



**Pattison Sign Group**  
Powering Your Brand

CORPORATE  
SUSTAINABILITY  
REPORT - 2016

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PATTISON SIGN GROUP



# CORPORATE SUSTAINABILITY REPORT - 2016

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All questions regarding this Corporate Sustainability Report or the sustainability practices at Pattison Sign Group can be directed to:

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Vice President Customer Experience & Legal Services

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## SCOPE OF THE REPORT

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

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (G4). A list of the GRI Standard Disclosures and their location in this report is provided at the end of the report. The period covered by this report corresponds to the calendar years of 2014, 2015 and 2016.

In-line with our two previous CSR, published in 2011 and 2013, this report was prepared with the active involvement of internal PSG personnel, with the support of an external advisor.

## STATEMENT FROM THE ASSURANCE PROVIDER

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

The external assurance provider supported Pattison Sign Group with its review of the GRI G4 Guidelines, the selection of the Material Aspects for the company, and the content and materiality of the report. This review included interviews with PSG management and staff; discussion of management systems and internal processes used to generate and report on data; document review on a sample basis; some site visits; and, assessment of the information provided for reliability, clarity, balance, comparability, accuracy and timeliness. Nothing has come to the attention of the external assurance provider that causes him to believe that the report's content is not, in all material respects, presented fairly in accordance with the GRI G4 Guidelines.

*All dollar values in this report are Canadian dollars.*

## MESSAGE FROM THE CHAIRMAN

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The world we live in is in constant transformation. Within The Jim Pattison Group, Pattison Sign Group has demonstrated its foresight in engaging in sustainable development initiatives, while continuing to have good financial results. This third Corporate Sustainability Report is a demonstration of our commitment to run our operations with the long term in mind.

We continue to concentrate on the key business principles that have helped us grow – the importance of honesty and integrity, our commitment to the long term in everything we do, and our focus on the importance of customer satisfaction.

“

THIS THIRD CORPORATE SUSTAINABILITY REPORT IS A DEMONSTRATION OF OUR COMMITMENT TO RUN OUR OPERATIONS WITH THE LONG TERM IN MIND.”

JIM PATTISON, VANCOUVER

The results we achieve are due to a focus on the long term development of the company, and with the commitment and dedication of our employees. This is accomplished through teamwork, trust, integrity, creativity, and a commitment to sustainable development.

I want to thank all of our team members at Pattison Sign Group for your service to the company and the priority you give our customers.

**Jim Pattison**

Chief Executive Officer & Chairman  
The Jim Pattison Group

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## MESSAGE FROM THE PRESIDENT



We are pleased to present our third Corporate Sustainability Report. Covering the calendar years of 2014-16, this report was prepared by our Green Team, composed of employees from all levels of the company, and covering all units of Pattison Sign Group.

During this reporting period, our company has taken a significant step on its Journey to Sustainable Development. In our most recent strategic planning exercise, we have introduced a specific objective, out of five corporate objectives, of “sustainability commitments for our customers, our employees and our other stakeholders”; and we have made Sustainable Development one of the five Core Values of the company.

This is the first time that one of our corporate strategic directions is specifically based on sustainable development issues, on which the success of the Executive Team will be measured. Along with the traditional metrics of financial results and productivity, we have incorporated sustainability performance indicators into our management dashboard. Bringing accountability of this level is a significant step for a sustainable company.

“

OUR COMPANY HAS TAKEN A SIGNIFICANT STEP ON ITS JOURNEY TO SUSTAINABLE DEVELOPMENT.”

DON BELANGER, EDMUNDSTON

PSG's goal is simple yet consistent – total customer satisfaction. Cutting-edge technology and equipment, efficient processes and, most importantly, a dedicated and talented team of professionals ensure that we achieve this goal. Our major strength is the quality of our employees, their teamwork and their continuous focus on the highest level of professionalism and integrity.

While our employees continue to provide superior quality products and services to our growing and diverse customer base of internationally recognized brands, our employees have also recently delivered iconic products that will have lasting heritage value. Raising a sign of the IOC Olympic Rings on the Canadian Olympic House in Montreal, and the refurbishment project of the iconic Tennessee Theater marquee and sign in Knoxville, are showcases of our employees' talent.

At Pattison Sign Group, we take sustainability seriously. We are committed to making all possible efforts to contribute in building a sustainable world for us and for future generations.

**Don Belanger**  
President  
Pattison Sign Group

## MESSAGE FROM THE VP CUSTOMER EXPERIENCE & LEGAL SERVICES

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Pattison Sign Group is committed to conducting business in a sustainable manner to help ensure future generations inherit a better world.

Since embarking on our Journey to Sustainable Development, PSG has voluntarily published two Corporate Sustainability Reports (CSR), in 2011 and 2013, under the G3 Framework of the Global Reporting Initiative (GRI). We are proud to publish our third CSR, covering the years 2014-16, prepared using the GRI G4 Guidelines.

This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines (G4). The material aspects that reflect our organization's significant economic, environmental and social impacts on which we report have been identified in previous CSRs, and we report on at least one GRI Indicators related to each of these material aspects, along with the necessary Disclosures on Management Approach.

Corporate Sustainability is now part of the management dashboard of PSG. Not only do we need to report on sustainability issues, our performance in this regards is now measured with specific Key Performance Indicators.

“

CORPORATE SUSTAINABILITY  
IS NOW PART OF THE MANAGEMENT  
DASHBOARD OF PATTISON SIGN GROUP.”

JACQUE DUGUAY, TORONTO

Also, we have recently restructured the company along functional lines, rather than regional divisions. In addition, we have implemented a new enterprise resource planning (ERP) business process management system that will position the company for continued growth and further success.

This transition has induced significant changes within the company. In this context, while we are committed to publish a CSR every two years, we have made the decision to exceptionally include a third year in this CSR.

As we move forward, we will further engage with our stakeholders to assess and adjust our areas of focus in regards to sustainability issues. In the next reporting period, with our Company Green Team, assisted by the Local Green Teams, we will enhance the dialogue with our stakeholders, notably to better identify the GRI materiality aspects that are important to them.

Working with our employees, our customers and other stakeholders, we look forward to continuing to enhance our actions of integrating sustainable development principles in our operations.

**Jacque Duguay**

Vice President Customer Experience & Legal Services  
Pattison Sign Group

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# PATTISON SIGN GROUP

Pattison Sign Group (PSG) is one of the largest full-service signage and visual communication companies in the world. With roots dating back to 1904, our vision is to be the leader in fulfilling our customers' brand. We achieve this by being committed to provide our customers with innovative branding products and services of the highest quality through the experience and creativity of our people and our pledge to sustainable development.

The main activities of PSG are the design, manufacture and marketing of a complete range of visual communication products and services. Our line of products includes illuminated and non-illuminated signs, LED illumination, LED electronic displays and communication systems, highway spectaculars, awnings, canopies, billboards, menu boards, interior signage, LED lot-lighting, and various on-premise advertising identification signs. 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.

With over 825 dedicated employees, four state-of-the-art manufacturing facilities and multiple Sales Offices, PSG meets the diverse needs of its customers' exterior and interior branding programs. PSG's employees design, engineer, test, prototype, retest and manufacture products to exacting and rigorous standards that ensure top quality and consistent results.

Whether it's an international rebranding program or a one-of-a-kind retail project, PSG offers a complete range of innovative branding solutions. Specializing in design, site development, facility branding and manufacturing, PSG also supports its customers with innovative leasing and maintenance programs; we currently have over 20,000 signs that we lease and maintain.

Pattison Sign Group is constantly evolving to better support our customer needs. In addition to innovative exterior signage programs, PSG has integrated interior décor, digital signage, LED lot-lighting and facility branding into our lineup of products and services.

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

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

PSG is a wholly-owned division of Jim Pattison Industries Ltd, which is part of The Jim Pattison Group, a 100% privately-owned Canadian-based holding company. All financial information in this CSR only concern PSG.



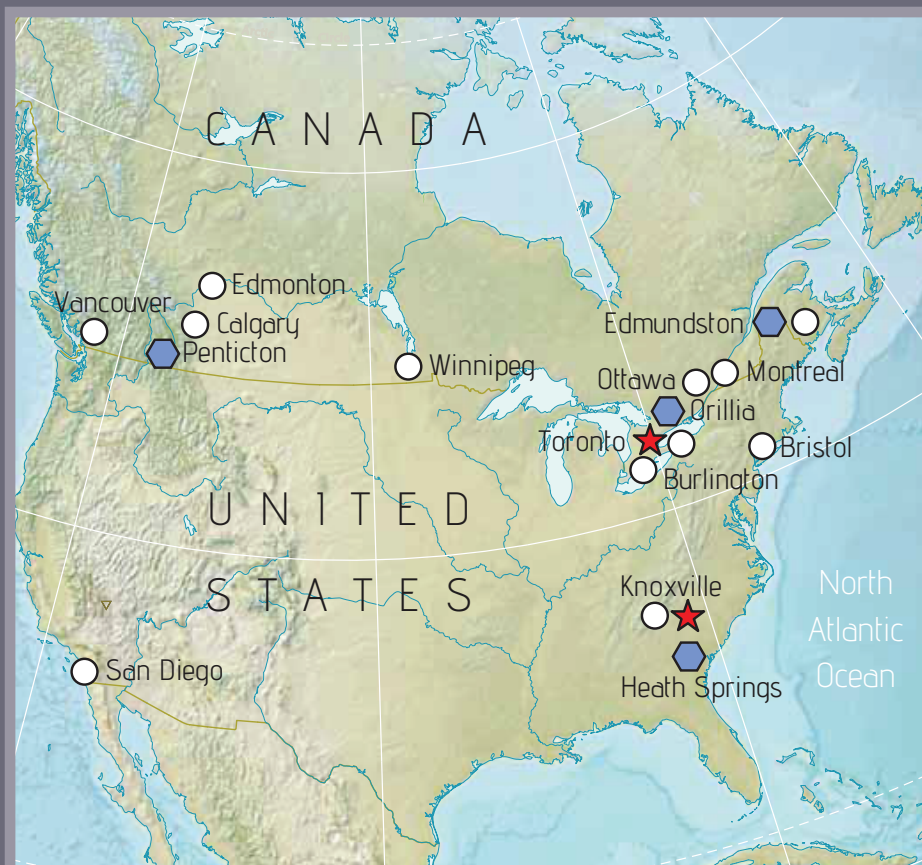
During the reporting period, we have made relatively minor adjustments to our Sales Offices, strategically located to efficiently serve our customers across North America. While we have made a few adjustments in the number of home offices with one individual sales person, the number of Sales Offices has remained at 12.

Also, during the reporting period, we have recently restructured the company along functional lines, rather than regional divisions. As we restructured the company along functional lines, and after careful review, we have streamlined the support staff at our Penticton manufacturing facility. By focusing the activities of our Penticton facility on manufacturing, we have kept a small team of project managers, estimators and designers to support the manufacturing production.

This led to a transfer of 18 positions from Penticton to Toronto where a larger support structure exists for our front line personnel. This move has allowed us to increase the productivity at this plant, thus improving results allowing the plant to thrive, strengthening its future.

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

## PATTISON SIGN GROUP FACILITIES



- ★ **CANADA HEAD OFFICE**  
TORONTO, Ontario, Canada
- ★ **US HEAD OFFICE**  
KNOXVILLE, Tennessee, USA
- ⬡ **MANUFACTURING FACILITIES**  
EDMUNDSTON, New Brunswick, Canada  
HEATH SPRINGS, South Carolina, USA  
ORILLIA, Ontario, Canada  
PENTICTON, British Columbia, Canada
- **SALES OFFICES**  
BRISTOL, Connecticut, USA  
BURLINGTON, Ontario, Canada  
CALGARY, Alberta, Canada  
EDMONTON, Alberta, Canada  
EDMUNDSTON, New Brunswick, Canada  
KNOXVILLE, Tennessee, USA  
MONTREAL, Quebec, Canada  
OTTAWA, Ontario, Canada  
SAN DIEGO, California, USA  
TORONTO, Ontario, Canada  
VANCOUVER, British Columbia, Canada  
WINNIPEG, Manitoba, Canada



## CORPORATE GOVERNANCE

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In the last year of this reporting period, we have restructured the company by removing the notion of regions in our administrative structure and we have migrated to a functional structure. Formerly structured by "Region", we have recently restructured the company on a functional basis. Thus, management personnel now have responsibilities of a sector in all units of the company, rather than only for units within a former "Region". An enterprise resource planning (ERP) business process management system has been implemented in this transition.

The Executive Team is now structured along functional divisions of the company, rather than by regional segmentation. Members of the Executive Team now exercise their mandates and functions at a company-wide level. The functional divisions of PSG are:

### FUNCTIONAL DIVISIONS OF PSG

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1. SALES AND MARKETING
2. CUSTOMER EXPERIENCE (INCLUDES PROJECT MANAGEMENT, AND SERVICE & MAINTENANCE)
3. OPERATIONS
4. ADMINISTRATIVE – FINANCE, LEGAL, HR & IT

The accountability of the company is through quarterly meetings with the participation of the Executive Team of PSG and the Corporate Management of Jim Pattison Industries Ltd. During these meetings, the Executive Team is required to report on economic, social and environmental indicators, along with specifically reporting on the Key Performance Indicators of the Sustainable Development Initiative of PSG.

The Executive Team at PSG remains stable, with positions usually filled by promotions from the pool of employees.

What we now call the Senior Management Team is a group of twenty-one Directors, all reporting to one of the Functional VP's in the Executive Team. From this group, seven were promoted from within, two were hired from outside the Company, and twelve were in positions of similar responsibility before we moved to the functional structure.

## EXECUTIVE TEAM

With Head Offices in Toronto, Canada, and Knoxville, Tennessee, for its US operations, the governance of PSG is assured by an Executive Team, composed of the following members, who are all employees of the corporation:

**DON BELANGER****President**

Edmundston, New Brunswick

**MARCO CALABRETTA-DUVAL****Executive Vice President & Chief Financial Officer**

Toronto, Ontario

**ROBERT CORSETTI****Vice President Operations**

Toronto, Ontario

**JACQUE DUGUAY****Vice President****Customer Experience & Legal Services**

Toronto, Ontario

**JON HALEY****Vice President Sales & Marketing**

Atlanta, Georgia

**RICK MACINA****Senior Vice President Business Development**

Toronto, Ontario

## SENIOR MANAGEMENT TEAM

The Senior Management Team now consists of various Directors responsible for leading the functional aspects across PSG, each responsible for a sub-function under the VPs of the Executive Team. 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. With a mandate of ensuring excellent customer service, the Senior Management Team is structured along the four functional divisions of the company. Below you will find listed fourteen of the twenty-one directors who lead the key sectors of PSG.

## SALES AND MARKETING

The Sales Directors are responsible for leading Sales Teams in various parts of the North American marketplace. The objectives of the Sales Management Team are to develop a world-class sales organization by fostering existing customer relationships, creating new opportunities through our value-proposition, and implementing our go-to-market strategy to ensure continued growth for PSG. In the current team, two of the four Sales Directors were in similar positions prior to the current reporting period, and the other two were promoted within PSG from other responsibilities. Under the Sales Team, we also have the Art Director, responsible for the team of designers across the company creating designs for our products, and the Client Services group who ensures our customers are properly integrated in our project management once we have secured their business. They all report to the VP Sales & Marketing and include:

**RANDY BARNARD****Director of Sales Toronto and Burlington Offices**

Toronto, Ontario

**STÉFANO DI GIROLAMO****Director of Sales Montreal and Ottawa Offices**

Montreal, Quebec

**KEITH OTTAVIANO****Director of Sales Strategic Accounts**

Knoxville, Tennessee

**DARREN SPENST****Sales Director Western Sales Offices**

Vancouver, British Columbia

## CUSTOMER EXPERIENCE

The Customer Experience Team is responsible for ensuring our customers are satisfied with our products and services. There are two main sub-functions to this group: Project Management, and Customer Care & Brand Management. The Project Management teams work closely with the Sales and Operations teams to coordinate and manage all projects and ensure all are completed on time. They receive the orders from the Sales Team and make sure all the complexities of a signage project are taken care of smoothly and efficiently. The Customer Care & Brand Management team are responsible for the maintenance and service of all our maintenance and rental agreements, as well as responding to customers who require services to their signage elements. The Customer Experience Team includes:

**LISE AUCOIN ST-ONGE**  
**Director Project Management Canada**  
 Edmundston, New Brunswick

**TONY BRYANT**  
**Director Project Management US**  
 Knoxville, Tennessee

**WENDY WEBB**  
**Director Customer Care & Brand Management**  
 Knoxville, Tennessee

## OPERATIONS

We have four Directors under the Operations function, each responsible for a specific operational sub-function. They are responsible for ensuring operational excellence at all levels, including estimation, technical design, procurement, manufacturing, installation, R&D and Technical Sales Support. All sub-functional teams ultimately report to one Director, who ensures best practices are shared and used to make our processes more efficient and thereby improve our time to market. Our four Operations Directors include:

**ADAM AMER** (started in January of 2017)  
**Director of Procurement and Strategic Sourcing**  
 Toronto, Ontario

**KIM BRUMWELL**  
**Director of Manufacturing**  
 Toronto, Ontario

**JAMIE DAVIS**  
**Director of Innovation**  
 Heath Springs, South Carolina

**DANIEL LAPLANTE**  
**Director of Estimation and Technical Design**  
 Edmundston, New Brunswick

## ADMINISTRATION - FINANCE, LEGAL, HR & IT

The Administration - Finance, Legal, HR & IT Team has the mandate of protecting the financial, physical and information assets of the company and measuring the financial performance, while actively supporting the other functions within the organization. They are also responsible for ensuring our people – the most important asset of our company – are well taken care of and supported. The Team includes:

**CHRISTIAN DUGUAY**  
**National Director IT**  
 Edmundston, New Brunswick

**NATHALIE GAGNON**  
**Human Resources Director**  
 Toronto, Ontario

**NADIA PALMERINI**  
**Senior Director of Finance**  
 Toronto, Ontario

## AN OVERVIEW OF PATTISON SIGN GROUP

PSG HAS ROOTS  
DATING BACK  
TO 1904.

PSG EMPLOYS  
OVER 825  
EMPLOYEES.



PSG HAS HEAD OFFICES  
IN TORONTO,  
CANADA, AND  
IN KNOXVILLE,  
TENNESSEE FOR ITS  
US OPERATIONS.

PSG HAS FOUR MANUFACTURING FACILITIES,  
STRATEGICALLY LOCATED IN CANADA AND THE US  
TO SERVICE NORTH AMERICA.

PSG HAS OVER 300,000 SQUARE FEET  
OF MANUFACTURING FACILITIES.

PSG HAS 12 SALES  
OFFICES THROUGHOUT  
NORTH AMERICA.



THROUGH ITS LEASING  
PROGRAM, PSG LEASES  
AND MAINTAINS  
OVER 20,000 SIGNS.



PSG HAS A NEW  
STATE-OF-THE-  
ART ERP SYSTEM  
TO BETTER SERVE  
OUR CUSTOMERS.

PSG HAS TWO MANUFACTURING FACILITIES WITH  
ISO 9001:2008 CERTIFICATION  
AND ONE FACILITY WITH  
OHSAS 18000 CERTIFICATION.



PSG IS ABLE TO  
OFFER SERVICES IN  
THREE LANGUAGES:  
ENGLISH, FRENCH  
AND SPANISH.

## OUR PARENT COMPANY

HEADQUARTERED  
IN VANCOUVER, BRITISH  
COLUMBIA, THE JIM PATTISON  
GROUP FOCUSES ON THE  
AUTOMOTIVE, MEDIA, PACKAGING,  
FOOD SALES AND DISTRIBUTION,  
MAGAZINE DISTRIBUTION,  
ENTERTAINMENT, EXPORT AND  
FINANCIAL INDUSTRIES. THE JIM  
PATTISON GROUP IS THE SECOND  
LARGEST PRIVATE COMPANY  
IN CANADA.



### THE JIM PATTISON GROUP

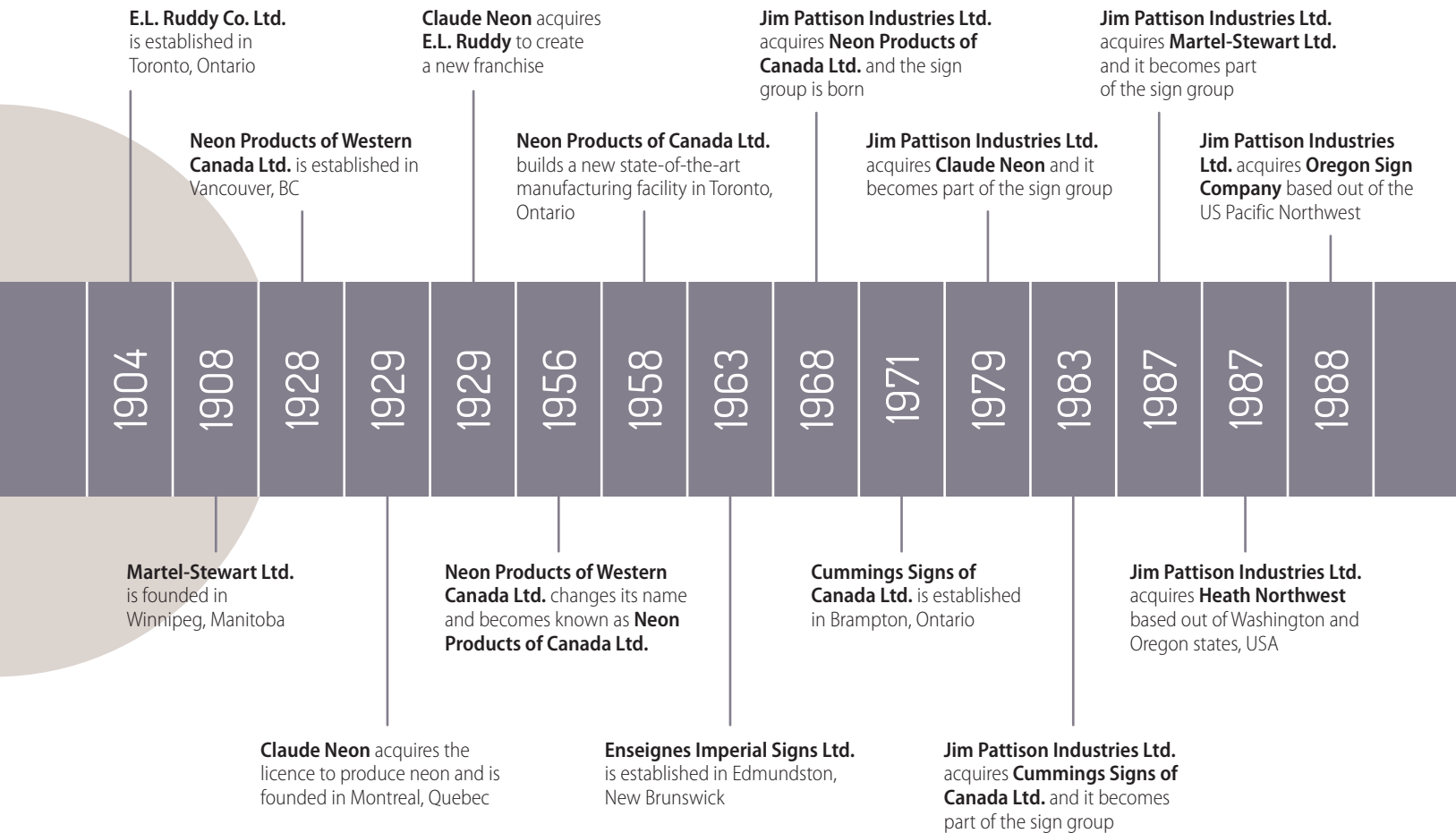
(2016 DATA)

SALES:  
**\$9.1 BILLION**

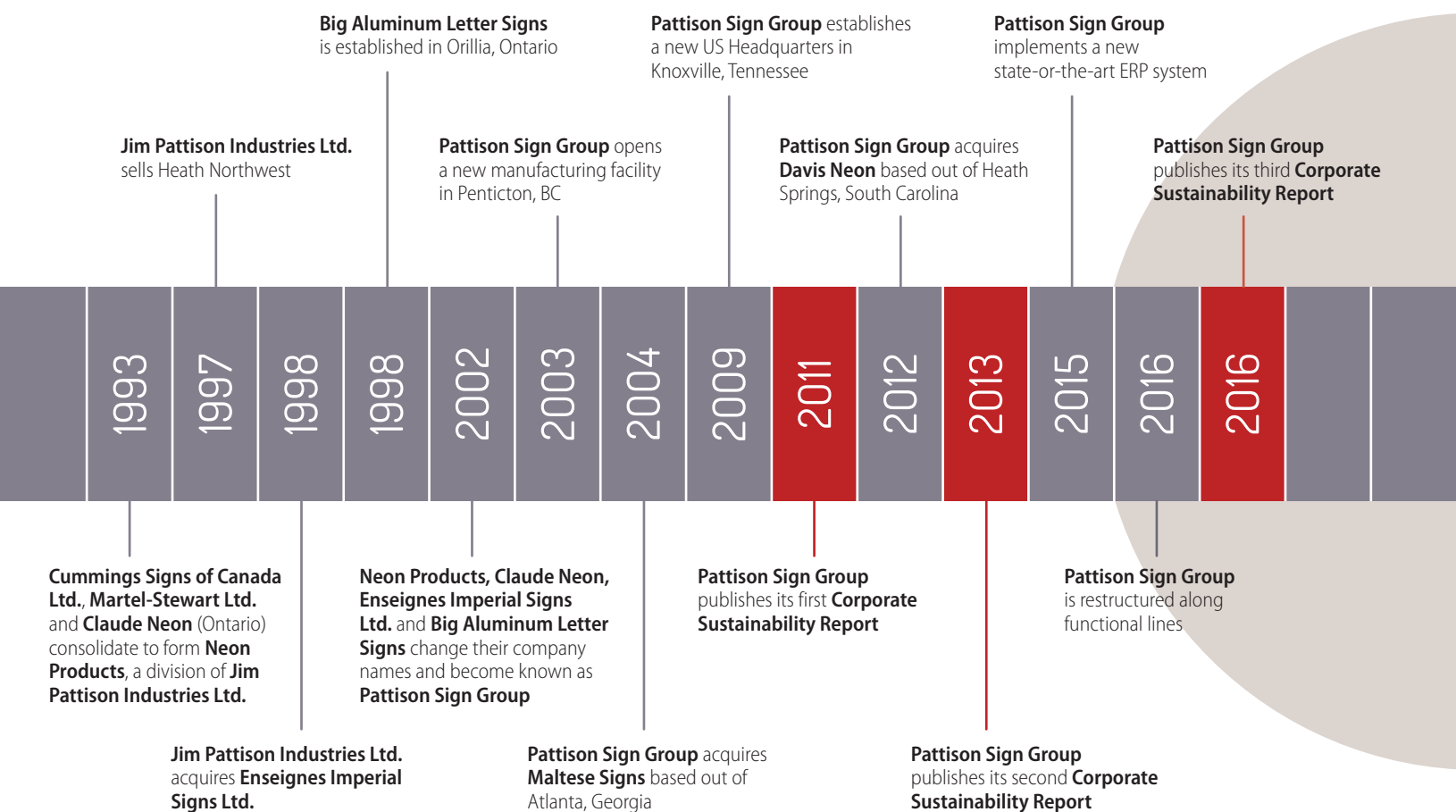
WORLDWIDE LOCATIONS:  
**OVER 565**

EMPLOYEES:  
**OVER 41,000**

## A RICH HISTORY IN THE SIGN INDUSTRY







WE HAVE A LONG AND RICH HISTORY.  
WE EXPECT TO HAVE A LONG SUSTAINABLE FUTURE.





## OUR VISION

To be the leader in fulfilling our customers' brand.

## OUR COMMITMENT

To provide our customers with innovative branding products and services of the highest quality through the experience and creativity of our people and our pledge to sustainable development.

## CORE VALUES

### PEOPLE

Our people make it possible for us to achieve excellence with our customers. They are our number one asset.

### CUSTOMER SATISFACTION

We are totally committed to exceed our customers' expectations.

### INTEGRITY

Truth and honesty are fundamental to who we are and how we conduct our business relationships.

### QUALITY

We are a recognized leader for quality and high environmental standards.

### SUSTAINABLE DEVELOPMENT

When making decisions, we are committed to considering the long-term impacts they will have on the social, environmental and financial aspects of our business.







## OUR CUSTOMERS

PSG works with a diverse customer base of internationally recognized brands in many sectors of the economy. We deliver projects to some of the largest, well-known companies in North America. Through our international partnerships, we also have the ability to service global clients in Mexico and Puerto Rico. Recently, through partnerships, limited in scope, we have been able to serve some of our customers in the European market.

During the reporting period, we have signed new, and renewed, several long-term agreements with customers; and we have successfully rolled-out numerous customer rebranding projects.

### AUTOMOTIVE

BRIDGESTONE / FIRESTONE  
BRP  
BUMPER TO BUMPER  
ENTERPRISE RENT-A-CAR  
FORD  
GENERAL MOTORS  
GERBER COLLISION & GLASS  
HONDA  
HYUNDAI  
JAGUAR LAND ROVER  
KIA  
LEXUS  
MR. CAR WASH  
PETERBILT  
PORSCHE  
SERVICE KING  
RUSH TRUCKS  
TOYOTA  
VOLKSWAGEN  
VOLVO

### BANKING

BB&T  
CHASE BANK  
MASS MUTUAL  
MONEY MART  
NATIONAL BANK  
RBC

### GOVERNMENTS

CANADA  
VARIOUS NORTH  
AMERICAN CITIES

### HEALTH CARE

ASCENSION HEALTH  
CAROLINA HEALTH CARE  
CHILDREN'S HOSPITAL  
OF PHILADELPHIA  
HARTFORD HEALTHCARE

### HOTELS

BEST WESTERN  
CHOICE HOTELS INTERNATIONAL  
DELTA  
HILTON HOTELS  
MARRIOTT  
SHERATON

### PETROLEUM

CIRCLE K  
HUSKY  
IRVING  
PETRO CANADA  
ULTRAMAR

### RESTAURANTS

A&W  
BOSTON PIZZA  
HUDDLE HOUSE  
KFC  
MCDONALD'S RESTAURANTS  
OF CANADA  
SLIM CHICKENS  
STARBUCKS  
ST. HUBERT RESTAURANTS  
THE KEG RESTAURANTS  
TIM HORTONS

### RETAIL

BEST BUY  
COUCHE TARD/MAC'S  
JEAN COUTU  
LONDON DRUGS  
LUSH FRESH HANDMADE  
COSMETICS  
NORDSTROM'S  
NORDSTROM RACK  
PETCO  
REITMANS  
SAVE ON FOODS  
TARGET  
WAL-MART CANADA

### SERVICE INDUSTRY

CHARTWELL  
DELOITTE  
FEDEX  
KPMG  
PWC  
RIPLEYS'  
SUN LIFE

### TELECOMMUNICATIONS

BELL  
CENTURY LINK  
CHARTER COMMUNICATIONS  
ROGERS  
TELUS

# A LEADER IN THE SIGN INDUSTRY

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With an historical basis of over 100 years, PSG has seen and pioneered most major sign innovations for over a century. With a customer-centric innovation approach, and a comprehensive Research and Development Department to keep us on the leading edge of the industry, we are continuously developing new concepts, notably in lighting, energy consumption and material durability to produce signs that consume less energy and have minimum impacts on the environment.

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

## RESEARCH AND DEVELOPMENT (R&D)

At PSG, we do not spend on R&D; we invest in R&D. Our R&D Department keeps us on the leading edge of technical innovation, integrating significant benefits to our manufacturing processes and environmental performance. As a result, we integrate a wide range of manufacturing techniques to produce an impressive variety of finished products.

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

## PARTNERS

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

Further, to ensure excellence in customer service, we have developed an Installer Network Management system where installers are rated according to several indicators: deadline fidelity, installation quality, accessibility, invoicing and pricing extras.

During the reporting period, after careful review and numerous site visits, we have developed agreements with subcontractors to supply us with specific, specialized components that are integrated in the signs that we manufacture. The countries where we subcontract the supply of components are China, France and Mexico.

We are committed to continue to work with our partners regarding best practices that contribute to sustainability.

## CUSTOMER SATISFACTION SURVEYS

PSG has always focused on the needs of its customers. Our continuous interactions with our customers, whether through formal surveys, meetings, informal discussions and customer feedbacks on our products and services, provide key differentiators that allow us to innovate in our product offering and in the delivery of our services. We are committed in continuing to regularly survey and consult our customer base in order to understand their changing needs, but also to be able to produce signs and provide services that meet sustainability requirements.



## FACILITY BRANDING

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FACILITY BRANDING IS THE MOST COST-EFFICIENT, ENVIRONMENTALLY-FRIENDLY METHODOLOGY WE HAVE DEVELOPED FOR COMPLETE RE-BRANDING OF FACILITIES. USING THE EXISTING BUILDING STRUCTURE AND ENVELOPE, FACILITY BRANDING INCORPORATES PRE-FABRICATED ARCHITECTURAL ELEMENTS AND ENTRY TOWERS, ALL MANUFACTURED IN OUR PLANTS, TO ENSURE SUPERIOR FIT AND FINISH. IN-STORE ENVIRONMENTS ARE TRANSFORMED WITH DIGITAL SIGNS, LARGE FORMAT PRINTING, CREATIVE DÉCOR AND POP DISPLAYS.

## SIGN LEASING PROGRAM

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A LEADER IN THE INDUSTRY WITH ITS LEASING PROGRAM, PSG HAS AN IMPORTANT PORTFOLIO OF SIGNS ON RENTAL OR LEASE IN NORTH AMERICA; IT IS THE ONLY PROGRAM OF ITS KIND IN THE NORTH AMERICAN SIGN INDUSTRY NOT TO USE THIRD PARTY FINANCING. WE CURRENTLY FINANCE, ADMINISTER, MAINTAIN AND INSURE OVER 20,000 SIGNS, USING OUR PROPRIETARY SOFTWARE TO MANAGE THE NETWORK. LEASING OFFERS MANY FINANCIAL ADVANTAGES TO OUR CUSTOMERS, INCLUDING SAVING ON CAPITAL EXPENDITURES, IMPROVED CASH FLOW, REDUCED OPERATIONS AND MAINTENANCE COSTS, AND BUILT-IN BRAND MANAGEMENT.

## ERP SYSTEM

PSG has grown by acquisition, thus increasing our manufacturing capacity and our market shares. The integration of newly acquired companies is always a challenge, who tend to continue to operate with their own systems and procedures.

In the last year of this reporting period, we have restructured the company by removing the notion of “Regions” in our administrative structure and we have migrated to a functional structure. In this process, we implemented a state-of-the-art enterprise resource planning (ERP) operating system to integrate the various business processes in a single, company-wide database application and user interface. In doing so, we are breaking down barriers between the operational silos that we inherited from our strong growth in the recent years. By integrating the management systems of different units of the company, we will be more efficient in tackling the critical issues that we face.

The implementation phase of this new system required a great number of resources. The organization was dedicated to bringing this system online successfully, which required the mobilization of several of our employees who dedicated 100% of their time on the implementation project over a period of approximately 18 months.

In the end, this major modification in our operations will enable us to better serve our customers.

## TELECOMMUNICATION INFRASTRUCTURE

Following a major multi-million dollar investment in IT and communication technologies, we are extensively doing videoconferencing in our business operations. Relying on efficient videoconferencing equipment rather than having on-site meetings reduces costs for the company, while drastically reducing the carbon footprint of the business operations and reducing the travel obligations of our employees.

## CYBERSECURITY

PSG does not take the threat of cybersecurity lightly. As any other organization, PSG is at risk of cybersecurity threats. We are continuously auditing and improving our networks and systems regarding the loss of data, along with securing customer and employee privacy. We are committed to taking all necessary actions to minimize our exposure to cybersecurity risks.



BECAUSE OF THE PSG SD INITIATIVE,  
WE ARE...

COMMITTING OURSELVES IN MAKING A DIFFERENCE  
TODAY BY ACTING RESPONSIBLY FOR THE FUTURE  
OF OUR ENVIRONMENT, OUR COMMUNITIES AND  
OUR COMPANY.”

ANNICK LAJOIE  
HR COORDINATOR, EDMUNDSTON

## AWARDS

### AWARDS - EXTERNAL

2015	KNOXVILLE OFFICE	KNOXVILLE	HONDA PREMIER PARTNER AWARD
	KNOXVILLE OFFICE	KNOXVILLE	COVENANT HEALTH FITTEST COMPANY CHALLENGE, 3 <sup>RD</sup> PLACE SMALL DIVISION
	MIKE HALL	KNOXVILLE	2015 CRAFTSMANSHIP AWARD, CONSTRUCTION ASSOCIATION OF SOUTH FLORIDA
2016	CINDY JONES	KNOXVILLE	WINNING FEMALE, COVENANT HEALTH KNOXVILLE MARATHON CORPORATE CHALLENGE TEAM

### PERSONAL AWARDS - INTERNAL

2014	LAURA BEARDSLEY	KNOXVILLE	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	ÉRIC BOSSÉ	EDMUNDSTON	EMPLOYEE OF THE YEAR AWARD (EDMUNDSTON)
	LISA DEL MEDICO	TORONTO	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	DARREN FILIPENKO	PENTICTON	EMPLOYEE OF THE YEAR AWARD (PENTICTON)
2015	ÉRIC BOSSÉ	EDMUNDSTON	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	DOUG HAMILTON	PENTICTON	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	AURÈLA MICHAUD	EDMUNDSTON	EMPLOYEE OF THE YEAR AWARD (EDMUNDSTON)
2016	SARAH CHARLES	TORONTO	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	PATRICK ROBERTS	HEATH SPRINGS	JIM PATTISON GROUP PERSONAL ACHIEVEMENT AWARD
	DARWIN HUFFMAN	ORILLIA	AWARD TO RECOGNIZE HIS LONG-TERM DEDICATION TO THE HARVIE SETTLEMENT ROAD CLEAN UP



ORILLIA EMPLOYEE DARWIN HUFFMAN RECEIVES AN ENVIRONMENTALLY-FRIENDLY BAMBOO PLAQUE TO RECOGNIZE HIS CONTRIBUTIONS TO ENVIRONMENTAL INITIATIVES FROM CINDY GONDER, ADMINISTRATIVE AGENT AT THE ORILLIA MANUFACTURING FACILITY, IN THE PRESENCE OF PLANT MANAGER LARRY ANGOT (LEFT) AND VP JACQUE DUGUAY (RIGHT)



## OUR JOURNEY TO SUSTAINABLE DEVELOPMENT

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

At the corporate management level, we have a Vice President position specifically addressing sustainability issues. We also have a Company Green Team, with the mandate to provide the continuous direction and define the specific actions to reach the objectives of the PSG Sustainable Development Initiative; members of the Green Team are champions of sustainable development and are accountable for the sustainable development actions and activities in their respective facilities and region. At the local level, Local Green Teams have been structured, with the mandate to define and implement local initiatives to reach the objectives and achieve the results expected in our Sustainable Development Initiative.

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

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

The transportation of our products to the installation sites continue to be a concern as we implement sustainability principles in our operations. We have developed a corporate culture of maximizing and optimizing loads when we ship products across the continent. We also make production planning of our manufacturing facilities to minimize the distance of transportation of our products. However, we have not yet engaged in a formal exercise to assess our transportation practices in regards to performance indicators. With the corporate commitment to further engage in sustainability principles, the transportation of our products to installation sites will be the object of further analysis.

As a corporation, we subscribe to several externally developed charters or principles and we are member of several industry organizations and most Chambers of Commerce and economic development agencies where we have manufacturing facilities and offices. We regularly assess our memberships and adherence to external charters and principles. Addressing our sustainability issues is a strong motivation for us to continue to work with our customers and to engage our employees. Furthermore, it pushes us to be proactive in regards to knowledge and best practices to assure that we remain a leader in our sector and a good corporate citizen in general.



**PSG'S PAPERLESS WORKPLACE  
& ERP ALLOW ME TO...**

**WORK REGULARLY FROM HOME THEREBY  
CUTTING MY CARBON FOOTPRINT."**

**DOMENIC IANNI**  
SENIOR GLOBAL SALES EXECUTIVE, TORONTO



## GUIDING PRINCIPLES OF THE PSG SUSTAINABLE DEVELOPMENT INITIATIVE

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- COMMITMENT BY THE EXECUTIVE AND SENIOR MANAGEMENT TEAMS OF PSG;
- COVERS THE TRIPLE BOTTOM LINE OF SUSTAINABLE DEVELOPMENT, NAMELY ECONOMIC PROSPERITY, SOCIAL CONSIDERATIONS AND PROTECTION OF THE ENVIRONMENT;
- ACCOUNTABLE TO CUSTOMERS, EMPLOYEES, COMMUNITIES AND OWNER;
- BUILDS ON A FOUNDATION OF HONESTY AND INTEGRITY TO ASSURE THE CREDIBILITY OF THE INITIATIVE;
- INCREMENTAL IN SCOPE AND IN TIME; AND,
- PROMOTES EMPLOYEE ENGAGEMENT.

## OBJECTIVES OF OUR CSR

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- PROVIDE A FRAMEWORK TO DOCUMENT THE TRIPLE BOTTOM LINE OF PSG (ECONOMIC, SOCIAL AND ENVIRONMENTAL PERFORMANCES);
- PROVIDE A FRAMEWORK TO ANALYZE THE CURRENT PRACTICES AT PSG, TO IDENTIFY AREAS FOR IMPROVEMENTS AND TO SET GOALS;
- INFORM THE VARIOUS STAKEHOLDERS OF PSG – CUSTOMERS, EMPLOYEES, SUPPLIERS, COMMUNITIES, OUR OWNER;
- PROVIDE A MECHANISM TO BETTER ADDRESS THE CONCERNS AND NEEDS OF OUR CUSTOMERS; AND,
- ALLOW PSG TO BE A BETTER, MORE INFORMED, CORPORATE CITIZEN.

## STAKEHOLDERS OF OUR SUSTAINABLE DEVELOPMENT INITIATIVE

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- CURRENT AND POTENTIAL CUSTOMERS;
- CURRENT AND PROSPECTIVE EMPLOYEES;
- FAMILY OF EMPLOYEES AND THE COMMUNITIES WHERE PSG IS PRESENT;
- PUBLIC IN GENERAL; AND,
- OWNER.

## CHARTERS OR PRINCIPLES ADHERED BY PSG:

- INTERNATIONAL ORGANIZATION FOR STANDARDIZATION (ISO)
- CANADIAN STANDARDS ASSOCIATION (CSA)
- UNDERWRITERS LABORATORIES (UL)
- INTERNATIONAL SIGN ASSOCIATION (ISA)
- SIGN ASSOCIATION OF CANADA (SAC) AND ITS PROVINCIAL BRANCHES
- EMPLOYEE EQUITY PROGRAM
- WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM (WHMIS)
- WORKPLACE HEALTH, SAFETY AND COMPENSATION COMMISSIONS (WHSCC) (OR EQUIVALENTS)
- OHSAS
- OCCUPATIONAL HEALTH AND SAFETY ACT
- COR CERTIFICATE OF RECOGNITION
- PETROLEUM EQUIPMENT INSTITUTE (PEI)
- CANADIAN WELDING BUREAU



PSG SD INITIATIVE  
ALLOWS US TO...

BE MORE CONSCIOUS OF OUR EVERYDAY BEHAVIOR  
AND ACTIONS TOWARDS OUR WASTE REDUCTION  
INITIATIVES AND OUR SOCIAL AND ECONOMIC  
RESPONSIBILITIES."

NADIA PALMERINI  
CORPORATE FINANCE, TORONTO

## GRI MATERIAL ASPECTS

The *GRI 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 GRI framework of reporting allows us to focus on material aspects that are important for PSG, and our stakeholders, through the process of reporting and the disclosure of significant indicators for the sustainability of the company.

The material aspects reported have been identified in our previous Corporate Sustainability Reports (2011 and 2013). It is felt that these material aspects are still relevant as indicators for the sustainability of the company. Moving forward with the GRI G4 Guidelines, we intend to enhance our dialogue with our stakeholders and adjust, as needed and if relevant, the material aspects we will report on in the future.

### ECONOMIC

While most of the materials to manufacture signs are supplied by multinational 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 generate wealth in our communities of proximity.

Most of our hires are done locally, notably where we have manufacturing facilities and where we have significant operations and sales offices. This is particularly important since three of our manufacturing facilities are in rural regions or small communities (Edmundston, Heath Springs and Penticton), while the fourth (Orillia) is also in a small community, but next to a large urban center (Toronto). Employing mostly local people enhances the quality of our presence in these communities, while having the benefit of employees who are proud to work at PSG.

As much as possible, we call upon local businesses, contractors and suppliers for products and services that we need and that can be supplied locally. Specifically, we have a network of approximately 1200 subcontractors who complete our signs installations and maintenance in the field. Not only do we receive great value in return, we also contribute in generating wealth in the communities where we do business.

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

Our manufacturing facilities are significant employers in the communities where we are established. Some manufacturing facilities, such as in Edmundston, Heath Springs and Penticton, are in the top three employers in their respective regions. In the communities where we do business, and in particular in these three communities, our economic activities generate significant direct, indirect and induced economic impacts, making us one of the most important economic player in these regions.

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



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

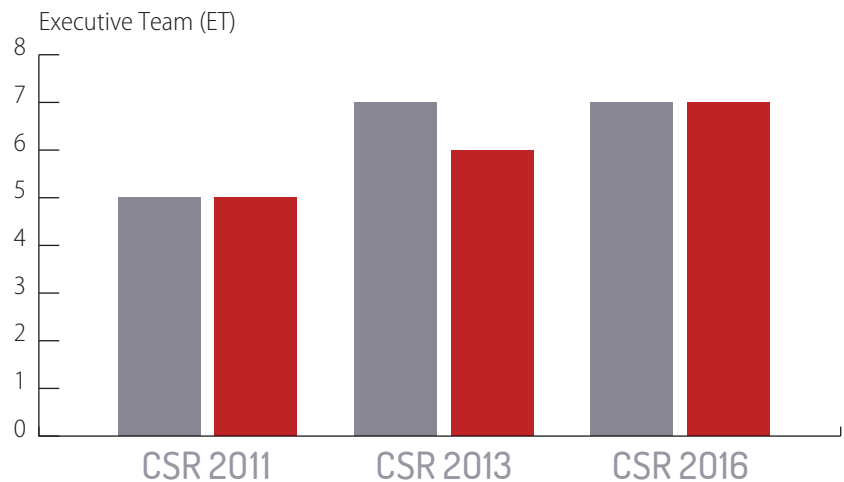
## MARKET PRESENCE

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

All PSG locations have hiring practices that tap into the local talent pool, both for manufacturing and for management personnel. With respect to the company's management, all seven members on the Executive Team are from local communities where PSG is present, and six of them have been promoted to their current position from within the company.

### PROPORTION OF EXECUTIVE TEAM (ET) HIRED FROM THE LOCAL COMMUNITY AT SIGNIFICANT LOCATIONS OF OPERATION

-  Total number of employees in ET
-  Number of employees in ET from local communities



## ENVIRONMENTAL

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

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

While most of our waste is non-hazardous, we do work with hazardous material and we generate some hazardous waste.

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

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

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

## ENERGY

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

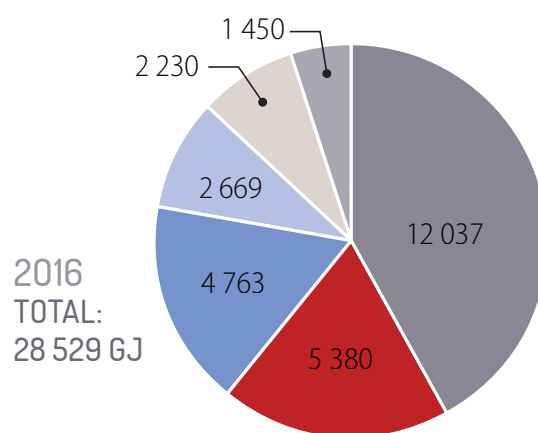
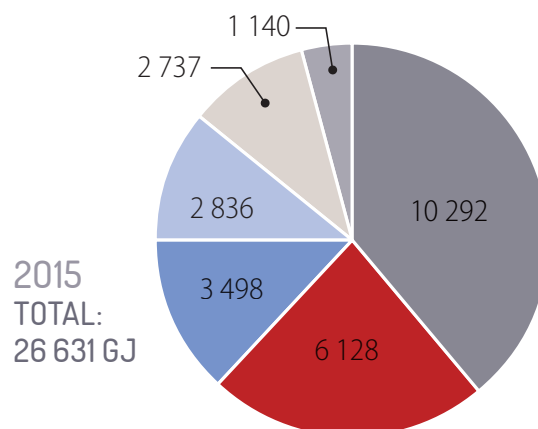
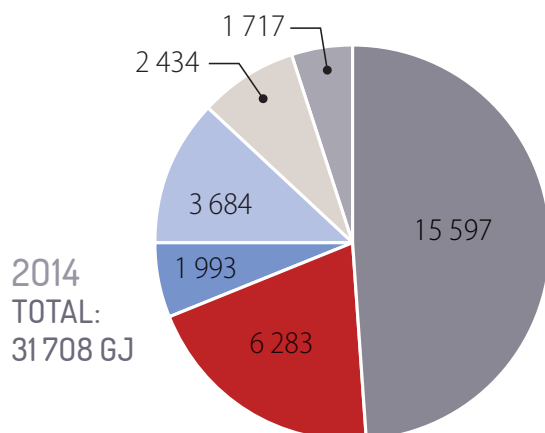
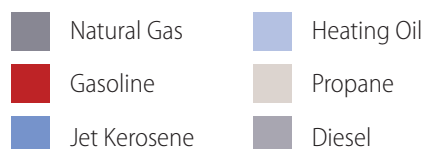
At the business operations and manufacturing level, we have engaged in energy audits in our facilities and we have engaged in a company-wide project to measure our GHG emissions. We have identified, through a participatory approach with our Green Teams, lists of GHG sources in our facilities and offices, and we have made significant modifications to our accounting system to be able to better track data that will allow us to better monitor our GHG emissions.

At this time, our objective is to reduce both our energy consumption and our GHG emissions.

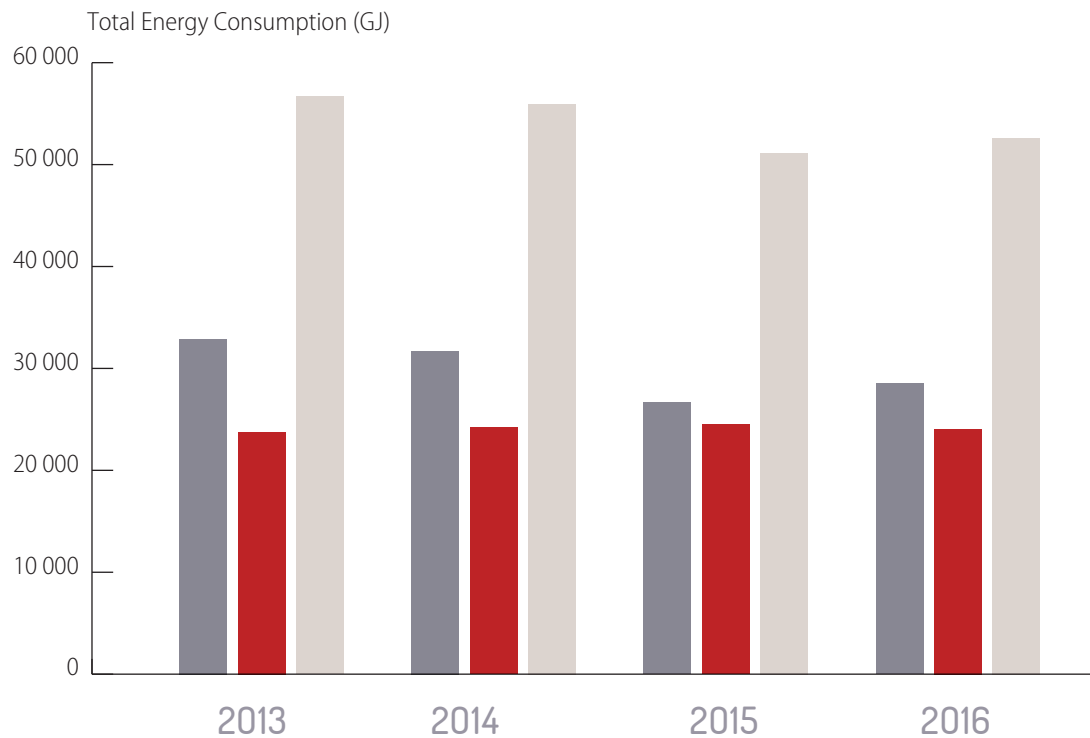
Through our GHG emissions reporting, we have identified the types of energy consumed within the organization. Besides natural gas, propane and heating oil, we monitor the fuels consumed in vehicles which are owned or controlled by us. Primary data on the consumption of energy, on a volume basis, are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

We do not currently have our own energy generating equipment, and we do not sell energy of any form.

### TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES



## TOTAL ENERGY CONSUMPTION



## EMISSIONS

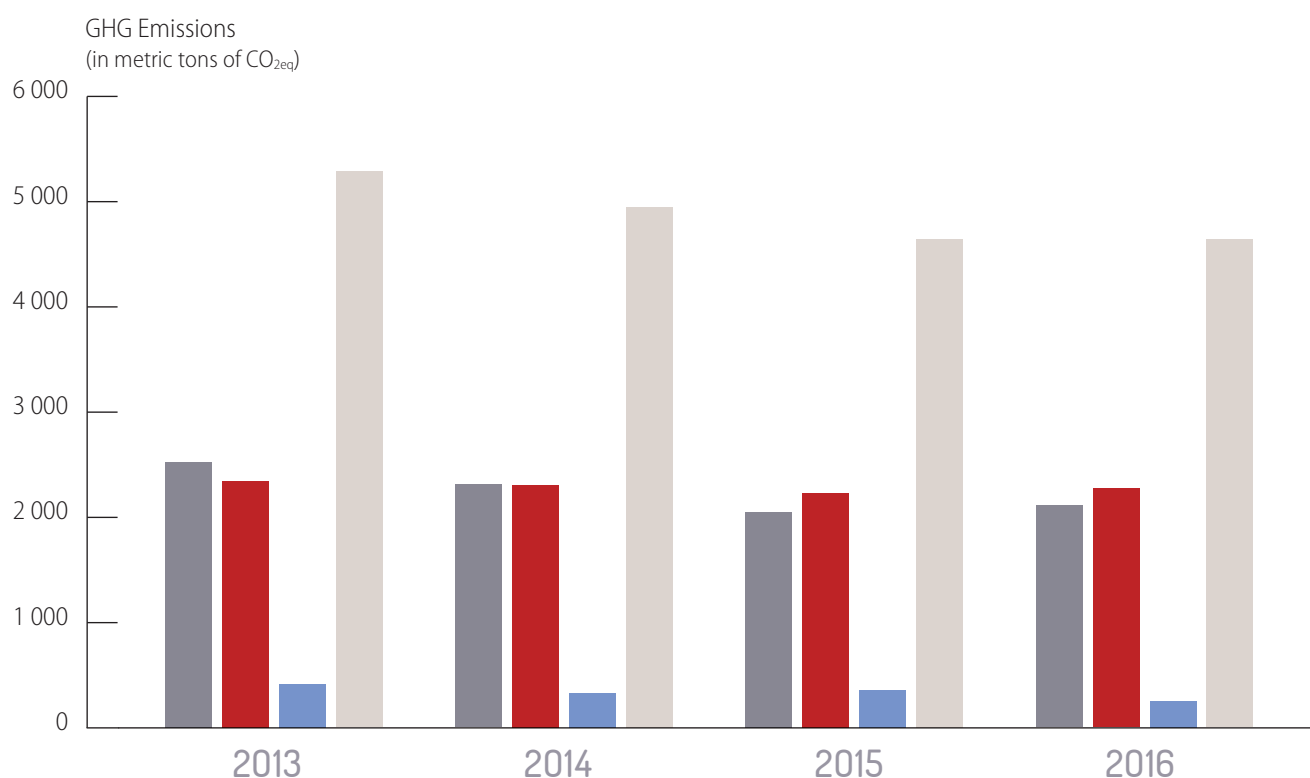
There is growing evidence that the climate is changing due to greenhouse gas (GHG) emissions from human activities. While we recognize that this is a global and complex problem, we also recognize that local actions must be made to reduce GHG emissions. At PSG, we have engaged in a project where we are quantifying our GHG emissions from our manufacturing and business operations. This project involves all manufacturing facilities and all Sales Offices.

The initiative started with training sessions to the Executive Team, then to management and technical staff who are involved in identifying GHG sources. With the guidance of an external advisor, we have 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 in order to efficiently track and measure data that will allow quantifying our GHG emissions on a continuous basis. While GHG emission baselines are being established, our Green Team, with the help of all employees, is working on projects to reduce our GHG emissions.

The calendar year 2013 has been identified as the first year to quantify our carbon emissions, which provides a baseline on which we are working to reduce our carbon footprint. PSG is committed to continue to work on reducing its GHG emissions, both for immediate returns, but also to be ready for any eventual forms of emission caps or taxation.

## GREENHOUSE GAS EMISSIONS: DIRECT, ENERGY INDIRECT, INDIRECT AND TOTAL



**Direct emissions:** GHG sources owned and controlled by PSG

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

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

### REFORMULATION OF GHG INVENTORY REPORT OF 2013:

- **Diesel (Loader):** moved from indirect emissions to direct emissions
- **Gasoline for personal vehicles:** moved from indirect emissions to direct emissions

In both cases, PSG can control these emissions; the reformulations increases PSG's responsibilities in regards to GHG emissions. This reformulation does not affect the total GHG emissions reported in our GHG Inventory Report 2013.

## ENVIRONMENTAL COMPLIANCE

We are proud to operate state-of-the-art manufacturing facilities, and we maintain offices that inspire professionalism. These are more than images for us, they are a reflection of 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 invested in energy-efficient lighting upgrades, energy efficiency assessments and upgrades, videoconferencing infrastructure, safety audits and upgrades, and we have downsized some offices which did not have an optimum size.

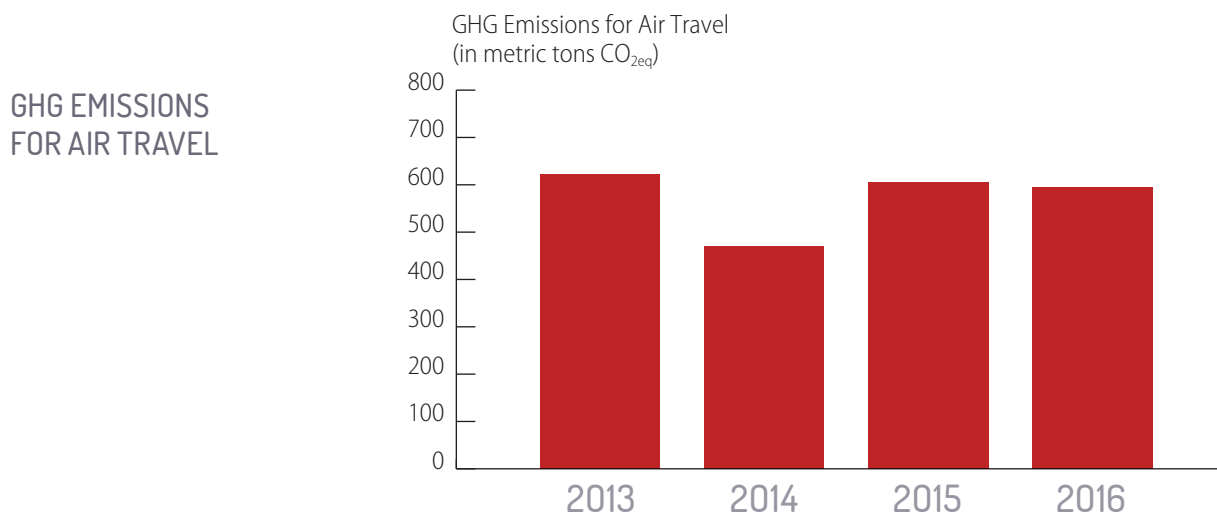
Over the period covered by this report, PSG was not the object of any non-compliance with environmental laws or regulations. Thus, we did not receive monetary fines or non-monetary sanctions for non-compliance with environmental laws and regulations.

## TRANSPORT

Since we use third-party logistics companies to transport our signs to their installation sites, we do not control the whole value chain for the shipping of our products. Thus, the transportation of signs is not part of the boundaries for this Corporate Sustainability Report. Nonetheless, we feel that one of our next priorities to better assess our sustainability performance is to look closely at the transportation of our signs.

Our business operations, including our sales efforts, have significant impacts, both financial and in regards to GHG emissions, on our sustainability as a company. Through our annual GHG Inventory Reports, we track the GHG emissions for the transport of our workforce for business operations and sales. We have also implemented an efficient video-conferencing system that has significantly reduced our needs of traveling for our employees.

With manufacturing facilities and Sales Offices throughout North America, and with markets that span the continent, air travel constitutes a significant proportion of our GHG emissions (after our direct emissions, mostly due to energy consumption, and the indirect energy emissions from our purchases of electricity). The following figure presents the evolution of our GHG emissions from the air travel of the workforce; these emissions include the GHG emissions from our shared corporate jet owned by PSG's parent company.





## LABOR PRACTICE AND DECENT WORK

Our employees are our greatest asset. We are proud to say that we treat them well; and we are committed in continuing to do so. Human Resources (HR) are managed locally in each of our manufacturing facilities and main offices, under the responsibility of our Vice President Customer Experience & Legal Services. We constantly adjust our policies with the aim of providing similar HR practices and data monitoring approaches in all our facilities and offices.

With our recent restructuring of the corporation in functional divisions, it will be more conducive to apply uniform HR policies within the company.

### EMPLOYMENT

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

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

Three of our manufacturing facilities operate under collective bargaining, while the fourth, Heath Springs, operates under the state legislation of Right to Work. 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, and the actions taken.

We normally post job openings, both for manufacturing and management personnel, internally to allow for internal promotions and job mobility within our company. We subscribe to diversity and equal opportunity 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 offer equal remuneration packages for women and men.

The following Table provides a summary of our full time employment hires, by region, over the reporting period.

### NEW, FULL TIME EMPLOYMENT HIRES, BY REGION, DURING THE REPORTING PERIOD (2014-16).

REGION	YEAR	TOTAL NUMBER	% OF WORKFORCE
CANADA	2014	71	11%
	2015	90	14%
	2016	97	14%
USA	2014	23	13%
	2015	62	30%
	2016	21	10%
TOTAL	2014	94	11%
	2015	152	18%
	2016	118	13%

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

### EMPLOYEE TURN-OVER RATE, BY REGION, DURING THE REPORTING PERIOD (2014-16).

REGION	YEAR	% TURNOVER
CANADA	2014	11%
	2015	14%
	2016	14%
USA	2014	18%
	2015	15%
	2016	18%
TOTAL	2014	13%
	2015	14%
	2016	14%

## OCCUPATIONAL HEALTH AND SAFETY

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

All new employees receive training on health and safety requirements, along with our safe workplace environment protocols.

All regions with manufacturing facilities have a Joint Health and Safety Committee, which applies to all employees. The composition of these committees is as follows:

REGION	MEMBERS NO.	MANAGEMENT (%)	NON-MANAGEMENT (%)
EDMUNDSTON, NB	10	50	50
HEATH SPRINGS, SC	12	25	75
ORILLIA, ON	13	35	65
PENTICTON, BC	13	38	62
TORONTO, ON	11	45	55

In terms of accidents, lost days and fatalities, the following Table presents the overall performance during the reporting period:

REGION	LOSS TIME ACCIDENTS	LOST DAYS OF WORK	NON-LOSS TIME ACCIDENTS	FATALITIES
EDMUNDSTON, NB	17	1120	31	0
ORILLIA, ON	2	35	15	0
PENTICTON, BC	3	11	28	0
HEATH SPRINGS, SC	9	150	28	0



PSG SD INITIATIVE  
ALLOWS US TO...

TALK ABOUT SUSTAINABILITY AND BE  
PROACTIVE ABOUT IT."

HOLLY THUBRON  
QUALITY & SAFETY COORDINATOR, PENTICTON

## SOCIETY

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

Our procurement practices follow the general business approaches on the North American continent. Because of our relatively limited purchasing power, we can't impose sustainability practices or metrics to our suppliers. However, we have a growing trend to do business with suppliers who follow sustainable business practices. We will continue to monitor our role in the development of a sustainable sign industry, and we will use our position to positively influence this development.

In a general sense, 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

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

During the reporting period, PSG complied with all laws and regulations in every jurisdiction we operate. Thus, PSG did not receive fines, nor did it receive non-monetary sanctions, for non-compliance with laws and regulations, with the exception of a small fine for having an invalid contractor's license. We have since validated the license and are now in compliance.

Further, during the reporting period, PSG complied with all requirements, regulations and voluntary codes in matters protecting basic human rights and had therefore no incidents of discrimination nor did it experience incidents of violations involving the rights of all people, including indigenous people. We did not have legal actions for anti-competitive behavior, anti-trust, and monopoly compliance.

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

## COMMUNITY INVOLVEMENT

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Most of the materials to manufacture signs are supplied by multinational corporations (steel, aluminum, plastics, lighting, among others). Nonetheless, we make all reasonable efforts to purchase goods, supplies and services from local vendors. While this may be a small percentage of our operational costs, these local purchases make a difference for small shops, and local contractors. As a corporation, we are committed to continue and to expand local purchases whenever possible.

From community economic development agencies, to fundraising initiatives, to participating in blood drives, PSG employees contribute in building the communities where we are present. Their involvements in numerous charitable initiatives, committees and groups contributes in building strong and dynamic communities. Below are a few examples of the great community activities our employees have been involved during the reporting period.

## TRAINING OF HIGHLY QUALIFIED PEOPLE (EDMUNDSTON)

In Edmundston, PSG contributes the expertise of its staff, on a pro bono basis, in the development of industrial design courses at the provincial community college, and in the teaching of an engineering design course at the local university, thus contributing in building the economic development capacity of the region through the training of highly qualified people.



I AM PROUD TO BE ABLE...

TO TRANSFER MY KNOWLEDGE AND ABILITIES  
TO THE STUDENTS AT THE UNIVERSITY; IT IS A  
VALORIZING EXPERIENCE FOR ME."

ÉRIC BOSSÉ  
TECHNICAL DESIGNER, EDMUNDSTON

## ESSAY – ACADEMIC SCHOLARSHIP (KNOXVILLE)

Our Knoxville office has developed an innovative approach to have the children of employees contribute to our Journey to Sustainable Development. On an annual basis, the Knoxville Green Team offers a *Think Green. Be Green Academic Scholarship* for PSG employees, spouses and dependents. The scholarship is self-supported through various fundraising activities sponsored by the Knoxville Green Team and private contributions. Through a sustainability related essay competition, the winner is selected by an independent committee.

In 2015, on the topic *"Gandhi said: « You must be the change you wish to see in the world». What change do you wish to be?"*, a US\$2000 scholarship was awarded to a student who wrote an essay on the topic of renewable energy.

In 2016, the winning essay also received a US\$2000 scholarship for an essay on the recycling of water bottles, under the topic *"Describe a solution you would propose to improve or resolve an Economic, Environmental or Social issue within your community"*.

It is also worthy to note that the primary fundraiser for this scholarships is the annual Pattison/University of Tennessee Tailgate Event.

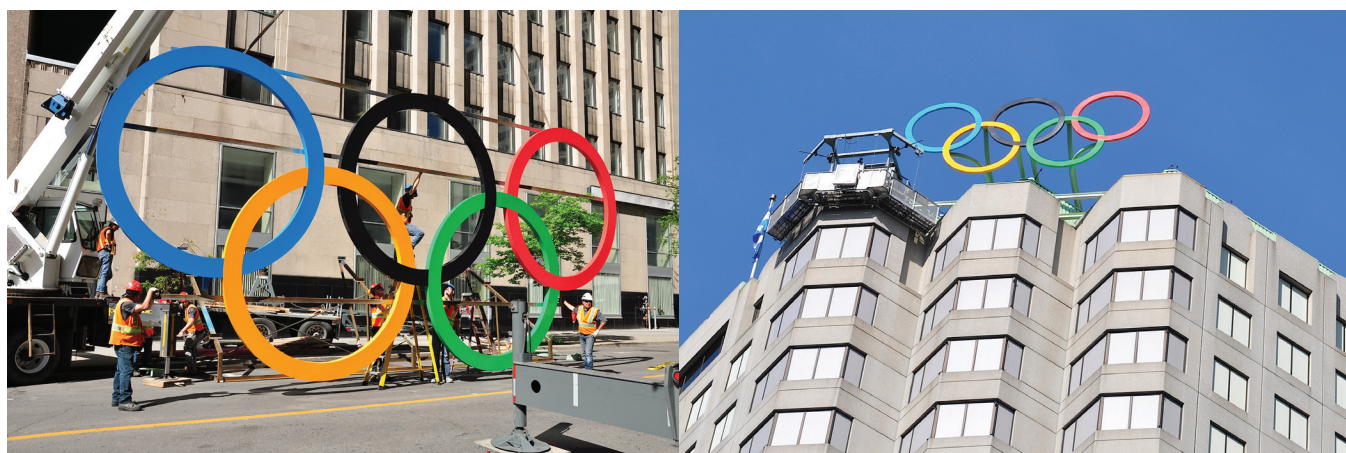
## ACADEMIC SCHOLARSHIP (EDMUNDSTON)

Our Edmundston facility offers an academic scholarship to a student enrolled in Technical Drafting at the local campus of the New Brunswick Community College. At \$3000 per year, for three years, this helps in softening the end of the months for the deserving student.

## IOC OLYMPIC RINGS SIGN, MONTREAL

The IOC's Olympic Rings sign was designed, manufactured and installed by PSG, as a gift to the Canadian Olympic House in Montreal, Canada. The sign was designed to be as uncluttered as possible, while projecting the iconic rings outward against the Montreal skyline.

Following a recent rules modifications at the International Olympic Committee, Montreal is the first city that can use the Olympic symbol, as a single entity, for non-commercial usage and without another logo, with the authorization of the IOC. Built in our Edmundston facility, the sign has been permanently installed in its location, 100 meters (over 300 feet) above the streetscape in downtown Montreal.





## KNOXVILLE – HABITAT FOR HUMANITY HOME BUILDS

Our Knoxville Office has an impressive record of Habitat for Humanity Home Builds. Our previous CSR highlighted two homes built by our Knoxville employees and their spouses. During this reporting period, we are proud to report that our Knoxville Office was pleased to participate, with other community partners, to complete two Habitat for Humanity Home Builds, in 2014 and in 2015 for two deserving families. Through the generous volunteer efforts of our PSG families, a monetary contribution from PSG and all the sweat equity hours of the recipient families, there are now two beautiful new houses in the Knoxville community which serve as home to two wonderful families.



## EDMUNDSTON – GRAND DÉFI PIERRE LAVOIE

Established in Eastern Canada, the mission of the “Grand Défi Pierre Lavoie” is to encourage young people to adopt healthy life habits. One of the main funding event for the Grand Défi is a 1000 km (625 miles) bicycle ride, where individuals, organizations, corporations cycle to raise money that is reinvested in schools and communities to raise the awareness of healthy lifestyles in young people. In 2016, our Edmundston facility, and its employees, played a significant role in the success of the event. Indeed, PSG sponsored a vehicle that followed the cyclists in their journey, while several PSG employees of our Edmundston facility cycled the 1000 km to raise funds. Of the more than \$20,000 raised by the PSG Team, \$11,000 will be distributed to the Foundation Pierre Lavoie to fund research on rare genetic diseases, as well as supporting many programs promoting healthy lifestyles and physical activities for children in schools. The remaining funds, over \$9,000, were awarded to a local school to construct and install play modules on the school property, allowing children, as well as the community, to stay healthy through physical activities.



## HEATH SPRINGS AND KNOXVILLE – TENNESSEE THEATER

The Knoxville Office and the Heath Springs production facility participated, along with other Knoxville community partners, in a project to refresh the iconic Tennessee Theater marquee and sign. This project included not only cosmetic upgrades, but environmental and economic efficiencies through technical updates. This entire project was truly a community effort, in which PSG provided project management, production support and a monetary contribution.



## ALL LOCATIONS – FUNDRAISING AND COMMUNITY DRIVES

At all of our locations, PSG employees are engaged in numerous fundraising activities and community drives. Whether it is to raise funds; to provide food at home or at school; to provide clothing, personal care products, or shelter; to provide toys or books; to give blood; to support health research; to provide animal shelter; our employees proudly participate in raising significant funds, year after year, that benefit the people in need in the communities where we are present.

As an example of such efforts, the Edmundston Social Committee concentrates its activities to support one charity every year. In 2016, the charity “Keep our Children Warm” was chosen to benefit from the generosity of the PSG employees. In the cold region of Eastern Canada, where winter temperatures usually maintain well below the freezing point for several months, this charity provides winter clothing and boots to children that are less fortunate in the region.

Movember is also well appreciated by our employees. Through the leadership of our Toronto office, PSG employees participate in this annual fundraising activity where mustaches are grown during the month of November, with the objective to raise funds for charitable organizations. The Movember fundraising supports initiatives related to men's health, primarily for prostate cancer and male mental health.



### “ MY PARTICIPATION IN THE PSG SD INITIATIVE IS...

VERY REWARDING AS I HAVE THE OPPORTUNITY TO WORK TOGETHER WITH MY COWORKERS TO IMPROVE THE FUTURE OF OUR COMPANY, OUR CUSTOMERS AND THE COMMUNITIES IN WHICH WE OPERATE.”

**STEVIE WEBB**  
AREA MANAGER, KNOXVILLE

## THINK GLOBALLY; ACT LOCALLY

Sometimes, it is the small actions that make a difference. Here is a sample of some of the activities, organized by our employees in our main facilities, that make a difference for those who benefit from them.

EDMUNDSTON	<ul style="list-style-type: none"> <li>• MANAGEMENT IS INVOLVED IN VARIOUS POST-SECONDARY EDUCATION AND ECONOMIC DEVELOPMENT COMMITTEES IN THE NORTHWEST REGION OF THE PROVINCE OF NEW BRUNSWICK</li> <li>• MANAGEMENT WAS HIGHLY INVOLVED IN THE PLANNING AND FUNDRAISING FOR A NEW 21 MILLION \$ COMMUNITY AMPHITHEATER FOR THE REGION</li> <li>• THE EDMUNDSTON FACILITY HAS UPGRADED ITS AIR CONDITIONING SYSTEM, WHICH IS MORE EFFICIENT AND CONSUMES LESS ENERGY</li> </ul>
TORONTO	<ul style="list-style-type: none"> <li>• THE TORONTO OFFICE HAS MADE SIGNIFICANT REDUCTIONS IN PRINTING DOCUMENTS, WITH SAVINGS OF 5 K\$ PER MONTH, AND REDUCTION OF PAPER USAGE</li> <li>• BATTERY DISPOSAL PROGRAM</li> </ul>
ORILLIA	<ul style="list-style-type: none"> <li>• ORILLIA: ANNUAL SPRING CLEANING OF A LOCAL ROAD</li> <li>• KIDS ANNUAL CHRISTMAS PARTY</li> </ul>
PENTICTON	<ul style="list-style-type: none"> <li>• THE SAFETY RECORD OF 350 DAYS WITHOUT LOSS TIME ACCIDENTS IS BENEFICIAL FOR THE EMPLOYEES, BUT ALSO FOR THE REGION SINCE SUCH RECORD LOWERS THE INSURANCE PREMIUMS IN THE REGION</li> </ul>
HEATH SPRINGS	<ul style="list-style-type: none"> <li>• ASSISTANCE IN DISASTER RELIEF FOLLOWING MAJOR FLOODING IN SOUTH CAROLINA IN 2015</li> </ul>
KNOXVILLE	<ul style="list-style-type: none"> <li>• MONTHLY NEWSLETTER, THE <i>GREEN UP KNOXVILLE</i>, FOCUSED ON SUSTAINABLE DEVELOPMENT ACTIVITIES</li> <li>• CONTRIBUTION TO THE UOFT RENEWING ACADEMIC COMMITMENT SCHOLARSHIP</li> <li>• HEALTHY OFFICE POT LUCK LUNCH</li> <li>• LUNCH &amp; LEARN EVENTS WHERE PROFESSIONALS ARE INVITED TO SPEAK ON SUSTAINABILITY ISSUES, WITH A PARTICULAR EMPHASIS ON HEALTHY LIVING</li> <li>• PEDOMETER CHALLENGES, WHERE OVER A ONE WEEK PERIOD, STEPS ARE COUNTED TO WIN A GIFT CARD</li> <li>• HIKING FOR EMPLOYEES AND FAMILY</li> <li>• ASSISTANCE IN DISASTER RELIEF FOLLOWING MAJOR FIRES IN TENNESSEE IN 2016</li> <li>• PSG EMPLOYEES HELP YOUNG STUDENTS THROUGH THE TENNESSEE STATE SCHOLARSHIP MENTOR PROGRAM</li> <li>• RANDOM ACTS OF FLOWERS, WHERE REPURPOSED FLORAL ARRANGEMENTS ARE MADE AND DISTRIBUTED TO PATIENTS IN HOSPITALS AND NURSING HOMES</li> </ul>



## OUR RELATIONSHIP WITH THE ENVIRONMENT

PSG is committed to sustainable development and we are making conscientious efforts to reduce the ecological footprint of our manufacturing and business operations, and in the design of our signage products.

For economic and environmental reasons, notably in regards to 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 towards 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.

In our continuous efforts to develop and proactively adopt industry best practice standards across our operations, rather than simply comply with regulations, we follow the requirements of various US States that have enacted provisions of the Interstate Mercury Education and Reduction Clearinghouse (IMERC) model legislation.

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

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 simply put, being more efficient. Further, our printers are, by default, set to black and white, and double-sided printing. Color printing is done by taking a specific actions.

PSG currently has recycling programs for aluminum, steel, copper, wood, plastics, paint, oil, cardboard and paper; we use low VOC paints; and we have developed procedures, which include a Bulb Eater tube disposal system, for mercury disposal. We also follow regulations and industry best practices to dispose of all our waste streams, including transformers, ballast, wood, and others. When possible, such as for wood products, employees have first access, for personal usage, to the material being disposed or sent to 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 accordingly.



### “ THE FACT THAT WE SELF-REPORT OUR SUSTAINABILITY RESULTS...

SHOWS JUST HOW COMMITTED WE ARE TO OUR  
CARBON FOOTPRINT AND CONTINUALLY TRYING  
TO IMPROVE HOW WE OPERATE AS A COMPANY.”

**ED MACKLE**  
SENIOR NATIONAL SALES EXECUTIVE, KNOXVILLE

## HEATH SPRINGS AND EDMUNDSTON – ENERGY CONSUMPTION

Thermoforming ovens are a major component in the forming of plastics to produce signs; these ovens consume large quantities of energy. In a recent overhaul projects, the Heath Springs and Edmundston facilities, working with their respective local electricity utility, made significant modifications to the operations (integration of new technologies and more efficient scheduling of the operations of the thermoforming ovens) which resulted in significant savings of our electricity costs, as well as much improved performances in production and a reduction in the loss of non-conforming plastic parts.



## FLUORESCENT LAMP RECYCLING

Fluorescent lamps can have an environmental impact if not disposed properly, notably because of the presence of mercury. On the other hand, fluorescent lamps contain materials that have value, notably copper and aluminum. Through the service of nationally recognized organizations, in 2016, we have recycled, and properly disposed, over 7 200 kg (nearly 16 000 pounds) of fluorescent lamps.



I AM PROUD OF THE PSG SD INITIATIVE BECAUSE...

I HAVE BECOME MORE KNOWLEDGEABLE IN THE TERM "SUSTAINABILITY"; I THOUGHT IT ONLY APPLIED TO THE ENVIRONMENT."

CINDY GONDER  
ADMINISTRATIVE AGENT, ORILLIA

## PREPARING OUR CORPORATE SUSTAINABILITY REPORT

Since embarking on our Sustainability Journey, PSG has voluntarily published two Corporate Sustainability Reports (CSR), in 2011 and 2013. Based on the recognized Global Reporting Initiative (GRI) G3 Framework, these reports each covered two years of our company's sustainable development activities.

The reporting period for this third Corporate Sustainability Report (CSR), prepared under the GRI G4 Guidelines, covers the calendar years of 2014, 2015 and 2016, i.e. from January 2014 to December 2016; this period corresponds to a three year period since the publication of our last CSR. For future CSR, we are still committed to a two year cycle for reporting on our corporate sustainability.

Except for a small adjustment resulting in a re-distribution of direct and indirect GHG emissions in the CSR 2013 (without affecting the total GHG emissions of the company), re-statements have not been made in this CSR 2016. The scope, boundaries and measurement methods in the preparation of the CSR 2016 are the same as our previous reports; thus there has been no changes in the scope and aspect boundaries for this report.

The Corporate Sustainability Report is a major initiative of our Green Team. In fulfilling its mandate, the Green Team determined the guiding principles of the Sustainable Development Initiative, the stakeholders of the initiative and the priority actions. The Green Team is composed of members, with representation from all regions, equal gender representation, and with members working in practically every level of the company.

The data and information needed to prepare the Corporate Sustainability Report is measured and compiled from different sources. Quantitative data is measured through formal tracking systems (such as labor related or financial data), or from surveys to our various facilities on specific data that is not formally tracked, notably for the various stories in the report. Qualitative data is compiled from surveys to our various facilities and offices, and through our Green Team members. Moving forward, we are continuing to implement processes to better formally track all data that is relevant to the sustainability of the company.

The process for defining the content of the Corporate Sustainability Report was initiated at the level of the Company Green Team. With the assistance of the external Sustainable Development Advisor, the Company Green Team confirmed that the GRI G4 Guidelines were the most appropriate approach to document the sustainability issues at PSG.

Thus, 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 the corporate knowledge base and with limited participation by PSG employees.

Consultation of our stakeholders is important, with a particular emphasis on our customers. Since we tend to have a relatively small customer base, we develop close working relationships that can span decades. Through these relationships, and as our global partners also evolve on the basis of sustainability principles, we cover these issues on a practically continuous basis. We also tend to engage with our customers, and potential customers, during trade shows and meetings, where innovations are often discussed. As we move forward, we will further engage with our stakeholders to assess and adjust our areas of focus in regards to sustainability issues. In the next reporting period, with our Company Green Team, assisted by the Local Green Teams, we will enhance the dialogue with our stakeholders, notably to better identify the GRI materiality aspects that are important to them.

The boundaries of the report have been set where PSG has direct control; they thus include the four owned manufacturing facilities, along with our Sales Offices in North America. While PSG has built a strong network of partners and has made significant efforts to create the necessary tools to properly manage this network of installation, service and manufacturing sub-contractors by implementing strict manufacturing and in-field protocols and guidelines, these important partners remain sub-contractors. They are not part of the company and as a result PSG does not have an ultimate direct control on them. Similarly, once a sign element is installed on a customer's premise, PSG has no control on the operation of the sign. Therefore, the boundaries for this Corporate Sustainability Report do not include installation and service crews and the operations of signs, or any manufacturing completed by agents. It is felt that the boundaries chosen represent the most significant sustainability issues under the direct control of PSG.

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