



Pattison



# CORPORATE SUSTAINABILITY REPORT 2024

**PATTISON ID**

# **CORPORATE SUSTAINABILITY REPORT**

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**2024**



# CONTENT OF THE REPORT

SCOPE OF THE REPORT .....	3
STATEMENT FROM THE ASSURANCE PROVIDER .....	3
MESSAGE FROM THE JIM PATTISON GROUP.....	4
MESSAGE FROM THE PRESIDENT .....	5
MESSAGE FROM THE SENIOR VICE PRESIDENT, CORPORATE SERVICES AND SUSTAINABILITY .....	6
PATTISON ID .....	7
CORPORATE GOVERNANCE .....	17
AN OVERVIEW OF PATTISON ID.....	26
A RICH HISTORY.....	27
OUR PROMISE AND VALUES.....	28
OUR CUSTOMERS .....	31
A LEADER IN THE PHYSICAL BRANDING INDUSTRY .....	32
OUR JOURNEY TO SUSTAINABLE DEVELOPMENT .....	51
COMMUNITY INVOLVEMENT .....	54
MATERIAL ASPECTS .....	60
OUR RELATIONSHIP WITH THE ENVIRONMENT .....	71
PREPARING OUR CORPORATE SUSTAINABILITY REPORT ....	72
CONTENT INDEX - SUMMARY.....	74

All questions regarding this Corporate Sustainability Report and the sustainability practices at Pattison ID can be directed to:

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## SCOPE OF THE REPORT

**P**attison ID is proud to present its seventh (7<sup>th</sup>) 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 2023 and 2024.

Like our six previous CSRs, this report was prepared with the active involvement of internal personnel at Pattison ID, and with the support of an external advisor.

**PERIOD  
COVERED BY  
THIS CSR:**

**CALENDAR YEARS  
2023 AND 2024**



## STATEMENT FROM THE ASSURANCE PROVIDER

**D**r. 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 ID. He acted as an external assurance provider in the preparation of this report.

Dr. Gagnon supported Pattison ID 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 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 JIM PATTISON GROUP

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We are proud of the exceptional team in our sign division, which has the breadth of experience, creativity, and passion to provide customers with unmatched service and values.

**JIM PATTISON AND RYAN BARRINGTON-FOOTE**  
Vancouver, British Columbia

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**O**ur sign division continues to impress with its results, its growth and its capacity to embrace change and innovation.

Following the acquisitions reported in our previous Corporate Sustainability Report, the company, now rebranded as Pattison ID, recently added to its growing portfolio with the acquisition of Texas-based Chandler Signs, strengthening our footing in the physical branding industry in North America. We are delighted by this acquisition, and the opportunities it provides for the future.

While customer satisfaction remains its foundational objective, Pattison ID continues to strengthen its positions in sustainability principles, greenhouse gas emission reductions, and employee experience, all while ensuring the financial viability of the company.

We are proud of the exceptional team in our sign division, which has the breadth of experience, creativity, and passion to provide customers with unmatched service and values. Under the keen leadership of the President, Marco Calabretta-Duval, and the contributions of all team members, Pattison ID is surely poised for a bright future.

**JIM PATTISON**  
Chairman & Chief Executive Officer  
The Jim Pattison Group

**RYAN BARRINGTON-FOOTE**  
President  
The Jim Pattison Group



## MESSAGE FROM THE PRESIDENT



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Pattison ID has continued its growth and transformational changes to enhance its long-term viability and sustainability.

**MARCO CALABRETTA-DUVAL**  
New York, New York

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**D**uring the reporting period of this 7th Corporate Sustainability Report, Pattison ID has continued its growth and transformational changes to enhance its long-term viability and sustainability.

Following the acquisitions and greenfield investment reported in our previous CSR, we acquired Texas-based Chandler Signs, a vertically integrated national sign company. Beyond simply increasing our manufacturing footprint, the acquisition of Chandler Signs allowed us to expand our presence in the US Southwest, and to enhance our workforce with new talent and strong leadership.

The newly acquired companies, combined with the evolution of the products and services that we offer, gave us the opportunity to refresh our brand, with the company now being called Pattison ID to better reflect the unified nature of the company, as opposed to the image of a group of separate entities suggested by our former name, Pattison Sign Group.

With these acquisitions came the need to adjust the governance of the company to reinforce our capacity and to improve our processes. In the Executive Team, Scott Van Ness has joined us in the new position of Chief Relationship Officer, responsible for sales and project management. We were delighted to have Deb Wiley, an accomplished human resource professional, joining us in the role of Senior Vice President, People and Communications. A long-serving employee of the company, Christian Duguay was promoted to the position of Chief Operations Officer, while sustainability was specifically added to the portfolio of Jacque Duguay, who is now Senior Vice President, Corporate Services and Sustainability. Finally, Nadia Palmerini continues to be a pillar of the company as Chief Financial Officer.

Our Senior Leadership Team was also restructured and now includes key people from all locations, including from the recently acquired companies, bringing more depth and experience in key positions in the company.

As part of The Jim Pattison Group, customer satisfaction and manufacturing quality products are obligations coming directly from the top, our owner. We are now pushing this concept to another level, with customer experience being a key organizational health metric, to which we add employee experience, GHG emission reductions, and health and safety as the four social and environmental key organizational health metrics of the company. The fifth metric - return on invested capital - is related to the economic viability of the company.

These transformational changes, and many others reported in this 7th CSR, allow us to build a sustainable physical branding business model and maintain our position as a leader in the signage and physical branding sector in North America.

The successes of Pattison ID are directly linked to the quality and contributions of our team members, our employees, both in our newly acquired companies and in our legacy facilities. I am grateful for their contributions and for believing, as much as I do, in this company, for what we do, and for how we do it.

As reported in this CSR, we have made significant improvements in the management of our human resources, which is now led by a dedicated Senior Vice President. We will continue to provide motivating, secure, inclusive and respectful work environments where all can express their creativity, talents and skills.

I hope you will be as proud as I am in reading this Corporate Sustainability Report and in learning of the great things Pattison ID and its team members are doing in advancing best practices and sustainability principles in the signage and physical branding sector.

**MARCO CALABRETTA-DUVAL**  
President

# MESSAGE FROM THE SENIOR VICE PRESIDENT, CORPORATE SERVICES AND SUSTAINABILITY



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We are now truly measuring the triple bottom line of sustainability.

**JACQUE DUGUAY**  
Dorval, Quebec

”

**T**he past two calendar years have been marked by significant transformational change within the company.

First and foremost, our previous name did not reflect who we were and what we had become following the acquisitions, the green field investment, and our enhanced product offering and services. We were no longer a group of companies, but rather a unified organization, with standardized and optimized processes, and a common focus on customer satisfaction. We thus changed our name from Pattison Sign Group to Pattison ID. The rebranding to Pattison ID allowed us to re-emphasize our values and to introduce our Promise, which are documented in this report.

The acquisition of Texas-based Chandler Signs was our largest transaction to date. This acquisition, combined with the acquisitions documented in the last CSR, have necessitated a restructuring of the company governance at both the Executive and Senior Leadership Team levels. In a short period of time, we adjusted our governance structure to integrate key leaders of the acquired companies in leadership roles within Pattison ID.

As documented in this report, we have significantly enhanced the support to our employees across the company with the creation of a Senior Vice President position, responsible for People and Communications, and by introducing enhanced employment benefits and improved working conditions.

Perhaps the most impactful change has been our adoption of a new framework for assessing organizational success and well-being with five key organizational health metrics. Four of these address social (customer experience, employee experience, health and safety) and environmental (GHG emission reduction) performance, with the fifth measuring economic performance (ROIC). We are now truly measuring the triple bottom line of sustainability.

Greenhouse gas emission reduction continues to be a focus of the company. During the reporting period, and as presented in this report, we developed a GHG Tracker that enables us to calculate our GHG emissions on a quarterly basis, with the results available via our internal management dashboard.

Our new acquisitions brought new operational challenges, which we are using to improve efficiency, enhance quality, and provide safer working environments. We are diligently working to achieve streamlined and uniform manufacturing and operational processes throughout our operations, with a continued focus on enhancing the customer experience and delivering high-quality products and services.

Looking into the future, as all manufacturing companies, we remain subject to potential impacts arising from cross-border tariffs. Our North American footprint of manufacturing facilities and offices mitigates the eventual impacts of tariffs, by being able to concentrate manufacturing in locations less impacted by such measures.

Covering the calendar years 2023 and 2024, this 7<sup>th</sup> Corporate Sustainability Report was prepared in accordance with the best available reporting principles and practices, and using the same methodology applied in our previous CSRs.

More than ever, as we continue to build a North American leader in the signage and physical branding sector, we remain committed to sustainability principles, to actively measuring and reducing our GHG emissions, and to offering secure, inclusive and respectful work environments for our employees.

**JACQUE DUGUAY**  
Senior Vice President  
Corporate Services and Sustainability

# PATTISON ID

**A**s a North American leader in complete signage and branding solutions, Pattison ID helps companies deploy their identity for maximum consistency, engagement and impact across physical and digital signage, and branded environments.

With roots and operating experience dating back to 1904, our commitment is to provide customers with complete turnkey physical branding solutions that help maximize their brand promises. We achieve this by providing turnkey solutions from start to finish – design, engineering, project management, manufacturing and installation – all backed by our Promise: our commitment to delivering a best-in-class experience for every customer, every time, and doing so in a sustainable manner at all turns.

Our line of products includes illuminated and non-illuminated signage; LED illumination; digital signage comprising various electronic displays and communication systems, including content management; awnings and canopies; menu boards; interior signage; and various other branding 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 solutions and sign maintenance.

As a full-service facility branding and visual communication company, Pattison ID delivers thousands of physical branding projects every year, ranging from multi-locations rebranding programs to specialized, custom projects. Customers are provided with complete, turnkey solutions that focus on innovation, sustainability, and an exceptional customer experience.



Growing from recent acquisitions, Pattison ID now employs approximately 1000 dedicated employees, working in seven (7) state-of-the-art manufacturing facilities, thirteen (13) operations offices and nine (9) sales offices distributed across North America. As a leader in the private sector in integrating sustainability principles in its operations, we are positioning our business as a positive catalyst, shaping a company and corporate community that prioritizes excellence, safety, sustainability, and inclusivity for everyone.

Our seven manufacturing facilities, covering over half a million square feet of manufacturing floor space, combined with our network of installation partners across North America, allow us the flexibility to shift manufacturing between plants based upon customer site location, product type, specific customer requirements, and regulatory constraints.



Whether it's an international rebranding program or a one-of-a-kind large-scale custom project, Pattison ID offers a complete range of innovative branding solutions to exacting and rigorous standards that ensure top quality and consistent results. Specializing in design, branding solutions, project management, site development, physical branding, digital signage solutions, manufacturing and installation, Pattison ID also supports its customers with innovative leasing services and maintenance programs, with over 30,000 signage and physical branding assets currently under leasing and maintenance agreements where we service, repair, and in some cases, fully insure the products.

With multiple manufacturing facilities, sales offices, and project management teams all over North America, Pattison ID offers customers complete turnkey branding solutions along the five pillars of **Signage, Architectural, Digital, Maintenance, and Leasing**.

Our Signage and Maintenance pillars are the roots of the company and are the foundation onto which we have built a full-service branding solutions enterprise. We have been partnering with iconic brands for over 120 years to engage, guide and inform their customers with impactful interior and exterior signage solutions. We are proud of our past achievements, from which we build for the future.

Our innovative Architectural and Digital pillars have propelled us beyond being merely a sign company.

By blending form and function of building envelopes across North America, we design, engineer, and install structures, including canopies and architectural panel walls, to help brands make a bold statement. From design to installation, we push boundaries with cutting-edge materials, innovative technology, and expert project management.

Our digital specialists create dynamic, data-driven signage solutions for North America's leading brands, ensuring every project delivers impactful results.

As a pillar of our company, our maintenance services offer preventive maintenance, emergency repairs, and scheduled and timely servicing to protect our customer's brand and ensure a consistent customer experience.

Our leasing services allow us to propose financing alternatives to our customers who may want to lease products, rather than committing to the full upfront costs of owning the product. We simplify the financing of physical branding programs with comprehensive leasing solutions that include everything from maintenance to insurance.





Pattison ID is a wholly owned division of The Jim Pattison Group, a 100% privately-owned Canadian-based diversified corporation. Except where specifically noted, all financial information in this CSR only pertains to Pattison ID.

Pattison ID has limited activities outside of North America, which basically consists of providing the physical branding needs for some of our global customers who operate in Mexico and Puerto Rico. Pattison ID rarely actively prospects for customers outside of North America.

Pattison ID strives to manufacture all the products it sells. However, some products are simply more efficiently produced offshore. Notably, Pattison ID 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 reliably, efficiently, and more cost effectively, while being relatively easy to ship in bulk.

During the reporting period, Pattison ID made another acquisition, which allowed us to continue to increase our manufacturing capacities, diversify our product offerings, and expand our geographical positioning in North America. As documented later in this section, we acquired Chandler Signs, based in Fort Worth, Texas. A well-respected name in the sign manufacturing sector and founded in 1978, Chandler Signs is a US-based vertically integrated provider of sign design, manufacturing, installation, and maintenance for multi-site companies.

Chandler Signs operated a sales office in San Antonio, Texas. We have kept this office and transformed it into a sales and operations office, where sales, designers and project managers work together to deliver their signage programs.

This acquisition allowed to integrate more than 270 employees to our workforce and add a state-of-the-art 170,000 square feet manufacturing facility. Essentially all employees of Chandler Signs were retained by Pattison ID, including key persons from its senior management and sales teams.

The series of acquisitions in recent years imposed a review and a reorganization of our operational processes. Our Synergy Program, initiated during the reporting period, worked with employees to identify best practices and structure uniform processes in offices and in manufacturing. Based on over 200 interviews with employees and data analysis, the ultimate objective of these changes was to improve both the customer experience and the employee experience.

During the reporting period, we finalized the transfer of our Canadian headquarters and our sales and operations office from Scarborough, in Toronto's eastern district, to the location of our recently acquired Provincial Sign Systems (reported in the CSR 2022) in Pickering, an eastern suburb of Toronto. The newly renovated and expanded office space comfortably accommodates more than 130 people. The new headquarters enhances our operational efficiency, ultimately allowing us to better serve our customers.

Despite the relatively short distance between the two locations, the planning of this transfer was done to minimize the impacts on our employees. Amongst the accommodations made, some employees were offered to work at least part-time at the office of another sister company, Pattison Outdoors, which has its head office in Mississauga in the western end of the Greater Toronto Area.

At our Brantford, ON facility, acquired during the previous reporting period (also reported in the CSR 2022), we closed-down the manufacturing operations. Working with the local union, all Brantford manufacturing personnel were offered equivalent positions in our other manufacturing facilities, notably in Orillia and Pickering, Ontario, and in Edmundston, New Brunswick. In the end, some manufacturing employees accepted a new position within the company, while others preferred to accept a separation package. Basically, all operations and sales employees have remained with Pattison ID, now working from the operations and sales office in Brantford.







We continued our journey towards sustainability, with significant milestones achieved during the reporting period. A Senior Vice President, Jacque Duguay, had “Sustainability” specifically added to his portfolio of responsibilities, thus confirming the importance of sustainability in the success of the company. Key performance indicators specific to sustainability were made more rigorous and are now measures of accountability and success with our leadership team and are reported to our owner every quarter.

While we have been performing greenhouse gas (GHG) inventories on a yearly basis since 2013, we have developed a GHG Tracker which now provides quarterly data in the management of our GHG emissions.

Finally, a major rebranding exercise resulted in a change from our previous name, Pattison Sign Group, to our new name, Pattison ID. Our new name reflects the critical role we play in helping brands deliver their identity impactfully and effectively across more than just physical and digital signage.

The heart of the new logo is a square that can represent every area of our business: a sign, a screen, a building, and more. The Pattison name sitting on the top of the square reflects the fact that success and growth come when we think outside the box. The rebrand also impacted the companies acquired in recent years – Chandler Signs, Provincial Sign Systems, BestWorth and Teksing – all of which have been rebranded as Pattison ID.

The labor market continued to be a challenge during the reporting period, notably due to the competitive labor markets in the regions of our larger manufacturing facilities, notably in Heath Springs SC, Fort Worth TX, and in Pickering ON.



The recent acquisitions and the growth of the company have imposed a restructuring of our relationship with our employees.

A new position of Senior Vice President, People and Communications was created, with the mandate of enhancing employee experience in achieving our goal of quality and customer satisfaction.

Going beyond the traditional role of compliance, several programs and innovations, designed to enhance employee experience, were implemented during the reporting period.

Despite the challenging times in human resource management in general, we essentially operated at full capacity during the reporting period, while continuing to achieve the levels of quality expected in our finished products.

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

## OUR PILLARS

### SIGNAGE

We have been partnering with iconic brands for over 120 years to engage, guide and inform their customers with impactful interior and exterior signage solutions.

### ARCHITECTURAL

Blending form and function, we design, engineer, and install structures including canopies and architectural panel walls to help brands make a bold statement.

### DIGITAL

Our digital signage specialists create dynamic, data-driven solutions for North America's leading brands, ensuring every project delivers impactful results.

### MAINTENANCE

Preventive maintenance, emergency repairs, and scheduled and reactive servicing to protect your brand and ensure a consistent customer experience.

### LEASING

Simplify the financing of your branding program with a comprehensive leasing solution that include everything from maintenance to insurance.

## ACQUISITION

**D**uring the reporting period, Pattison ID continued to add to its growing portfolio with the acquisition of Chandler Signs, based in Fort Worth, Texas, strengthening its presence in North America.

Founded in 1978, Chandler Signs was a national, vertically integrated provider of sign design, manufacturing, installation, and maintenance for multi-site companies, along with capacity and experience in custom signs. At the date of acquisition, Chandler Signs had 270 employees, most of them working in a state-of-the-art 170,000 sq. ft. manufacturing facility and offices in Fort Worth, Texas.

### CHANDLER SIGNS Fort Worth, Texas, US

**Date of acquisition: June 1, 2023**



Chandler Signs had a sales office in San Antonio, Texas, with just over 20 employees. We have kept this office and transformed it into a sales and operations office, where sales, designers and project managers work together to deliver their signage programs. The sales and operations office in San Antonio office now has 22 employees.

Essentially all employees of Chandler Signs were retained as employees of Pattison ID.

Beyond the square footage of manufacturing capacity, the acquisition of Chandler Signs allowed us to enhance our workforce with new talent.

Our new team members contribute expertise and knowledge in manufacturing, in project management, and in sales.

An important consideration in this acquisition was the quality of the senior management team at Chandler Signs, with many now occupying senior leadership positions at Pattison ID.

The following presents a few of these leaders who are now making differences at Pattison ID.



## NEW TALENT MAKING DIFFERENCES



### KASEY ANDERSON

Vice President Project Management  
Fort Worth, Texas

**F**resh out of Texas A&M University, Kasey Anderson was hired at Chandler Signs as a Project Manager, working directly with the owner, Rocky Gray.

Twenty-five years later, Kasey is now Vice President Project Management, overseeing nearly 200 Project Managers distributed in our operational offices across North America.

Kasey considers that the acquisition by Pattison ID was the definition of synergy, where the total is much larger than the sum of the individual parts. Beyond gaining a step increase in new markets, Pattison ID was accessing skilled manufacturing personnel and seasoned management personnel. Kasey appreciates how the quality of the senior management team of Chandler Signs was well recognized with senior positions being offered to her and her colleagues within Pattison ID.

Family life is important for Kasey, a mother of a 16-year-old boy, a football player and competitive target shooter, and a 13-year-old daughter active in volleyball; and all enjoy traveling. This makes busy evenings and weekends for the family!

Personal connections are important for Kasey Anderson. She travels on a regular basis to our operational offices to work directly with our Project Managers, building connections and ensuring that our processes are efficient and uniform throughout the company.

” Rocky Gray, my mentor, built a great family-owned company with exceptional values. I was delighted to see that, through the leadership of Marco Calabretta-Duval, Pattison ID shares these same values, along with having the same strong focus on customer satisfaction. ”

### Kasey Anderson

Formerly Director of Project Management at Chandler Signs — Currently VP Project Management at Pattison ID



### PATRICK JOURNAGAN

Vice President Sales US  
Fort Worth, Texas

**A**fter graduate school, Patrick Journagan entered the job market working in sales for a large, national wine brand, which was followed by 10 years in the retail sale of an appliance brand, ultimately being responsible of 22 stores across Texas, and finally as a general manager of a large Texas-based heavy equipment dealer.

Capitalizing on this experience, Patrick entered Chandler Signs in its sales department, where he was colleague with his father. Before the retirement of his father, Patrick had become his “boss” when he was promoted to the position of Senior Vice President Sales of Chandler Signs, a position he was holding at the date of the acquisition.

Patrick is now Vice President Sales US at Pattison ID, where he is responsible of our sales offices in the US. Patrick values customer relationships, where his approach is focused on customer experience.

A proud father of six children, ranging from 5 to 19 years old, Patrick enjoys family life and the underlying obligations. He does however make time to travel individually with each of his children, enjoying locations from Hong Kong to New York, with the traditional Disney World for the younger ones.

” As one of the management personnel of Chandler Signs involved in the sale, I was relieved that we had a good, competent company in Pattison ID, which knew our business. ”

### Patrick Journagan

Formerly Senior VP Sales at Chandler Signs — Currently VP Sales US at Pattison ID



## JOE CULLING

Director of Manufacturing US  
Fort Worth, Texas

In 2001, Joe Culling was hired in the service department of Chandler Signs, where his job was basically to fix problems. At the time of the acquisition, Joe had climbed up the ladder to the position of Production Manager for Chandler Signs.

Joe is now Director of Manufacturing US, overseeing our Fort Worth and our Heath Springs manufacturing facilities, the two largest manufacturing facilities in Pattison ID's portfolio.

Joe sees the acquisition as the creation of a symbiotic relationship, where both parties have mutually benefitted. While Joe's mandate covers our US facilities, he is nonetheless in constant communication with his counterparts in Canada to share knowledge and best practices for our manufacturing processes.

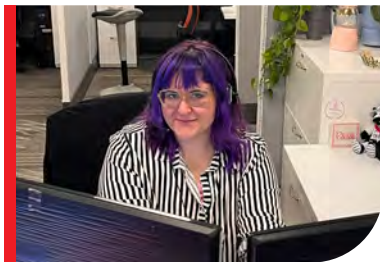
A man of faith, Joe sees the outdoors as "God's Environment", where he simply enjoys the moment of being there. An avid and successful hunter, Joe often needs to defy the weather to practice his favourite sport, but he enjoys every minute of it. He is however less eloquent about his golf game, which, apparently, needs improvement.

Family is a top priority for Joe, with regular family camping trips with his wife and two young daughters in the outdoors of Texas and the Southwest of the US.

” Hats off to the Executive Team of Pattison ID for the efforts and understandings that they manifested in making us an integral and important part of the company. ”

### Joe Culling

Formerly Production Manager at Chandler Signs — Currently Director of Manufacturing US at Pattison ID



## SIERRA SCHWARTZ

Project Manager  
Fort Worth, Texas

When she is not hosting her weekly trivia show in a local bar or doing treasure hunting to find her next music vinyl, Sierra Schwartz enjoys getting lost in neighbourhoods.

A self-declared cat lady, Sierra appreciates that the "Chandler Spirit" in the employees was maintained after the acquisition by Pattison ID. This was probably the result of both companies having the same family-style business approach. Sierra was also most impressed by the legitimacy of Pattison ID in integrating sustainability principles in the operations of the company, where employee experience and GHG emissions are key organizational health indicators for the company.

At Pattison ID, Sierra Schwartz is a project manager and member of a team responsible of a major account. In her work, Sierra relies on her communication designs skills and her artistic personality to achieving results.

Always available to help, Sierra is a member of the Environment Team, where she brings her enthusiasm and positive thinking in advancing our actions to reduce our impacts on the environment and in creating a work environment where people are happy.

” I am so proud of working for a company that has the same values as I have regarding the environment and social issues. They really care! ”

### Sierra Schwartz

Formerly Project Manager at Chandler Signs — Currently Senior Project Manager at Pattison ID

## FACILITIES OF PATTISON ID

**D**uring the reporting period, Pattison ID has continued to expand its footprint across North America, particularly in the US. The acquisition of Chandler Signs included the 170,000 sq. ft. of manufacturing facility, along with the sales and operations offices, in Fort Worth and San Antonio, Texas.

During the reporting period, the move of our Canadian headquarter to our facility in Pickering, Ontario, was finalized, while our US headquarter remains in Knoxville, Tennessee.

With the recent acquisitions reported in this CSR and in CSR 2022, we now operate seven state-of-the-art manufacturing facilities, four in the US and three in Canada. We operate 13 operations offices across North America, seven in the US and six in Canada, and we have nine sales offices, four in the US and five in Canada.

We also have a limited number of employees in Calgary, Alberta, and in Penticton, British Columbia, who work from their homes since the number of employees in these locations does not justify having formal offices.

In this report, the locations of our facilities and offices are indicated under the name of the municipal jurisdiction where they are located.



**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 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; Fort Worth is part of the Dallas-Fort Worth agglomeration; Pickering is a city of the Greater Toronto Area; and, Surrey is a city of Metro Vancouver.



# CORPORATE GOVERNANCE

The governance of Pattison ID is under the responsibility of the Executive Team, which consists of the six most senior leaders of the company, with the support from the Senior Leadership Team. All members of the Executive Team have a company-wide mandate, while most members of the Senior Leadership Team exercise their mandates and functions at a company-wide level, with some having a regional focus. During the reporting period, the Senior Leadership Team was adjusted to reflect the integration of new companies that were acquired in recent years.

The accountability of the company is performed through quarterly meetings of the Executive Team of Pattison ID and the corporate management of The Jim Pattison Group. During these meetings, the Executive Team is required to specifically report on our key organizational health metrics, which are composed of three social indicators - customer experience (CX), employee experience (EX), and health and safety (H&S), one environmental indicator - GHG emissions, and one economic indicator - return on invested capital (ROIC).

In order to enhance our relationships with our customers, a new position of Chief Relationship Officer was created during the reporting period. Scott Van Ness, a seasoned executive in the North American physical branding industry, is occupying this position. We also promoted Christian Duguay, a long serving employee of Pattison ID, to the position of Chief Operations Officer, with the mandate of overseeing the operations at a company-wide level.

We continued to organize our human resource management with structured policies and a company-wide approach. In parallel to our acquisition of Chandler Signs, we created a new vice president position responsible of human resource management and communications at a company level. We hired Fort Worth-based Deb Wiley, who serves as Senior Vice President, People and Communications.

The Senior Leadership Team consists of vice presidents, senior directors, and directors, all of whom report 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 Leadership Teams remain relatively stable, with positions usually filled by promotion from within. The majority of the Executive and Senior Leadership Teams are long-serving employees of Pattison ID or the companies that were recently acquired by Pattison ID. Occasionally, when specific expertise is required, we do hire from outside the company.

## FUNCTIONAL DIVISIONS OF PATTISON ID

— Sales, Business Development and Project Management —

— Operations —

— People and Communications —

— Finance, Procurement and IT —

— Corporate Services and Sustainability —

## EXECUTIVE TEAM

**W**ith headquarters in Pickering, Ontario, and Knoxville, Tennessee (which serve as our Canadian/Global and US headquarters, respectively), the governance of the company is overseen by an Executive Team, composed solely of employees of Pattison ID.

During the reporting period, Scott Van Ness was hired in the newly created position of Chief Relationship Officer, Christian Duguay was promoted to the position of Chief Operations Officer, and Deb Wiley was hired to the position of Senior Vice President, People and Communications. All other Executive Team's positions remain unchanged.





**MARCO CALABRETTA-DUVAL**

**President**  
New York, New York



**CHRISTIAN DUGUAY**

**Chief Operations Officer**  
Edmundston, New Brunswick



**JACQUE DUGUAY**

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



**NADIA PALMERINI**

**Chief Financial Officer**  
Pickering, Ontario



**SCOTT VAN NESS**

**Chief Relationship Officer**  
Knoxville, Tennessee



**DEB WILEY**

**Senior Vice President, People and**  
**Communications**  
Fort Worth, Texas



**A STRONG AND PROUD EXECUTIVE TEAM**





Most of their time is now spent cheering on their twin boys, who play college baseball for their respective colleges.

Scott attributes his professional success to his abilities as a leader and as a team player, in work and in life.

Scott Van Ness was hired at Pattison ID in the newly created position of Chief Relationship Officer, with the mandate to focus on the customer experience. In this position, Scott brings a new perspective on the relationship with our customers, not only in words, but also by implementing significant restructuring in our operations.

## SCOTT VAN NESS

### Chief Relationship Officer

**S**cott Van Ness is a mechanical engineer by training, and a team player by habit.

He started his professional career as a design engineer, working to solve customer driven product needs. Rapidly, he realized that his interest and abilities transcended technical issues when he was offered a key role as a business unit leader for the global HVAC manufacturing company where he worked. His appetite for entrepreneurship then led him to a startup company in LED lighting, when this technology was in its industrial infancy, and eventually as CEO and minority shareholder in a national sign company. After 20 years and significant growth under his leadership, Scott led a successful sale of the business and later exercised his option to exit the company.

As a player, coach and *fan*, Scott Van Ness is addicted to competition. As a university student, Scott played college baseball, which further shaped his mindset of preparing to win. Scott and his wife Kristi have five adult children, who were all involved in competitive sports.



Working at Pattison ID is capabilities unleashed. It allows me to integrate a global company and a group of like-minded individuals, focusing on customer experience.

**Scott Van Ness**  
Knoxville, Tennessee





## DEB WILEY

### Senior Vice President, People and Communications

In her youth, Deb Wiley was a track-and-field athlete, competing in individual competitions and in relay races where she performed in the 4 x 400m. Her team was even ranked number one in Wichita, Kansas, her hometown. This distinction marked her as a child, making her realize that success in a team is achieved when all are performing at their best as a cohesive unit.

Based in Dallas-Fort Worth, Deb Wiley was brought into Pattison ID to define and implement transformational changes in our HR management practices. Deb is Senior Vice President, People and Communications, a new position created after the series of acquisitions and the growth of the company in the recent years. Building on her past experiences in HR and executive positions, and from extensive training and education on the subject, Deb brings a depth of knowledge of contemporary HR management principles and best practices.

Highly focused on exceptional employee experience as a driver for HR management, Deb has implemented various programs and initiatives that enhance the

employee experience and improve the organizational health of the company. These innovations are well anchored in cultural transformation principles and in strategic communications to create working conditions and environments where all can perform at their best.

Gyms are the Zen locations for Deb, where she works out on a regular basis, with the same commitment that she has in her work. Deb enjoys watching sports, particularly the NBA. She is a fervent *fan* of the Golden State Warriors, where her favorite player, Steph Curry, plays.

Deb also values family time and travels, notably to her hometown to attend her family's annual Kentucky Derby Party, which is organized by her brother, Kerry.



”

I have an inexhaustible need to enhance workplaces so that employees can thrive, be fulfilled and contribute to the company's success. Pattison ID is a leading organization where I can achieve this goal.

**Deb Wiley**  
Fort Worth, Texas

”

## JACQUE DUGUAY

**Senior Vice President,  
Corporate Services and Sustainability**

### A Word from Marco Calabretta-Duval, President.

In 2009, when Corporate Sustainability Reporting was not mainstream, Jacques Duguay introduced the concept to the company. Since then, Jacques has been our sustainability champion, with sustainability now being a formal organizational health metric that we report to the owner.

An important element of our sustainability initiative is the production, every two years, of a Corporate Sustainability Report. As its mastermind and with the assistance of team members, Jacques personally works on these reports to ensure transparency, accuracy, completeness, and quality.

Our CSRs highlight employees who play significant roles or who are making differences in the company. Through the years, all Executive team members have been profiled. Except Jacques; humility obliges. I thus took it upon myself to do his profile for this 7th CSR.

When he was 8 years old, Jacques interviewed his father for a school assignment, which included asking him about his dreams. Thirteen years later in the early 90's, when Jacques was in university, his father finally achieved his dream when he acquired and became President of Enseignes Imperial Signs, which has been part of the Pattison portfolio since 1998.



After his civil engineering degree, Jacques pursued a law degree. During this period, he got his first contract job for the sign company, where he was tasked with providing advice on the response to a large RFP. His services were compensated in the form of a backpacking trip to Spain, where the good fortunes allowed him to meet the woman who became his wife. Jacques and Jacqueline are the proud parents of two children who are now adults and enjoying good positions in society.

Pushing boundaries has always been a characteristic of Jacques Duguay. After obtaining his engineering and law degrees, Jacques traveled to the Netherlands, where for four years he gained solid experiences working on large engineering projects. In 2003, he came back to Canada, where he accepted a position of Sales Director in our Montreal office. Through the years, he had increasing responsibilities in sales, operations, and corporate services, which allowed him to work and gain experience in several office locations of the company.

As a colleague, I have often experienced Jacques's loyalty, trust, commitment to excellence, and genuine good nature; qualities that make him not just a valued teammate, but a steady presence at Pattison ID.

Along with his passion for sustainability and the environment, Jacques is a true sports person, not the couch-type; he prefers practicing the sports that bring health and mental benefits such as cycling, hiking, mountain climbing, and skiing.

While being greatly dedicated at work during the week, Jacques minimizes working on weekends and on holidays, which he devotes to family activities. And to think about his next contributions to Pattison ID!

Amongst his numerous contributions to the company, and as a true company person, Jacques Duguay literally elevated Pattison ID to new heights by bringing us all the way to the top of Mount Kilimanjaro in 2019.

**Marco Calabretta-Duval**  
President, New York NY



## SENIOR LEADERSHIP TEAM

**T**he Senior Leadership Team consists of various vice presidents, senior directors, directors and general managers responsible for leading key sectors and/or business units of Pattison ID, 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 Leadership Team are mostly long serving employees, who have progressed in their leadership abilities in different positions at Pattison ID. Several leaders of the newly acquired companies have been integrated into the Senior Leadership Team, now serving the whole company. Occasionally, when specific expertise is required, Senior Leadership Team members can be hired from outside the company.

The members of the Senior Management Team listed below are those at the end of the reporting period.

### SALES, BUSINESS DEVELOPMENT AND PROJECT MANAGEMENT

- **Kasey Anderson**  
Vice President, Project Management  
Fort Worth, Texas
- **Robert Corsetti**  
Vice President, Sales Canada  
Pickering, Ontario
- **Betsy Ewart**  
Vice President, Customer Success and Strategy  
Knoxville, Tennessee
- **Patrick Journagan**  
Vice President, Sales US  
Fort Worth, Texas
- **Sebastien Leonard**  
Vice President, Digital Experiences  
Dorval, Quebec
- **Keith Ottaviano**  
Vice President, Business Development  
Knoxville, Tennessee

### OPERATIONS

- **Chris Brisson**  
Senior Manager, Architectural Manufacturing  
Albuquerque, New Mexico
- **Joe Culling**  
Director of Manufacturing US  
Fort Worth, Texas
- **Denis Guérette**  
Senior Director, Design, Engineering, and Estimation  
Edmundston
- **Jacques Morin**  
Senior Director, Inventory Management  
Pickering, Ontario
- **Karen Ringuette**  
Director Manufacturing Canada  
Edmundston, New Brunswick

### PEOPLE AND COMMUNICATIONS

- **Nancy Lira**  
Director, Human Resources  
Fort Worth, Texas

### FINANCE, PROCUREMENT AND IT

- **John Conway**  
Vice President, Finance  
Pickering, Ontario
- **Luce Lavoie**  
Vice President, Financial and Business Analysis  
Edmundston, New Brunswick
- **Wesley Nokes**  
Director of Supplier Management and Strategic  
Sourcing  
Knoxville, Tennessee
- **Michel Serry**  
Senior IT Director  
Edmundston, New Brunswick

### CORPORATE SERVICES AND SUSTAINABILITY

- **Lisa Williams**  
Executive Assistant  
Pickering, Ontario

## A SENIOR LEADERSHIP TEAM WHICH CAN ADAPT AND INNOVATE





2025 Sales & Operations Conference



## TOWN HALL AND ALL-HANDS MEETINGS

**E**mployees 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 Halls and All-Hands meetings facilitate this objective, while providing transparency and a direct forum to inform employees about the activities of the company.

Town Halls are held monthly and in person in every significant location of operations. Town Halls aim to provide meaningful information to our employees, to increase their engagement, 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, sustainability efforts, social committee activities, and an update on our five key organizational health metrics. We also take time to reinforce our values and our Promise (described later in this report).



Marco Calabretta-Duval speaking with team members during a recent visit in our Fort Worth facility.

All-Hands meetings are held on-line every quarter, where all employees connect to a single virtual meeting. These All-Hands meetings allow us to speak to a large employee audience, thus enhancing the employee experience. All-Hands meetings are bilingual (English and French, which is the mother tongue of a big part of our employees in Canada).

Marco Calabretta-Duval makes it a duty to regularly visit all the significant locations of operations, where he works with the local leadership, walks the offices and the manufacturing plants, and usually holds a Town Hall. Besides interacting directly with the President, the sessions have also at time included a *Ask Marco Anything* forum, where employees are encouraged to address topics that concern them.



Finally, these actions are all tied through The Pulse, a platform where a Newsletter and several other types of communications are provided. The Pulse, whose name was defined through an internal competition, allows to communicate on a regular basis with our employees, while serving as a single point of entry for employees to access company information. Employees also have access to *Ask Marco*, where their messages go directly to Marco Calabretta-Duval, without filters.

Town Halls, All-Hands meetings, and The Pulse 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 and senior leadership to address the entire workforce, discuss strategic plans, highlight achievements, answer questions, and gather feedback. They also help align employees with the company's values and our Promise, promoting a sense of belonging and unity.

# AN OVERVIEW OF PATTISON ID



- HAS ROOTS DATING BACK TO 1904.
- EMPLOYS APPROXIMATELY 1000 PEOPLE.
- HAS HEADQUARTERS IN PICKERING, ONTARIO, AND IN KNOXVILLE, TENNESSEE FOR ITS US OPERATIONS.
- HAS 7 MANUFACTURING FACILITIES, STRATEGICALLY LOCATED IN CANADA AND THE US.
- HAS OVER 500,000 SQUARE FEET OF MANUFACTURING FACILITIES.
- HAS 13 OFFICES FOR OPERATIONS AND SALES THROUGHOUT NORTH AMERICA.
- LEASES AND MAINTAINS OVER 30,000 SIGNAGE AND PHYSICAL BRANDING ASSETS.
- IS ABLE TO OFFER SERVICES IN THREE LANGUAGES: ENGLISH, FRENCH AND SPANISH.
- USES FIVE ORGANIZATIONAL HEALTH METRICS: CUSTOMER EXPERIENCE, EMPLOYEE EXPERIENCE, HEALTH&SAFETY, GHG EMISSIONS, RETURN ON INVESTED CAPITAL.
- HAS CORE VALUES: INNOVATION, DELIGHT, INTEGRITY, DEPENDABILITY, INVOLVEMENT, DRIVE

## OUR PARENT COMPANY

### THE JIM PATTISON GROUP

**H**eadquartered 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, and real estate. The Jim Pattison Group is the second largest private company in Canada.

Sales: \$19 Billion

Worldwide Locations: 800

Employees: 59,000

Group News 2025 Data



# 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
- 1978 CHANDLER SIGNS
- 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 LTD.**  
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 US 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 company, 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.
- ESTABLISHED OUR DIGITAL DIVISION**  
Expanded to offer a complete digital brand experience to our customers.
- 2022 **ACQUIRED PROVINCIAL SIGN SYSTEMS, PICKERING, ONTARIO**  
Expanded 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 ARCHITECTURAL DIVISION (ALBUQUERQUE NM)**  
Increased our capacity in innovative engineering solutions and facility branding.
- 2023 **ACQUIRED CHANDLER SIGNS, FORT WORTH, TEXAS**  
Securing a stronger footing in our physical branding practice in North America.
- 2024 **PATTISON SIGN GROUP IS REBRANDED AS PATTISON ID**  
Unveiling a new era of brand experience.
- PATTISON ID PUBLISHES ITS SEVENTH CORPORATE SUSTAINABILITY REPORT**

A HISTORY OF EXCELLENCE. A FUTURE OF INNOVATION.

# OUR PROMISE

## **P** ROACTIVE TEAMWORK

We work as a team to anticipate our customers' needs and respond promptly and efficiently to every communication.

## **A** CCOMPLISHED EXPERTS

We assemble teams of skilled professionals including engineers, project managers, financial and manufacturing experts, designers, developers, and many more to deliver turnkey solutions to our customers.

## **T** IMELY DELIVERY

We work tirelessly to deliver and meet agreed-upon project milestones on schedule so that customers can enjoy total confidence and peace of mind.

## **T** AILORED SOLUTIONS

We understand that every business is unique and promise to provide flexible, tailored solutions that support our customers' brands and drive their business success.

## **I** NNOVATION UNLEASHED

We have always been at the forefront of innovation and continue to push the boundaries of what's possible by bringing big, bold, creative ideas to our customers.

## **S** USTAINABLE AND SOCIALLY RESPONSIBLE

We do the right thing, not only because it's good for the planet and the communities where we operate, but also because it's good for customers, employees, and our business.

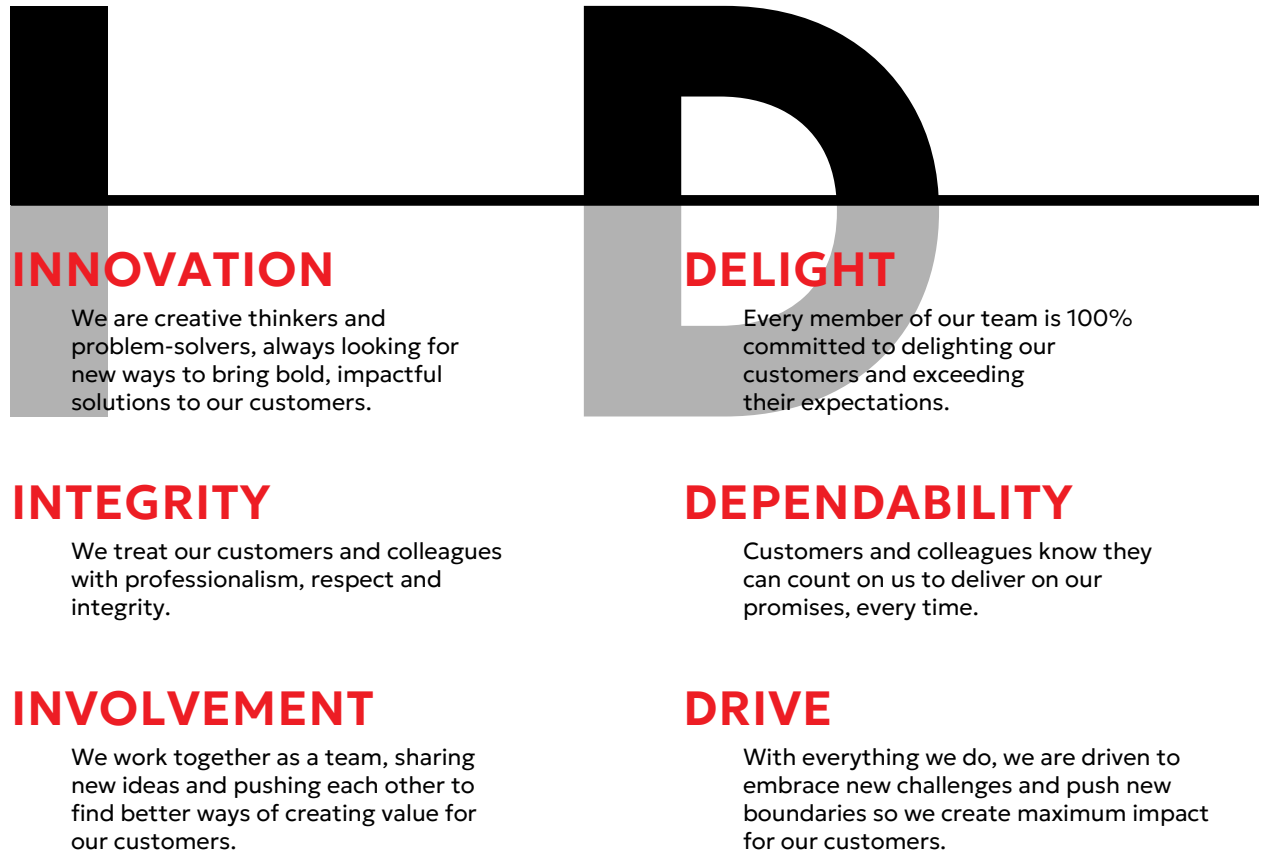
## **O** UTSTANDING QUALITY

We are dedicated to delivering solutions of the highest quality for all our customers from start to finish – design, engineering, manufacturing, installation, and maintenance.

## **N** URTURING RELATIONSHIPS

We're dedicated to building and maintaining relationships with our customers that are meaningful, enduring and driven by trust, loyalty, and mutual success.

# OUR VALUES







## OUR CUSTOMERS

**P**attison ID works with a diverse customer base of internationally recognized brands in many sectors of the economy, some being listed below. 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 PHYSICAL BRANDING INDUSTRY

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**F**or more than a century, Pattison ID has been pioneering numerous sign and branding 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, material durability and architectural features to produce signage and branding elements that consume less energy and have minimal impacts on the environment.

Pattison ID believes that success and sustainability are only possible through continuous innovation, both in design and 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.

With multiple manufacturing facilities, sales offices, and project management teams all over North America, we offer customers complete turnkey branding solutions along the five business segments of Signage, Architectural, Digital, Maintenance, and Leasing.





## SIGNAGE

**T**he foundation of Pattison ID, 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.

We have been partnering with iconic brands for over 120 years to engage, guide and inform their customers with impactful interior and exterior signage solutions. 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 Architectural and Digital divisions - now established pillars of Pattison ID.

## ARCHITECTURAL

**W**hen we started developing our Architectural segment, it propelled us beyond being merely a sign company.

Traditionally, signage serves as a conduit for projecting a company's corporate identity and effectively communicating its brand to the general public and prospective customers. 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. Facility branding is rapidly gaining momentum across the North American market, and we're proud to be at the forefront of delivering this innovative approach to our customers.

By blending form and function of building envelopes, we design, engineer, and install structures including canopies and architectural panel walls to help brands make a bold statement. From design to installation, we push boundaries with cutting-edge materials, innovative technology, and expert project management.

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.

We use the latest 3D laser scanning technology for field measurements and to document existing on-site conditions, allowing for the delivery of the best architectural design and implementation solutions. 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. 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 of the building envelope.





## FIRST INSTALLATION ARCHITECTURAL

### Project Details

- Completion: March 2023
- Project Size: 6,877 sq. ft. (panel coverage)
- Location: Romeo Kia of Kingston, Lake Katrine, NY
- Manufacturing Facility: Albuquerque, NM

### Project Highlights

- 1<sup>st</sup> Kia project designed, scanned & produced
- 99% panel fitment rate (260 of 263 panels)
- 120 unique panel sizes
- 7-week lead time from measurement to delivery
- 5-day on-site installation

**R**omeo Kia of Kingston was the first Kia project completed at the Albuquerque greenfield facility for the Pattison ID Architectural pillar. This project was a ground up facility and an early adopter of the new Kia 2.0 store design and major shift in branding direction.

The Romeo Kia project was LiDAR scanned in mid-January 2023 and designed in the Albuquerque office utilizing 3D BIM (Building Information Modelling) software developed for the AEC market in combination with a proprietary LiDAR analysis process. Custom parametric modelling of our 2300 Panel Wall system was developed and utilized to automate the CNC manufacturing, eliminating the need for hand measuring, and providing detailed documentation throughout the fabrication process.

The Romeo Kia project was delivered in an accelerated lead time of seven (7) weeks from site measurements to onsite delivery and installation in less than five (5) days. The design methodologies and lean manufacturing methods proved to be highly successful and resulted in a 99% fitment rate resulting in two panels requiring field modification and one panel to be remade and shipped to site.



## DIGITAL

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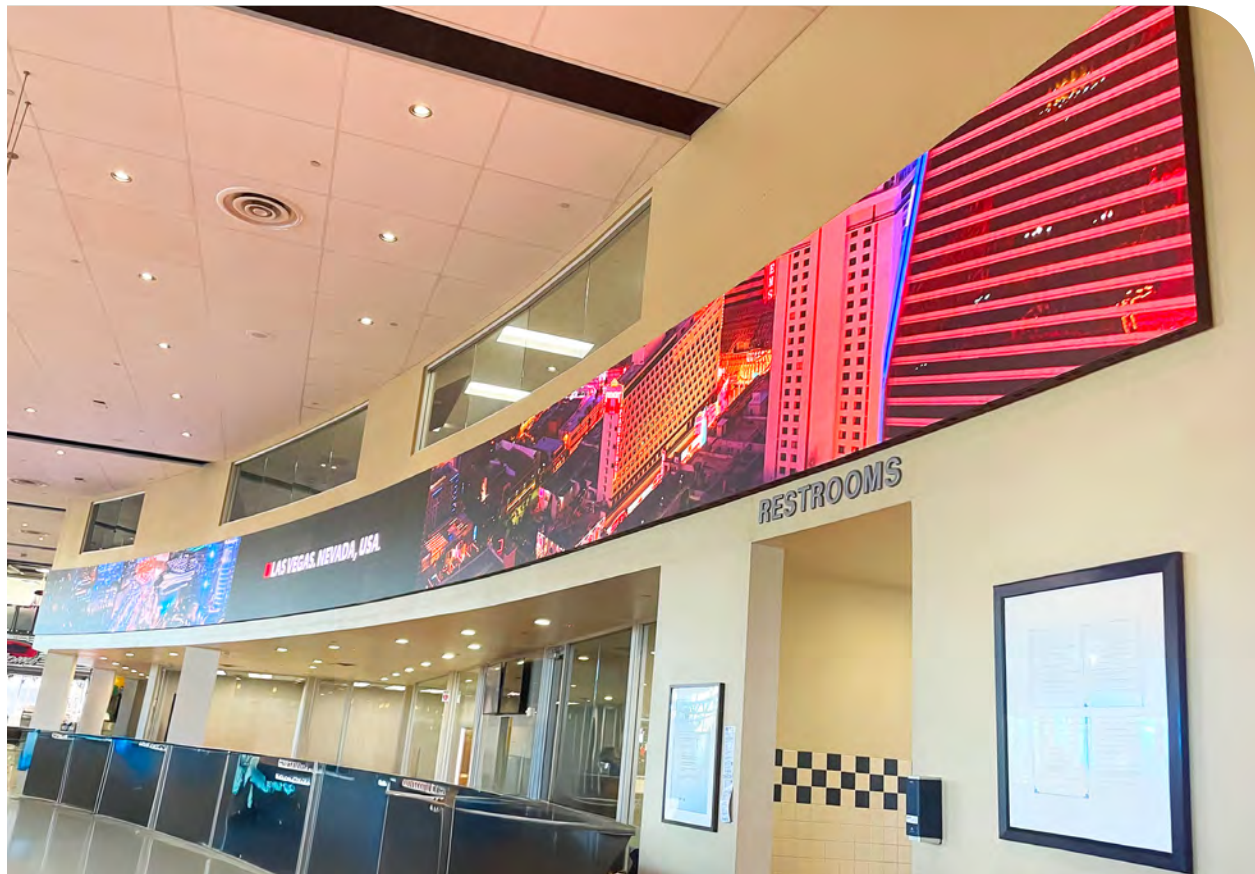
**A**t Pattison ID, our Digital pillar delivers dynamic, data-driven signage solutions for North America's leading brands, ensuring every project creates measurable, impactful results.

We offer a comprehensive digital brand experience that includes software, hardware, content management, hosting across both interior and exterior environments. From design and implementation to ongoing content management, our programs help brands create authentic digital interactions with their audiences.

Our approach is grounded in research and development, aligned with each customer's business objectives. This results in user-friendly, powerful, and functional solutions that are shaped by our experience managing hundreds of major projects and deploying thousands of digital screens of all sizes.

From digital menu boards and drive-thru systems to LED message centers, our team designs and manufactures solutions that reinforce brand presence. We continue to expand our capabilities in LED signage for diverse indoor and outdoor applications.

By integrating proprietary and purchased components and maintaining in-house control over the full manufacturing process, we have achieved significant operational efficiencies, enhancing both quality and value for our customers.



## MAINTENANCE

**Y**our 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 and architectural components. We offer preventive maintenance, emergency repairs, and scheduled and reactive service to protect your brand and ensure consistent customer experience. 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, property enhancement programs, 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 for leased or customer-owned products.

## LEASING

**O**ur leasing services allow 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.

A leader in the industry with our all-inclusive leasing services, Pattison ID has a strong, robust portfolio of leased assets in North America; to our knowledge, it is the only program of its kind in the North American physical branding industry that does not use third party financing. We currently lease and maintain over 30,000 signage and physical branding assets throughout North America.

We simplify the financing of programs with comprehensive leasing solutions that include everything from maintenance to insurance. We also manage installation, relocation, and repairs, thus keeping your brand looking its best.

Leasing offers many financial advantages to our customers, including savings on capital expenditure, improved cash flow, reduced operations and maintenance costs, and built-in brand management. This service can also include US personal property tax fillings and US sales-and-use tax remittances.

Like most outdoor assets, branding elements 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. This includes property and personal injuries insurance, and coverage for weather related damage or other unforeseen circumstances.





## FLAGSHIP PROJECT

### HONDA BLUE STAGE PROGRAM (US)

CUSTOMER: AMERICAN HONDA MOTOR COMPANY INC.



As Honda's 4<sup>th</sup> generation signage concept since its integration to the US market, the Honda Blue Stage Program is an important program that will see US-based Honda car dealerships transit to a new image. Acting as a key partner for this program, Pattison ID conceptualized, designed and prototyped the signage and facility branding elements to materialize this exciting new image for Honda.

The concept features a striking exterior, and an open-concept interior intended to take advantage of the shift in consumers to digital sales processes. The design includes a clean glass frontage for the building, with a free standing full Blue Stage canopy that incorporates lighting and five louvres. The front of the canopy is held up by columns. New exterior signages, aligned with the facility branding, are installed throughout the site of the dealerships.

Designed as a modular system, components are manufactured in our US-based manufacturing facilities, while the integrations on site are performed by specialized service crews to ensure quality and consistency in the installations.

The design and prototyping of this concept were done in collaboration with American Honda Motor Company, Inc.



Prototype during the phase of development



## CATHY FARMER

**Account Director  
Knoxville, Tennessee**

Originally from Knoxville, Tennessee, Cathy Farmer was part of the first employees of Pattison ID when the Knoxville office was opened in 2009. Since day one, Cathy has been working on our Honda US account, which includes the Honda and Acura car dealerships, and the Honda motorcycle division. Cathy is Account Director of our Flagship Project, the Honda Blue Stage Program.

Prior to her employment at Pattison ID, Cathy worked in the signage sector for five years, preceded by over two decades of service at the American Automobile Association, where she was overseeing the domestic travel division and the emergency road service.

A highly focused person, Cathy is not afraid to do the right thing, notably when it comes to providing an exceptional customer experience.

Cathy brings a deep experience in problem solving and achieving results within our team in Knoxville, where she mentors and inspires several employees. Including a special employee: her daughter Tiffany.



Tiffany Farmer Dowdy is in her third year in our Knoxville office, following her mother's footsteps in a position of Project Manager, working on our Wells Fargo account.

A people person, Cathy cherishes family, which includes two grandchildren, and friends. And she has special affection for animals. For many years, Cathy had horses which allowed her to pass time on farms and animal environments. She currently has three Goldendoodle dogs, which bring her comfort, closeness, and a safe place for her heart.

The contributions of Cathy Farmer to Pattison ID were recently recognized with the 2024 Integrity Award at our last Sales and Operations Conference, an honour which she is particularly proud of.



“ Being awarded the 2024 Integrity Award, and the privilege of my daughter as a colleague, have fulfilled me with proudness and happiness.

**Cathy Farmer**  
Knoxville, Tennessee

”

## RESEARCH AND DEVELOPMENT (R&D)

**R**esearch 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.

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.

With our greenfield investment in Albuquerque, New Mexico (reported in the CSR 2022), we have significantly enhanced our R&D capacity in architectural components and facility branding in the design of building envelopes for the integration of commercial signage.

The common denominator of our actions in R&D are reducing the ecological footprint of our products by reducing and optimizing the materials needed and reducing the energy consumption in manufacturing and operations of the signs, without compromising the quality and the esthetics of our products.

## WELDING GAS STUDY - EDMUNDSTON

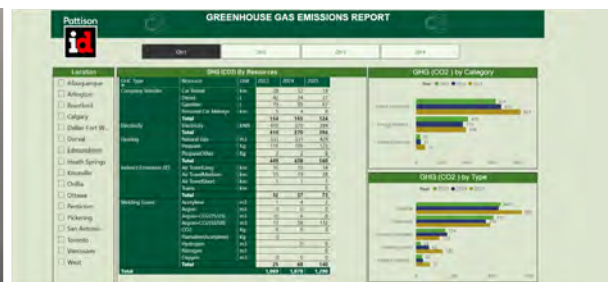
**D**uring the reporting period, we validated and updated the type of welding gases used in our operations to ensure we had the best-available GHG emissions factors for each welding gas. Working with the welding teams in our manufacturing facilities, we documented the type of welding gases used and we ensured that the size of the tanks matched the billing information that provides the quantities consumed to determine the GHG emissions.

In our Edmundston manufacturing facility, we looked at the opportunity to switch from pure CO<sub>2</sub> shielding gas to an optimum mixture of Argon and CO<sub>2</sub>. Switching to an AR - CO<sub>2</sub> 75/25 shielding gas will reduce by 25% our GHG emissions from the shielding gas in this facility, while maintaining the level of quality expected in our products.



On the photo, Kevin Tardif from our welding team in Edmundston discusses the results of weld tests with engineer Keith Brideau, who serves as Supervisor of Certification, Environment and Quality.

Since 2024 Q3, the GHG Tracker provides quarterly data on GHG emissions from our operations, with the data available through our management dashboard.



41

## FOSTERING EMPLOYEE EXPERIENCE

**A**t Pattison ID, we prioritize our relationships with our employees, because we believe that a thriving workforce is the backbone of our success. Our goal is to create a workplace that not only feels safe and welcoming for our team members, but also inspires and equips all of us to perform at our best.

As we've expanded through recent acquisitions, we recognized the need to enhance our human resource practices. This led us to create the role of Senior Vice President, People and Communications, supported by a dedicated team of HR leaders and professionals. This step reflects our commitment to prioritizing employee experience.

We don't just focus on health and safety; we've also established a key indicator specifically for Employee Experience, tracking our progress with metrics that matter most to our team.



Throughout the reporting period, we've rolled out several exciting initiatives designed to boost employee satisfaction. These initiatives are the result of an HR strategy deeply rooted in our business plan. One of the significant improvements is the standardization of HR processes and conditions across the company, simplifying how we interact with each other.

We also introduced a comprehensive health benefits plan for all our employees in Canada and the US. This plan is designed to be equitable and accessible, featuring virtual healthcare support that allows employees to consult with healthcare professionals online as part of their benefits package.

Our Time-Off Plan has also been refreshed. Employees now have greater flexibility in managing their vacations, holidays, and personal days off. With floating holidays included, our team members have the freedom to take time off during key moments that resonate with them.

We continue to enhance our feedback systems, where the voice of our employees can be heard. This includes a quarterly survey that allows to gather insights about the experience and needs of our team members.

We value transparency and communication, which is why we hold regular meetings with our teams. Our monthly Town Halls are engaging platforms for discussing health and safety, quality assurance, our progress towards goals, sustainability efforts, social committee activities, and an update on our five key organizational health metrics. We also take this opportunity to reinforce our values and Promise and recognize individual and team achievements. When our President, Marco Calabretta-Duval, attends local Town Hall meetings, we host an *Ask Marco Anything* session, providing a space for team members to raise any topic about the company's direction, strategy, and market insights.



We also established quarterly All-Hands meetings, held online, for all our team members. Here, we discuss essential company updates and strategies.

We also launched a monthly internal newsletter, “The Pulse”. This is a go-to source for staying informed, sharing feedback, and connecting with the heartbeat of our company culture. Named through employee input, “The Pulse” reflects how we all perceive our shared workplace.



Furthermore, we have implemented Employee Assistance Programs (EAPs) at all our facilities through trusted third-party organizations. Whether our team members are facing challenges related to mental health or grief or need someone to talk to, these services are available to support them confidentially.

As reported in the CSR 2022, we phased out our internal leadership training program, the “PSG Academy”. After graduating 38 team members, the program had served its purpose of growing the leadership pool of the company.

Finally, many locations have physical and well-being activities linked to the interests of our team members. Notably, our Edmundston facility expanded its ice hockey rink, with a ball-hockey rink in the summer.

Working with our team members, we strive to shape an inclusive and engaging workplace where everyone can thrive.

## A MODEL OF LONGEVITY

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### DON HENDERSON

Plant Manager  
Orillia, Ontario

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**D**espite his 45 years of employment with the Pattison sign company, Don Henderson still has the energy and the enthusiasm of a person entering his or her dream job.

Employed as a manufacturing hand, Don's abilities were not left un-noticed; he became Plant Foreman after barely 8 years of employment in the company. For several years, he led a team out of our Scarborough facility, which was transferred to our Orillia facility when it opened in 2006. Don cherishes this time when he was leading a tightly knit group of individuals producing exceptional signs, some integrating neon.

Since 2020, Don Henderson is Plant Manager at our Orillia facility, overseeing all the operations. Highly respectful of the environment and a champion of recycling, Don has made several improvements in our Orillia facility, notably to reduce our consumption of energy.

In top shape, Don works out every other day in his basement gym, and he enjoys 45-minute walks every night with his wife, a recently retired IT professional, and their Great Dane dog.

Don is an enthusiastic outdoors person. Canoeing, kayaking, cycling, hiking, motor sports; Don does them all.

But his preference remains a cup of tea shared with his wife Cherie besides a campfire on the riverbank behind their home.

” The diversity in sign manufacturing is exciting; always something to learn at Pattison ID. So many cool opportunities! ”

**Don Henderson**  
Orillia, Ontario

## TAKING CARE OF OUR EMPLOYEES

**A**t Pattison ID, 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.

### MANUFACTURING FACILITIES

**W**hile the processes within our manufacturing facilities are continuously assessed, adapted, and improved to achieve the above goals, all facilities have implemented actions that provide good working conditions for our employees. We constantly 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.



#### ALBUQUERQUE NM

- All tools are 100% electric powered, resulting in zero GHG emissions within our facility.
- Provide healthy snacks and drinks in the break room.
- Safety celebrations by sharing lunch every 100 days of no loss time incidents; offsite celebrations after reaching 600 days.
- Installed high quality fatigue mats at all stations, replacing old mats and installing them where none existed.
- Sunscreen and hydration mix are available on hot days.
- Increased the lighting for better visibility in the plant.
- Improved the material handling carts to increase safety and efficiency.

#### ARLINGTON WA

- Updated tooling to increase the safety and the efficiency of removing used tools.
- Safety celebrations by sharing lunch every 100 days of no loss time incidents.
- Town Hall lunches and random appreciation lunches linked to project completions.

#### DORVAL QC

- Flexible work options allow our team to be in-office 2-3 days per week, balancing collaboration with personal productivity.
- Pet-friendly policies, including the regular presence of a Mira dog in training, have significantly boosted morale and created a warm, engaging atmosphere.

- Our fully stocked kitchen ensures employees have easy access to snacks and refreshments throughout the day.
- An open floor plan fosters collaboration, while designated think areas with sofas support more focused or creative discussions.
- Digital screens throughout the office share our core values and promote positive messaging.
- A striking giant LED screen in the open workspace showcases calming scenic imagery, adding inspiration to our daily environment.

#### EDMUNDSTON NB

- Finalized the integration of a new 5-axis CNC table to prepare thermoforming molds.
- Manufacturing employees now have a 4-day work week, from Monday to Thursday, leaving them more time for personal obligations and family activities.
- 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.
- Promote physical activities and good health by offering an ice hockey rink and a volleyball court in our yard.
- Random game-drawing for Pattison ID season tickets to attend the Blizzard hockey games, a local national Junior A team.



### FORT WORTH TX

- Provide electrolyte popsicles and two additional water breaks in the summer, to contend with the heat.
- Adjusted the manufacturing schedule during the holidays to facilitate taking personal time off.
- Host the Carter BloodCare mobile unit for blood drives with the employees.

### HEATH SPRINGS SC

- Offering 4-day work week schedule, approximately 90% of the employees are currently benefiting from these work conditions.
- Installed automation for the loading and offloading the new laser machine.
- Developed more efficient and safer rotating positioners for the large pylon signs.
- Continuously develop jigs and tooling to increase productivity and increase the safety of the personnel.
- Random social events for employees – ice cream days, healthy snacks, treat bag, etc.
- Workshops focused on personal well-being are offered to all employees.
- Financial planning information sessions organised multiple times per year.

### ORILLIA ON

- Programmable thermostats were installed throughout the facility.
- The compressor room was insulated and isolated from the manufacturing plant.
- The insulation of exterior doors was improved, and windows were resealed.
- New protocols were developed with the employees to minimize the amount of time overhead bay doors remain open.
- An oil-water separator was installed on our compressor, resulting in a reduction of contaminated liquid to be treated; the compressor operates on vegetable-based oils.
- A new roof capping was installed between the old building and the addition, which helped to seal up the building roof.
- Various recycling programs.

### PICKERING ON

- Following the acquisition of Provincial Sign Systems (reported in the CSR 2022), the Pickering head office was established during the reporting period after undergoing a substantial renovation to increase the office space and adapting the manufacturing plant to the Pattison ID processes. Practically, this facility was in constant evolution during the reporting period, with the objective of providing comfortable and safe work environments.



## AWARDS

To recognize the excellence in our employees, and their contributions to the success of the company, we have instituted several prizes at the company 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.



### PERSONAL ACHIEVEMENT AWARDS

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.

2023	Moises Lopes	Pickering ON	Senior Financial Analyst
	Greg McMullen	Knoxville TN	Supervisor, Project Management
2024	Marc Nadeau	Edmundston NB	Plant Supervisor
	Christie Smith	Knoxville TN	Director, Retail & Healthcare, 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 company level.

2023	Adrian Schincariol	Pickering ON	Director of Manufacturing
	Samantha Souza	Fort Worth TX	Director of Project Management
2024	Jenna Gowan	Heath Springs SC	Transportation Manager
	Karen Ringuette	Edmundston NB	Director Customer-Centric Operations



### VALUES AWARDS

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

2023	TEAMWORK	Aurela Michaud	Edmundston NB	Team Lead, Project Management
	INNOVATION	Jennifer Cassidy	Edmundston NB	R&D Supervisor
	CUSTOMER SERVICE	Natalie Scott	Knoxville TN	Director of Maintenance
	QUALITY	Sam Johnson	Albuquerque NM	General Manager – Facility Branding
	INTEGRITY	Wesley Nokes	Knoxville TN	Director of Supplier Management & Strategic Sourcing
2024	INNOVATION	Patrick Roberts	Heath Springs SC	Senior Technical Advisor
	DELIGHT	Heather Currin	Fort Worth TX	Plant Manager
	INTEGRITY	Cathy Farmer	Knoxville TN	Account Director
	DEPENDABILITY	Paul Boucher Jr.	Edmundston NB	IT Manager
	INVOLVEMENT	Robert Montgomery	Albuquerque NM	Technical Designer - Architectural
	DRIVE	Julie Robertson	Fort Worth TX	Senior Project Manager



## CUSTOMER CHAMPIONS

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

<b>2023</b>	<b>Lorette Fiore</b>	Pickering ON	Team Lead, Project Management
	<b>Helene Hammond</b>	Ottawa ON	Account Director
	<b>James Meyer</b>	Heath Springs SC	Engineer
	<b>Stevie Webb</b>	Knoxville TN	Account Director
<b>2024</b>	<b>Keny McClurg</b>	Fort Worth TX	Senior Art Manager
	<b>Greg McMullen</b>	Knoxville TN	Team Lead, Project Management



## SALES AWARDS

Every year, Pattison ID recognizes outstanding achievements in sales.

### ANTHONY HOLLYOAK AWARD

The Anthony Hollyoak Memorial Award is presented to the Top Sales Executive. Established in 2022, the Award recognizes the legacy of Pattison ID's most successful salesperson in the history of the company, who passed away earlier that same year.

<b>2023</b>	<b>Ed Mackle</b>	Knoxville TN	<b>2024</b>	<b>Jeff Christensen</b>	Knoxville TN
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### LIFETIME ACHIEVEMENT

<b>2023</b>	<b>Eric Collin</b>	Dorval QC	<b>2024</b>	<b>Jeff Christensen</b>	Knoxville TN
	<b>Anthony Dimarco</b>	Pickering ON		<b>Norm Fry</b>	Pickering ON
	<b>Roger Gbantous</b>	Ottawa ON		<b>Roger Gbantous</b>	Ottawa ON
	<b>Ed Mackle</b>	Knoxville TN		<b>Ed Mackle</b>	Knoxville TN

### PLATINUM AWARD

<b>2023</b>	<b>Jeff Christensen</b>	Knoxville TN
	<b>Eric Collin</b>	Dorval QC
	<b>Anthony Dimarco</b>	Pickering ON
	<b>Norm Fry</b>	Pickering ON
	<b>Roger Gbantous</b>	Ottawa ON
	<b>Kristen Hamilton</b>	Fort Worth TX
	<b>Ed Mackle</b>	Knoxville TN
	<b>Stanley Macrum</b>	Fort Worth TX

### PLATINUM CLUB VIP AWARD

<b>2024</b>	<b>TOP 2 ACCOUNTS DIRECTORS</b>	
	<b>Helene Hammond</b>	Ottawa ON
	<b>Stevie Webb</b>	Knoxville TN
	<b>TOP 2 SALES EXECUTIVES</b>	
	<b>Jeff Christensen</b>	Knoxville TN
	<b>Ed Mackle</b>	Knoxville TN



## PRESIDENT'S WINNER CIRCLE

2023	Jeff Christensen	Knoxville TN	2024	Eric Collin	Dorval QC
	Eric Collin	Dorval QC		Luc Duguay	Ottawa ON
	Anthony Dimarco	Pickering ON		Walter Finninger	Fort Worth TX
	Mike Drury	Fort Worth TX		Norm Fry	Pickering ON
	Norm Fry	Pickering ON		Roger Ghanous	Ottawa ON
	Roger Ghanous	Ottawa ON		Stanley Macrum	Fort Worth TX
	Kristen Hamilton	Fort Worth TX		Deborah Moltz	Fort Worth TX
	Ed Mackle	Knoxville TN		Matthew Wilson	Fort Worth TX
	Stanley Macrum	Fort Worth TX		Preston Wilson	Knoxville TN
	Deborah Moltz	Fort Worth TX			
	Andrew Mullin	Brantford ON			
	Matthew Wilson	Fort Worth TX			

Most of our facilities and offices 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 in our significant locations of operations.







# OUR JOURNEY TO SUSTAINABLE DEVELOPMENT

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**P**attison ID acknowledges that sustainability trends increasingly influence corporations across all sectors, not just within the physical branding industry. We take this reality very seriously and we strive to remain an industry leader on these issues.

At the executive level, the Senior Vice President, Corporate Services and Sustainability is responsible for embedding sustainability into the company's overall operations and long-term strategy and is accountable for the related key organizational health metrics for the company.

The environmental aspects of our sustainable development initiatives are coordinated with our Environment Team, which operates at the company level. This team is tasked with researching, developing, and recommending strategic actions, targets, and goals. These are then implemented across our offices and manufacturing facilities. Complementing their efforts, local environment teams provide on-the-ground direction and execution to ensure alignment with corporate objectives and to deliver meaningful results in sustainable development.

An increasing focus in our industry is on designing and manufacturing products with smaller ecological footprints. This includes selecting materials with sustainable properties and ensuring energy-efficient performance during operation. We approach these opportunities with both environmental responsibility and economic viability in mind, collaborating closely with our customers and suppliers to find the right balance in product design and production.

As a supplier to several global companies, we are also integrated into their sustainability ecosystems. Many of our customers have established sustainability requirements, which influence how we design and manufacture our branding solutions. We engage proactively with these partners to ensure we stay ahead of evolving expectations and industry benchmarks.

Transportation remains a key area for ongoing improvement. We have embedded sustainability principles into our logistics operations by optimizing load capacities and planning production schedules strategically to reduce shipping distances. These efforts are integral to reducing our overall environmental footprint.

As a company, 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.

Our commitment to sustainability incites collaboration with our customers and drives engagement across our workforce. It also challenges us to stay current with emerging best practices and innovations, reinforcing our role as a leader in the physical branding industry and as a responsible corporate citizen.

# ENVIRONMENT TEAM

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The objective of the Environment Team is to advise and assist the leadership of Pattison ID and employees on best practices and optimal ways to reduce our impacts on the environment, while making Pattison ID a more sustainable company. The Environment Team is composed of 14 employees, representing all levels of the company, and all its regions.

During the reporting period, the Environment Team led several initiatives to deepen employee engagement with sustainability, both at work and at home. These included educational sessions on environmental topics and the establishment of clear targets to reduce greenhouse gas emissions.

As part of our long-standing commitment to environmental responsibility, we have tracked our GHG emissions for over a decade and achieved meaningful reductions. For detailed data, see the Material Aspects section.

# OBJECTIVES OF OUR CSR

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

# CHARTERS AND PRINCIPLES ADHERED BY PATTISON ID

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- |  |  |
|--|--|
| • Canadian Standards Association (CSA)                         | • Canadian Welding Bureau  |
| • Underwriters Laboratories (UL)                               | • Occupational Health and Safety Acts in various jurisdictions where we operate            |
| • Intertek (ETL)   | • Labor Acts, Human Rights Acts and legislations in various jurisdictions where we operate |
| • International Sign Association (ISA)                         | • Modern Slavery Reporting   |
| • Sign Association of Canada (SAC) and its provincial branches |  |
| • Workplace Hazardous Materials Information System (WHMIS)     |  |

## LESS SPACE. MORE PEOPLE. AND A DOG.

**A**nd everyone is happy.

Despite an increase in the number of employees in Dorval, Quebec, we significantly reduced the surface area of our sales and operations office in this location. The 45% reduction in the footprint of the office is beneficial for the environment, while optimizing resources.

Working with employees who benefit from a hybrid home/office work schedule, we developed an open concept workplace where workstations are shared, even for the Senior Vice President whose office is in Dorval. The team members in Dorval adapted to this new concept which creates a fun, creative and welcoming atmosphere.

Among the employees based in Dorval, Laurie-Ann Martineau serves as the receptionist for Pattison ID. Deeply community-minded, Laurie-Ann also volunteers with the Mira Foundation. In this role, she helps socialize young service dogs-in-training, playing a vital part in preparing them to become fully trained guide or service dogs. These dogs go on to support individuals with visual or physical disabilities, or to assist youths living with autism spectrum disorder.

The office thus regularly hosts a Mira dog-in-training, to the enjoyment of all.



On the photo, Laurie-Ann Martineau is with Yuki, a 10-month old Labrador-Bernese Mountain dog who is in his 8<sup>th</sup> month of training.

## COMMUNITY INVOLVEMENT

**P**attison ID 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 (EDMUNDSTON)

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

Members of our engineering and design team continue to participate in the teaching of an engineering design course at the Edmundston Campus of the Université de Moncton. In the teaching of design concepts, Denis Guérette, Senior Director, Design, Engineering, and Estimation, employs the “Edmundston” sign as a case study for design processes. Likewise, Éric Bossé, formerly the Manager of Technical and Graphic Design, and now Plant Manager, along with Jessy Latouf, Technical Designer, concentrate on instructing technical drawing and design classes using components commonly found in the physical branding industry.



Éric, Jessy, and Denis discussing concepts for the design course at the local university





## PARTNERSHIPS IN INTERNSHIP TRAINING

**A**n important segment of our operations is performed by Project Managers. These men and women, working in our offices across North America, do a lot of our proverbial heavy lifting to ensure that we have efficient, reliable, and high-quality deliveries of our signage and physical branding programs.

Most of our Project Managers are long-serving employees of Pattison ID or have come from our recently acquired companies. Nonetheless, we often need to hire Project Managers from outside the company, but to find the level of excellence that we expect from our employees is usually a challenge.



To remediate this in our Edmundston office, we have partnered with the Edmundston Campus of the Université de Moncton. In the last funding campaign of the university, Pattison ID made a generous donation to promote studies in project management on this campus. Through tailored individual programs, undergraduate students follow a program that maximizes their knowledge and competencies in project management.

Further, students who follow these programs are eligible for scholarships and work internships within our Edmundston facility, allowing them to gain direct experiences in project management and working under the supervision of seasoned Project Managers.

Still in Edmundston, through a formal agreement, internships are also available for students in the Technical Drafting Technician program offered at the New Brunswick Community College.

## KNOXVILLE GREEN TEAM ESSAY SCHOLARSHIP

A champion of community involvement, 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 deserving causes in the community, as listed further in this section.

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 ID.

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

“As a 5<sup>th</sup> year senior, the scholarship award was extremely helpful in getting me over the last hump. The beauty of the Pattison ID Scholarship is that I determined how I use the funds. Being a fulltime student, the award allowed me to only work light hours, which helped me in staying focused on class and getting the last semester completed with less stress. I am extremely thankful to Pattison ID for the scholarship, it sure helped me.

**Mekhi Carter**

Information Sciences, University of Tennessee  
Essay Scholarship Winner for 2023

“I am very grateful to have received the Pattison ID scholarship. The funds have helped me cover the out-of-pocket costs of books and supplies required for my Architecture courses. Because of this scholarship I was able to cut my student loan almost in half this year. That will be a big benefit, saving me interest down the road. Thank you for seeing value in my essay and awarding me the scholarship.

**Delaney Phillips**

Architecture, University of Tennessee  
Essay Scholarship Winner for 2024

## THINK GLOBALLY. ACT LOCALLY.



## AN INSPIRATION FOR COLLEAGUES

### CAROLANE CARON

Project Manager  
Edmundston, New Brunswick

**A**s part of our sustainable development initiative, a company-based community garden was established in our Edmundston facility. This unifying garden allows employees to work the soil and grow vegetables, all while creating an area for exchange and relaxation in the work environment. Tomatoes, radishes, yellow and green beans, cucumbers, peas and carrots figure amongst the popular crops.

Last year, with the help of a professional beekeeper, a beehive was installed in the vicinity of the garden. Besides enhancing pollination in the garden and protecting biodiversity, the beehive raises awareness of the importance of these insects in the food chain and in the environment.

Carolane Caron, a Project Manager in Edmundston, is the passionate champion of the community garden. Her commitment to the project and her enthusiasm to mobilise members of the team is an inspiration for colleagues to do their share in protecting our environment.



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

**A**t all of our locations, Pattison ID 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 need in the communities where we are present. Here is a sample of some of the difference-making activities organized by our employees.

### ALBUQUERQUE NM

- Participation in the Albuquerque recycling program where we recycle or reuse 90% of all the waste product produced in the manufacturing facility and offices.
- Annual spring cleaning of the facility site.

### DORVAL QC

- Through an employee's volunteer work with the Mira Foundation, host a dog-in-training that will help beneficiaries with visual or physical disability and to youth with an autism spectrum disorder.

### EDMUNDSTON NB

- Management personnel are involved in various post-secondary education and economic development committees in the Northwest region of New Brunswick.
- Pattison ID provides pro bono staff expertise for teaching engineering design at local university and community college.
- We regularly host school, college and university visits of our facility.
- Held a "Sign Manufacturing Day", where high school students, and potentially future employees, participated in the fabrication of a sign.
- 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.
- Contribution to the Parc Hôtel-Dieu community project.
- 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.
- Pattison ID provides continuous support to local community organizations that promote well-being (softball league, ski centre, golf club).
- A community garden was installed.

### FORT WORTH TX

- We partnered with Cook Children's Hospital to collect and donate teddy bears, helping bring comfort to children in their care.
- We organized an outreach event to support the homeless community, providing meals along with clothing and essential items to those in need.
- During the holiday season, we launched a Holiday Cheer for Seniors initiative, partnering with a local nursing home to donate Christmas Goodie Bags and socks to residents.
- We hosted a food drive and donated the collected goods to our local food bank.
- We supported the Carter Blood HealthCare donation drive, giving team members an opportunity to contribute to lifesaving efforts.





## HEATH SPRINGS SC

- 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.
- Shoe donations to the local Street Feet ministries.
- Three of our employees are volunteer firefighters in their communities.

## KNOXVILLE TN

- Warm Hearts and Toasty Toes - Fuzzy sock drive for East TN Children's Hospital.
- Green Team Essay Scholarship Program.
- Adopt-a-Road Clean Ups.
- Young Williams Animal Shelter Donations.
- Medic Blood Drives.
- Chili Cook Off and Bake Sale, with proceeds going to an employee battling cancer.
- Halloween Costume Contest.
- Food and Clothing Drive—Donated to local church.
- Contribution to Ronald McDonald's House – Christmas Family Gifts for families.

## ORILLIA ON

- 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.
- Work with local high schools hosting coop students for a semester.
- Regularly hire coop students from the regional universities.
- Big Brothers & Big Sisters Business Challenge to help raise funds to support their activities.



## PICKERING ON

- Food donations through the Feed the Need in the Durham region.
- Holiday Party food drive for the local food bank.
- Dreams & Wishes toy drive.



## 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 sales meeting of Pattison ID.
- Participated in McHappy Day with the office purchasing coffees.
- Recycled old TV from board room, as well as old computer equipment at local recycling depot.
- Most office employees work from home two days a week, saving on carbon emissions from driving to and from work.

## MATERIAL ASPECTS

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**T**he *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 Pattison ID, 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

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**W**hile most of the materials to manufacture signs and other branding elements 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 communities, 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 Pattison ID.

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 local subcontractors who complete our product 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 and branding elements that attract attention and are visually pleasing, durable and energy efficient create an important indirect economic benefit: helping businesses become successful with signage 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 Pattison ID one of the key economic players in these regions.

While our main markets are signs and other 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.

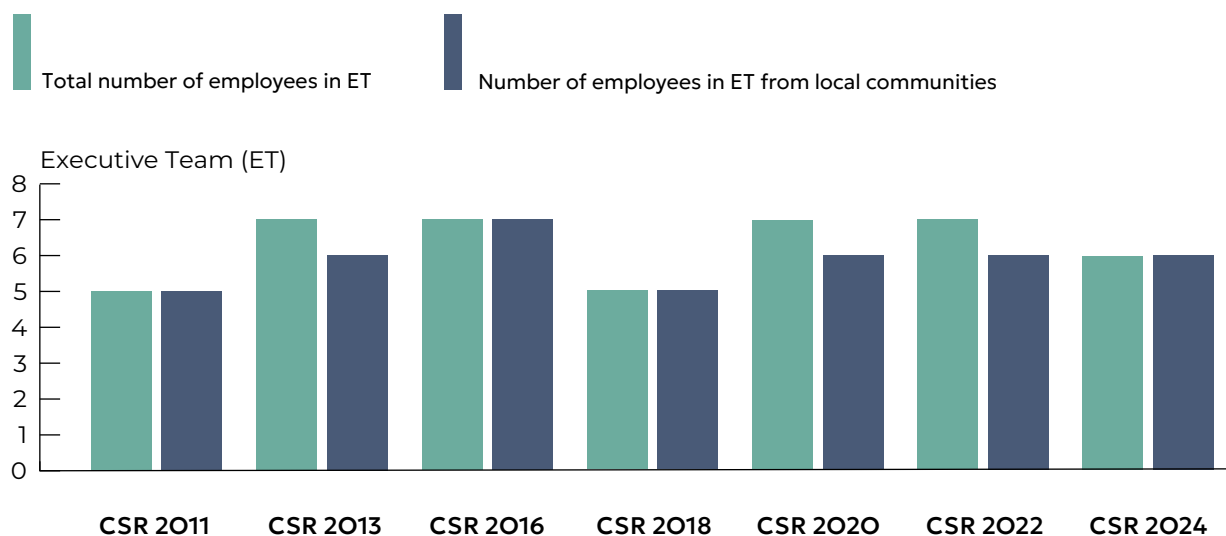
We intend to maintain this objective in the long term, and thus continue to satisfy the needs of our customers, who do business with a financially stable and sustainable company; to contribute to the prosperity of the communities where we do business; and to continue to provide competitive, dependable,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

## MARKET PRESENCE

**B**ecause 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 locations of Pattison ID 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 at the end of the reporting period, all six members were from the local communities where Pattison ID is present.

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



## ENVIRONMENTAL

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**A**t the operational level of our products, we have made significant improvements in the design of signs and branding elements 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 products, both in the manufacturing phase and the operational phase of the signs.

We are committed to optimizing the usage of materials in the manufacturing of our products. In the manufacturing of signage and branding products, we work to reduce the material intensity by optimum design and waste reduction. At the operational level, we have implemented environmentally friendly business practices through recycling programs.

Within all our facilities, whether they are manufacturing plants or office environments, we have recycling programs for 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 branding products; 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.

Our goal is to continue to be a model signage and physical branding 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 operations and sales offices integrate professionally and contribute to the economic activities in their communities.

## ENERGY

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**A**s a manufacturing company where most products consume energy and have an important material intensity, we are continuously innovating to design and manufacture products 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.

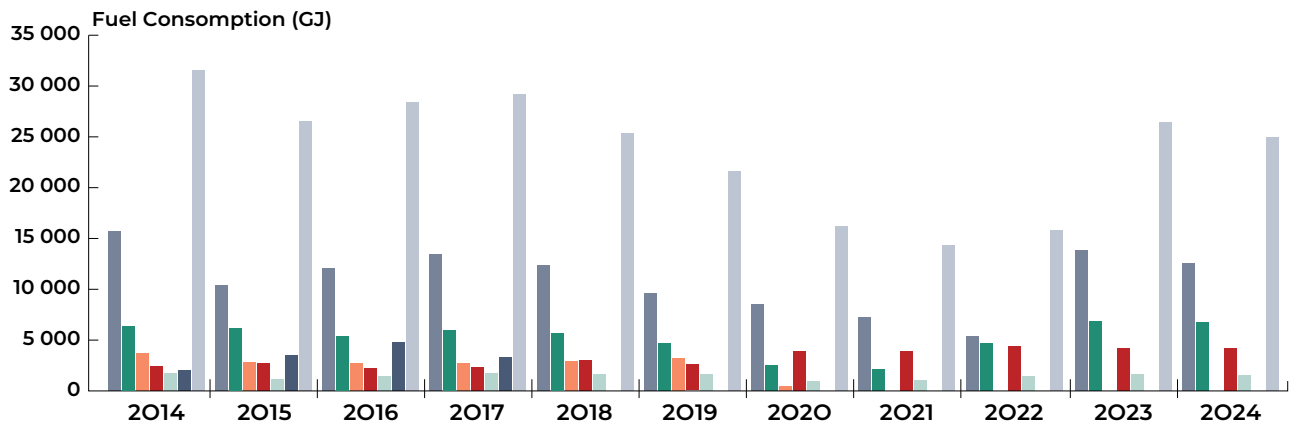
At the business operations and manufacturing levels, we execute energy audits in our facilities, and we have a company-wide initiative to measure our GHG emissions. We have identified, through a participatory approach with our Environment Teams, lists of GHG sources in our facilities and offices, and 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 and propane, 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.



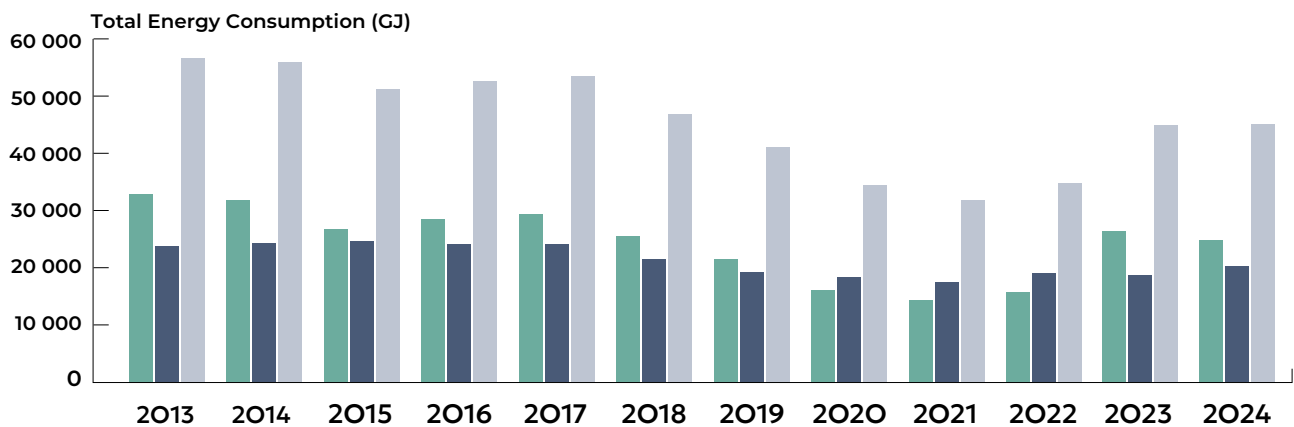
## FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES



Note 1: In 2018, we decided to stop the usage of a shared corporate jet, relying instead on commercial flights.

Note 2: 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 increases observed in the reporting period are due to the increased capacity of our operations through the acquisition of companies.

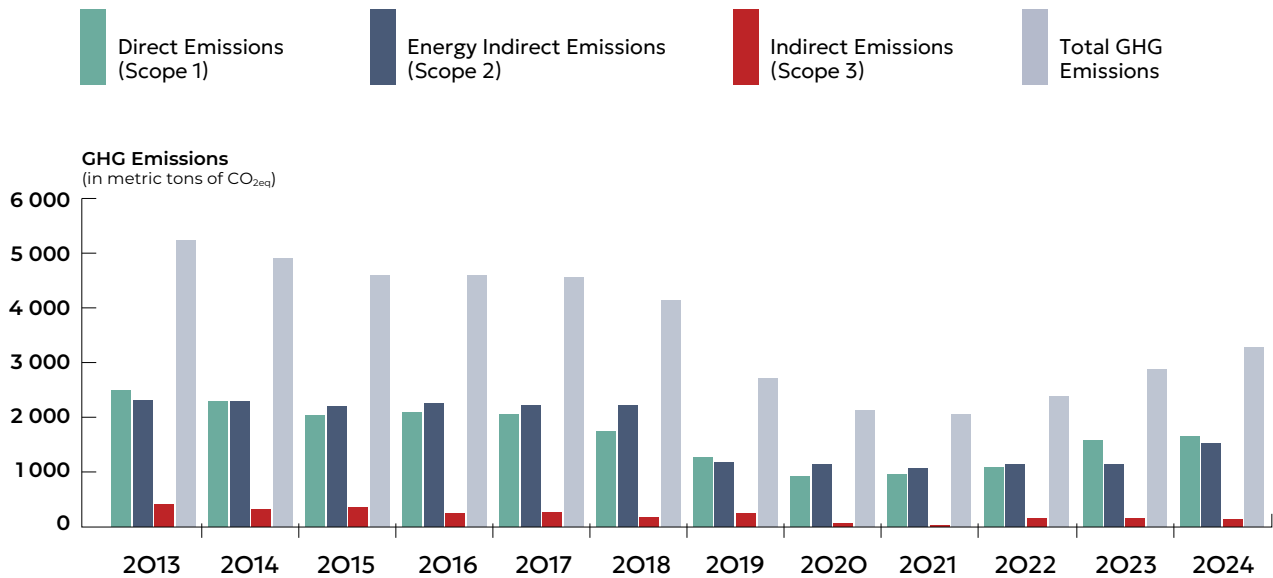
## EMISSIONS

**W**hile we recognize that climate change is a global and complex problem, we also recognize that local actions must be made to reduce GHG emissions. At Pattison ID, we quantify our GHG emissions from our manufacturing and business operations in all manufacturing facilities and all operations and sales offices.

The initiative started with training sessions to the Executive and the Senior Leadership 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 quarterly basis.

The base year for our GHG inventory is 2013, which was the first year we quantified our GHG emissions, and it provides a baseline from which we are working to reduce our carbon footprint. Pattison ID is committed to continue working on reducing its GHG emissions.

### GREENHOUSE GAS EMISSIONS



*Direct GHG emissions: GHG sources owned and controlled by Pattison ID*

*Energy indirect GHG emissions: Emissions related to the activities of Pattison ID, but where the emissions are from other entities not controlled by Pattison ID (e.g. electricity consumption)*

*Indirect GHG emissions: Emissions, other than energy indirect, which are a consequence of the activities of Pattison ID, but arise from GHG sources that are not owned or controlled by Pattison ID (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 travels. The increases observed in the reporting period are due to the increase in activities through the acquisition of companies.

## ENVIRONMENTAL COMPLIANCE

**W**e 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, Pattison ID 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

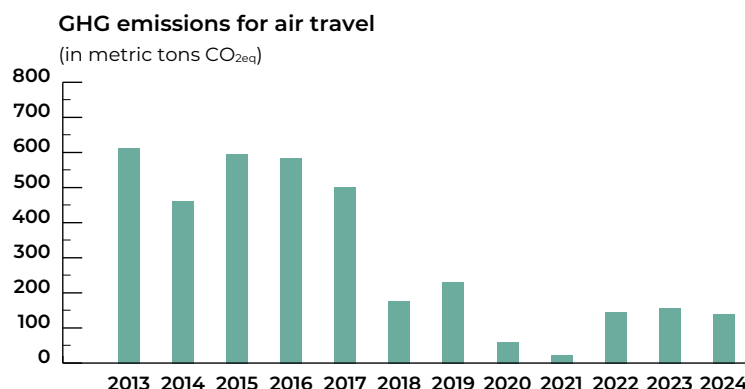
**S**ince we use third-party logistics companies to transport our products to their installation sites, we do not control the whole value chain for their shipping. Thus, the transportation of signs and branding elements is not part of the boundaries for this Corporate Sustainability Report. However, 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 operations 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 GHG emissions, mostly due to energy consumption, and the indirect energy GHG 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



► 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 GHG 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. The impacts of the COVID-19 pandemic air travel are also clearly seen on this figure.

## LABOR PRACTICE AND DECENT WORK

**O**ur employees are our greatest asset. We are proud to say that we offer competitive and equitable 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 allow us to improve the work conditions and environments of our facilities and offices.

We have an executive position specifically mandated to oversee the management of our human resources in our manufacturing facilities and offices. Working with HR personnel in all significant locations of operations, our Senior Vice President, People and Communications develops and implements policies, programs and practices that are uniform within the company, with a vision of enhancing employee experience within the company. We constantly adjust and improve our human resource policies with the aim of providing similar practices and data monitoring approaches in all our facilities and offices.

### EMPLOYMENT

**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 and equitable compensation packages (salaries, benefits, health plans, PTO plan, 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 administration 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 Pattison ID 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.

Two of the three Canadian-based manufacturing facilities operate under collective bargaining agreements (Edmundston and Orillia). In the United States, our Heath Springs facility operates under the state legislation of Right to Work.

Our Albuquerque NW, Arlington WA, Fort Worth TX, and Pickering ON 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 Pattison ID and we offer equal remuneration packages for women and men.

We have also developed internal models of projection of workloads, which allow 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 and following the recent acquisitions of companies.



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

REGION	YEAR	TOTAL NUMBER	% OF WORKFORCE
CANADA	2023	141	27
	2024	131	28
USA	2023	124	21
	2024	112	21
TOTAL	2023	265	24
	2024	243	25

Employment turnover rates can be influenced by several factors, some of which are not under the control of the employer. As a company, Pattison ID 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, are reported in the corresponding Table.

During the reporting period, Pattison ID sustained important growths in its workforce, notably through the acquisitions of companies in recent years. 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.

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

REGION	YEAR	% TURNOVER
CANADA	2023	18
	2024	20
USA	2023	27
	2024	20
TOTAL	2023	23
	2024	20

## OCCUPATIONAL HEALTH AND SAFETY

**B**eyond 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 most of our significant locations of operations of the company.

We 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.

In Canada, by regulation, companies of the size of Pattison ID must have Joint Health and Safety Committees. Composed of both workers and employer representatives, a JHSC identifies and addresses health and safety issues in the workplace, along with promoting a safe and healthy work environment by identifying hazards, assessing risks, and making recommendations for improvement.

All new employees receive training on health and safety requirements, along with our safe workplace environment protocols. Our legacy manufacturing facilities, in Canada and in the US, have Joint Health and Safety Committees, which apply to all employees.

Before their acquisitions by Pattison ID, and in the absence of regulations, the manufacturing plants in Fort Worth and Arlington did not have formal Joint Health and Safety Committees. In our due process after these acquisitions, we have taken actions to enhance the health and safety of these facilities. Our Fort Worth facility has a H&S Management Committee, which meets monthly, and we have recently hired of a safety professional in Fort Worth, with the mandate to create a formal Joint Health and Safety Committee for this facility. We are also in the process of establishing the same committee in our Arlington manufacturing facility and in our greenfield facility in Albuquerque.

## COMPOSITION OF THE JOINT HEALTH AND SAFETY COMMITTEE IN OUR FACILITIES

REGION	MEMBERS ( NO.)	MANAGEMENT (NO.)	%	NON-MANAGEMENT (NO.)	%
ALBUQUERQUE NM	0	0	0	0	0
ARLINGTON WA	0	0	0	0	0
EDMUNDSTON NB	8	4	50	4	50
FORT WORTH TX	0	0	0	0	0
HEATH SPRINGS SC	8	2	25	6	75
ORILLIA ON	8	3	37.5	5	62.5
PICKERING ON	8	3	37.5	5	62.5

*In our Edmundston facility, Management refers to non-unionized employees, while Non-Management refers to unionized employees. Non-unionized employees on the JHSC include management and operations personnel.*

## WORKPLACE ACCIDENTS DURING THE REPORTING PERIOD

REGION	LOSS TIME ACCIDENTS	LOST DAYS OF WORK	NON-LOSS TIME ACCIDENTS	FATALITIES
ALBUQUERQUE NM	0	0	0	0
ARLINGTON WA	2	4	2	0
BRANTFORD ON	0	74	1	0
EDMUNDSTON NB	4	43	6	0
FORT WORTH	4	49	7	0
HEATH SPRINGS SC	10	115	6	0
ORILLIA ON	0	0	7	0
PICKERING ON	3	6	2	0

► A lost time accident in Brantford occurred at the end of the previous reporting period, following our acquisition of Teksign. Since Teksign was not under our operations for most of the previous reporting period, the HR statistics of our Brantford facility were not reported in our CSR 2022. Nonetheless, the lost days of work due to the loss time accident in Brantford occurred in the current reporting period.

The Brantford ON manufacturing facility was closed down in May 2024, and is thus not indicated in the list of manufacturing facilities at the end of the reporting period.

## SOCIETY

**A**s 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 normally applicable in North America. 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 physical branding 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, national causes.

## SOCIETY COMPLIANCE

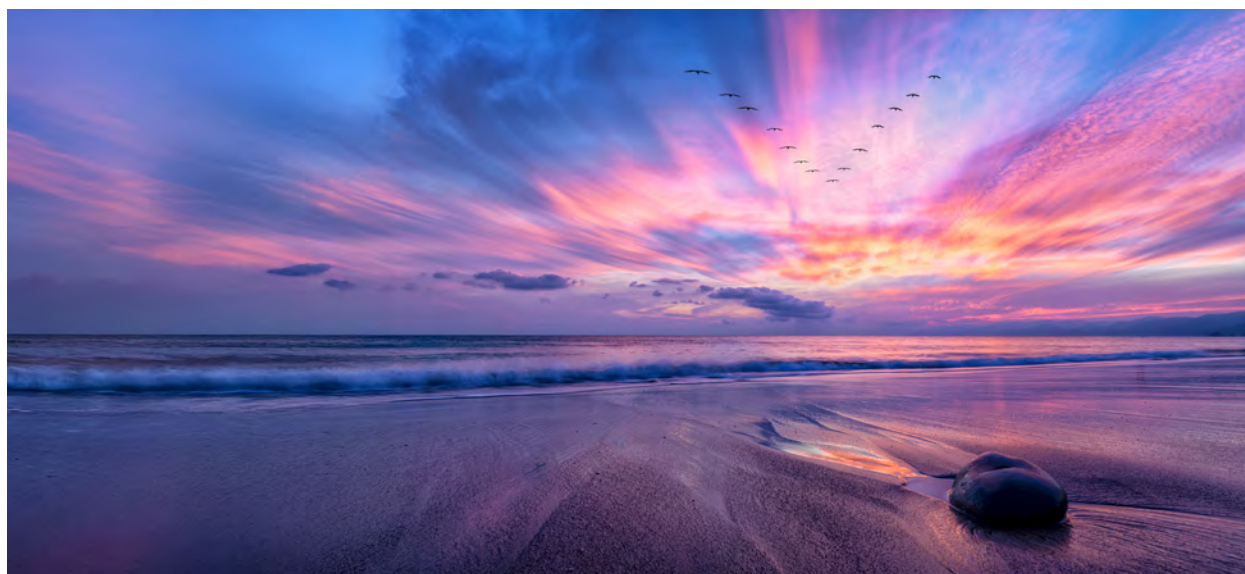
**A**s all responsible companies, our goal is to comply with all applicable laws, regulations, legislations, and codes of conduct. While ultimately this obligation rests with the Senior Vice President, Corporate Services and Sustainability to ensure compliance, all management staff are fully aware of 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, in the Province of Quebec, we had an unfortunate situation where an installer subcontractor was caught not using proper delineation techniques to create a safe work area to prevent pedestrians from walking through. As the Contractor of record on the site, we were also fined, to which we pled guilty. Following this experience, we engaged in the development of an H&S program for our installer partners that would allow us to act officially as Prime Contractor on sites with complete H&S oversight.

Other than the situation above, Pattison ID complied with all laws and regulations in every jurisdiction we operate. Thus, besides the fine mentioned above, Pattison ID did not receive other fines, nor did it receive non-monetary sanctions, for non-compliance with laws and regulations.

Further, during the reporting period, Pattison ID 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, Pattison ID was in compliance with all requirements, regulations and voluntary codes concerning product and service information and labeling; and Pattison ID did not receive fines for not complying with laws and regulations concerning the provision and use of products and services.





# OUR RELATIONSHIP WITH THE ENVIRONMENT

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**P**attison ID is committed to sustainable development, actively minimizing our ecological footprint in manufacturing, business operations, and signage and branding 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.

Pattison ID 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 greenhouse gas 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.

Pattison ID 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 signage and branding 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 physical branding industry.

# PREPARING OUR CORPORATE SUSTAINABILITY REPORT

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**S**ince embarking on our Sustainability Journey, Pattison ID has voluntarily published six Corporate Sustainability Reports (CSR), in 2011, 2013, 2016, 2018, 2020, and 2022. Mainly based on the recognized Global Reporting Initiative (GRI) Guidelines, this seventh Corporate Sustainability Report (CSR 2024) has been prepared in accordance with the best available reporting principles and practices.

The reporting period for this seventh CSR covers the calendar years of 2023 and 2024, i.e., from January 1, 2023 to December 31, 2024, 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 2024.

The scope, boundaries and measurement methods in the preparation of the CSR 2024 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 company 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 (as it was known back then) 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 employees, with representation from all regions and gender, and with members working in practically every level of the company.

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

Qualitative data are compiled from surveys and conversations with our facilities and offices. Moving forward, we are continuing to implement processes to better track all data that are 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 employees of Pattison ID.

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.

Conversely, we are part of the supply chains of a growing list of customers who demand, with ever increasing levels of details, how we are reducing our impact on their environmental footprint. Increasingly, many customers are using third party compliance sites to ensure their supply chains, including Pattison ID, meet certain risk mitigation requirements, including sustainable practices, environmental compliance, waste, reduction of GHG emissions, etc.

The boundaries of the report have been set where Pattison ID has direct control; this includes our owned manufacturing facilities, along with our sales and operations offices in North America. While Pattison ID has built a strong network of partners and has made significant efforts to create the necessary tools to properly manage this network 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 Pattison ID does not have direct control on them. Similarly, once a sign or a branding element is installed on a customer's premise, Pattison ID 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 ID.

# CONTENT INDEX - SUMMARY

## GENERAL DISCLOSURES

### ORGANIZATIONAL PROFILE

Name of the organization	3, 7
Activities, brands, products, and services	7
Location of headquarters	16, 18, 26
Location of operations	12, 26
Ownership and legal form	7, 26
Markets served	26, 30
Scale of the organization	7, 23, 26, 30, 32, 37, 60, 66
Information on employees and other workers	7, 26, 66
Supply chain	72
Significant changes to the organization and its supply chain	4, 5, 6, 7, 9-13, 16
Precautionary principle or approach	51, 68, 71
External initiatives	51, 53-56, 58, 59
Membership of associations	51, 52

### STRATEGY AND ANALYSIS

Statements from senior decision-maker	4, 5, 6
---------------------------------------	---------

### ETHICS AND INTEGRITY

Values, principles, standards, and norms of behavior	5, 6, 11, 12, 24, 26, 28, 29, 32, 51, 52, 62, 66-72
--	---

### GOVERNANCE

Governance structure	17-19, 23-25
----------------------	--------------

### STAKEHOLDER ENGAGEMENT

List of stakeholder groups	52
Collective bargaining agreements	66
Identifying and selecting stakeholders	51, 60, 71, 72
Approach to stakeholder engagement	24, 42, 43, 45-49, 60, 71, 72
Key topics and concerns raised	24, 51, 71, 72

### REPORTING PRACTICES

Entities included in the consolidated financial statements	9
Defining report content and topic boundaries	3, 6, 52, 60, 62, 71, 72
List of material topics	60, 71, 72
Restatements of information	72
Changes in reporting	72
Reporting period	3, 6, 72
Date of most recent report	72
Reporting cycle	22, 72
Contact point for questions regarding the report	2
Content index	74, 75
External assurance	3



## MANAGEMENT APPROACH DISCLOSURES

Explanation of the material topic and its boundaries	3, 52, 60, 64, 72
The management approach and its components	6, 24, 32, 51, 52, 60-72
Evaluation of the management approach	24, 32, 51, 60, 62, 69

## MATERIAL TOPIC DISCLOSURES

### ECONOMIC

Proportion of senior management hired from the local community	61
--	----

### ENVIRONMENTAL

Energy consumption within the organization	62, 63
Direct (Scope 1) GHG emissions	64
Energy indirect (Scope 2) GHG emissions	64
Other indirect (Scope 3) GHG emissions	64
Non-compliance with environmental laws and regulations	65, 70

### SOCIAL

New employee hires and employee turnover	66, 67
Occupational health and safety management system	45, 68
Hazard identification, risk assessment, and incident investigation	45, 60-72
Occupational health services	42, 43
Worker participation, consultation, and communication on occupational health and safety	24, 42, 43, 45, 46, 68
Worker training on occupational health and safety	42, 43, 68
Promotion of worker health	5, 6, 24, 42, 43
Workers covered by an occupational health and safety management system	68, 69
Work-related injuries	69
Work-related ill health	6, 42, 43
Incidents of discrimination and corrective actions taken	70
Non-compliance with laws and regulations in the social and economic area	70

## PHOTO CREDITS

Except for a few stock photos to enhance the graphical presentation of the report, all signage and manufacturing photos are from the Photo Bank of Pattison ID. The personal photos were provided by the employees.

Stock Photos	C1, C2, 49, 70
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