURNOVER
CANADA	2021	16
	2022	22
USA	2021	24
	2022	33
TOTAL	2021	19
	2022	26

During the reporting period, PSG sustained important growths in its workforce, notably in our Knoxville office, and in the Heath Springs and Orillia manufacturing facilities. We also had above average employee turn-over rates, which we can link to the labor markets during the global COVID-19 pandemic.

Post-pandemic, while we were increasing the number of employees in Heath Springs and Orillia, these facilities were in the middle of a perfect storm regarding labor markets. As we were ramping up our manufacturing capacity in these facilities, we needed to do hiring in highly competitive labor markets where finding the right fit for our organization was a challenge. In line with our mission statement of focusing on quality, we had to end the employment of some of the new hirings. Further, the labor markets in these locations also increased the mobility of our employees to seek other job opportunities.

Thus, during the reporting period, our Heath Springs and Orillia manufacturing facilities were particularly affected by high turn-over rates of employees. While this situation affected our manufacturing operations, consistent management and supervisory oversight ensured that we met our shipping dates and maintained our commitments to quality.

During the reporting period, in all our manufacturing facilities and sales and operations offices, nothing has come to our attention that our management style and work conditions affected negatively the turn-over rate in our workforce.

The HR statistics for the newly acquired companies during the reporting period will be documented in our next CSR.

OCCUPATIONAL HEALTH AND SAFETY

Beyond satisfying legal or regulatory obligations, we are committed to providing safe and healthy workplaces for our employees and visitors. At the manufacturing level, we have established Joint Health and Safety Committees at all significant locations of operations of the company. We also provide safe work environments, appropriate tools, work protocols, health and safety manuals, and regular training regarding workplace occupational health and safety. Workplace occupational health and safety are monitored locally in all our facilities.

All new employees receive training on health and safety requirements, along with our safe workplace environment protocols. All manufacturing facilities have a Joint Health and Safety Committee, which applies to all employees.

A specific section of this report documents our response to the global COVID-19 pandemic.

The occupational health and safety statistics for the newly acquired companies during the reporting period will be documented in our next Corporate Sustainability Report.

COMPOSITION OF THE JOINT HEALTH AND SAFETY COMMITTEE IN OUR FACILITIES

REGION	MEMBERS (NO.)	MANAGEMENT (NO.)	(%)	NON-MANAGEMENT (NO.)	(%)
EDMUNDSTON NB	9	4	44	5	56
HEATH SPRINGS SC	8	2	25	6	75
ORILLIA ON	8	3	37.5	5	62.5
TORONTO ON	5	2	40	3	60

WORKPLACE ACCIDENTS DURING THE REPORTING PERIOD

REGION	LOSS TIME ACCIDENTS	LOST DAYS OF WORK	NON-LOSS TIME ACCIDENTS	FATALITIES
EDMUNDSTON NB	3	39	4	0
HEATH SPRINGS SC	5	175	3	0
ORILLIA ON	4	70	10	0
TORONTO ON	0	0	2	0

SOCIETY

As a North American-based corporation, we follow business practices strongly grounded on ethical principles, notably as they relate to corruption, anti-competitive behavior, and marketing communications. This is achieved through open and internally transparent management systems where individuals are accountable for their actions.

Our procurement practices follow the general business approaches on the North American continent. Although we are a large player in our industry, we are not yet large enough to impose sustainability practices or metrics on our suppliers. However, we have a growing trend to do business with suppliers who follow like-minded sustainable business practices. We will continue to monitor our role in the development of a sustainable sign industry, and we will use our position to positively influence this development.

We work in partnership with local groups, organizations, and institutions to improve the quality of life in the communities where we do business; this Corporate Sustainability Report lists some of the great actions and initiatives undertaken by our employees and the company. These actions tend to focus on supporting education and training institutions, not-for-profit groups related to poverty reduction, health research, and other worthy local, regional, and national causes.

SOCIETY COMPLIANCE

As all responsible companies, our goal is to comply with all applicable laws, regulations, legislations, and codes of conduct. While ultimately this obligation rests with the Senior Vice President, Corporate Services to ensure compliance, all management staff are fully aware of their obligations to ensuring that we fully comply with regulatory and legal obligations. All non-compliance situations that are eventually raised, if any, are diligently investigated.

During the reporting period, PSG complied with all laws and regulations in every jurisdiction we operate. Thus, PSG did not receive fines, nor did it receive non-monetary sanctions, for non-compliance with laws and regulations.

Further, during the reporting period, PSG complied with all requirements, regulations and voluntary codes in matters protecting basic human rights. We did not experience incidents of violations involving the rights of all people, including indigenous people; and we did not have legal actions for anti-competitive behavior, anti-trust, and monopoly compliance.

Finally, PSG was in compliance with all requirements, regulations and voluntary codes concerning product and service information and labeling; and PSG did not receive fines for not complying with laws and regulations concerning the provision and use of products and services.

COMMUNITY INVOLVEMENT

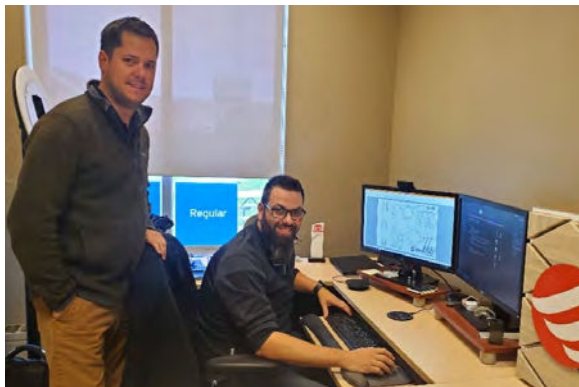
We mainly source sign manufacturing materials from multinational corporations (steel, aluminum, plastics, lighting, etc.). Yet, we actively prioritize buying from local vendors to support small businesses and contractors. Our commitment as a corporation is to consistently increase local purchases whenever feasible.

PSG employees actively engage in community development through economic agencies, fundraising, and poverty reduction efforts. Their participation in charitable initiatives, committees, and groups fosters strong and dynamic communities. Here are some examples of recent community involvements by our employees and the company.

EDUCATING THE LEADERS OF TOMORROW

Through the years, our Edmundston office has developed numerous partnerships with post-secondary education institutions in the region.

Our engineering and design team continues to participate in the teaching of an engineering design course at the Edmundston Campus of the Université de Moncton. In the teaching of design processes, Denis Guérette, Manager of Estimation and Engineering for our Edmundston facility, employs the “Edmundston” sign as a case study for design processes. Likewise, Éric Bossé, Manager of Technical and Graphic Design, concentrates on instructing technical drawing classes about design components commonly found in the sign industry.



Denis Guérette and Éric Bossé discussing design issues for one of our projects



Finally, in partnership with the local community college, we continue to host significant number of students in the Engineering Technology program for internship in the company. Some of these students are eventually hired, while others benefit from this experience as they enter the job market.

CHAMPIONS OF SOCIAL CAUSES (KNOXVILLE)

Our Knoxville, Tennessee office continues to be active in numerous initiatives that has positive impacts in its community. The generosity of our employees has materialized in the support of many needy causes, such as the ones presented below.

UNIVERSITY OF TENNESSEE (UT) SCHOLARSHIP

Through the years, our employees have raised a \$25,000 endowment fund for a student scholarship at the UT. The scholarship is awarded to athletes who return to study at UT.

BLOOD DRIVE

The Knoxville team held regular blood drives during the reporting period.

RACE FOR THE CURE

For nearly 12 years, we have had a team in the Race for the Cure, which raises funds for a local foundation. Support is also given for research in breast cancer. The funds are raised through a Chili Cook-Off, an annual event cherished by our employees.

RESTORATION HOUSE

Restoration House of East Tennessee partners with and supports low-income single-parent families, guiding them to overcome detrimental cycles and regain a sense of hope and a brighter future. Our Knoxville-based employees actively raised funds to support this worthy organization within the Knoxville community.

HABITAT FOR HUMANITY

In past years, our team was involved in three Habitat for Humanity home builds that allowed for Knoxville families to access a home in safe and secure environments.

KNOXVILLE GREEN TEAM ESSAY SCHOLARSHIP

A flagship program of our Knoxville office, the Green Team Essay Scholarship is an annual essay competition for employees, or their extended family members, wanting to pursue their studies. Candidates submit essays on Knoxville-relevant sustainable development topics chosen by the Knoxville Green Team. An independent committee selects the winning essay. Originally funded through the Annual Tennessee Tailgate party at a football game of the University of Tennessee, the scholarship is now fully supported by Pattison Sign Group.

The 2021 recipient recently graduated from the Supply Chain Management program at the University of Tennessee and is now working as a Logistics Specialist, while the 2022 recipient is pursuing a double major in Psychology and Criminology at Milligan University, a liberal arts university in Tennessee.

Despite its broad scope of eligibility, the scholarships are essentially awarded to children of employees, thus providing them with resource, and confidence, as they pursue their education objectives.

The awards are normally announced and delivered during a town hall at our Knoxville office.

TESTIMONIALS



Since graduating from the University of Tennessee, I have joined a major company as a Logistics Specialist. This has helped me utilize the tools I learned getting my degree in Supply Chain Management. I want to thank Pattison Sign Group for their contribution to my education through the Green Team Essay Scholarship for two out of the four years of my time in college. This helped aid in books and tuition. I would recommend this scholarship to anyone in college who has a connection to Pattison Sign Group! Thank you to all who made this scholarship possible!



HAYLEIGH WELCH
KNOXVILLE, TENNESSEE
ESSAY SCHOLARSHIP WINNER FOR 2019 AND 2021



I recently completed my first year at Milligan University, pursuing a double major in Psychology and Criminology. It was an exciting year and I'm proud for achieving the Dean's List recognition for both semesters. This was also my first year competing in collegiate athletics as a member of the Milligan Track & Field Team. I qualified and competed in the AAC Conference Championships for both indoor and outdoor throwing events and was named to the AAC All-Academic Team.

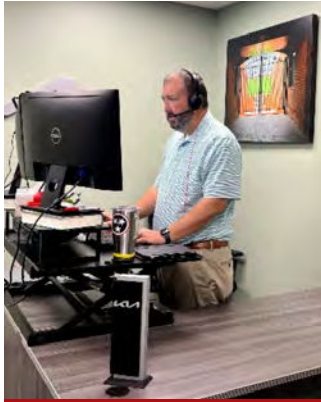
The PSG Green Team Essay Scholarship notably provided funds for a new laptop, an essential tool to keep me organized and connected throughout my first year in college. I look forward to applying for the Scholarship again. Thank you Pattison for the opportunity and support you provide!



KACEY WEBB
KNOXVILLE, TENNESSEE
ESSAY SCHOLARSHIP WINNER FOR 2022¹

¹Kacey Webb has no family relationship with Stevie Webb, who is leading the Green Team Essay Scholarship initiative.

GIVING BACK



Stevie Webb
Account Director
Knoxville, Tennessee

As he was finishing his final year of high school, Stevie Webb had the desire to attend a small, local liberal arts college that offered the academic and athletic opportunities he was looking for. However, he could not afford the costs to attend this college.

Stevie began searching for scholarships which could help him achieve his dream. He ultimately was successful in receiving a scholarship that made the difference for him to attend this college.

His story is his motivation to give back and encourage people to pursue and achieve their own goals.

Under the leadership of Stevie Webb, and currently in its ninth year, the Green Team Essay Scholarship initiative provides a scholarship for employees, or their extended family members, wanting to pursue their college or university studies.

When the program was developed, the objective was not to assess past achievements, nor simply draw a name from a hat. Rather, it was decided that writing an essay, on a topic that challenges society, would be the criteria to assess the candidates.

“By writing an essay, the candidates must make a reflection on the topic, do research, develop a position, articulate arguments, and express it in writing,” said Stevie Webb. “The Essay Scholarship exposes the future students to a real-life experience.”

Hired when we established the Knoxville office in 2009, Stevie has occupied several leadership positions with increasing responsibilities in project management, currently overseeing the major rebranding initiative of all KIA automotive dealerships in the US market.



Education can play a vital role in personal and professional success. Our Green Team Essay Scholarship is our own way of helping college and university students to achieve their goals in life.



STEVIE WEBB

Knoxville, Tennessee

THINK GLOBALLY. ACT LOCALLY.

AN INSPIRATION FOR COLLEAGUES



Michelle Holman
Graphic Designer
Knoxville, Tennessee

Michelle Holman serves as an inspiration to her colleagues through a range of environmentally conscious actions. These include composting office coffee grounds and food waste, recycling all glass products, utilizing eco-friendly products, maintaining bees for pollination support, and reclaiming a 3-acre family plot by replanting it with native plants and herbs facing risks.

Working as a Graphic Designer in our Knoxville office since 2017, Michelle's passion for the environment is a reflection of her behavior, her actions, and her way of life. With down to earth and pragmatic actions, Michelle has a small ecological footprint from which we can all learn. Her reputation transcends our Knoxville office and inspires colleagues in other locations.



Wow, Michelle is an environment Superhero!



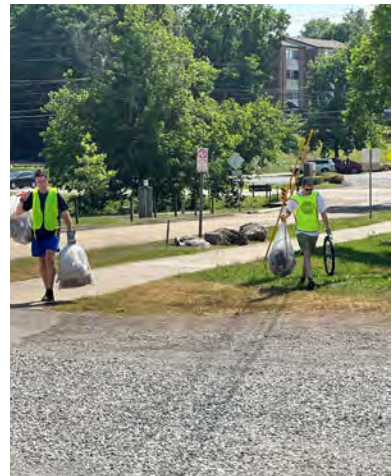
NIKK BOECHLER

Director of Operations – Western Canada



SOMETIMES, IT'S THE SMALL ACTIONS THAT MAKE A BIG DIFFERENCE

At all of our locations, PSG employees are working to reduce our environmental footprint, and they are engaged in numerous fundraising activities and community drives, which, year after year, benefit the people in needs in the communities where we are present. Here is a sample of some of the difference-making activities organized by our employees.



ALBUQUERQUE

- Participation in the Albuquerque recycling program where we recycle or reuse 90% of all the waste product produced in the manufacturing facility and offices.
- The packaging for the ACM product is fabricated from recycled and reusable materials.
- Annual spring cleaning of the facility site.

BRANTFORD

- Donated personal protection equipment (PPE) to the local food bank.
- Do spring and fall clean ups of our yard and the surrounding environment.
- Eliminating single use plastics in the facility.

EDMUNDSTON

- Management personnel are involved in various post-secondary education and economic development committees in the Northwest region of New Brunswick.
- During the COVID-19 pandemic, a scholarship was awarded to a student enrolled in a culinary arts program at the local community college.
- PSG provides pro bono staff expertise for teaching engineering design at local university and community college.
- A well-structured recycling program has been implemented for our industrial plastic waste, ranging from collection points, sorting, press to make bundles, and a dedicated transport truck bringing the waste to recycling centres.
- Regular donations to local food and clothing banks, and to the local women's refuge centre.
- The Edmundston location continues to participate in the Grand défi Pierre Lavoie, a fundraising activity to support the creation of a culture of preventive health by leading people to adopt healthy habits.
- Spring cleaning activity on land adjacent to our facility.
- In order to reduce the usage of single use water bottles, PSG-branded water bottles were offered to all employees. Besides the water access points, free Gatorade powder is available for those who want the added minerals in their water.
- Step challenge using watches supplied by PSG and measured by the Movespring application connecting the PSG community.
- Used wood pallets are offered to employees for their personal usage.
- Clothing exchange program where employees offer clothing to other employees.
- PSG provides continuous support to local community organizations that promote well-being (softball league, ski centre, golf club).
- A community garden was installed.

HEATH SPRINGS

- Maintain contacts and hosted the Lancaster County Economic Development Board for discussions on how we can work together on projects of mutual interest.
- Toys for Tots continues to be active, where toys are provided to children in need.
- Organization of the Regional Car Show, a community event where employees and local residents display their priceless cars and trucks; this event is the main fundraiser for Toys for Tots.
- Donations are made to local food banks around Thanksgiving and Christmas.
- Food drives are organized to support the local shelter.
- Five of our employees are volunteer firefighters in their communities, with one being the Assistant Fire Chief in Heath Springs.

KNOXVILLE

- Walking groups are held during lunch time in downtown Knoxville.
- Starry Night Knoxville 5k, supporting the Pediatric Brain Tumor Foundation and our local East Tennessee Children's Hospital.
- Keep Knoxville Beautiful (KKB) Adopt a Road program – 25 large garbage bags and other large items were collected in our first year (2022).
- Wendy's Frosty virtual 5k to benefit the Dave Thomas Foundation for Adoption.
- Chili Cook Off and Bake Sale, with proceeds to benefit Breast Connect charity.
- Semi-annual e-cycling initiative for used laptops and accessories.
- Sleep in Heavenly Peace, donations of funds and bedding items.
- Clothing thrift shop, with the proceeds going to the local Pride Centre.
- Medic Blood Drive.

ORILLIA

- Annual spring cleaning of a local road through the Adopt a Road program.
- Participation in local fundraising efforts headed by national food chains: McHappy Day in support of Ronald McDonald House Charities; Tim Horton's Smile Cookie Day.
- Regular donations to local food banks.
- Host local schools for Sign Manufacturing Day; local and regional high school students are introduced to sign manufacturing and are exposed to various job opportunities available in the industry.
- Regularly hire coop students from the regional universities.

PICKERING

- Food donations at the local food banks.
- Support of a charity golf tournament to raise money for Sick Kids Hospital.
- Raising funds for Wounded Warriors to support Canada's ill and injured Canadian Armed Forces members, Veterans, First Responders, and their families.
- Support of the Denise House in Whitby, helping women and children through difficult times.
- Eliminated all plastic water bottles in the manufacturing plant and offices.



SURREY – WESTERN CANADA

- Recycling program managed by employees.
- Carpooling in our Surrey (Vancouver) office.
- A Games Night, with proceeds going to a charity, organized during a PSG sales meeting.
- Invested in a K-Cup cutter to be able to recycle K-Cup coffee pods.

TORONTO

- Paperless operations have been implemented.
- The battery disposal program is still very much appreciated.
- Employees do an annual cleanup of the surroundings of the PSG building, including in the adjacent wood section of a municipal park.
- Regular donations are made to local food banks.



OUR RELATIONSHIP WITH THE ENVIRONMENT

PSG is committed to sustainable development, actively minimizing our ecological footprint in manufacturing, business operations, and signage product design.

For economic and environmental reasons, notably climate change, there is a global trend towards low energy consumption equipment. In providing energy efficient signs, without loss of visual quality, we have worked on sign design and have made the shift toward LED technology for practically all our signs. We continuously work with LED manufacturers, along with our customers, to identify the best possible product configurations to provide quality, efficient lighting in the signs we manufacture.

PSG recognizes the global trend towards reducing greenhouse gas emissions to curb the effects of climate change. This will affect the way we generate electricity, the way we consume energy, the way we produce goods and services, the way we travel and transport goods, among others. We have a continuous company-wide project to measure and assess our energy consumption and our carbon emissions, and we are committed to working to reduce both.

Through a continuous improvement approach, our administrative processes have been shifting from paper-based to electronic-based. This reduces the need to print documents, thus saving on the consumption of products, reducing greenhouse gas emissions, and being more efficient. Further, our printers are, by default, set to black and white, and double-sided printing. Color and single-sided printing are done by taking specific actions.

PSG currently has recycling programs for aluminum, steel, copper, wood, plastics, paint, oil, cardboard, and paper; we use low VOC paints. We have developed procedures, which include a Bulb Eater tube disposal system, for mercury disposal. Where recycling is possible, we recycle.

We adhere to regulations and industry best practices for disposing of all waste streams, including transformers, ballasts, and wood. Whenever feasible, like with wood products, employees get priority access to materials designated for disposal or industrial recycling facilities.

For our business operations, we use products made from post-consumer recycled material (paper, printer cartridges, etc.) when available. Similarly, all office waste that can be recycled (computers, electronic equipment, paper, printer cartridges, etc.) are disposed of accordingly.

Climate change is an increasing concern for all, including the sign industry. We have thus started to examine the impact of extreme weather events on the signs that we fabricate and that are installed on the sites of our customers. We are tracking occurrences of sign deficiencies in extreme wind conditions, and we are re-examining the design of our signs and the attachment components of our signs to bases and to buildings. We intend to remain ahead of the curve on the issues of extreme weather events for the sign industry.

PREPARING OUR CORPORATE SUSTAINABILITY REPORT

Since embarking on our Sustainability Journey, PSG has voluntarily published five Corporate Sustainability Reports (CSR), in 2011, 2013, 2016, 2018, and 2020. Mainly based on the recognized Global Reporting Initiative (GRI) Guidelines, this sixth Corporate Sustainability Report (CSR 2022) has been prepared in accordance with the best available reporting principles and practices.

The reporting period for this sixth CSR covers the calendar years of 2021 and 2022, i.e., from January 1, 2021 to December 31, 2022, which corresponds to a two-year period since the publication of our last CSR.

Re-statements related to our previous CSRs have not been made in the current CSR 2022.

The scope, boundaries and measurement methods in the preparation of the CSR 2022 are the same as our previous reports; thus, there has been no changes in the scope and aspect boundaries for this report.

The boundaries for the CSR, and the materiality aspects in this report, are in conformity with our previous CSRs. An assessment of these boundaries and materiality analyses was made prior to preparing this report. While it was determined that the boundaries and the materiality are representative of the position of the corporation at this time, it is our intention to continue to assess these parameters in the preparation of our CSR.

In its conception phase, the company Green Team determined the guiding principles of the Sustainable Development Initiative, the stakeholders of the initiative and the priority actions, including the preparation of Corporate Sustainability Reports. The team who performed this task was composed of members, with representation from all regions, gender representation, and with members working in practically every level of the company.

The data and information needed to prepare the Corporate Sustainability Report is measured and compiled from different sources. Quantitative data is measured through formal tracking systems (such as labor related or financial data), or from surveys to our various facilities on specific data that is not formally tracked, notably for the various stories and profiles in the report.

Qualitative data is compiled from surveys to our various facilities and offices. Moving forward, we are continuing to implement processes to better track all data that is relevant to the sustainability of the company.

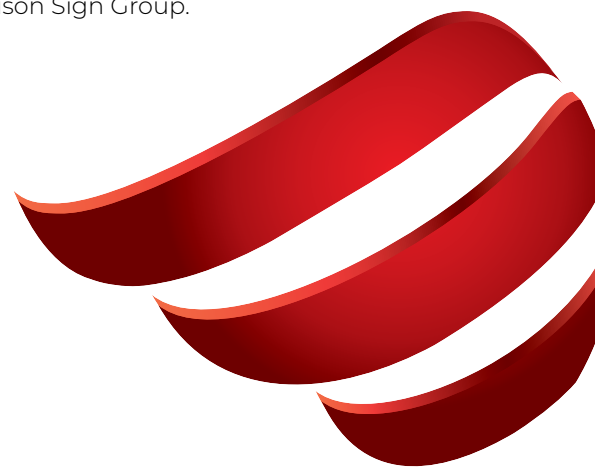
Thus, as for our previous CSRs, this CSR was prepared by maximizing the usage of internal resources, with the assistance of a Sustainable Development Advisor, rather than calling upon external consultants who would have prepared a report without building from the corporate knowledge base and using less participation from PSG employees.



Consultation of our stakeholders is important, with a particular emphasis on our customers. We develop close working relationships with our customer-base, which can span decades. Through these relationships, and as our global partners also evolve in their own sustainability principles, we cover these issues on a continuous and ongoing basis. We also engage with our customers, and potential customers, during trade shows and meetings, where innovations are regularly discussed. As we move forward, we will continue to engage with our stakeholders to assess and adjust our areas of focus with respect to sustainability issues.

The boundaries of the report have been set where PSG has direct control; this includes our owned manufacturing facilities, along with our Sales and Operational Offices in North America. While PSG has built a strong network of partners and has made significant efforts to create the necessary tools to properly manage this network of installation, service, and manufacturing subcontractors by implementing strict manufacturing and in-field protocols and guidelines, these important partners remain independent.

They are not part of the company and as a result PSG does not have direct control on them. Similarly, once a sign element is installed on a customer's premise, PSG has no control on the operation of the sign. Therefore, the boundaries for this Corporate Sustainability Report do not include installation and service crews and the operations of signs, or any manufacturing completed by agents. It is felt that the boundaries chosen represent the most significant sustainability issues under the direct control of Pattison Sign Group.



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PHOTO CREDITS

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